SOUTH
LANARKSHIRE
COUNCIL

Education
Resource Plan 2021-22

Contents

Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our objectives and priorities for the coming year. This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will continue to be developed in parallel with their Resource Plans.

Looking back over the year there is no doubt that the global Covid-19 pandemic has changed the complexion of education throughout Scotland. Some of these changes will last well beyond the current challenges we face. For example, the innovative methods used to support remote learning have enabled us to develop a more personalised approach for learners.

More than ever, we need to be ready and agile to deliver a curriculum that meets the needs of individual learners. As part of our horizon scanning in partnership with NHSL Public Health we are conscious of the fact that the corona virus is a long term consideration and we must, therefore, be prepared to respond effectively should there be further public health considerations.

As we prepared our annual Education Resources Plan, it is clear that we need to continue to be flexible on how we deliver a curriculum that meets the needs of all our learners, is based on high quality learning and teaching and is underpinned by a focus on health and wellbeing. Of course, engagement with families and communities continues to be pivotal in all that we do.

Our work is focussed on supporting learning, recovery and renewal and to ensure that our children and young people continue to be provided with learning pathways which will enable them to progress, develop their skills and enhance their wellbeing through interaction with their peers.

Education Resources proposes the introduction of supports both within and beyond the school day that are universal in nature and provide increased opportunity for pupils; as well as developing an offer of targeted support that deals with the specific issues that some children and young people will face in their learning. This may range from providing additional support for specific areas of learning, increasing opportunity to participate in activities that raise achievement and impact positively on attainment and strengthening the wellbeing of learners.

We have seen during this year the vital role that education plays in the lives of our community and the difference our staff make on a day to day basis for individual children and young people.

Our schools have dealt with many challenges this year including a further period of remote learning and the cancellation of the SQA examinations and I do acknowledge that it has been a worrying time for many learners, staff and families. However, it has been encouraging to see the resilience shown by our children and young people during this period. It has also been heartening to see our nurseries, schools and services continue to support high aspirations for our learners and recognise the achievements of children and young people in a range of areas.

Therefore, our Resource Plan this year will focus on our steps for recovery and is designed around the following: -

- Continuing to deliver education in a safe environment;
- Supporting wellbeing;
- Focussing on the curriculum, learning and assessment to meet the needs of all learners, with a particular focus on closing the poverty related attainment gap; and
- Maximising digital inclusion.

We will also take account of the recommendations and outcomes arising from a number of national reviews, for example, on the impact of poverty on attainment; empowerment; and the highly influential reports on Scottish education from the International Council of Education Advisers (ICEA) on equity and excellence, and the findings from the Organisation for Economic Co-operation and Development (OECD) on their review of Curriculum for Excellence (OECD report on Curriculum for Excellence, published on Monday 21 June 2021) https://www.oecd.org/education/scotland-s-curriculum-for-excellence-bf624417-en.htm

A UK wide study by the Education Endowment Foundation has highlighted that, following the disruption to schooling in the 2020 spring and summer terms, there was an overall impact on pupils' progress in learning and it was likely that there was a greater impact on the most disadvantaged learners, which would be exacerbated by further school closures. It is essential that we continue to use evidence-based research to inform our next steps.

I believe, '*that our unity is our strength, as is our ability to make a difference to the lives of young people'*. We want children and young people to receive the best education possible through high quality learning experiences and to be supported to achieve their potential, and this remains our aim.

We have benefited from our work within the West Partnership Regional Improvement Collaborative. This year saw the introduction of West Online Schools (West OS) and the pre-recorded lessons developed by West OS have been used by all of our schools and thousands of our teachers and young people. This is a clear demonstration of how the West Partnership can be of value. We will continue to ensure we share practice and gain a collective benefit from the expertise across our region.

Finally, I would wish to take this opportunity to convey my personal thanks to all of our staff in schools, educational settings, services and our central team for the dedication, commitment and resilience they have shown over what has been the most challenging of years for everyone.

There are numerous examples where the commitment of staff has been heart-warming, selfless and quite outstanding on many fronts as has the support from many parents, carers and families.

We will continue again to adapt to the ever-changing landscape and to strive to provide the best possible learning experiences for all learners and through our Resource Plan we have set out how we hope to achieve this.

Tony McDaid
Executive Director
Education Resources

Our 'strategy on a page'

We have set out below, our priorities for all schools, educational settings and services in what we call, *'our strategy on a page'.*

Our aim is to inspire all learners, transform their learning experiences and strengthen the partnerships we have with parents/carers and families and agencies and services who support the learning and wellbeing of children and young people.

