

Joint Over-arching Vision	Argyll and Bute's Economic Success is built on a growing population						
Council Mission	Making Argyll and Bute a place people choose to Live, Learn, Work and do Business						
	Choose Argyll, Love Argyll						
	A Place people choose to Live			A Place people choose to Learn	A Place people choose to Work and Do Business		Getting It Right
Corporate Outcomes	People live active healthier and independent lives	People will live in safer and stronger communities	Children and young people have the best possible start	Education, Skills and training maximise opportunities for all	Our economy is diverse and thriving	We have an infrastructure that supports sustainable growth	
Business Outcomes	<b>BO101</b> We Ensure Information And Support Is Available For Everyone.	<b>BO104</b> Our Communities Are Protected And Supported.	<b>BO106</b> Our Looked After Young People Are Supported By Effective Corporate Parenting.	<b>BO108</b> All Our Children And Young People Are Supported To Realise Their Potential.	<b>BO110</b> We Support Businesses, Employment And Development Opportunities.	<b>BO113</b> Our Infrastructure Is Safe And Fit For The Future.	<b>BO115</b> We Are Efficient And Cost Effective.
	<b>BO102</b> We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices.	<b>BO105</b> Our Natural And Built Environment Is Protected And Respected.	<b>BO107</b> The Support And Lifestyle Needs Of Our Children, Young People, And Their Families Are Met.	<b>BO109</b> All Our Adults Are Supported To Realise Their Potential.	<b>BO111</b> We Influence And Engage With Businesses and Policy Makers.	<b>BO114</b> Our Communities Are Cleaner And Greener.	<b>BO116</b> We Engage And Work With Our Customers, Staff And Partners.
	<b>BO103</b> We Enable A Choice Of Suitable Housing Options.				<b>BO112</b> Argyll & Bute Is Promoted To Everyone.		<b>BO117</b> We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future.
CROSS-CUTTING	Socio-Economic Duty, Equalities, Gaelic						
OUR VALUES	<p style="text-align: center;"><b>Caring, Committed, Collaborative &amp; Creative</b>  <b>Cùramach, Dealasach, Cruthachail agus Com-pàirteach</b></p>						

## Education (2021-2022)

### The principal purpose of the Service is to:

The Education Service is responsible for the delivery of all aspects of Education. The Service provides Early Learning and Child Care, Primary Education, Secondary Education, Education Psychological Services and Community Learning and Development.

The Service employs 1523 FTE

### The Service faces the following significant challenges:

Complete the infrastructure programme required to deliver the high quality provision of 1140hrs Early Learning and Childcare to all 3 and 4 year olds (and eligible 2s).

Improving attainment and achievement of all children and young people whilst closing the attainment gap and responding to National challenges. The national stretch aims for 2024-25 are very challenging, particularly in the current operating environment.

Challenges around recruitment and retention of head teachers and teaching staff.

Implementing savings whilst providing an effective service. Where the majority of functions are statutory so cuts may disproportionately affect non-statutory services.

### The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO106	EDU106	Our looked after young people are supported by effective corporate parenting
BO107	EDU107	The support and lifestyle needs of our children, young people, and their families are met
BO108	EDU108	All our children and young people are supported to realise their potential
BO109	EDU109	All our adults are supported to realise their potential
BO115	EDU115	We are efficient and cost effective
BO117	EDU117	We encourage creativity and innovation to ensure our workforce is fit for the future

## Education (2021-2022): Success Measures

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO106</b>	<b>Our looked after young people are supported by effective corporate parenting</b>			
EDU106_01	Increase positive destinations for our looked after children in Argyll and Bute.	90%	FQ3 Annually	2020/21: TBC 2019/20: 89.3%
	To ensure that our looked after young people have the best transitions possible to equip them for post school life.			
EDU106_02	Increase the percentage of successful presentations in levels 4 and 5 for Literacy and Numeracy by our senior phase pupils.	60%	FQ2 Annually	Virtual Comparator: 60%
	Increasing successful presentations to exams helps to ensure our young people have the skills for life, learning and work and move to a positive destination.			
EDU106_03	Maintain the low level of exclusion incidents experienced by our looked after children.	<5	Quarterly	2018/19 academic year: 23
	Low level of exclusions help to narrow the attainment and achievement gap between our care experienced young people and non care experienced young people.			
EDU106_04	Ensure there is a completed transition plan in place when a care experienced young person changes school / establishment	100%	Quarterly	2020/21: TBC
	To improve the support for every looked after child the individual transition plan is implemented by staff.			
EDU106_05	Increase the percentage of our care experienced young people that have the recommended additional tracking and monitoring plans in place.	100%	Quarterly	2020/21: TBC
	This is specific to each child and helps to support the child's educational journey.			

