



Comhairle nan Eilean Siar

Management Plan by Department

Period: 15/16 - 19/20

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT



EDUCATION AND CHILDREN'S SERVICES DEPARTMENT

The Education and Children's Services Department's provision is delivered in a variety of establishments across the islands including: pre-schools, schools, community settings and through the voluntary sector.

The Department's vision is *A' Coileanadh Sàr-Mhaitheas Còmhla* Achieving Excellence Together

We strive to achieve this by:

- Excellence in Education and Children's Services.
- Culture of inclusion and high quality learning.
- Providing equal opportunities for all learners.
- Commitment to 'Best Value' in all services.
- Promoting the value and uniqueness of the physical and cultural environment of the Western Isles.

Our key priorities are:

Key Priority 1: Deliver high quality learning and teaching in all educational settings.

Key Priority 2: Ensure effective, accountable leadership for all.

Key Priority 3: Improve the use of data to secure excellent outcomes for all learners in the Outer Hebrides.

The Education and Children's Services Department comprises the following business units :

Children's Services
Education
Resources

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Children's Services

OUR MISSION

Children's Services have a statutory responsibility to deliver targeted services to ensure that the Comhairle 'Gets it Right for Every Child'. We aim to promote the welfare of children and their families. We offer shared assessments and support as required. We assess and deliver high quality support and services to children who have additional support needs.

All services are required to promote actively social inclusion, equality and diversity.

OUR VALUES

Excellence in Education and Children's Services. Provision of an inclusive quality culture. Provision of equal opportunities for all learners. Commitment to 'Best Value' in all services. Promotion of the value and uniqueness of the physical and cultural environment of the Western Isles.

RECENT ACHIEVEMENTS

Wide range of provision of support for children with additional support needs.
A strengthening Adoption and Fostering Service.
Revised service delivery structure
Reduced population of children educated and accommodated on the mainland.

PLANNING CONTEXT

For Scotland's Children
It's everyone's job to make sure I'm alright.
Getting it right for every child (GIRFEC)
Corporate Strategy 2012-17
Single Outcome Agreement (SOA) 2013-23
Central / Local Government funding constraints
Integrated Children's Services Plan
Care Inspectorate/Education Scotland
Internal audits of practice (eg through Child Protection Committee).
Child Protection Inter-agency Guidelines
Relevant Legislation
Care Inspectorate ISLA Scrutiny Report 2012.

Validated Self Evaluation
 Children and Young People's Bill

STAKEHOLDERS

Internal

- Other Comhairle departments
- The Comhairle(Members/Officers)

External

- Service Users
- Outer Hebrides Community Planning Partnership (OHCPP)
- Local Communities
- Health Board (NHS Western Isles)
- Police (Northern Constabulary)
- Children's Reporter
- Children's Panel
- Action for Children
- Voluntary Sector
- Child Protection Committee
- Alcohol and Drug Partnership (ADP)
- Domestic Abuse Forum
- European Union (EU)

Service Profiles

- **Adoption and Fostering**
- **Child Protection**
- **Children and Families**

Business Unit SWOT

Children's Services

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Very committed staff groups. • Positive joint working with partner agencies. • High quality Adoption and Fostering Service. • Good initial responses to children at risk of harm. 	<ul style="list-style-type: none"> • Longer term planning for accommodated children • Quality of service to Children's Reporter. • Case file recording and inputting of information into 'Care First'. • Reducing the gap between looked after children's attainment and that of other children. • Lack of consistency in file information.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Integration of Children and Family Services within Learning Communities. • Implementation of GIRFEC principles through Learning Communities. • Restructure to provision and delivery of services to vulnerable children and their families in the Western Isles. 	<ul style="list-style-type: none"> • Current financial context for all partner agencies. • Failure to meet needs at a local level. • Litigation. Leading to major impact upon children. • Increased demand for services. • Inability to recruit to strategic posts.



Service Profile: Adoption and Fostering

Description:

The Adoption and Fostering Services ensures that recruitment for adoption and fostering is effective to provide local permanent and foster placements for children who are looked after away from home. The service supports families who are fostering, thus enabling placements to be maintained.

