
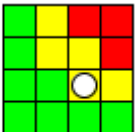

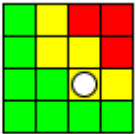
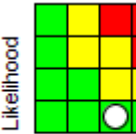
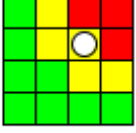
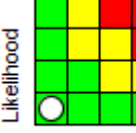


Appendix 1: Education, Learning & Attainment Delivery Plan 2020/21 – Year-end Progress

P	A strong local economy and improved job opportunities
----------	---






















Ob	Increased employment and training opportunities
-----------	---

Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/03 Deliver the raising attainment agenda		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4a7ebb; color: white; display: flex; align-items: center; justify-content: center;">100%</div>	31-Aug-2021	Adapted programme delivered to support raising attainment agenda.	Andrew Brown; Shona Crawford; Claire Cusick; Julie McGrogan

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/01 Deliver the Raising Attainment Agenda	Likelihood  Impact	30-Jul-2021	Annual data collection conducted in 2021, having been suspended in 2020 due to pandemic. Attainment data is being used to set actions for the COVID Recovery Action Plan. Attainment performance in the BGE may not be directly comparable with previous years' due to COVID disruption. Scottish Gov did not collect attainment data for S3 June 2021 having collected in from 2016-2019.	Likelihood  Impact	Julie McGrogan
EDR/2019/02 Develop and Deliver Educational Improvement Across West Dunbartonshire	Likelihood  Impact	30-Jul-2021	Improvement framework is under review as a result of new national directives namely OECD Report and NIF.	Likelihood  Impact	Susan Gray; Denise McKinnon
SR 002 Failure to implement broad-ranging school improvement to raise attainment and achievement	Likelihood  Impact	26-Jul-2021	SAC project plan submitted to SG in May 2021 reflects recovery strategy for attainment and equity outcomes.	Likelihood  Impact	Julie McGrogan



Ob	Increased skills for life and learning
-----------	--


Performance Indicator	2019/20	2020/21	2021/22	Assigned To

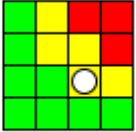
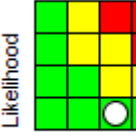
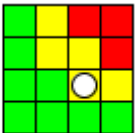
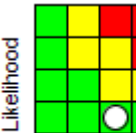
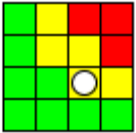
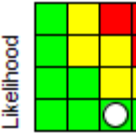
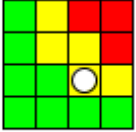

	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
ED/_CPP12-13/045 Secondary school attendance rate (S1-S5). Sixth year pupils are not included as they are beyond the age of compulsory schooling.	87.1%	91%	91.8%	91%					91%	Claire Cusick
ED/_CPP12-13/182 Primary school attendance rate	93.2%	95%	94.7%	95%					95%	Claire Cusick
ED/IN/011 Cases of exclusion per 1,000 school pupils	20	40	18	40				Provisional WDC data on exclusions during the 2020-21 school session are showing exclusion incidents per 1,000 pupils for that session decreased by 2 from the previous school session to 18. The figure is 22 below the target of 40. Data is published by the Scottish Government biannually and 2020-21 data will not be published until December 2021. Therefore, no comparison can currently be made with other authorities or with National data.	40	Claire Cusick
ED/RAA/001 Percentage of educational establishments receiving positive inspection reports	100%	100%		0%				This target is N/A at the moment since the programme of inspection has been withdrawn due to COVID 19	100%	Laura Mason
SCHN01 Cost per primary school pupil £								2020/21 data for LGBF indicators will be available in the first quarter of 2022 following publication by the Improvement Service.		Laura Mason
SCHN02 Cost per secondary school pupil £										Laura Mason
SCHN03 Cost per pre-school place £										Laura Mason
SCHN04 % of pupils gaining 5 + awards at level 5										Andrew Brown
SCHN05 % of pupils gaining 5+ awards at level 6										Andrew Brown