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO107</b>	<b>The support and lifestyle needs of our children, young people, and their families are met</b>			
EDU107_01	Support the increase in the uptake of available Grants, Allowance and Entitlements.  Increase from 2018/19 baseline Clothing Grants Free School Meals Education Maintenance Allowance	CG 1600 FSM 1100 EMA 273	FQ2 Annually	2020/21: TBC 2019/20: CG 1839 FSM 982 EMA 282
To demonstrate the support that we are putting in to the most vulnerable families in the Authority to support children. This also maximises the Pupil Equity Fund allocation to schools through Scottish Government.				
EDU107_02	A counselling service is available in all secondary schools.	100%	FQ4 Annually	2020/21:TBC
This will provide support for mental health and wellbeing in our young people.				
EDU107_03	All children and young people identified as requiring an adapted timetable will have a flexible leaning plan put in place.	100%	FQ3 Annually	2020/21: TBC
This ensures there is access to an appropriate curriculum for each child and young person that requires it.				
EDU107_04	Maintain the percentage of 16-19 year olds in Argyll and Bute participating in education, training or employment.	94%	FQ3 Annually	National figure: 92.6%
It is important that our young people are getting the best possible opportunities to reach and maintain positive destinations.				
EDU107_05	Maintain the percentage of all young people leaving school achieving a positive destination into further education, training or employment.	95%	FQ2 Annually	2020/21: 94%
This demonstrates the high level of the number of our young people that achieve positive destinations. This gives an overall assessment of Young People in Argyll and Bute.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO108</b>	<b>All our children and young people are supported to realise their potential</b>			
EDU108_01	Increase the uptake of wider achievement opportunities which compliment traditional SQA awards and offer alternative ways to develop learning, life and work skills.	16% of presentations	FQ2 Annually	National figure: 16%
These opportunities help to improve the life chances of our young people and help them to achieve their positive destinations.				
EDU108_02	The percentage of children that achieve their appropriate developmental milestones by Primary 1.	70%	FQ2 Annually	2020/21: TBC 2019/20: 78%
The measure demonstrates that children are given the best start possible.				
EDU108_03	Maintain the percentage of primary pupils that become digital leaders.	54%	FQ3 Annually	New Measure, no benchmark
To demonstrate that young people are gaining the widest opportunities to become successful learners in the 21 century through digital resources.				
EDU108_04	Digital technology is used to deliver the curriculum wherever necessary as a cover for teacher vacancies or low rolls.	80%	Quarterly	2020/21: 100%
By making best use of digital technology also demonstrates the best use of staff across the area.				
EDU108_05	All secondary establishments have a minimum of two (local community) business partners.	90% 100%	FQ2 2021/22 FQ2 2022/23	2020/21: 100%
Working with business partners provides wider learning opportunities for pupils and demonstrates partnership working.				

SM Code	Success measures	Target	Timescale	Benchmark
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**BO109 All our adults are supported to realise their potential**

EDU109_01	Maintain the number of adults engaged in community learning and development (CLD) employability programmes.	50	FQ4 Annually	50
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To provide opportunities for citizens within Argyll and Bute to be life long learners and increase employability chances.

EDU109_02	Increase the number of adults with Individual Learning Plans that identify and address employability barriers such as training needs and skills gaps.	25 35	FQ4 2021/22 FQ4 2022/23	2020/21: TBC
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Official data indicates there is a steady rise in the number of unemployed adults aged 50+ that require assistance in Argyll and Bute.

