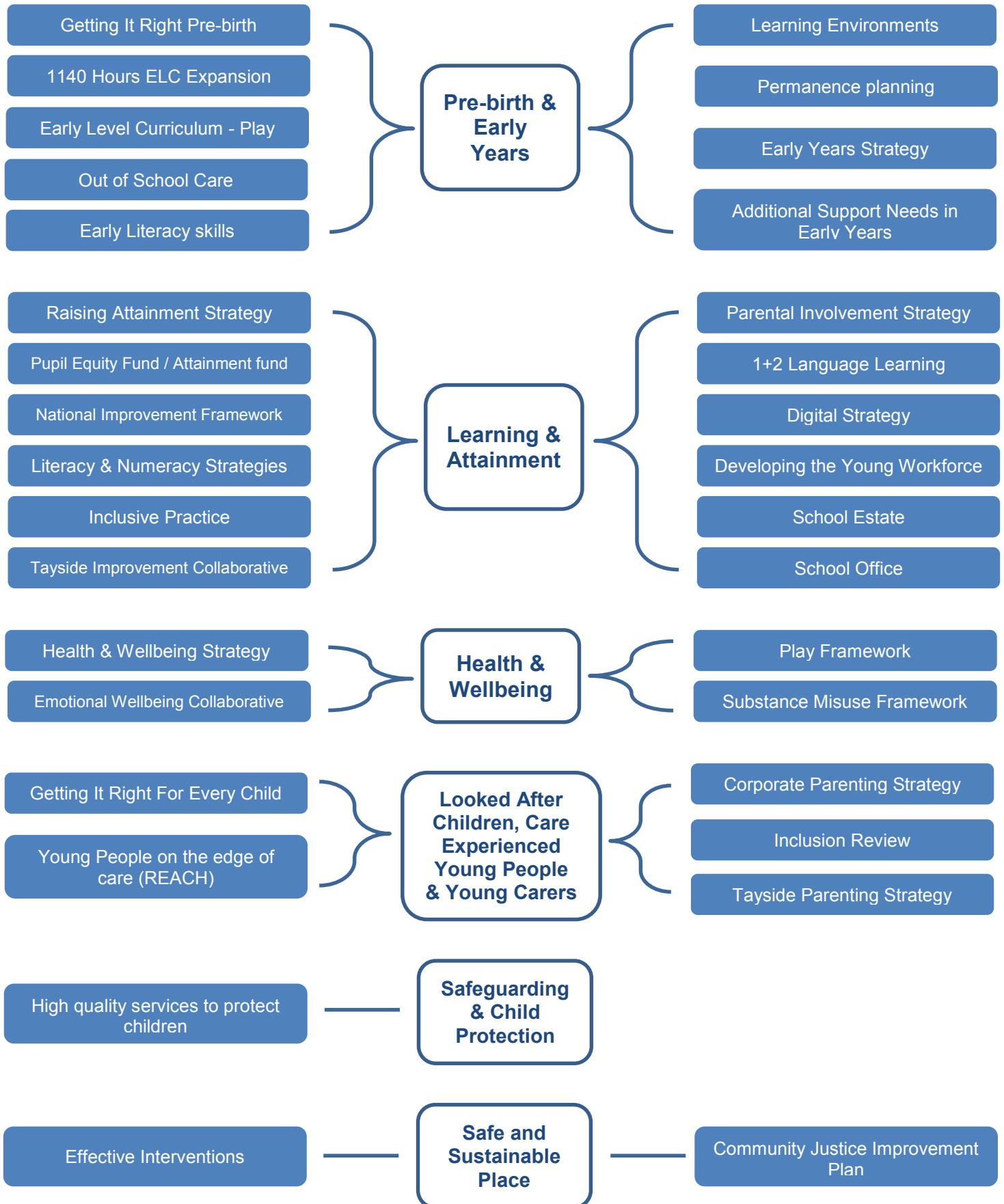


# EDUCATION AND CHILDREN'S SERVICES

## IMPROVEMENT PLAN 2018-2019

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## ECS Key Improvement Themes 2018-2019