Inspire/Transform/Strengthen #itsSLC

Our Vision
Improve the quality of life of everyone in South Lanarkshire

Our Values
Focused on people and their needs
Working with and respecting others
Accountable, effective, efficient and transparent
Ambitious, self aware and improving
Fair, open and sustainable
Excellent employer

inspire transform strengthen

SOUTH LANARKSHIRE COUNCIL
Education Resources

#itsSLC

Our Purpose:
To raise achievement and attainment, inspire learners, transform learning, and work in partnership to strengthen our communities.

Our priorities are to:

Raise standards in literacy and numeracy and close the poverty-related attainment gap.

Improve health and wellbeing to enable children and families to flourish.

Support children and young people to develop their skills for learning, life and work.

Ensure inclusion and equality are at the heart of what we do.

To take forward our priorities we will:
- Provide high-quality learning experiences for all
- Deliver a meaningful curriculum to support the learner journey
- Use evidence to effect improvement
- Build leadership capacity within a strong framework of governance
- Encourage innovation and creativity
- Strengthen our partnership working

Section Two – Key areas of focus for the year ahead

2.0. Overview
In our Resource Plan we have set out a range of performance measures and things we plan to do under the four objectives we have set out in 'our strategy on a page'. We have further identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year and beyond. These are outlined briefly below.

2.1. Covid-19 response and recovery
Throughout 2020/21, the Council responded to the Global Pandemic, ensuring that essential services could safely operate. Our key areas of focus for the year ahead will be on the following and will be adapted if the need arises due to the Covid19 pandemic. We have set out our Recovery Plan in a report entitled 'Supporting learning, recovery and renewal' and this is aligned to our priorities in this year's Resource Plan.

2.2. Delivery of safe environments
- Continue to deliver safe educational environments in line with Scottish Government and Public Health guidance

2.3 Health and wellbeing
- Continue to develop approaches to support staff and learner wellbeing, including the implementation of the South Lanarkshire Attachment Strategy
- Continue to support care experienced young people to achieve positive learning outcomes and positive destinations

2.4 Curriculum, learning and assessment
- Support recovery across a range of curricular areas and continue to raise attainment in literacy and numeracy and in senior phase qualifications
- Develop both a post Covid- Literacy and Numeracy Strategy to support learning.
- Develop a post Covid-19 Equity Strategy to help close the poverty related attainment gap and address poverty factors which impact on families
- Increase the qualifications and skills of young people through targeted programmes
- Extend opportunity for children and young people to participate in a wide range of activities that support achievement
- Progress the implementation of a consistent curriculum tracking, monitoring and reporting system for learners with additional support needs to improve learning outcomes
- Implement the recommendations of national reviews including the Organisation for Economic Co-operation and Development (OECD) review of Curriculum for Excellence

2.5 Digital inclusion and remote learning
- Support the ongoing development of approaches to digital learning in order to meet the needs of individual learners and to improve learner outcomes
- Continue to use digital technology to engage with communities and young people

2.6 Early learning and childcare
- Ensure the full implementation of 1140 hours early learning and childcare provision to meet the needs of families in local communities

2.7. Communication and engagement
- Undertake a survey with schools/services on their needs and aspirations to support learners during session 2021/22 and with parents and families
- Progress activity required to support systemic change that will recognise, respect and promote children's rights line with the United Nations Convention on the Rights of the Child (UNCRC) and its incorporation into domestic law

Section Three – Resource Outcomes

3.1. Resource/outcomes

Education Resources has established the following Resource objectives to support the delivery of Connect priorities in 2021-22.

Council Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	• Improve health and wellbeing to enable children and families to flourish • Support children and young people to develop their skills for learning, life and work • Ensure inclusion and equality are at the heart of what we do
Promote sustainable and inclusive economic growth and tackle disadvantage	• Raise standards in literacy, numeracy and close the poverty-related attainment gap • Support children and young people to develop their skills for learning, life and work
Get it right for children and young people	• Raise standards in literacy, numeracy and close the poverty-related attainment gap • Improve health and wellbeing to enable children and families to flourish • Ensure inclusion and equality are at the heart of what we do
Improve health, care and wellbeing	• Improve health and wellbeing to enable children and families to flourish • Ensure inclusion and equality are at the heart of what we do

3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Education Resources has established the following Resource outcomes to support Delivering the Plan and achieving Best Value.

