



Comhairle nan Eilean Siar

Management Plan by Department

Period: 14/15 - 18/19

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.
- Provision of an inclusive quality culture.
- 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 .

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' ; to promote the welfare of children and their families; to offer shared assessments and support as required; to assess and deliver support and services to children who have additional support needs. All services require 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 Services.
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.
GIRFEC
Corporate Strategy 2012-2017
Single Outcome Agreement (SOA) 2013-23
Central / Local Government funding constraints
Integrated Children's Services Plan
HMIE / Care Inspectorate
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 department
- The Comhairle(Members/Officers)

External

- Service Users
- 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
- EU
- OHCPP

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 • Improved level of responding in 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 to Care First • Lack of consistency in file information
		<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Integration of Children and Family Services within Learning Communities. • Implementation of GIRFEC principles through Learning Communities. 	<p style="text-align: center;">THREATS</p> <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. <ul style="list-style-type: none"> ~ Implementation of the recommendations of the SWIA report and extensive programme of staff training and awareness. ~ Improved arrangements for working with partner agencies. • Increased demand for services • Inability to recruit to strategic posts.
EXTERNAL			



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.

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO3) Percentage of looked after children attaining mean or better score in Progress in English (PiE) assessments.	%	60	0	0	0	0
(LO3) Percentage of looked after children attaining mean or better score in Progress in Maths (PiM) assessments.	%	60	0	0	0	0
(LO4) Percentage of children who are accommodated for over 12 months who have a permanency plan in place	%	100	100	N/A	N/A	N/A

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:

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.

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO4) Percentage of Initial Assessment Reports and Social Background Reports submitted to Scottish Children's Reporter Administration (SCRA) within 20 working days	%	100	100	N/A	N/A	N/A
(LO4) Percentage of children and young people affected by their own or a close family member's substance misuse that have an allocated Social Worker.	%	100	100	N/A	N/A	N/A
(LO4) Percentage of Child Protection Reviews that take place within 6 months of child being registered.	%	100	100	N/A	N/A	N/A

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
Strategic Objective: 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
Strategic Objective: 4.1.5 Provide community based care services, focusing particularly on the elderly, vulnerable people and family carers, including technology to improve communication and services.				
Implement the Children and Families Action Plan arising from the Care Inspectorate's ISLA Report 2012 and including outstanding actions points in relation to Fostering and Adoption and Child Protection.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
Strategic Objective: 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 the Education and Children's Services 'Getting it Right for Every Child' (GIRFEC) Policies and Procedures.	Children's Services Manager	31/03/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO4) SPI3: CHN8b - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	£	0	0	0	0	N/A
(LO4) Percentage of Looked After and Accommodated Reviews that take place within statutory timescales	%	100	100	N/A	N/A	N/A
(LO4) SPI3: CHN9 - Balance of Care for looked after children: Percentage of children being looked after in the Community	%	0	0	0	0	N/A
(LO3) Percentage of care leavers aged 16-19 years with a Pathway Plan in place	%	100	100	N/A	N/A	N/A
(LO4) SPI3: CHN8a - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	£	0	0	0	0	N/A

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 S6
 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
 HMle
 Care Inspectorate
 For Scotland's Children
 It's everyone's job to make sure I'm alright.
 GIRFEC
 Integrated Children's Services Planning framework
 Early Years Planning framework
 Gaelic Language Plan
 Education Scotland Act
 Standard in Schools Scotland Act
 ASN Act
 Care Commission Standards
 Children and Young Peoples Bill

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
 - 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"> • 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. • 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. • Recruitment



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
Strategic Objective: 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.				
Develop a three-year ASN Service Action Plan.	Learning Support Manager	31/03/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO3) Percentage of children with additional support needs who have their co-ordinated support plans completed and reviewed within statutory timescales.	%	100	100	N/A	N/A	N/A

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
Strategic Objective: 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 Action Plan, Change Fund and Early Years Collaborative initiative.	Head of Children's Services and Resources	01/04/2013	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO3) Percentage of children eligible, who are registered for the pre-school year of pre-school education.	%	99	0	0	0	0
(LO3) Percentage of childminders receiving good or very good Care Inspectorate reports.	%	90	90	0	0	0
(LO3) Percentage of children enrolling in Gaelic Medium Education (GME) at P1	%	42	0	0	0	0
(LO4) Number of parent and toddler groups within the Western Isles	#	27	0	0	0	0
(LO3) Percentage of employees meeting the requirements of the SSSC (Relief)	%	70	0	0	0	0
(LO3) Percentage of all children within each Community Planning Partnership that have reached all of their expected developmental milestones at the time the child starts primary school, by end of 2017.	%	93	90	90	90	N/A
(LO3) Percentage of employees meeting the requirements of the SSSC (permanent)	%	100	0	0	0	0

