

DRAFT LOCAL IMPROVEMENT OBJECTIVES 2004

All the Local Improvement Objectives should be regarded as having a bilingual focus. They should be seen in the context of the Comhairle Gaelic Policy, as all have potential for the implementation of the policy.

**NATIONAL PRIORITY 1:
To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy and to achieve better levels in national measures of attainment including examination results.**

Objective 1.1 Increased levels of numeracy and literacy.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
1. Improve attainment in literacy and numeracy in Gaelic and English.	a) Continue to set individual national Test targets for P5 and S1 pupils using CAT data.	All P5 and S1 pupils set appropriately ambitious targets.	AHG/Link Officers	Ongoing
	b) Develop strategies to improve attainment in writing for boys between P1 and S2	Boys reading and writing attainment improved.	Link Officers	March 2006
	c) Identify strategies to improve transition arrangements at the primary/secondary interface	Strategies implemented in all schools.	Link Officers	Oct 2005
	d) Embed the Assessment is for Learning initiative	More effective learning experiences for pupils.	Link Officers	Oct 2005
	e) Monitor the effectiveness of Maths Alive in raising attainment in maths.	Pupils achieving satisfactory progress towards targets.	Link Officers	Oct 2005
	f) Encourage presenting centres to adopt Access 3 courses in Maths and English for less able pupils.	Enrolment of 80% of target pupils on appropriate courses.	Link Officers	Sept 2005

Objective 1.2 Improved examination results.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
2. Develop and monitor strategies to improve performance in national examinations.	a) Provide support and challenge to subject departments in secondary schools where attainment is low.	Attainment in identified subjects is improved.	Link Officers AHG	Ongoing
	b) Presenting centres to set individual targets for pupils taking Standard Grades and NQ courses.	Guidelines to schools. Targets in place for all 3 rd to 6 th year pupils, in line with authority guidelines.	AHG Link Officers	May 2005 Oct 2005
	c) Implementation of the Flexibility in the Curriculum Policy, in the context of "A Curriculum for Excellence", including the use of Access 3 courses across the curriculum.	All 4 schools to demonstrate innovative approaches towards the implementation of the Flexibility in the Curriculum Policy.	Link Officers	Sept 2005

3. Develop and support online learning.	<p>a) Extend and improve the use made of the Scholar programme.</p> <p>b) Promote online learning resources, especially those available on the NQ online website.</p> <p>c) Review the options available for the expansion of Computer Aided learning.</p>	<p>Pupils registered by June 2005. Induction for pupils by Sept 2005.</p> <p>All schools subscribing to NQ Online Bulletin.</p> <p>Review undertaken and being used to create a more flexible approach to the curriculum.</p>	<p>AHG</p> <p>AHG</p>	<p>June 2005</p> <p>Sept 2005 Oct 2005</p> <p>March 2006</p>
4. Progress identified Integrated Community Schools' initiatives for raising attainment.	<p>a) Enhance the formal curriculum.</p> <p>b) Enhance access to study support initiatives.</p>	<p>Initiatives contributing effectively to targets for raising attainment.</p>	DML	Ongoing
5. Engage schools in the implementation of "A Curriculum for Excellence"	<p>a) Appointment of CDO to work with key stakeholders in the implementation of the revision of the curriculum 3 – 18.</p>	<p>Schools empowered to implement changes in relation to A Curriculum for Excellence.</p>	JMK	As per SEED timetable

Objective 1.3 Pre-School Education (3-5 years).

Targets	Strategies	Success Criteria	Lead Officer	Timescales
6. Develop skills of pre-school staff.	<p>a) Organise and deliver training on planning and assessment procedures.</p>	<p>Child at the Centre PI's: 1.3,2.1,3.3,3.4</p> <p>Improved planning procedures in place.</p> <p>Staff making effective use of assessment information to plan appropriately challenging activities for children.</p> <p>Children's individual needs being met.</p> <p>Nominated staff from all centres access training.</p>	CML	March 2006
	<p>b) Provide further training on measuring the effectiveness of children's learning and development and the quality of care provided at all centres.</p>	<p>PI's: 7.1</p> <p>Improved systems in place for monitoring and evaluating all aspects of service provision.</p> <p>Centres accurately identifying strengths and development needs and providing evaluative standards and quality reports.</p>	CML	March 2006
	<p>c) Roll out of ICT programme to nominated staff in pre-school centres.</p>	<p>Increased confidence of staff in the use of ICT.</p> <p>ICT embedded in curriculum planning.</p> <p>Increased opportunities available for children in ICT.</p> <p>Children's skills in ICT developing.</p>	CML/PW	<p>March 2006</p> <p>Ongoing to June 2007</p>
	<p>d) Ensure citizenship is embedded in the Early Years curriculum through sharing of good practice.</p>	<p>PI's: 1.0,3.2,5.1,5.2</p> <p>Evidence of increased participation of children in decision making</p> <p>Increased participation of children in consultation.</p>	CML	June 2005
	<p>e) Deliver training to staff in Gaelic Medium centres on the development of children's oral skills in Gaelic.</p>	<p>PI's:1.0, 3.2</p> <p>Children participating in specific activities designed to improve and develop Gaelic language.</p>	CML	March 2006