Council Priority	Resource Outcomes
Delivering the Plan and achieving Best Value	• Deliver and communicate the Council Plan and ensure high standards of governance • Promote equality and the wellbeing of staff • Develop improvement activity and promote scrutiny • Improve the skills, flexibility and capacity of the workforce

Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our outcomes; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

In 2021-22 we will need to be flexible and agile as we take the first steps in our COVID-19 recovery plan and our measures and actions will be subject to review and change in light of this.

4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance. Targets marked "TBC" will be set once 2020-21 outturn figures are available.

Resource Outcome:	Raise standards in literacy, numeracy and close the poverty-related attainment gap			
Measure	Baseline	Annual target	Links	Service
1. Percentage of pupils from deprived areas gaining 5 awards at SCQF Level 5 or better	41.8	45.3		CQIS
2. Percentage of pupils from deprived areas gaining 5 awards at SCQF Level 6 or better	18.1	19.8		CQIS
3. Percentage of pupils gaining 5 awards at SCQF Level 5 or better	63.8	65.8		CQIS
4. Percentage of pupils gaining 5 awards at SCQF Level 6 or better	36.7	38.2		CQIS
5. Percentage of P1, P4 and P7 pupils attaining the appropriate Curriculum for Excellence level for their stage or better in Literacy	71.7	72.0		CQIS
6. Percentage of P1, P4 and P7 pupils attaining the appropriate Curriculum for Excellence level for their stage or better in Numeracy	78.3	79.0		CQIS
7. Improve the attendance of children and young people at school	92.8	92.8	**9.3**	CQIS
8. Number of learners engaging in Adult Literacy and Numeracy classes through	To be finalised during	TBC		Inclusion Service

Resource Outcome:	Raise standards in literacy, numeracy and close the poverty-related attainment gap			
Measure	**Baseline**	**Annual target**	**Links**	**Service**
Youth Family and Community Learning	school session 20/21			
Resource Outcome:	**Improve health and wellbeing to enable children and families to flourish**			
Measure	**Baseline**	**Annual target**	**Links**	**Service**
9. Number of staff who have completed level 1 and level 2 awareness training to support the implementation of the Attachment strategy	To be finalised during school session 20/21	TBC		Inclusion Service
10. Number of schools involved in 'Counselling through Schools' programme for children aged 10 and over in line with the Scottish Government Framework	To be finalised during school session 20/21	TBC		Inclusion Service
11. Achieve a positive destination rate for care experienced young people completing youth employability service programmes	To be finalised during school session 20/21	TBC		CQIS (YE)
12. Reduce the gap for positive destination outcomes for care experienced young people	9.1	6.5		CQIS
13. Average number of young people attending Breakfast Clubs on a weekly basis	To be finalised during school session 20/21	TBC		Support Services
Resource Outcome:	**Support children and young people to develop their skills for learning, life and work**			
Measure	**Baseline**	**Annual target**	**Links**	**Service**
14. Percentage of pupils entering positive destinations	94.8	96.6	**9.8**	CQIS
15. Reduce the gap for positive destination outcomes for those pupils in the most deprived 20% data zones	4.3	3.4	**9.3**	CQIS
16. Provide up to 400 Foundation Apprenticeship opportunities at Level 4/5 and 150 at Level 6 to young people in the senior phase	To be finalised during school session 20/21	400		CQIS (YE)
17. Achieve a positive destination rate of 70% for young people participating on Aspire	To be finalised during school	70%		CQIS (YE)

Resource Outcome:	Raise standards in literacy, numeracy and close the poverty-related attainment gap			
Measure	**Baseline**	**Annual target**	**Links**	**Service**
	session 20/21			
18. Achieve a positive destination rate of 85% for young people participating on GradU8	To be finalised during school session 20/21	85%		CQIS (YE)
19. Achieve a positive destination rate of 90% for young people participating a Foundation Apprenticeship	To be finalised during school session 20/21	90%		CQIS (YE)
Resource Outcome:	**Ensure inclusion and equality are at the heart of what we do**			
Measure	**Baseline**	**Annual target**	**Links**	**Service**
20. Maintain number of learners engaging in English as a Second or Other Language classes.	To be finalised during school session 20/21	TBC		Inclusion Service
21. Expand young people's involvement in the Scottish Youth Parliament Elections by 5% by December 2021.	To be finalised during school session 20/21	TBC		Inclusion Service
22. Increase the number of learners participating in nationally recognised awards through participation in Youth Family and Community Learning programmes by 1%	To be finalised during school session 20/21	TBC		CQIS (YE)

4.b. What actions will we take in 2020-21?