## IMPROVEMENT PRIORITIES 2018/19

Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments

High Level Action	Action	Timescale	Lead Officer
Continue work with the Centre for Excellence for Looked After Children In Scotland (CELSIS) on 'Getting it Right Pre-Birth and into the first year of life'. <i>Head of Services for Children, Young People &amp; Families</i>	Better enable communities to offer help and support to women and their families, using improvement science to identify vulnerability and implement new pathways of support for pregnant women, infants, and their families.	Mar 2021	Improvement Officer (Early Years and Early Intervention)
	Better enable people (practitioners, volunteers, community members) to work together to ensure women and their families get the right help at the right time.	Mar 2021	Improvement Officer (Early Years and Early Intervention)
	Better enable midwifery and health visiting to provide women and families with access to the right help and support.	Mar 2021	Improvement Officer (Early Years and Early Intervention)
Implement the 1140 hours expansion plan for the delivery of Early Learning and Childcare (ELC) provision. <i>Head of Education (Early Years and Primary)</i>	Implement the early delivery and testing of 1140 hours of ELC in line with phasing plan.	Jun 2019	Service Manager (Early Years)
	Continue to recruit additional staff in line with the workforce development plan, including the Modern Apprentice Scheme and Learn to Work in Early Years.	Jun 2019	Service Manager (Early Years)
	Consult with families in communities through focus groups, roadshows and online survey on delivery of 1140 hours.	Dec 2018	Service Manager (Early Years)
	Collaborate with Tayside Regional Improvement colleagues on development of key policy areas;(early and deferred entry; cross border; charging; admissions)	Aug 2018	Service Manager (Early Years)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Further develop and support schools to deliver early level curriculum through play in Primary 1. <i>Service Manager (Early Years)</i>	Plan training programme to include networking/professional dialogue for senior management teams and P1 teachers across seven pilot schools in phase 1.	Aug 2018	Quality Improvement Officer (Early Years)
	Roll out phase 2 schools.	Jan 2019	Quality Improvement Officer (Early Years)
	Evaluate and Review progress, and plan for full roll out during 2019-2020.	Apr 2019	Quality Improvement Officer (Early Years)
Review and further enhance availability of Out of School Care, implementing requirements to ensure PKC services are cost neutral. <i>Service Manager (Evidence2Success)</i>	Support initiatives to enhance the availability of placements, i.e. support to Childminders, delivery of Men in Childcare, access to training and Continuing Professional Development.	Mar 2019	Team Leader (Childcare Strategy Team)
	Consider Fairer Futures report recommendations and actions required, including promotion of incentives such as setting up a Tax Free Childcare account.	Feb 2019	Service Manager (Evidence2Success)
	Enhance community developments, including community committees and Safestart.	Feb 2019	Team Leader (Childcare Strategy Team)
Embed approaches in nursery settings to enhance children's communication in early literacy skills. <i>Service Manager (Early Years)</i>	Complete Phase 2 of "Closing the Communication Gap" project in partnership with Speech and Language Therapy colleagues.	Jun 2018	Education Development Officer (Early Years)
	Implement Phase 3 to all remaining schools	Sep 2018	Education Development Officer (Early Years)
	Offer "Early Writing" training to all nursery and Primary 1 practitioners	Sep 2018	Education Development Officer (Early Years)
	Implement the Language Meets Literacy Practicum using Improvement Methodology to evaluate impact.	Nov 2019	Quality Improvement Officer (Early Years)

## Appendix 1

High Level Action	Action	Timescale	Lead Officer
Further develop the learning environments in Early Learning and Childcare settings. <i>Service Manager (Early Years)</i>	Create environmental audit tool for settings to evaluate and share learning with senior managers and practitioners, including partner providers.	Aug 2018	Quality Improvement Officer (Early Years)
	Review Impact of Learning and Share Good Practice.	May 2019	Quality Improvement Officer (Early Years)
Continue to improve timescales in Permanence Planning for looked after children. <i>Head of Services for Children, Young People &amp; Families</i>	Continued robust monitoring of timely decisions for those children and young people who require permanent alternative care.	Mar 2019	Service Manager (Looked After Services)
	Continue to use the Looked After Children Review process to identify children in need of permanent substitute care.	Mar 2019	Service Manager (Looked After Services)
	Continue to improve the arrangement for the decision-making for children in kinship care.	Mar 2019	Service Manager (Looked After Services)
Review the Early Years Strategy <i>Head of Education (Early Years and Primary)</i>	Lead the implementation of the Pre-birth – 5 years Priority Group, including actions to support delivery of the Tayside Plan within Perth and Kinross	Dec 2018	Service Manager (Early Years)
	Identify key actions required to enhance support for 0-3years age group, including improving access to information, support and evidence-based interventions that meet their needs.	Dec 2018	Service Manager (Evidence2Success)
Build capacity in Early Years settings in understanding and responding to the needs of children requiring additional support. <i>Service Manager (Inclusion)</i>	Develop guidance and training in Nurseries including partner providers to implement PKC planning processes.	Jun 2019	Quality Improvement Officer (Inclusion)
	Support for early years practitioners through self-regulation in action project.	Jun 2019	Quality Improvement Officer (Inclusion)