7. Improve the sharing of assessment information at the Pre-school – Primary 1 stage.	a) Monitor and evaluate the use of the revised transition record to ensure consistency in the quality of information being shared between pre-school and primary.	PI's: 3.4 Cognisance taken of children's prior learning. Assessment information being used effectively to identify next steps in learning.	CML	Ongoing to June 2006
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Objective 1.4 Childcare Provision

Targets	Strategies	Success Criteria	Lead Officer	Timescales
8. Promote and develop quality childcare provision.	a) Develop integrated childcare/pre-school services in 3 sites.	1 site operational. Feasibility Study complete on 2 further sites.	BC/PW	March 2006
	b) Work in partnership to take forward the Scottish Executive's Integrated Early Years Strategy.	Effective strategy in place and being implemented.	BC/PW	In line with Executive timetable
	c) Work towards all childcare/pre-school staff having the qualification requirements of SSSC prior to 2009.	50% of staff achieving the qualification.	BC/PW	March 2006 Ongoing
	d) Investigate the feasibility of a Comhairle take-over of some voluntary sector providers.	Providers identified and operation of 2 sites taken over.	BC/PW	March 2006
	e) Support providers submitting applications for funding from NOF Quality Childcare Programme.	100% of applications supported.	BC/PW	Ongoing

NATIONAL PRIORITY 2:
To support and develop the skills of teachers, self discipline of pupils and to enhance school environments so that they are conducive to teaching and learning.

Objective 2.1 Continuing professional development of teachers' skills.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
9. Improve the process for supporting and developing the skills of teachers.	a) Review the CPD Policy and Procedures.	Review completed and recommendations implemented.	KT	Oct 2005
	b) Continue to develop/implement computer/web based system to manage CPD at authority and school level.	System implemented and available to schools.	KT	Dec 2005
	c) Training in QA procedures for Principal Teachers.	Learning and Teaching monitoring procedures implemented and documented.	IMK/JMK	Nov 2005
10. Develop training programme for support staff and school non-teaching staff, matching service to student needs.	a) Roll-out the SDA process to school non-teaching staff.	All staff undertake SDA training. SDA's undertaken and Plan drawn up.	CAML	June 2005
	b) Draw up Plan on basis of SDA record's		BSO's/PO's	Oct 2005
	c) Commission training	Staff training requirements met.	NMD	Ongoing

Objective 2.2 Increased self-discipline of Pupils.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
11. Address issues of attendance and exclusion.	a) Develop a system for monitoring and intervention, to improve attendance and reduce exclusions.	Raise attendance by 2% (currently attendance is 92%).	BC	June 2006

Objective 2.3 Enhanced School Environments which are more conducive to teaching and learning.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
12. Progress planned programme of school improvements and prepare ongoing programme for repairs and maintenance in line with asset management results and capital programme.	a) Allocate all resources in line with identified priorities by assigning priorities to planned repairs and maintenance in line with results of asset management project.	Programme approved by elected members.	JLG	June 2005
	b) Extend school handy person service.	Survey of schools demonstrates satisfaction with service.	JLG	Sept 2005
13. Maintain and improve other support services to schools and pupils.	a) Establish short life MOWG and prepare a revised policy on home to school transport for submission to elected members.	Revised transport policy agreed by MOWG and approved by elected members.	JLG	June 2005
	b) Undertake Best Value Review of Building Cleaning.	Results of Review.	JLG/JD	August 2005
14. Progress the PPP Project.	a) As per PPP Project Plan.	Project moving forward in line with timetable.	CH	As per Scottish Executive and PPP Project timetable – Ongoing to 2008-09

Objective 2.4 Improvement in the health and well-being of pupils through the promotion and adoption of healthier lifestyles

Targets	Strategies	Success Criteria	Lead Officer	Timescales
15. Progress Hungry for Success initiatives.	a) Multi-disciplinary working group taking forward HFS recommendations to target times.	Nutritional standards fully implemented in primary schools.	JGL/ KMC	HFS targets
		Pupils and parents give positive response to menus.	JGL/ KMC	March 2005
		Meal uptake improved.	JGL/ KMC	June 2005
	b) Introduction of Smartcard technology in MGF3 pilot schools (dependent on project implementation.)	Smartcard implemented and working successfully (meals only).	JGL/ KMC	Oct 2005