Resource Outcome:	Raise standards in literacy, numeracy and close the poverty-related attainment gap		
Action	**Steps we will take to deliver our actions**	**Links**	**Service**
1. Implement National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Develop a Literacy Strategy to support schools to understand how to develop their literacy curriculum to recover from impact of Covid-19 lockdown		CQIS (BGE)
	Develop a Numeracy Strategy to support schools to understand how to develop their numeracy curriculum to recover from the impact of Covid-19 lockdown		CQIS (BGE)
	Develop and deliver a tracking, monitoring and reporting system to improve the learning outcomes for children with additional support needs by June 2022.		Inclusion Service
	Complete the implementation of Phase 5 of the rollout of additional hours for Early Learning and Childcare 1140 hours nursery establishments	**9.1**	ELCC
	Implement the action plan for full delivery of 1140 hours and beyond in line with Scottish Government funding allocation	**9.1**	ELCC
2. Close the equity gap and improve learner outcomes	Develop an Equity Strategy to support schools to understand how to develop their equity plans to recover from impact of Covid-19 lockdown		CQIS (BGE)
	Use information and intelligence gleaned through centrally developed comprehensive auditing processes to develop plans to support schools with Equity Recovery Strategy		CQIS (BGE)
	Self-Evaluation of programme and Strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
3. Develop digital recovery strategy to support ongoing response to Covid-19 and the possibility of need to revert to remote learning	Audit, assess and map learner access to digital devices, respond to need where possible		CQIS (SP)
4. Use digital technology to engage with learners and families engaging with Youth Family and Community Learning	Maintain numbers of learners engaging with online learning programmes and social media through Youth Family and Community Learning		Inclusion Service
5. Develop professional networks as a	Evaluate existing professional networks using the outcomes to support and expand leadership learning opportunities		CQIS (BGE)

Action	Steps we will take to deliver our actions	Links	Service
vehicle to extend leadership learning opportunities for employees	Build capacity within learning networks to develop functionality and support the move towards a self-sustaining model		CQIS (BGE)
	Develop opportunities for certification/qualification for existing networks		CQIS (BGE)
Resource Outcome:	**Improve health and wellbeing to enable children and families to flourish**		
Action	**Steps we will take to deliver our actions**	**Links**	**Service**
6. Continue to support the safe reopening of all educational establishments in line with Scottish Government and Public Health advice	Support schools, settings and services in providing a safe environment for all learners, employees and visitors via effective risk assessment and safe systems of work		Support Services
7. Develop guidance for schools to support implementation of a whole school approach to mental health and wellbeing	Launch and support implementation of guidance through awareness raising activities and delivery of professional learning activities		Inclusion Service
	Roll-out the counselling programme for children 10 and over in line with the Scottish Government Framework		Inclusive Service (EPS)
8. Develop a Health and Wellbeing Curriculum Strategy to support schools to understand how to develop their HWB curriculum to recover from impact of Covid-19 lockdown	Use information and intelligence gleaned through centrally developed comprehensive auditing processes and West Partnership activity to develop plans to support schools with Health and Wellbeing Curriculum Strategy		CQIS (BGE)
	Self-Evaluation of programme and Strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
	Build Career Long Professional Learning programme to support Health and Wellbeing strategy to support schools		CQIS (BGE)
9. Ensure effective delivery of tackling poverty policy and raise awareness of the priorities contained in the Local Child Poverty Action Report (LCPAR) across all partner organisations	Produce and publish a refreshed Local Child Poverty Action Report and summary (LCPAR) by August 2021	**2.4**	Inclusion Service (CS)
10. Implement the roll-out of the Attachment strategy to staff in schools and services	Assess and report on the impact of the Attachment Strategy in terms of the change to practice and the benefits for learners and families		Inclusion Service