Appendix 1

**Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential**

High Level Action	Action	Timescale	Lead Officer
Implement the Raising Attainment Strategy 2016-2019 and its associated requirements <i>Heads of Education</i>	Plan to improve pupil attainment in line with the targets set out in the Raising Attainment Strategy, particularly with identified groups e.g. Care Experienced Children and Young People, Gypsy Travellers, Young Carers.	Aug 2018	Quality Improvement Officers (Primary and Secondary)
	Work with Attainment Advisor as part of Raising Attainment Group to implement updated attainment strategy for session 18-19.	Jun 2019	Quality Improvement Officers (Primary and Secondary)
	Co-ordinate delivery of and support to targeted interventions within schools.	Dec 2018	Quality Improvement Officers (Primary and Secondary)
	Review and update the Raising Attainment Strategy for 2020-2023.	Jun 2019	Heads of Education
	Further develop practitioner enquiry into self-regulation.	Jun 2019	Head of Education (Secondary and Inclusion)
Implement further evidence-based interventions for learners supported by the Pupil Equity Fund and PKC attainment fund. <i>Heads of Education</i>	Provide ongoing support to schools in implementing evidence-based approaches to close the gap including use of Pupil Equity Funding.	Jun 2019	Quality Improvement Officers (School Improvement)
	Support Action Research, Model for Improvement and use of data.	Jun 2019	Quality Improvement Officers (School Improvement)
	Target additional resource to support evidence based approaches in all schools	Mar 2019	Quality Improvement Officers (School Improvement)
Continue to implement the National Improvement Framework (NIF).	<b><u>School Improvement</u></b>		

Appendix 1

High Level Action	Action	Timescale	Lead Officer
<i>Heads of Education</i>	Fully review the School Improvement Framework programme including data gathering and School Visits.	Oct 2018	Quality Improvement Officer (School Improvement)
	With the Regional Improvement Collaborative, share a collaborative directory or support and self-evaluations, create a framework for reciprocal visits, and deliver professional learning opportunities linked to improvement themes.	Jun 2019	Quality Improvement Officer (School Improvement)
	<b><u>Assessment and Moderation</u></b>		
	Pilot and review the SEEMIS Management Information system's Progress and Achievement Tracking module and roll out to all schools for session 2019-20.	Jun 2019	Quality Improvement Officer (School Improvement)
	Review Scottish National Standardised Assessment policy and procedures (including use of LA level data) with Headteacher focus group and implement.	Sep 2018	Quality Improvement Officer (School Improvement)
	Implement structured programme of Career-Long Professional Learning support and resources for moderation.	Jun 2019	Quality Improvement Officer (School Improvement)
	Work as part of Regional Improvement Collaborative to develop shared resources in use of feedback to improve learning.	Jun 2019	Quality Improvement Officer (School Improvement)
	<b><u>Learner Participation</u></b>		
	Develop class, school and council wide approaches to ensuring learners have the opportunity to participate in decision making, planning and evaluation processes at all levels.	Jun 2019	Quality Improvement Officers (Curriculum)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Implement Literacy and Numeracy Strategies and associated interventions to close the poverty related attainment gap. <i>Head of Education (Early Years and Primary)</i>	Establish Literacy and Numeracy Steering Groups to oversee Implementation and measure impact.	Jun 2018	Quality Improvement Officers (Literacy and Numeracy)
	Launch Literacy and Numeracy Strategies and Year 1 Action Plans.	Jun 2018	Quality Improvement Officers (Literacy and Numeracy)
	Ensure effective communications and sharing of practice and resources through the creation of a PKC Literacy Hub, and promoting the use of the national Numeracy Hub.	Jun 2019	Quality Improvement Officers (Literacy and Numeracy)
	Establish PKC Literacy and Numeracy Leaders Groups at Local Management Group level to provide core professional learning and support.	Sep 2018	Quality Improvement Officers (Literacy and Numeracy)
	Implement the pan Tayside numeracy collaboration plan.	Jun 2019	Quality Improvement Officers (Literacy and Numeracy)
Develop a Key Focus on Excellent Learning and Teaching through Inclusive Practice in all Educational Establishments <i>Heads of Education</i>	Develop a Learning and Teaching Policy based on inclusive approaches with a particular focus on differentiation and feedback.	Jun 2019	Quality Improvement Officers (Curriculum) & Service Manager (Inclusion)
	Improve teaching through a refreshed focus on inclusive practice in all classes by implementing a renewed inclusive policy framework	Jan 2019	Service Manager (Inclusion)
	Create Curriculum Improvement Networks in Primary schools linked to Secondary schools.	Jun 2019	Quality Improvement Officers (Curriculum) & Service Manager (Inclusion)
	Focus on Teacher Leadership through the Creative Learning Network, linking with the Scottish College for Educational Leadership.	Jun 2019	Quality Improvement Officers (Curriculum) & Service Manager (Inclusion)