Outputs:

Increased number and diversity of placements available.
Timely reviews of carers registered and appropriate supports in place.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Increase the number of foster placement options for children assessed as needing alternative care arrangements.	Fostering and Adoption Manager	01/04/2014	31/03/2017	Operating
Reduce need for mainland foster placements by increasing foster placements locally.	Fostering and Adoption Manager	01/04/2014	31/03/2017	Operating
Increase the percentage of looked after and accommodated children in foster or kinship placements as opposed to residential placements.	Fostering and Adoption Manager	01/04/2015	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS: Percentage of permanency plans that are completed within nationally prescribed timescales.	%	100	100	100	100	20

Service Profile: Child Protection

Description:

The Child Protection Service is responsible for ensuring that children and young people are safe from harm and provides support for the Child Protection Committee.

Outputs:

Reports to the Children's Reporter
 Minutes for Child Protection Committee including the Chief Officers Group.
 Production of annual Child Protection Report
 Provide regular updates to the Chief Social Work Officer.
 All children referred under Child Protection Procedures are fully supported by GIRFEC Policy and Procedures.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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Local Outcome: 7.1.3 Have in place a programme of continuous improvement.

Continuously review and update child protection policies, procedures and practice to take account of local issues, updated national guidance, legislation and research evidence, and make this knowledge available to practitioners through training and awareness raising.	Child Protection Co-ordinator and Development Officer	01/04/2014	31/03/2017	Operating
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Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS016: (LO4) Percentage of Initial Assessment Reports and Social Background Reports submitted to Scottish Children's Reporter Administration (SCRA) within 20 working days	%	100	100	100	100	100
ECS: (LO4) Percentage of Child Protection Reviews that take place within the agreed timescales.	%	100	100	100	100	100

Service Profile: Children and Families

Description:

The Children and Families Section cover the provision of Family Support services to the Children's Hearing system; family support services; services for children with/and affected by disabilities; throughcare and aftercare services; and services that help to reduce offending.

Outputs:

Assessments of risk and needs; provision of services to reduce risk and meet identified needs. Needs are assessed and services provided to all children who are deemed to be 'in need'; compliant with GIRFEC Policy and Procedure. Services can be community based or include respite, residential and foster care.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.
7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
CS: Work with Third Sector and other key partners, engage with local communities to influence and shape the development and design of services that contribute to improved health and wellbeing.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Develop policy, procedures and IT system for regular collection of service users views.	Educational Psychologist	01/04/2013	31/03/2017	Operating
Implement policies and procedures in relation to 'Getting It Right for Every Child' (GIRFEC) and the Children and Young People's Bill (CYPB).	Children's Services Manager	01/04/2015	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS019: (LO4) Percentage of Looked After and Accommodated Reviews that take place within statutory timescales	%	100	100	100	100	100
ECS020: (LO3) Percentage of care leavers aged 16-19 years with a Pathway Plan in place	%	100	100	100	100	100
ECS021: (LO7) All Children and Families Services and Resources to receive good or above in their Self Evaluations and External Evaluations.	%	100	100	100	100	100

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Education

OUR MISSION

The Education Section is committed to providing an excellent education for all children and young people in the Western Isles through high quality provision and experiences in learning and teaching for all children. This is supported by the use of a range of quality indicators and standards which enable the service to identify best practice and areas for development thus ensuring continuous improvement.

OUR VALUES

Excellence in Education and Children's Services. Provision of an inclusive quality culture. Provision of equal opportunities for all learners. Commitment to 'Best Value' in all services. Promotion of the value and uniqueness of the physical and cultural environment of the Western Isles.

RECENT ACHIEVEMENTS

Strong performance of pupils in SQA examinations by the end of S4 and S5
 The effective promotion of Gaelic language, heritage and culture.
 Young people who demonstrate high achievement in cultural and sporting events locally and nationally .
 High staying on rates in schools.
 The number of pupils going onto positive destinations post school.
 Effective implementation of the Schools Estate Review.
 Effective implementation of the Early Years Strategy.