Performance Indicator	2019/20		2020/21					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
SCHN06 % pupils in 20% most deprived areas getting 5+ awards at level 5						?	?			Andrew Brown
SCHN07 % pupils in 20% most deprived areas getting 5+ awards at level 6						?	?			Andrew Brown
SCHN10 % of Adults Satisfied with local schools	87.77%	87.77%	N/A	0%	?	?	?	Local authority level data has not yet been published by Scottish Government for 2021.		Andrew Brown
SCHN11 Percentage of school leavers in positive and sustained destinations	89.66%	92.4%		92.5%		?	?	Data for 2020/21 will not be available from the Skills Development Scotland School Leaver Destination Return (SLDR) until February 2022.	92.6%	Susie Byrne
SCHN12a Overall Average Total Tariff						?	?	2020/21 data for LGBF indicators will be available in the first quarter of 2022 following publication by the Improvement Service.		Andrew Brown
SCHN12b Average Total Tariff SIMD Quintile 1	647	714		718		?	?		722	Andrew Brown
SCHN12c Average Total Tariff SIMD Quintile 2	914	912		931		?	?		950	Andrew Brown
SCHN12d Average Total Tariff SIMD Quintile 3	953	967		984		?	?		1,000	Andrew Brown
SCHN12e Average Total Tariff SIMD Quintile 4	1,083	1,119		1,184		?	?		1,250	Andrew Brown
SCHN12f Average Total Tariff SIMD Quintile 5	1,208	1,157		1,163		?	?		1,170	Andrew Brown
SCHN13a % of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	N/A	72%		72%		?	?			Julie McGrogan
SCHN13b % of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	N/A	79%		79%		?	?	2020/21 data for LGBF indicators will be available in the first quarter of 2022 following publication by the Improvement Service.		Julie McGrogan

Performance Indicator	2019/20		2020/21					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
SCHN14a Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	12%		12%		?	?			Julie McGrogan
SCHN14b Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	N/A	15%		15%		?	?			Julie McGrogan
SCHN14c Percentage of pupils achieving expected levels in Writing by P7	N/A	72%		72%		?	?			Julie McGrogan
SCHN19a School Attendance Rates (per 100 pupils)	N/A	0%		91.8%		?	?		0%	Claire Cusick
SCHN19b School Attendance Rates for Looked After Children (per 100 Looked After Children)	N/A	0%		90.8%		?	?		0%	Claire Cusick
SCHN20a School Exclusion Rates (per 1000 pupils)	N/A	0		30		?	?		0	Claire Cusick
SCHN20b School Exclusion Rates for Looked After Children (per 1000 looked after children)	N/A	0		130		?	?		0	Claire Cusick
SCHN21 Participation Rate for 16-19 year olds (per 100)	90.21%	90.21%				?	?			Susie Byrne

Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/01/01 Develop Holiday Hunger and activity Programme Year		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">100%</div>	24-Jun-2021	Delivered summer 2021.	Gill Graham
ELA/20-21/DP/04 Deliver service-wide		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">100%</div>	31-Oct-2021	The Framework to support self-evaluation at early years has brought	Julie McGrogan;

Action	Status	Progress	Due Date	Comment	Assigned To
self-evaluation for educational improvement				together the frameworks used for inspection at ELC: HGIOELC, Care Inspectorate Framework and National Standard Criteria. A critical reflective model is used to quality assure ELC settings. Settings have been provided with a Google doc to collate information from the self-evaluation process of HGIOELC and Care Standards in order to meet the National Standard Criteria.	Kathy Morrison
ELA/20-21/DP/07 Deliver the Scotland's Young Workforce Programme		<div style="border: 1px solid black; padding: 2px; display: inline-block;">100%</div>	31-Jul-2021	Adapted programme of activities delivered in partnership with DYW West and Dunbartonshire Chamber of Commerce.	Andrew Brown

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/01 Deliver the Raising Attainment Agenda	Likelihood  Impact	30-Jul-2021	Annual data collection conducted in 2021, having been suspended in 2020 due to pandemic. Attainment data is being used to set actions for the COVID Recovery Action Plan. Attainment performance in the BGE may not be directly comparable with previous years' due to COVID disruption. Scottish Gov did not collect attainment data for S3 June 2021 having collected in from 2016-2019.	Likelihood  Impact	Julie McGrogan
EDR/2019/02 Develop and Deliver Educational Improvement Across West Dunbartonshire	Likelihood  Impact	30-Jul-2021	Improvement framework is under review as a result of new national directives namely OECD Report and NIF.	Likelihood  Impact	Susan Gray; Denise McKinnon
EDR/2019/03 Narrow the Poverty Related Attainment Gap	Likelihood  Impact	25-Jun-2021	Continuing professional learning for staff and central officer support and challenge should mitigate risks.	Likelihood  Impact	Claire Cusick
EDR/2019/04 Deliver Scotland's Young Workforce Programme	Likelihood  Impact	02-Aug-2021	The funding change to DYW West has increased the scope to work with YP who reside out with WD, accordingly the actions going forward will continue in the Delivery Plan of 2021-22.	Likelihood  Impact	David Byars; Susie Byrne

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/13 Deliver Service-Wide Self Evaluation and Improvement		02-Aug-2021	Due to the pandemic work in this area has been curtailed, minor modifications have been made however to the SQR reporting format.		Andrew Brown