Appendix 1

High Level Action	Action	Timescale	Lead Officer
	Continue to support the delivery of high quality Physical Education and Expressive Arts.	Jun 2019	Quality Improvement Officer (Curriculum)
Through the Tayside Regional Improvement Collaborative, develop a shared leadership strategy to improve leadership and management of schools. <i>Head of Education (Secondary &amp; Inclusion)</i>	Improve leadership of headteachers through participation in the Tayside Regional Collaborative leadership development and induction programme.	Jun 2019	Quality Improvement Officer (School Improvement)
	Implement a middle leader's leadership of change and improvement programme working with a range of external partners.	Jun 2019	Quality Improvement Officer (School Improvement)
Develop one strategy to incorporate Parental Involvement, Parental engagement and Family Learning. <i>Head of Education (Early Years and Primary)</i>	Audit universal family learning programmes.	Dec 2018	Quality Improvement Officer (Heath & Wellbeing)
	Consult on draft strategy with parents, children & young people and staff.	Apr 2019	Quality Improvement Officer (Heath & Wellbeing)
	Launch Parental Involvement, engagement and family learning strategy.	Jun 2019	Quality Improvement Officer (Heath & Wellbeing)
Work towards achieving 2020 readiness for the 1+2 approach to Language Learning; giving every child the opportunity to learn two languages in addition to their first language. <i>Head of Education (Early Years and Primary)</i>	Support all primary schools to maintain pace and progression of implementation of Language 2.	Jul 2019	1+2 Staff Tutors
	Ensure effective liaison with secondary schools to develop transition programmes for Language 2 in each Local Management Group (LMG).	Jul 2019	1+2 Staff Tutors
	Create collaborative opportunities across LMGs and sectors to support planning for delivery of Language 3.	Sep 2018	Quality Improvement Officer (Literacy and Numeracy)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Implement the Digital Strategy to ensure that learning and teaching is fully supported by the effective and appropriate use of technology. <i>Head of Education (Secondary &amp; Inclusion)</i>	Further develop the use of the GLOW digital learning platform to support learning and teaching and professional learning.	Oct 2018	Quality Improvement Officer (Digital)
	Review and identify further infrastructure needs and requirements to support the Digital Strategy.	Jun 2018	Quality Improvement Officer (Digital)
	Develop digital leaders of change to support learning.	Nov 2018	Quality Improvement Officer (Digital)
	Evaluate progress to date.	Mar 2019	Quality Improvement Officer (Digital)
	Implement the Digital Virtual Campus across a number of settings.	Jun 2019	Quality Improvement Officer (Digital)
Work in collaboration with partners to update the Perth and Kinross strategy for Developing the Young Workforce (DYW). <i>Heads of Education</i>	Review the Enterprise and Employability in Secondary Schools Strategy.	Apr 2019	Quality Improvement Officer (DYW)
	Revise the strategy for DYW, Career Education, Skills and Profiling 3-18 in partnership with partner providers, SDS, Perth College and the DYW Board.	Sep 2018	Quality Improvement Officer (DYW)
	Working with the DYW Regional Team, develop further approaches to senior phase work experience.	Jun 2018	Quality Improvement Officer (DYW)
	Support the use of Education Scotland and Skills Development Scotland resources to implement the strategy 3-18.	Jun 2019	Quality Improvement Officer (DYW)
	Review and update the PKC Wider Achievement Standard in light of the updated strategy.	Apr 2019	Quality Improvement Officer (DYW)
Transform the School Estate <i>Senior Business and Resources Manager</i>	Develop options appraisals for schools where suitability, condition or occupancy have been identified as requiring improvement, leading to a more effective and efficient school estate.	Jun 2021	Service Manager (Resource Management)