PLANNING CONTEXT

Corporate Strategy 2012-2017.
 Single Outcome Agreement (SOA) 2013-23.
 Central Government/Local funding restraints.
 Education Scotland.
 Care Inspectorate.
 For Scotland's Children.
 It's everyone's job to make sure I'm alright.
 Getting it right for every child (GIRFEC)
 Integrated Children's Services Planning framework
 Early Years Planning framework
 Gaelic Language Plan
 Education Scotland Act
 Standard in Schools Scotland Act
 Additional Support Needs (ASN) Act
 Care Commission Standards
 Children and Young Peoples Bill
 Play Strategy 2014

STAKEHOLDERS

Internal

- Other Comhairle department
- The Comhairle(Members/Officers)

External

- Service users
- Third Sector
- NHS Western Isles
- Northern Constabulary
- Care Commission
- Scottish Government and Government Agencies
- Local communities
- Audit Scotland
- Media
- European Union (EU)

Service Profiles

- **Additional Support for Learning Services**
- **Early Years**
- **Extended Learning**
- **Learning Communities**
- **Psychological Services**
- **Schools and Pre-school Education**

Business Unit SWOT

Education

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • High performance against comparators. • Experienced and committed team. • Positive Reports from External Scrutiny Organisations. • Culture of self-evaluation across the service. 	<ul style="list-style-type: none"> • Lack of consistency in the quality of services across all areas of provision.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Full integration of services for children. • Restructure will support more efficient delivery of services and will offer a clear focus on raising attainment. • External funding opportunities. • Curriculum for Excellence • Partnership working. 	<ul style="list-style-type: none"> • Budgetary restrictions. • Failure to maintain skill level of workforce • Failure to communicate and work effectively together. • Meeting pace of change. • Inability to recruit to key posts.



Service Profile: Additional Support for Learning Services

Description:

Support for Learning provides a wide range of resources and support to children with additional support needs.

Outputs:

Individual Education Plans (IEPs)
Co-ordinated Support Plans (CSPs)

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Implement the three-year Additional Support Needs (ASN) Service Action Plan.	Learning Support Manager	31/03/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS022: (LO3) Percentage of children with additional support needs who have their co-ordinated support plans completed and reviewed within statutory timescales.	%	100	100	100	100	100

Service Profile: Early Years

Description:

Early Years leads on the Department's responsibilities for the effective implementation of the Early Years and Early Intervention Childcare Strategy, inclusive of Childcare provision, 3-5 years provision and family support.

Outputs:

Effective partnership working to implement change.
 Provision of appropriate childcare services.
 Develop and implement Change Fund Action Plan.
 Ensure nursery places are available for all 3-5 year olds.
 Staff meeting registration requirements.
 Implementation of the Department's Gaelic Plan.
 Programme manage the Early Years Collaborative.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Implementation of the Early Years and Early Intervention Strategy, Change Fund Action Plan, Gaelic Action Plan and Early Years Collaborative Programme.	Early Years Manager	01/04/2015	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS023: (LO3) Percentage of eligible children, who are registered for the pre-school year of Early Learning and Childcare.	%	99	0	0	0	0
ECS024: (LO3) Percentage of childminders receiving good or very good Care Inspectorate reports.	%	90	0	0	0	0
ECS025: (LO3) Percentage of children enrolling in Gaelic Medium Education (GME) at P1	%	0	0	0	0	0
ECS028: (LO3) Percentage of pre-school children that have reached all of their expected developmental milestones at the time of starting primary school.	%	93	90	90	90	90

Service Profile: Extended Learning

Description:

Extended Learning: provide support to schools and children's services in areas of vocational education, additional support needs and 16+ learning choices.

Outputs:

Improved post-school destinations for young people.
Enhanced support for young people with additional support needs.