16. Through the Integrated Community Schools Initiative and working with partner organisations, promote and monitor Health Promoting Schools.	a) Complete audit of schools for HPS status. (Stage 1)	100% of schools have completed Stage 1 HPS audits.	DML	June 2005
	b) Progress HPS audits to Stage 2 and evaluate using HGIOS quality indicators.	50% of schools have completed Stage 2 HPS audits and received appropriate awards.		March 2006

Objective 2.5 Improve the arrangements for financial performance

Targets	Strategies	Success Criteria	Lead Officer	Timescales
17. Improve school financial and administrative performance in light of new DSM Scheme and new developments.	a) Review school DSM performance in light of new DSM procedures and developments.	All School budgets within DSM tolerances.	JLG/IGS	Oct 2005
		Schools understand and confident in use of financial procedures.	JLG/IGS	
	b) Review school adherence to policy and procedural instructions in conjunction with BSOs.	Weaknesses in adherence to policy identified and consultation approves new version. School staff survey finds new procedures easy.	JLG/IGS JLG/IGS	June 2005

Objective 2.6 Policy framework

Targets	Strategies	Success Criteria	Lead Officer	Timescales
18. Implement a comprehensive policy framework.	a) Continuation of the planned programme for the review, development and application of curriculum related policy statements. b) Agree and allocate priority work on development or updating of non-curricular policy.	Policy Framework in place and implemented in schools.	CD	April 2005 – March 2006
19. Develop and implement Plan for Integrated Children's Services provision	a) Inter-agency Working Group monitoring the implementation of the plan	Children's Services being delivered more effectively.	BC	March 2006 Ongoing

Objective 2.7 Implementation of McCrone Agreement

Targets	Strategies	Success Criteria	Lead Officer	Timescales
20. Progress McCrone Agreement.	a) Completion of Management Restructuring.	Structures in schools related to Q.I. agenda.	CD	August 2006

Objective 2.8

Best Value

Targets	Strategies	Success Criteria	Lead Officer	Timescales
21. Carry out QMIE audit in line with key areas.	<ul style="list-style-type: none"> a) Establish Short Life Working Groups (SLWG) to progress the planned programme of reviews. b) Report results of service audit to PPM Group. 	Areas for action highlighted in reviews addressed and impacting positively on the quality of the service.	IMK/JMK	March 2006
22. Implement revised Best Value Programme.	<ul style="list-style-type: none"> a) Establish working groups to carry out programme. b) Working groups to report findings to PPM Group. 	Areas for action highlighted in reviews addressed and impacting positively on the quality of the service.	IMK/JMK	March 2006

Objective 2.9

ICT

Targets	Strategies	Success Criteria	Lead Officer	Timescales
23. Monitor the implementation of School ICT Policy guidelines in schools.	<ul style="list-style-type: none"> a) Link officers to check compliance with the policy, during routine school visits. 	100% of schools complying with the policy.	Link Officers	Ongoing
24. Develop and implement ICT initiatives in schools.	<ul style="list-style-type: none"> a) Completion of wireless broadband links to all schools. 	All schools connected to Broadband.	KM	Sept 2005
	<ul style="list-style-type: none"> b) Development of network server facilities for schools over Wide Area Network (WAN) infrastructure, including caching facilities and access to the Scottish Schools Digital Network (SSDN). 	Server facilities in place and WAN infrastructure functional.	KM	June 2006
	<ul style="list-style-type: none"> c) Review of Interactive Whiteboard (IWB) and software provision (2004/05) to schools and agree future implementation of new technologies. 	Review completed and conclusions agreed by Masterclass.	KM	Aug 2005 Ongoing
	<ul style="list-style-type: none"> d) Development of Masterclass initiatives and roles with local participants to support use of ICT in schools. 	Forward Masterclass plan agreed and implemented.	KM	July 2005
25. Further development and implementation of management information systems for school and department use.	<ul style="list-style-type: none"> a) Review and development of department and school MIS and pupil assessment, recording and reporting requirement. 	Review completed and recommendations submitted to senior mgt.	KM/JW	Oct 2005
	<ul style="list-style-type: none"> b) Implementation of "e1" – online, web-based MIS for all schools and department. 	"e1" implemented and implemented in schools.	KM/JW	June 2006
	<ul style="list-style-type: none"> c) Review staff ICT training requirements and provide appropriate training programmes for teaching, school administration and ICT support staff. 	Review completed and training programme drawn up.	KM/JW	Oct 2005

NATIONAL PRIORITY 3:

To promote equality and help every pupil to benefit from education, with particular regard paid to pupils with disabilities and special educational needs, and to Gaelic and other lesser used languages.