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
Strategic Objective: 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
Strategic Objective: 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
Strategic Objective: 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
Strategic Objective: 3.1.1 Provide greater links between education and training and employment providers.				
CS: Promote work experience and sustain links with employers.	Education Support Officer	01/04/2013	31/03/2017	Operating
CS: Promote role of Skills Development Scotland and develop education business partnerships.	Extended Learning Manager	01/04/2013	31/03/2017	Operating
Strategic Objective: 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
CS: Deliver the ESF funded 'Include Us' project.	Extended Learning Manager	01/04/2013	31/03/2017	Operating
Strategic Objective: 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
Strategic Objective: 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
Support schools to deliver excellence in education through the Learning Community Improvement agenda.	Head of Children's Services and Resources	01/04/2013	31/03/2015	Operating
Deliver the Physical Education 2 hour target in primary schools and monitor quality.	Learning Community Principal (Areas 2, 3 & 4)	01/04/2013	31/03/2015	Operating
Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Work with Technical Services to develop a monitoring and liaison function with regard to the WISP schools	Learning Community Principal (Areas 2, 3 & 4)	01/04/2013	30/06/2014	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO5) SPI3: CHN11 - Proportion of Pupils Entering Positive Destinations	%	94	94	94	94	94

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
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Strategic Objective: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.

Develop 3-year improvement Action Plan for Psychological Services	Principal Educational Psychologist	01/04/2013	31/03/2017	Operating
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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
Strategic Objective: 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 attainment in Numeracy	Quality Improvement Officer	01/03/2014	31/03/2015	Operating
Develop assessment and moderation approaches at school, Learning Community, authority and inter-authority levels to improve literacy and numeracy, particularly at key transitions.	Quality Improvement Officer	01/04/2014	31/03/2015	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.	Quality Improvement Officer	01/04/2014	31/03/2015	Operating
Raise standards of educational achievement and attainment in literacy.	Quality Improvement Officer (Areas 2, 3 & 4)	01/03/2014	31/03/2015	Operating
Develop a strategic plan to implement the Scottish Government report 'Language Learning in Scotland: a 1+2 approach.	Quality Improvement Officer (Areas 2, 3 & 4)	01/04/2014	31/03/2015	Operating
Ensure learners benefit from a BGE (Early, First and Second levels), which reflects the principles of CfE.	Quality Improvement Officer (Areas 2, 3 & 4)	01/04/2014	31/03/2015	Operating
Strategic Objective: 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

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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
Strategic Objective: 3.1.7 Continue to deliver Gaelic Medium Education.				
CS: Deliver Gaelic Medium Education throughout the Outer Hebrides.	Head of Children's Services and Resources	01/04/2013	31/03/2017	Operating
Implement the Department's Gaelic Action Plan for 2014-16	Quality Improvement Officer (Area 5)	01/04/2014	31/03/2016	Operating
Strategic Objective: 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	14/15	15/16	16/17	17/18	18/19
(LO3) Percentage of children in Gaelic Medium Education	%	40	40	N/A	N/A	N/A
(LO3) SPI3: CHN4 - Attainment of Children at Standard Grade by all children: Percentage of Pupils Gaining 5+ Awards at Level 5 for Standard Grade (Pre-Appeal)	%	0	N/A	N/A	N/A	N/A
(LO3) SPI3: CHN5 - Attainment of all children at Higher Grade: %age of Pupils Gaining 5+ Awards at Level 6 for Higher Grade by S6 (Pre-Appeal)	%	0	N/A	N/A	N/A	N/A
(LO3) Percentage of looked after children attaining mean or better score in Progress in English (PiE) assessments.	%	60	0	0	0	0
(LO3) Percentage of Schools inspected by Education Scotland that have all indicators good or above.	%	100	100	100	100	100
(LO3) SPI3: CHN 7 - Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at Level 6	%	0	N/A	N/A	N/A	N/A
(LO3) Percentage of looked after children attaining mean or better score in Progress in Maths (PiM) assessments.	%	60	0	0	0	0
(LO3) SPI3: CHN 6 - Percentage of pupils living in the 20% most deprived areas gaining 5+ awards at Level 5	%	0	N/A	N/A	N/A	N/A
(LO3) Percentage of Pre-school establishments inspected that have all indicators good or above.	%	100	100	N/A	N/A	N/A

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 2012-2017
 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
- EU
- Scottish Government/Government Agencies
- 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) 	<ul style="list-style-type: none"> • Lack of Broadband backup capacity. • Lack of Broadband width capacity. • Surplus pupil capacity in too many schools • Number of schools in Condition C.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Service Management Restructure and Children's Services Re-design • School estate review • Integrated Services 	<ul style="list-style-type: none"> • Building damage. Leads to partial or full withdrawal of school or other facilities • No early years provision at local level • Increased stress levels and possible sick leave among school staff and departmental staff. • School Transport unavailable. Leading to the inability to take children to school in an area where little alternative provision exists for many pupils due to the unavailability of complementary public transport • Building flooded. Partial or full withdrawal of some school or other facilities. • Possible cuts in other services including across the Comhairle. • Unable to communicate with others. Loss of telecommunications facilities leads to inability to communicate with regard to essential communications. • Inability to staff schools to the required levels. • School Activities limited by lack of transport. • Ineffective deployment of resources. • Unable to communicate with others. Inability to communicate with regard to essential communications and loss of increasingly critical educational delivery infrastructure • Litigation. Leading to serious injury, possible legal action • Unable to communicate with others. Inability to communicate with regard to essential communications and loss of increasingly critical educational delivery infrastructure. • The Comhairle fails to spend European Fund allocations (ESF) • Falling school rolls. • Theft or misuse of funds, goods or services. • Performance and efficiency targets not achieved. • Tightening financial and resource implications • Failure to adapt appropriately to the use of new technology and communications