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.1 Provide employment, study and training opportunities for young people and women returning to work.				
CS: Create the social and economic conditions to enable people to gain access to education, training or employment, with a particular focus on young people and women returning to work.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
Local Outcome: 2.1.5 Develop new and creative industries.				
CS: Maximise opportunities arising from the establishment of the Creative Industries and Media Centre.	Education Support Officer	01/04/2013	31/03/2017	Operating
CS: Provide an Accredited Training and Skills Service.	Education Support Officer	01/04/2013	31/03/2017	Operating
CS: Deliver EU funded Employment Support Programmes.	Extended Learning Manager	01/04/2013	31/03/2017	Operating
Local Outcome: 2.1.10 Continue to support the traditional industries such as crofting, agriculture, fisheries and other maritime business				
CS: Develop, support and lobby for initiatives that strengthen the traditional industries such as crofting, agriculture, fisheries and other maritime business.	Education Support Officer	01/04/2013	31/03/2017	Operating
Local Outcome: 3.1.1 Provide greater links between education and training and employment providers.				
Articulate existing Vocational education Strategy with National (Developing Young Workforce) agenda.	Education Support Officer	01/04/2015	31/03/2017	Operating
Promote and develop links with partner agencies to improve collaborative working and better outcomes for young people.	Extended Learning Manager	01/04/2015	31/03/2017	Operating
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Deliver the More Choices More Chances (MCMC) Action Plan.	Extended Learning Manager	01/04/2014	31/03/2017	Operating
Evaluate the ESF funded 'Include Us' project.	Extended Learning Manager	01/04/2015	31/03/2017	Operating
Local Outcome: 6.1.7 Develop maritime heritage and businesses, with an emphasis on entrepreneurship, skills and training.				
CS: Identify and support initiatives that develop maritime heritage tourism and businesses, with particular emphasis on entrepreneurship, skills and training and job creation.	Education Support Officer	01/04/2013	31/03/2017	Operating

Service Profile: Learning Communities

Description:

Learning Communities are responsible for the effective integration of services for children and young people by ensuring that all agencies contribute to successful outcomes for vulnerable young people within a defined area.

Outputs:

Attainment levels
Vocational preparation
Achievement levels

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.
7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
All children and young people attending Extended Learning are appropriately referred, assessed and supported.	Extended Learning Manager	01/04/2013	31/03/2017	Operating
Deliver the Physical Education 2 hour target in primary schools and monitor quality.	Senior Education Officer (Area 1)	01/04/2013	31/03/2016	Operating
Ensure that health and wellbeing, along with literacy and numeracy, remains the responsibility of all.	Senior Education Officer (Area 1)	01/04/2014	31/03/2016	Operating
Ensure that there are relevant and appropriate mechanisms in place to deal with bullying in schools.	Senior Education Officer (Area 1)	01/04/2014	30/06/2016	Operating

Service Profile: Psychological Services

Description:

Psychological Services undertake 5 main roles within the Western Isles. These are: 'Consultation' (providing advice early and to a range of stakeholders regarding children experiencing all types of barriers to learning). 'Assessment' (providing specialist assessments of need that require a certain level of qualification or training). 'Intervention' (providing guidance on evidence-based interventions and developing robust monitoring systems to ensure they meet the child's needs, and in cases that require the highest level of support carrying out the intervention). 'Training' (providing specialist training to a range of stakeholders to build capacity in all of those who support the needs of children and families). 'Research' (undertaking research to examine how children respond to certain interventions and to help ensure both evidence-based practice and best-value practice in the work carried out within the department).

Outputs:

Psychological Assessment Reports
Therapeutic interventions
Educational Programmes
Research Reports
Training inputs.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Continue to implement the 3-year improvement Action Plan for Psychological Services	Principal Educational Psychologist	01/04/2013	31/03/2017	Operating

Service Profile: Schools and Pre-school Education

Description:

School and Pre-school: provide education, learning and teaching support for all children from birth-3 and 3-18.