Objective 3.1 Every pupil benefits from education – Pupils with disabilities and special needs

Targets	Strategies	Success Criteria	Lead Officer	Timescales
26. Monitor attainment of all looked after children.	a) Attainment targets to be set within IAP based on potential, and monitored against results locally and nationally.	All pupils obtain results which are consistent with their individual Action Plan and targets set.	BC	Aug 2005 Ongoing
27. Implement an Inclusion Policy which meets legislation and best practice guidance and is supported by our policy and procedures regarding learning and behaviour support.	a) Work in cooperation with schools in the implementation of the policy.	Policy operating effectively in all schools.	BC	March 2006
28. Implement revised procedures for Additional Support Needs.	a) Establish a Short Life Working Group (SLWG) to plan and agree strategies. b) Organise training seminars. c) Implement policy and procedure.	Policy and procedures implemented in all schools. Appropriate training. Seminars organised.	IMI	June 2005
29. Develop Pre-Scat system throughout Western Isles.	a) Establish Short Life Working Group (SLWG) b) Consultation programme c) Policy and procedure drafted d) Run training seminar	Policy and procedures implemented in all schools. Training organised.	BC	June 2005

Objective 3.2 Every pupil benefits from education, with particular regard paid to Gaelic.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
30. Increase the numbers of pupils entering Gaelic-Medium Education.	a) Continue the operation of agreed CnES strategic plan for the promotion of Gaelic medium education. b) Produce video to support the booklet published in 2004, for use with parents of pre-school children. c) Continue to work with Sgioba na Gàidhlig to progress the development of an Online resource to support parents of GM pupils.	Number of children in Gaelic medium increased. Completion of development phase.	CD	April 2005 – March 2006
31. Promote and support operation of Comhairle Gaelic Policy.	a) Review secondary Gaelic medium provision. b) Review resource implications of implementation of Comhairle policy for Gaelic P1-2 immersion. c) Involvement in Gaelic language planning initiatives.	Action Plan in place, based on outcome of review. Draft Strategy complete. Raised profile of Gaelic in schools and the community.	CD	March 2006 March 2006 March 2006

NATIONAL PRIORITY 4:
To work with parents to teach pupils respect for self and one another and their interdependence with other members of their neighbourhood and society and to teach them the duties and responsibility of citizenship in a democratic society.

Objective 4.1 Increased respect for self and others.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
32. Progress citizenship across all schools	a) Prioritise activities identified in the school's audit and assist schools to progress these.	Activities being implemented in schools.	JMK	Oct 2005
	b) Promote the Eco-schools initiative.	30% of schools attaining Bronze level award.	NMD/Link Officers	March 2006

Objective 4.2 Increased awareness of interdependence with other members of their neighbourhood and society and increased awareness of the duties and responsibilities of citizenship in a democratic society.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
33. Promote activities designed to support parents and families.	a) Develop co-ordinated inter-agency assistance for children and their families.	Organised activities are well attended and positive feedback from participants.	BC	Ongoing

NATIONAL PRIORITY 5:
To equip pupils with the foundation skills, attitudes and expectations necessary to prosper in a changing society and to encourage creativity and ambition.

Objective 5.1 Pupils are equipped with the necessary foundation skills, attitudes and expectations to prosper in a changing society.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
34. To equip young people with the life skills necessary to continue learning and to thrive beyond school in a fast changing and technological society.	a) Deliver and quality assure CnES 'Enterprise in Education Plan' in pursuit of the aims of 'Determined to Succeed'.	Courses and programmes. (HGIOS 1.2, 2.1, 3.3, 3.4, 4.2, 4.3, 7.3) HMIE entitlements. Enterprise in Education Plan milestones.	IS	March 2006

Objective 5.2 Increased levels of creativity and ambition of young people.

Targets	Strategies	Success Criteria	Lead Officer	Timescales
35. Promotion of positive attitudes to culture, heritage and sport.	a) Enhance the range of experiences of pupils in the expressive arts in primary and secondary schools through the deployment of music instructors (YMI), Cultural Co-ordinators and other external agencies.	Enhancement of pupils' experiences. (HGIOS 3.3)	DML	Ongoing
36. Participate in initiatives designed to enrich the opportunities available to 5-16 year olds to access sporting and cultural activities.	a) Access/coordinate the services provided by external agencies who offer additional sporting and cultural activities.	Services for pupils are coordinated to maximise the impact on pupils.	DML	Ongoing
	b) Co-ordinate inputs to schools from the Active Schools Programme.	Active School programme running in all schools- number of pupils who are 'active' is increased.		