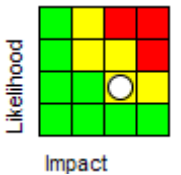
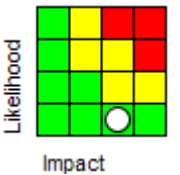
	Supported individuals, families and carers living independently and with dignity
--	--

	Enhanced life chances
--	-----------------------





Performance Indicator	2019/20		2020/21					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
SCHN18 % of funded Early Years Provision which is graded good or better	86.5%	77.42%	87.5%	86.5%				<p>20/21 is based on 40 ELCs now open with 35 graded good or above and 5 graded below. The figure of 87.5% is at September 2020. Inspection work has been suspended as a result of the pandemic but this figure may change if inspections recommence.</p> <p>Inspection scrutiny of Covid safety continued during 20/21.11 Covid inspections, all rated 'very good'. Inspection scrutiny using the care inspectorate Framework resumed.</p>	95%	Kathy Morrison

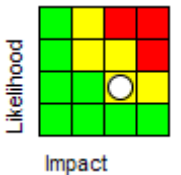
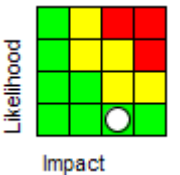
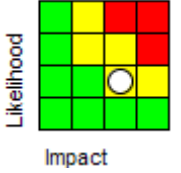
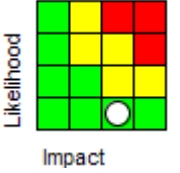
Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/10 Develop, review and improve GIRFEC processes		<div style="border: 1px solid black; padding: 2px; display: inline-block;">100%</div>	31-Jan-2022	Programme reviewing policies and procedures completed.	Shona Crawford; Claire Cusick

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
------	---------------------	---------------	-------------	--------------------	-------------

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/05 Develop, Review and Improve GIRFEC Processes		31-Jan-2020	Continual reflection of national guidance and updating of our policies and procedures is ensuring we are getting it right for our children and young people and giving staff clear consistent guidance.		Claire Cusick

Ob	Improved wellbeing
-----------	--------------------

Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/06 Develop and implement the parental engagement strategy in all settings			31-Jul-2021	PEEP programme training delivered for Equity and Excellence Leads (EEL). Programme targeted at ELC with allocation of EEL.	Andrew Brown; Claire Cusick; Julie McGrogan; Kathy Morrison
ELA/20-21/DP/09 Deliver improvement in young people's health and wellbeing			31-Dec-2021	Plans adapted due to the impact of the pandemic on delivery. Sub-actions carried forward into next year.	Andrew Brown; Shona Crawford; Claire Cusick

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/06 Deliver Improvement in Young People's Health and Wellbeing		25-Jun-2021	Plans in place reflection challenges of pandemic should minimise risks.		Claire Cusick
EDR/2019/07 Implement the Parental Engagement Strategy		25-Jun-2021	Parental engagement and involvement strategies at local and establishment level mitigate risk.		Susan Gray

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
----------	--

Ob	Strong and active communities
-----------	-------------------------------

Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/11 Develop and implement a sustainability framework for the service		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Jul-2021	Framework developed.	Julie McGrogan

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/08 Develop and Promote Approaches to Sustainability	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	30-Jul-2021	High profile learning content delivered across all schools and ELCC's. Action plan in place in 2021-22.	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	Susan Gray

Open, accountable and accessible local government

Equity of access for all residents

Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/02 Deliver excellence and equity in all educational opportunities		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Jul-2021	Adapted programme of activities delivered.	Andrew Brown; Claire Cusick; Julie McGrogan
ELA/20-21/DP/14 Deliver improvement in the use of performance information		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Jul-2021	Adapted programme delivered. Sub-actions carried forward into next session.	Julie McGrogan; Kathy Morrison

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/09 Ensure Equitable Access to Educational Opportunities	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	25-Jun-2021	Robust targeted supports by schools and monitoring by link officers, supported by relevant policy development mitigates risks.	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	Claire Cusick
EDR/2019/10 Analysis and Publication of Performance Information	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	02-Aug-2021	Self evaluation work was carried out on the alternative certification model as part of the 2021 SQA arrangements. This has led to a review of the equity of provision of courses within the senior phase across our establishments. As a result a seconded post will take forward the senior phase offer within WD. NIF Plan published. Data gathered for NIF report. SQR completed for March Committee. Working with Education	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	Andrew Brown

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
			Scotland on self-evaluation of family learning and internal self-evaluation of Senior Phase.		