	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO115</b>		<b>We are efficient and cost effective</b>			
	EDU115_01	Our Grant spend is maximised: Gaelic Grant Glaif Looked After Children Attainment funding Scottish Attainment Challenge	95% of each funding stream. Cumulative	Quarterly	2020/21: TBC 2019/20: 95%

Attainment and achievement for our children and young people can be supported if available and entitled grants are maximised.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO117</b>	<b>We encourage creativity and innovation to ensure our workforce is fit for the future</b>			
EDU117_01	Increase the percentage of our early years workers who have gained or are working towards professional qualifications.	80% 90%	FQ4 2021/22 FQ4 2022/23	2020/21: TBC
To ensure effective delivery of 1140hrs for our children and to ensure our workforce are appropriately qualified to work with them.				
EDU117_02	Provide 6 probationer virtual learning days to our probationer teachers.	6	FQ1 Annually	2020/21: 6
To continue and support the professional learning journey of our probationer teachers.				
EDU117_03	The percentage of new head teachers who have or are working towards the statutory headship qualification.	90%	FQ1 Annually	2020/21: 90%
To ensure our head teachers have the appropriate leadership skills to lead our establishments and enhance education provision and outcomes for our children and young people.				

## Education (2021-2022): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO106</b>	<b>Our looked after young people are supported by effective corporate parenting</b>			
EDU106_01i	Extend tracking and monitoring to include all pupils from P1 to S3 using individual Progress and Achievement tracking and national Achievement of a Level (ACEL) data	FQ4 2021/22	Self-evaluation	
EDU106_02i	Improve the monitoring and evaluation of the impact of the multi-agency planning, review and risk management processes for our looked after and care experienced children	FQ2 2021/22	Self-evaluation	Case review
EDU106_03i	Improve the quality of our flexible learning planning by working with local employers to provide a range of nurturing work placements for our looked after and care experienced children.	FQ2 2021/22	Self-evaluation	Review of flexible learning practices
EDU106_04i	Complete the second cycle of individual tracking and monitoring of all Senior Phase pupils to ensure that progress and attainment are in line with the individual expectations for each child	FQ3 2021/22	Self-evaluation	Review of first cycle

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO107</b>	<b>The support and lifestyle needs of our children, young people, and their families are met</b>			
EDU107_01i	Implement actions in Education Psychology Service arising from the bi-annual survey with agency stakeholders.	TBC	Self-evaluation	

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO108</b>	<b>All our children and young people are supported to realise their potential</b>			
EDU108_01i	Work collaboratively with education establishments and partners to challenge and support the evaluation and moderation of the learning experiences of children and young people.	FQ1 2021/22	Self-evaluation	Education Annual Plan. The Education Team through self-evaluation of current practice and outcomes of inspection reports, have recognised the requirement to improve evaluation outcomes for learning, teaching and assessment.
EDU108_02i	Improve our identification and understanding of the challenges and barriers to learning for our children and young people in vulnerable groups and then plan to address these needs.	FQ1 2021/22	Self-evaluation	Education Annual Plan. The Education Team through self-evaluation of current practice and outcomes of inspection reports, have recognised the requirement to minimise the barriers to learning for our children and young people.
EDU108_03i	Develop a nurture strategy for Argyll and Bute with an associated sustainable training model.	FQ2 2021/22	Other	

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
EDU113_01i	Develop a learning estate strategy that supports the provision of high quality education.	FQ4 2021/22	Self-evaluation	Scottish Government published its learning estate guidance in September 2019 which resulted in Argyll and Bute Education Service being proactive in reviewing it's current processes. Working with colleagues from Northern Alliance an implementation plan is currently being developed.

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
EDU116_01i	Improve the range and quality of methods used to communicate relevant performance information to all stakeholders.	FQ1 2021/22	Other	Analysis of parental questionnaire and compiled complaints data information has provided evidence for required improvement in relation to progress reports for parents.
EDU116_02i	Provide further support and training to Central Officers to ensure high-quality reporting on educational practice and improvement to Elected Members across the RIC and at national level using benchmarks.	FQ1 2021/22	Other	Analysis of parental questionnaire and compiled complaints data information has provided evidence for required improvement in relation to progress reports for parents.