Outputs:

Attainment levels
Vocational preparation
Achievement levels
Personal Learning Plans
Individual Learning Plans

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
CS: Implement the Curriculum for Excellence.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
Raise standards of educational achievement and attainment in Numeracy.	Senior Education Officer (Area 2)	01/03/2014	31/03/2017	Operating
Develop assessment and moderation approaches at school, area, authority and inter-authority levels to improve literacy and numeracy, particularly at key transitions.	Senior Education Officer (Area 2)	01/04/2014	31/03/2017	New Operating Initiative – One Off
Ensure learners benefit from a BGE (S1-S3) which provides appropriate specialisation and breadth of experience across the four contexts of learning.	Senior Education Officer (Area 2)	01/04/2014	31/03/2017	Operating
Raise standards of educational achievement and attainment in literacy.	Senior Education Officer (Areas 3 & 4)	01/03/2014	31/03/2017	Operating
Ensure learners benefit from a BGE (Early, First and Second levels), which reflects the principles of CfE.	Senior Education Officer (Areas 3 & 4)	01/04/2014	31/03/2017	Operating
Implementation of the 'Language Learning 1+2 Strategy'.	Senior Education Officer (Areas 3 & 4)	01/04/2015	31/03/2017	Operating
Local Outcome: 3.1.3 Promote a renewed focus on vocational training and joint working with partners to deliver courses and training that meet local demand from students and employers.				
CS: Increase the range of vocational courses available in schools.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
CS: Promote links with the University of the Highlands and Islands (UHI) and support them to broaden teaching capacity, develop and expand vocational course delivery that meets local demand from students and employers.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.7 Continue to deliver Gaelic Medium Education.				
CS: Deliver Gaelic Medium Education throughout the Outer Hebrides.	Senior Education Officer (Area 5)	01/04/2013	31/03/2017	Operating
Implement the Department's Gaelic Action Plan for 2014-16	Senior Education Officer (Area 5)	01/04/2014	31/03/2016	Operating
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
CS: Expand work experience programmes with schools and employers.	Education Support Officer	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS030: (LO3) Percentage of children in Gaelic Medium Education	%	40	40	40	40	40
ECS044: (LO3) Average tariff score from national examination results of middle achieving 60% of pupils at S4-6.	#	550	550	550	550	550
ECS041: (LO3) Average tariff score from national examination results of lowest achieving 20% of Looked After Children at S4-6.	#	130	130	130	130	130
ECS055: (LO3) Percentage of S4 pupils attaining A-C passes in National 4 internal school assessments.	%	96	96	96	96	96
ECS058: (LO3) Percentage of S4-6 pupils attaining Level 5 in Literacy and Numeracy (exit point from school).	%	60	60	60	60	60
ECS051: (LO3) Percentage of Looked After Children at S4-6 attaining Level 5 in Literacy and Numeracy (exit point from school).	%	85	85	85	85	85
ECS047: (LO3) Average tariff scores of pupils in decile 3 (Scottish Index of Multiple Deprivation).	#	550	550	550	550	550
ECS053: (LO3) Percentage of Looked After Children at S5/6 attaining A-C passes in Highers examinations.	%	55	55	55	55	55
ECS057: (LO3) Percentage of S4-6 pupils attaining Level 4 in Literacy and Numeracy (exit point from school).	%	92	92	92	92	92
ECS054: (LO3) Percentage of pupils at Staged Intervention Levels 3-4 achieving their target SQA grades.	%	0	0	0	0	0
ECS046: (LO3) Average tariff scores of Looked After Children in decile 3 (Scottish Index of Multiple Deprivation).	#	550	550	550	550	550
ECS048: (LO3) Percentage of Looked After Children at S4 attaining A-C passes at National 4 internal school assessments.	%	90	90	90	90	90