Action	Measure	Links	
11. Extend the development and delivery of outdoor learning in Early Years	Children and young people have daily access to outdoor play and they regularly experience outdoor play in a natural environment		ELCC
12. Provide a caring and secure base and safe haven for young people through the Pathfinder Programme	Provide places and support for pupils through the Pathfinder programme in Cambuslang and Rutherglen secondary schools		Inclusion Service
Resource Outcome:	**Support children and young people to develop their skills for learning, life and work**		
Action	**Measure**	**Links**	
13. Support care experienced young people aged 16-24 to develop their skills and experiences to achieve sustained positive destinations	Implement a further roll out of the 'care experienced employability pilot' to increase employment opportunities across the council and with Community Planning Partnership partners by June 2022	**9.4**	CQIS (YE)
14. Provide opportunities for young people to participate in vocational and employability learning opportunities in the senior phase	Deliver Foundation Apprenticeship and Gradu8 programmes in partnership with South Lanarkshire College, New College Lanarkshire and Glasgow City College by June 2022	**9.7**	CQIS (YE)
15. Support young people to develop their skills to achieve positive outcomes	Continue to use and share up to date local data to ensure learners are being supported to make informed decisions regarding future careers and course choices		CQIS (SP)
	The Aspire service to provide one to one support for young people in the last 6 months of school and up to 19 years old (24 if care experienced) with individual action plans		CQIS (YE)
16. Empower young people to gain nationally recognised awards through Youth Family and Community Learning programmes	Extend the range and pathways for young people to receive accreditation through national awards		Inclusion Service

Resource Outcome:	Ensure inclusion and equality are at the heart of what we do		
Action	**Measure**	**Links**	**Service**
17. Develop a post Covid-19 Sustainability Plan to support educational settings	Provide guidance and support to empower schools and settings to develop their own Sustainability Plan taking account of Covid-19 recovery activities		CQIS (BGE)
	Empower the involvement of children and young people in COP26 activities including a forum for young people's voices to be heard		CQIS (BGE)
18. Implement agreed climate change actions across Education Resources	Engage with schools, services, children and young people to build a portfolio of good practice on climate change actions which are making a difference		Support Services
19. Raise awareness of the implications of the Children's Rights Bill across the children's services workforce	Produce a Children's Rights Handbook by June 2021 to support staff develop children's rights activity and increase understanding of children's rights	**2.8**	Inclusion Service
	Incorporate a children's rights section into the annual report of the Children's Services by June 2021		Inclusion Service
20. Provide opportunities for learners to be actively engaged in activities that empower them to influence and shape policy	Develop 'Youth Strategy' in consultation with young people and published by National Youth Work Week (November 2021)		YFCL

CQIS (BGE)-   Curriculum and Quality Improvement Service (Broad General Education)
CQIS (SP) -   Curriculum and Quality Improvement Service (Senior Phase)
CQIS (YE)   Curriculum and Quality Improvement Service (Youth Employment)
IS   -   Inclusion Service
YFCL   -   Youth, Family and Community Learning
CS   Children's Services
EPS   -   Educational Psychology Service
ELCC   -   Early Learning and Childcare Service

Section Five – Resourcing the Plan

5.0   Introduction
In this section we consider the resources needed to implement our Plan, including funding and staffing.

5.1.   Revenue Budget 2021-22
The Resource has a Net Revenue Budget of £353.606 million for 2021-22. The table below allocates this budget across the services:

NET Budget by Service	2021-22	
Detail	£ million	%
Central admin	1.845	0.52%
CQIS	1.761	0.50%
Directorate	0.700	0.20%
Early Years	30.282	8.56%
Inclusion	1.008	0.29%
Learning Community	3.441	0.97%
Operations	0.165	0.05%
Primary Schools	124.670	35.26%
Psychological Services	2.254	0.64%
School Modernisation	36.518	10.33%
Secondary Schools	121.338	34.31%
Special School	18.213	5.15%
Support Services	4.04	1.14%
YFCL	6.089	1.72%
Youth Employability	1.282	0.36%
Total	**£353.606**	**100.0**

5.2. Capital Budget 2021-22

The following capital budget of £17.548 million is allocated to the Resource for 2021-22

Capital Programme 2021-22	
Project	**£ million**
Accommodation Pressures	4.955
Growth and Capacities	0.825
City Deal projects	3.771
Early Years 1140 hours	6.535
ICT	3.860
Education other	0.454
Total	**20.400**

The figures above reflect the Capital Programme for 2021/22 as approved by the Executive Committee on 23 June 2021. This is based on projects which are necessary to support ongoing programmes of work, as identified in the Future Capital Investment Strategy, the approved City Deal Programme, the requirements from growth in the Education sector and projects slipped from previous financial years.