Appendix 1

<b>High Level Action</b>	<b>Action</b>	<b>Timescale</b>	<b>Lead Officer</b>
Modernise the School Office <i>Senior Business and Resources Manager</i>	Examine the current operation of school offices in all schools leading to identifying different processes and operations which will improve performance.	Jun 2019	Senior Business and Resources Manager

Appendix 1

**Our children and young people will be physically, mentally and emotionally healthy**

High Level Action	Action	Timescale	Lead Officer
Implement the Health and Wellbeing Strategy <i>Head of Education (Early Years and Primary)</i>	Establish the Health and Wellbeing Strategy monitoring group.	Aug 2018	Principal Educational Psychologist
	Establish a Health and Wellbeing Network involving early years, primary and secondary Health and Wellbeing Leaders.	Aug 2018	Quality Improvement Officer (Health & Wellbeing)
	Review approaches to planning for progression in and evaluating outcomes across all aspects of Health and Wellbeing.	Jun 2019	Quality Improvement Officer (Health & Wellbeing)
	Revise the Physical Education, Physical Activity and Sport plan and work with schools to support implementation.	Jun 2019	Education Development Officer (Health and Wellbeing)
	Contribute to the development and implementation of a Tayside Healthy Weight Strategy.	Mar 2019	Service Manager (Evidence2Success)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
<p>Continue to develop the Emotional Wellbeing Collaborative with a focus on Resilience of children and young people, parents and staff <i>Head of Education (Early Years and Primary)</i></p>	<p>Enhance the resilience levels of children and young people through piloting of Bounce Back in Secondary schools; strategies to manage exams; further support the development of nurture approaches and how services respond to Adverse Childhood Experiences</p>	<p>Jun 2019</p>	<p>Principal Educational Psychologist</p>
	<p>Establish a range of training for staff to enhance their skills and confidence</p>	<p>Jun 2019</p>	<p>Service Manager (Evidence2Success)</p>
	<p>In partnership with Employee Support and Organisational Development services pilot support for the workforce to actively enhance their own wellbeing</p>	<p>Jun 2019</p>	<p>Service Manager (Evidence2Success)</p>
	<p>Contribute to the development and implementation of a Tayside Emotional Health &amp; Wellbeing Strategy.</p>	<p>Jun 2019</p>	<p>Service Manager (Evidence2Success)</p>
<p>Lead implementation of the Play Framework for Perth and Kinross <i>Service Manager (Evidence2Success)</i></p>	<p>Establish and implement a robust set of PKC Play Framework actions to improve play in learning environments – the home, school and community</p>	<p>Dec 2018</p>	<p>Service Manager (Evidence2Success)</p>
<p>Contribute to the development and implementation of a Tayside Substance Misuse Framework in schools. <i>Head of Education (Early Years and Primary)</i></p>	<p>Provide information sessions for school staff and partners to plan for implementation of the Tayside Substance Misuse Framework in individual establishments</p>	<p>Dec 2018</p>	<p>Education Development Officer (Health and Wellbeing)</p>