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS049: (LO3) Percentage of Looked After Children at S4 attaining A-C Passes in National 5 examinations.	%	60	60	60	60	60
ECS050: (LO3) Percentage of Looked After Children at S4-6 attaining Level 4 in Literacy and Numeracy (exit point from School).	%	90	90	90	90	90
ECS043: (LO3) Average tariff score from national examination results of middle achieving 60% of Looked After Children at S4-6.	#	550	550	550	550	550
ECS045: (LO3) Average tariff score from national examinations of highest achieving 20% of pupils at S4-6.	#	990	990	990	990	990
ECS042: (LO3) Average tariff score from national examination results of lowest achieving 20% of pupils at S4-6.	#	130	130	130	130	130
ECS040: (LO3) Average tariff score from national examination results of highest achieving 20% of Looked After Children at S4-6.	#	990	990	990	990	990
ECS052: (LO3) Percentage of Looked After Children at S5/6 attaining A-C passes in Advanced Higher examinations.	%	50	50	50	50	50
ECS060: (LO3) Percentage of S5/6 pupils attaining A-C passes in Highers examinations.	%	83	83	83	83	83
ECS059: (LO3) Percentage of S5/6 pupils attaining A-C passes in Advanced Higher examinations.	%	81	81	81	81	81
ECS033: (LO3) Percentage of Schools inspected by Education Scotland that have all indicators good or above.	%	100	100	100	100	100
ECS056: (LO3) Percentage of S4 pupils attaining A-C Passes in National 5 examinations.	%	85	85	85	85	85

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS034: (LO3) Percentage of Pre-school establishments inspected by the Care Inspectorate that have all indicators good or above.	%	100	100	100	100	100

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Resources (E&CS)**OUR MISSION**

The Resources Section supports the Children and Families and Education Business Units through a business strategy that underpins all departmental services, using the business resources required in the most efficient, effective and economic way.

OUR VALUES

Excellence in Education and Children's Services. Provision of an inclusive quality culture. Provision of equal opportunities for all learners. Commitment to 'Best Value' in all services. Promotion of the value and uniqueness of the physical and cultural environment of the Western Isles.

RECENT ACHIEVEMENTS

We have an effective administration and staff resource to meet the demands of the Department.
We have introduced more rigorous and effective financial monitoring.
We have implemented a modern ICT infrastructure LA-wide to support school administration, teaching and learning – to support CfE.
All our school meals meet the nutritional standards
All schools meet high standards of cleanliness.
Service operates within strong culture of Best Value.

PLANNING CONTEXT

Compliance with local and national financial and procurement regulations
Local and national building and planning regulations
Scottish Government Glow Technologies initiative to underpin and support the delivery of CfE
Health Promoting Schools Initiative
Hungry for Success Initiative
Health and Safety regulations
Health Promotion and Nutrition Scotland Act 2007
Promote uptake of schools meals, in particular free school lunches, bearing in mind the entitlement of P1-3 as from August 2010
Protect the identity of pupils receiving free school meals
Ensure that all food and drink provided in schools complies with the requirements of the Schools (Health Promotion and Nutrition) (Scotland) Act 2007
Ensure that all buildings have been cleaned to standards laid down in specification document
Corporate Strategy 2012-17
Single Outcome Agreement (SOA) 2013-23

STAKEHOLDERS

Internal

- Other Comhairle department
- The Comhairle(Members/Officers)

External

- Local communities
- Schools
- External agencies, eg Health, Police, etc
- Parents
- Children and Young People
- Further Education
- Higher Education
- Employers
- Training Providers
- Voluntary Sector
- Voluntary organisations
- European Union (EU)
- Scottish Government/Government Agencies
- Outer Hebrides Community Planning Partnership (OHCPP)
- Locality Planning Groups
- Trade Unions
- Construction Firms
- Education Scotland
- National Glow team
- Skills Development Scotland
- Suppliers and contractors

Service Profiles

- **Administration and Staffing**
- **Business Support**
- **Catering and Cleaning**
- **Finance and Estate**
- **Information Technology (IT)**
- **Multi Media**
- **Quality Improvement**

Business Unit SWOT

Resources (E&CS)

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Good range and quality of support. • Effective strategic planning (Finance, Staffing, IT and Estates) • High and increasing percentage of pupils educated in new school premises. 	<ul style="list-style-type: none"> • Lack of Broadband backup capacity. • Lack of Broadband width capacity. • Surplus pupil capacity in too many schools.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Service Management Restructure and Children's Services Re-design • School estate review • Integrated Services 	

Service Profile: Administration and Staffing

Description:

Administration and Staffing: provide administrative support and staffing function to the Education and Children's Services Department.