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
Strategic Objective: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services.				
Develop and implement a three-year training plan which ensures that staff skills are matched to our business plan and customer-client requirements.	Learning Community Principal (Area 1)	01/04/2013	31/03/2015	Operating
Undertake a comprehensive review of the senior Management structure of the department and introduce a revised structure, as necessary to help meet department priorities.	Director of Education and Children's Services	01/04/2014	31/03/2015	Operating
Strategic Objective: 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.	Principal Officer, Administration and Staffing	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	31/03/2015	Operating
Co-ordinate the development of an efficient and effective Archive and records retrieval system for both client and other departmental records which are required to be held for statutory time periods	Principal Officer, Administration and Staffing	01/04/2014	31/03/2015	Operating
Update and incorporate all policies, procedures and guidance in to electronic staffing handbook with hyperlinks to relevant online documentation and draw up practice agreement which will set out service levels	Principal Officer, Administration and Staffing	01/04/2014	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) Percentage of SDAs/PRDs completed	%	100	N/A	N/A	N/A	N/A
(LO7) Percentage of staff inducted	%	100	100	N/A	N/A	N/A

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
Strategic Objective: 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
Strategic Objective: 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 Learning Community Principals, 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	31/03/2015	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
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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	14/15	15/16	16/17	17/18	18/19
(LO4) Increase percentage uptake of school meals.	%	85	90	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
Strategic Objective: 2.1.8 Attract inward investment and maximise external funding.				
Audit use of all external funding to the Department	Principal Officer - Educational Resources	01/04/2013	31/03/2015	Operating
Strategic Objective: 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.				
Update the School Estate Management Plan (SEMP) and develop implementation strategy through corporate asset management.	Principal Officer - Educational Resources	31/03/2013	31/03/2016	Operating
Strategic Objective: 6.1.5 Minimise the effects on the environment from waste management and energy consumption				
Monitor and manage the energy usage in WISP schools to minimise energy use and ensure they perform to their specified design standards.	Principal Officer - Educational Resources	01/04/2013	31/03/2015	Operating
Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Implement the Department's 3-year finance strategy.	Principal Officer - Educational Resources	01/04/2013	31/03/2017	Operating
Perform the functions of the Resources Section in line with the Service Standards Document.	Principal Officer - Educational Resources	01/04/2013	31/03/2015	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Implement the Department's Risk Management Strategy in line with corporate guidance.	Principal Officer - Educational Resources	01/02/2014	31/03/2016	Operating
Improve the Energy Efficiency of Western Isles Schools	Multi-Media Unit Producer	01/03/2014	31/03/2016	Operating
Develop and implement an electronic smart card system in the School Transport Service.	Principal Officer - Educational Resources	01/04/2014	01/08/2015	Operating
Review School Security.	Health and Safety Assistant (Fire Safety)	01/04/2014	31/03/2016	Operating

Strategic Objective: 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	31/03/2016	Operating
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Strategic Objective: 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
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Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) All schools to meet at least condition category B and accessibility standards.	#	29	N/A	N/A	N/A	N/A
(LO7) SPI3: CHN1 - Cost per Primary school Pupil	£	0	0	0	0	N/A
(LO7) SPI3: CHN3 - Cost per Pre-School Education Registration	£	0	0	0	0	N/A
(LO7) SPI3: CHN2 - Cost per Secondary School Pupil	£	0	0	0	0	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
Strategic Objective: 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 2014-15 MIS Action Plan	Management Information Systems Manager	01/04/2013	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	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	31/03/2015	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
Strategic Objective: 6.1.8 Continue to support Gaelic language and cultural development.				
Update and maintain the Gaelic Educaiton website resource and ensure all schools are familiar with the content. Devleop content 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
Strategic Objective: 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
Strategic Objective: 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.	Quality Improvement Officer (Area 5)	01/04/2013	31/03/2017	Operating
Strategic Objective: 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.	Quality Improvement Officer	01/04/2013	31/03/2017	Operating
CS: Work positively with external audit and inspection agencies: Education and Children's Services.	Head of Children's Services and Resources	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

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) SPI3: CHN10 - Percentage of Adults satisfied with local schools	%	93	N/A	N/A	N/A	N/A