5.3. Resource Employees
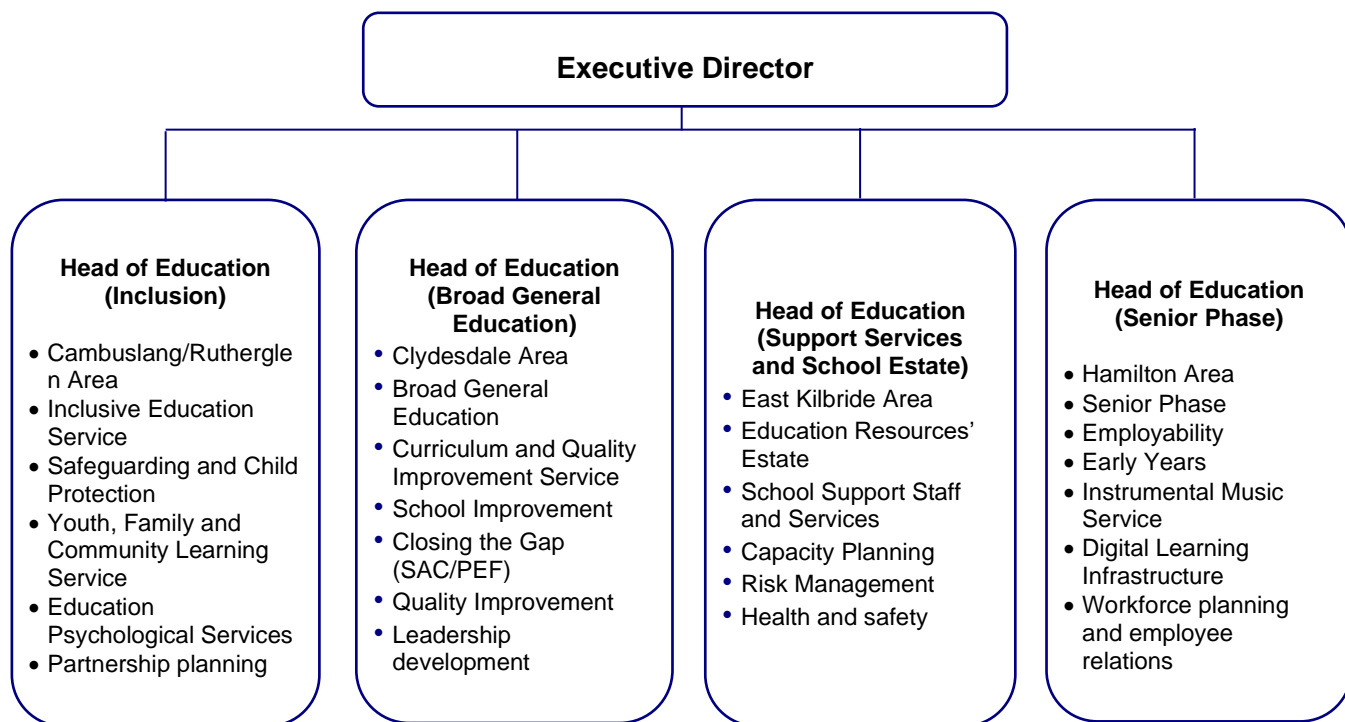
Education Resources has 7,007 employees as at December 2020. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees by type is as follows:

Employee Type	Number of employees
Teaching staff	3,967
Local Government staff	3,040
Total	**7,007**

5.4. Organisational structure

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                        │     Executive Director      │
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Head of Education (Inclusion)

- Cambuslang/Rutherglen Area
- Inclusive Education Service
- Safeguarding and Child Protection
- Youth, Family and Community Learning Service
- Education Psychological Services
- Partnership planning

Head of Education (Broad General Education)

- Clydesdale Area
- Broad General Education
- Curriculum and Quality Improvement Service
- School Improvement
- Closing the Gap (SAC/PEF)
- Quality Improvement
- Leadership development

Head of Education (Support Services and School Estate)

- East Kilbride Area
- Education Resources' Estate
- School Support Staff and Services
- Capacity Planning
- Risk Management
- Health and safety

Head of Education (Senior Phase)

- Hamilton Area
- Senior Phase
- Employability
- Early Years
- Instrumental Music Service
- Digital Learning Infrastructure
- Workforce planning and employee relations

Our Vision

Improve the quality of life of everyone in South Lanarkshire

Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

Our Values

Focused on people and their needs

Working with and respecting others

Accountable, effective, efficient and transparent

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Fair, open and sustainable

Excellent employer

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www.southlanarkshire.gov.uk

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Phone: **0303 123 1015**
Email: **equalities@southlanarkshire.gov.uk**