Outputs:

All correspondence processed within appropriate timescales.
Ensuring compliance with statutory timelines for reporting.
Ensuring compliance with Comhairle HR Policy and Procedures.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop guidance and training programme for staff in support of MIS and electronic case file management.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
Ensure all staff have annual SDA/PRD interviews underpinned by appropriate support and supervision.	Principal Officer, Administration and Staffing	01/04/2013	31/03/2017	Operating
Develop and implement Departmental training plan which ensures that staff skills are matched to our business plan and customer-client requirements.	Senior Education Officer (Area 1)	01/04/2015	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS035: (LO7) Percentage of SDAs/PRDs completed (E&CS Dept.)	%	25	25	25	25	25
ECS036: (LO7) Percentage of staff inducted (E&CS Dept.)	%	100	100	100	100	100

Service Profile: Business Support

Description:

Business Support offers a service to schools and Learning Communities ensuring effective monitoring of administration, staffing and budgets.

Outputs:

Accurate reporting of budget spend
Schools Administration Handbook
Compliance with departmental policies and procedures.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Produce guidance for teaching staff to support school administrative work.	Business Support Officer (Area 5)	01/04/2014	31/03/2017	Operating
Produce a keyholder access protocol for all education establishments.	Business Support Officer (Areas 2, 3 & 4)	01/04/2014	31/03/2016	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Monitor and inform policy and procedures for effective school management	Business Support Officer - Area 1	01/04/2013	31/03/2017	Operating
Support schools non-teaching management/practice.	Business Support Officer - Area 1	01/03/2013	31/03/2017	Operating
Support Learning Community business	Business Support Officer - Area 1	01/04/2013	31/03/2017	Operating
Update the Schools Office Operational Handbook.	Business Support Officer (Area 5)	01/04/2014	31/03/2016	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Update and develop the on-line Schools Administration Handbook.	Business Support Officer (Area 5)	01/04/2013	31/03/2017	Operating
Develop, in consultation with Senior Education Officers, Principal Officer-Admin and Staffing and Headteachers, practice agreement standards in terms of business support.	Business Support Officer (Areas 2, 3 & 4)	01/04/2013	31/03/2017	Operating
Implement a self evaluation process for school administration staff	Business Support Officer (Area 5)	01/04/2014	31/03/2016	Operating

Service Profile: Catering and Cleaning

Description:

Catering and Cleaning: provide a catering and cleaning function for the Education and Children's Services Department in relation to schools and other services.

Outputs:

Provide effective catering and cleaning service meeting Health and Safety and Food and Nutrition Standards.
Reports to Education and Children's Services Committee
Reports to Audit and Scrutiny Committee

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Continue to deliver the "Whole School" Food Policy.	Trading Operations Manager, Catering and Cleaning	01/04/2013	31/03/2017	Operating
Ensure all Catering and Cleaning staff have annual SDA/PRD interviews	Trading Operations Manager, Catering and Cleaning	01/04/2014	31/03/2017	Operating
Review the civic catering provision across the Comhairle with a view to ensure efficient working practices.	Trading Operations Manager, Catering and Cleaning	01/04/2014	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop and implement a 3-year training plan for all Catering and Cleaning staff to deliver Best Value services.	Trading Operations Manager, Catering and Cleaning	01/03/2014	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS037: (LO4) Increase percentage uptake of school meals.	%	85	85	N/A	N/A	N/A
ECS038: (LO7) Percentage of parents satisfied with the provision of school meals.	%	75	75	N/A	N/A	N/A

Service Profile: Finance and Estate

Description:

Finance and Estate: provide financial support in terms of business planning, pupil welfare and accounting for the Education and Children's Services Department. Estate function audits ensure that work in relation to the physical estate is prioritised and commissioned as appropriate. School transport management, pupil licencing and regulation, health and safety / fire safety, risk management, business continuity and energy efficiency are also functions of this section

Outputs:

Financial monitoring reports
Business planning and accounting function
Audits of physical estate
Prioritised work and commission services
Pupil Welfare Payments
Pupil Licences
Safety and Risk Management
Business Continuity