Appendix 1

**Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.**

High Level Action	Action	Timescale	Lead Officer
Reaffirm our commitment to 'Getting It Right For Every Child' (GIRFEC). <i>Depute Director, Education and Children's Services</i>	Ensure practitioners are supported in their day to day practices and to be confident in the sharing of information, effective use of chronologies, assessment and child's planning	Dec 2018	Depute Director
	Promote earlier intervention and family support in partnership with third sector colleagues.	Dec 2018	Head of Services for Children, Young People & Families
Establish REACH, a multi-disciplinary team working with young people on the edge of care and their families. <i>Head of Services for Children, Young People and Families</i>	Team to be operational and working practices developed.	Jan 2019	REACH Manager
	Reduce the reliance on external care placements by expanding services to prevent young people entering care.	Jan 2020	Service Manager (Looked After Services)
Implement the Corporate Parenting Strategy 2017-2020 to close outcomes gaps and to achieve significant improvements in the life chances for care experienced children and young people. <i>Executive Director, Education and Children's Services</i>	Work with partners in the Children, Young People and Families Partnership Corporate Parenting Sub Group to implement the strategy.	Jun 2018	Depute Director Head of Services for Children, Young People & Families Heads of Education
Implement the Inclusion Review to deliver equitable and excellent education which meets the needs of all learners. <i>Head of Education (Secondary &amp; Inclusion)</i>	Devolve resources to individual schools to support predictable needs based on an agreed funding formula	Mar 2019	Head of Education (Secondary and Inclusion)
	Provide clear guidance relating to the identification and resourcing of what we term exceptional needs.	Mar 2019	Head of Education (Secondary and Inclusion)
	Develop revised models and approaches for specialist resourcing including reducing out of authority placements	Mar 2019	Head of Education (Secondary and Inclusion)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Develop a Tayside Parenting Strategy that supports delivery of the aspirations of the Tayside Plan for Children, Young People and Families 2017-2020 <i>Head of Education (Early Years and Primary)</i>	Work with partners to lead development of a Tayside Strategy that builds on evidenced approaches and best practice informed by consultation and engagement.	Dec 2018	Service Manager (Evidence2Success)

**Our children and young people will be safe and protected from harm at home, school and in the community**

High Level Action	Action	Timescale	Lead Officer
Continue to provide high quality services to protect children across Tayside. <i>Depute Director (Education and Children's Services)</i>	Collaborate with relevant partners and provide leadership to the Safeguarding and Child Protection Priority Group to implement the actions within the Priority Group Improvement plan to achieve consistent and robust multi-agency processes.	Mar 2019	Depute Director
	Implement the revised guidance for information sharing and use of multi-agency chronologies.	Mar 2019	Head of Services for Children, Young People & Families
	In partnership with NHS, promote improvement in earlier recognition and response to patterns of accumulated neglect for vulnerable children, including persistent non-attendance at health appointments.	Mar 2019	Head of Services for Children, Young People & Families
	Create a more prominent profile for the recording of risk within written assessments for children and young people. Ensure that identified risks to individual children and young people are clearly articulated within written assessments	Mar 2019	Head of Services for Children, Young People & Families
	Further develop and extend the reach and use of the Mind Of My Own (MOMO) to strengthen children's voices in decision-making.	Mar 2019	Improvement Officer (Quality Assurance)
	Review existing advocacy provision for children and young people, develop and implement plans to strengthen and extend the availability of independent support.	Mar 2019	Service Manager (Looked After Services)
	To sustain improvements in performance in child protection case conferences, continue to introduce new systems for involving children, young people and families in service development.	Nov 2018	Improvement Officer (Early Years and Early Intervention)



Appendix 1

High Level Action	Action	Timescale	Lead Officer
	Improve response times to ensure the protection of unborn babies by continuing to monitor Initial Child Protection Case Conferences for Unborn Babies	Mar 2019	Service Manager (Fieldwork Services)
	Reinforce importance of early identification of pregnant women who are vulnerable (before the 28th week of pregnancy)	Mar 2019	Service Manager (Fieldwork Services)
	Monitor the completion of multi-agency reports to Child Protection Case Conference.	Mar 2019	Service Manager (Fieldwork Services)

Appendix 1

Creating a safe and sustainable place for future generations

High Level Action	Action	Timescale	Lead Officer
<p>Effective interventions are delivered to prevent and reduce the risk of further offending.  <i>Depute Director/Chief Social Work Officer</i>                      (Housing and Communities Committee)</p>	<p>Enhance our approach to working with people convicted of domestic abuse offences and take forward a joint bid with Dundee City to obtain Scottish Government funding to deliver the Caledonian Programme.</p>	<p>Mar 2019</p>	<p>Service Manager Criminal Justice</p>
<p>Deliver the Community Justice Outcomes assigned to Perth and Kinross Council Criminal Justice Social Work Services set out in the Community Justice Outcome Improvement Plan 2017 – 2020  <i>Depute Director/Chief Social Work Officer</i>                      (Housing and Communities Committee)</p>	<p>Review the processes between Youth Justice and Criminal Justice services to ensure that the Whole System Approach is continued into the adult system.</p>	<p>Mar 2019</p>	<p>Service Manager (Criminal Justice)                      Service Manager (Looked After Services)</p>
	<p>Together with the Scottish Prison Service review the Short Term Prisoner Protocol to improve the outcomes for people released from prison.</p>	<p>Mar 2019</p>	<p>Service Manager (Criminal Justice)</p>