P	Efficient and effective frontline services that improve the everyday lives of residents
----------	---

Ob	A committed and skilled workforce
-----------	-----------------------------------

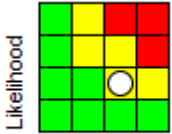
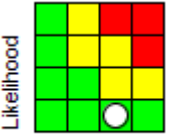
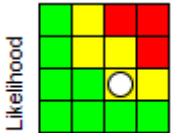
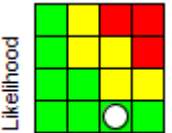
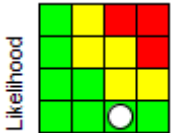
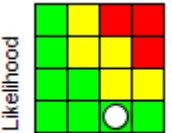
Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/08 Deliver leadership and professional learning for the service		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Jul-2021	A broad range of opportunities for ELC leaders and practitioners to develop their skills and knowledge was provided virtually. The opportunity for collaborative work with Education Scotland West Locality and Professional Learning and Leadership teams was an opportunity which we embraced. This complimented our virtual offer of professional learning activities through lockdown and reopening, enhancing the opportunities for weekly virtual engagement we had with our leaders.	Claire Cusick; Kathy Morrison

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/14 Deliver Professional Development for the Service		25-Jun-2021	Leadership and professional learning team have successfully supported establishments in move to remote CLPL; supporting continuation of professional development and networking.		Claire Cusick

Ob	A continuously improving Council delivering best value
-----------	--

Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/05 Deliver the Early Years Strategy		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Dec-2021	The statutory duty is in place for August 2021. Focus on quality and remaining projects to ensure compliance.	Kathy Morrison
ELA/20-21/DP/13 Deliver Service Modernisation Programme		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Jul-2021	Work to improve and streamline processes undertaken. Sub-actions carried forward into next session.	Andrew Brown; Julie McGrogan; Kathy Morrison

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/11 Deliver the Early Years Strategy	 <p>Likelihood</p> <p>Impact</p>	27-Jul-2021	<p>The statutory duty on Councils to provide 1140 hours has been reset to August 2021.</p> <p>All building projects to provide additional space for 1140 hours have been completed.</p> <p>Kitchen project completion at two sites required to provide hot food are outstanding.</p> <p>All ELC variations to registrations required for ELC to provide 1140 hours are in place.</p> <p>ELC recruitment for expansion has been completed.</p> <p>1140 hours for 100% of eligible 2 year olds and entitlement for 3 and 4 year olds in place from May 2021.</p> <p>Scottish Government final multi year funding for 2021/22.</p> <p>Review of delivery models to ensure that parents have what they need and to provide best value for the Council.</p> <p>Communication with parents, carers and staff will be focussed on high quality ELC and what that means for 1140 hours. Successful transition to new models of delivery including One-ery through training programme aimed at leaders and practitioners.</p>	 <p>Likelihood</p> <p>Impact</p>	Kathy Morrison
EDR/2019/15 Deliver the Service Modernisation Programme	 <p>Likelihood</p> <p>Impact</p>	02-Aug-2021	<p>Despite phase 2 being interrupted by the pandemic lockdown, take-up across Clydebank Schools has been positive. ParentPay is now being rolled out across all EY establishments. The rollout of the GroupCall Expression App has also been curtailed by the pandemic, however this is scheduled for rollout in August 2021 when schools return.</p>	 <p>Likelihood</p> <p>Impact</p>	Andrew Brown
SR 009 Failure to deliver the Early Years Agenda	 <p>Likelihood</p> <p>Impact</p>	26-Jul-2021	<p>The building programme for expansion and recruitment has been completed.</p> <p>All eligible 2 year olds and 3 and 4 year olds children receiving 1140 hours by May 2021.</p> <p>Care Inspections resumed July 2021, any ELC with rating below 'good' will be re-inspected.</p> <p>Flexible delivery model will be reviewed to ensure that it meets parent expectations.</p> <p>Quality of ELC and curriculum delivery of the new model will be closely monitored and supported by the central early years team.</p>	 <p>Likelihood</p> <p>Impact</p>	Kathy Morrison

Ob	Sustainable & attractive local communities
-----------	--

Action	Status	Progress	Due Date	Comment	Assigned To
ELA/20-21/DP/12 Develop the schools estate in line with local regeneration		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">100%</div>	31-Jul-2021	Work completed as planned, with Renton Campus nearing completion. Planning for Faifley campus commenced.	Andrew Brown; Kathy Morrison

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
EDR/2019/12 Develop the Schools Estate in Line with Local Regeneration	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	02-Aug-2021	The delivery of the first phase of Renton construction, the development of the specification for the Faifley Campus and confirmation of external funding for Faifley Campus has taken place. Statutory consultation for Faifley will commence in September 2021 until March 2022.	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">Likelihood</div> <div style="font-size: 8px;">Impact</div> </div>	Andrew Brown

Action Status	
	In Progress
	Completed

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

Risk Status	
	Alert
	Warning

	OK
	Unknown