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.
- 6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Update the School Estate Management Plan on an annual basis.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Capital
Local Outcome: 2.1.8 Attract inward investment and maximise external funding.				
Audit the use of all funding received by the Department in addition to the CPL budget.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Local Outcome: 6.1.5 Minimise the effects on the environment from waste management and energy consumption.				
Improve energy management in all Western Isles schools to ensure they perform to their specified design standards.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Develop and implement an electronic smart card system in the School Transport Service.	Principal Officer - Educational Resources	01/04/2014	30/11/2015	Operating
Implement the Department's Finance Strategy in line with Corporate Deadlines and Timescales.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Perform the functions of the Resources Section in line with the Service Standards Document.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Implement all actions arising from Strategic Risk Management Group meetings that relate to Education and Children's Services.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Ensure every Comhairle Workplace has an up to date and relevant fire risk assessment and meets current legislation regarding fire safety.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Local Outcome: 7.1.4 Report regularly and publicly the performance of services.				
Improve our Authority Financials (AF) monitoring and reporting in line with our service structure.	Principal Officer - Educational Resources	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.				
CS: Promote and develop shared service opportunities with Partners.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
ECS039: (LO7) All schools to meet at least condition category B and accessibility standards.	#	27	27	N/A	N/A	N/A

Service Profile: Information Technology (IT)

Description:

Information Technology: provide IT support, training and commissioning in relation to learning and teaching and Management Information Systems.

Outputs:

IT infrastructure, software, training and support to schools and the Department.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Ensure IT hardware and software infrastructure is in place to support curriculum delivery at all schools	ICT Coordinator - Schools	01/04/2014	31/03/2017	Operating
Develop MIS and data resources in support of best value, comparator performance, baseline data for the setting of realistic outcome measures.	Management Information Systems Manager	01/04/2013	31/03/2017	Operating
Ensure that IT infrastructure is operational and on time for all schools and that IT systems in all schools operate reliably in support of learning and teaching.	Senior Systems Support Analyst	01/04/2014	31/03/2017	Operating

Service Profile: Multi Media

Description:

The Multi Media service provides website development and supports Gaelic Medium Education by producing resource materials that are web-based and promotional materials, e.g. posters.

Outputs:

Maintained and updated web-sites.
 Delivery of agreed production programme
 Involvement in promotional days for Gaelic Medium Education.

Primary Strategic Priority:

6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 6.1.8 Continue to support Gaelic language and cultural development.				
Update and maintain e-Stòras and Foghlam Gàidhlig websites and ensure all schools are familiar with their content. Develop content and resources as required by curriculum demands.	Multi media Manager	01/04/2013	31/03/2017	Operating

Service Profile: Quality Improvement

Description:

To support and challenge Education and Children's Services by promoting and developing robust Quality Improvement procedures.

Outputs:

Quality Assurance Reports
 Quality Assurance policy
 Quality Assurance procedures
 Professional Review and Development (PRD) procedures
 Staff Development Appraisal (SDA) procedures
 Scottish Government returns
 Training Plans for workforce effectively implemented
 Appointments processed
 Complaints processed

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
CS: Undertake customer satisfaction surveys and publish the results: Education and Children's Services.	Director of Education and Children's Services	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services				
CS: Public consultation on key issues: Education and Children's Services - Significant changes to service provision.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
Maintain a register of all complaints and ensure that recommendations for improvement are included within revised policies and procedures as required.	Senior Education Officer (Area 5)	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities: Education and Children's Services.	Senior Education Officer (Area 2)	01/04/2013	31/03/2017	Operating
CS: Work positively with external audit and inspection agencies: Education and Children's Services.	Director of Education and Children's Services	01/04/2013	31/03/2017	Operating
CIP: Support continuous improvement through self evaluation and benchmarking.	Director of Education and Children's Services	01/04/2012	31/03/2017	Operating
Develop robust, comprehensive self-evaluation systems which ensure a continuous programme of improvement.	Director of Education and Children's Services	01/04/2014	31/03/2018	Operating