






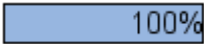


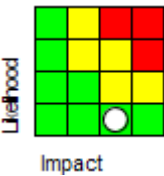
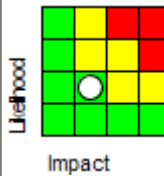
Appendix 1: Education Delivery Plan 2023/24 - Year-end Progress

 Our communities
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 Our neighbourhoods are safe, resilient and inclusive




Performance Indicator	2022/23	2023/24					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
Cases of exclusion per 1,000 school pupils	20		23	40				Claire Cusick
School Attendance Rates (per 100 pupils)	88%		88.9%	91.8%			Although data for this PI is supplied by Improvement Service and 2023/24 data won't be available till February/March 2025, however Scottish Government have already published this value, showing positive movement in this measure.	Claire Cusick
School Attendance Rates for Looked After Children (per 100 Looked After Children)	84.5%		Not yet available				Data for this PI is supplied by Improvement Service and 2023/24 data is not yet available.	Claire Cusick
School Exclusion Rates (per 1000 pupils)	20.53		Not yet available				Data for this PI is supplied by Improvement Service and 2023/24 data is not yet available.	Claire Cusick
School Exclusion Rates for Looked After Children (per 1000 looked after children)	76.47		Not yet available				Data for this PI is supplied by Improvement Service and 2023/24 data is not yet available.	Claire Cusick

Action	Status	Progress	Due Date	Note	Owner
Place the human rights and needs of every child and young person at the centre of education			30-Jun-2024	Action complete. New activity in this area will be undertaken in the 2024/25 Delivery Plan.	Claire Cusick

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to place the human rights and needs of every child and young person at the centre of education	This risk concerns the delivery of UNCRC and ensuring these are integral to the planning, experiences and supports we offer children, young people and their families.			08-Jan-2025	Plans are in place which will ensure we support our staff, children and young people to know what their rights are and how we can uphold them. Revised Equality Impact Assessment will ensure United Nations Convention Rights of the Child are considered key to change and improvement processes.	Claire Cusick



Our residents health and wellbeing remains a priority

Performance Indicator	2022/23	2023/24					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
CC2: Number of attendances per 1,000 population for indoor sports and leisure facilities	4,979		5,609	6,139			Annual usage within indoor facilities was below the target set by 8% but above the previous year by 11.7%. Leisure centres were below the target set by 5.9% but above the previous year by 13%. Community Facilities usage was also below the target set but above the previous year. Sports Development and Active Schools usage was both below the target set and the previous year mainly due to Sports Development activities being used in school rather than Leisure Trust facilities. Clydebank Leisure Centre saw the largest increase from the previous	John Anderson
















Performance Indicator	2022/23	2023/24						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							<p>year seeing a 16.2% rise in attendances. The centre is becoming a popular venue for dance and sporting events. The Meadow Centre increased by 13% and the Vale of Leven Swimming Pool increased by 6.3%.</p> <p>Sporting usage within the Community Facilities saw a 65% increase over the previous year as some facilities are proving popular with local combat sporting groups and private keep fit classes.</p>	
















Action	Status	Progress	Due Date	Note	Owner
Improve children and young people's health and wellbeing			30-Jun-2024	Action complete. New activity in this area will be undertaken in the 2024/25 Delivery Plan.	Claire Cusick













Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to improve children and young people's health and wellbeing	This risk concerns our ability to develop curriculum, opportunities and supports in collaboration with key stakeholders which will meet the wellbeing needs of our children, young people and families.	 Likelihood Impact	 Likelihood Impact	08-Jan-2025	There are supports, systems and plans in place to mitigate against failure to deliver including a revised Violence & Aggression Policy, child protection processes and a Whole Family Well-being Strategy.	Claire Cusick; Steve Rivers


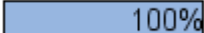


Ob Our residents are supported to increase life and learning skills

2022/23	2023/24
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Performance Indicator	Value	Status	Value	Target	Short Trend	Long Trend	Note	Owner
Percentage of children and young people achieving Curriculum for Excellence levels in literacy	72%		77%	73%			Literacy data is not available for 2023/24 as it is currently being quality assured by the Scottish Government. Submission deadline for the 2024 data was on the 30 Aug 2024.	Julie McGrogan
% of establishments delivering good or very good high-quality learning & teaching (Outcome of Improvement Framework)	80%		84%	84%				Julie McGrogan
Percentage of school attendance	88.41%		88.96%	88.96%				Andrew Brown
Percentage of 3 & 4 year old children at ELC achieving the benchmark in literacy	59.5%		56%	59%				Steve Rivers
Percentage of ELC settings meeting the National Standard Criteria of good and above	100%		100%	100%				Steve Rivers
Percentage of pupils gaining 1 + awards at SCQF level 5	83%		Not yet available	84%			Data for this PI is sourced from Scottish Government's Insight website, and 2023/24 data is not available until the February 2025 site update.	Andrew Brown
Percentage of pupils gaining 1 + awards at SCQF level 6	58.5%		Not yet available	59%			Data for this PI is sourced from Scottish Government's Insight website, and 2023/24 data is not available until the February 2025 site update.	Andrew Brown

Performance Indicator	2022/23	2023/24						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of S3 pupils achieving ACEL Third level+ in Literacy and numeracy	80.8%		81.8%	81%				Julie McGrogan
Percentage of S3 pupils achieving ACEL Fourth in Literacy and numeracy	42.2%		48.2%	45%				Julie McGrogan
Referrals and families engaged in family hubs								Claire Cusick
Percentage of educational establishments receiving positive inspection reports	100%		100%	100%				Julie McGrogan
% of pupils gaining 5 + awards at level 5	58%		N/A	59%			Data for this PI is supplied by Improvement Service and 2023/24 data is not yet available.	Andrew Brown
% of pupils gaining 5+ awards at level 6	29%		N/A	30%			Data for this PI is supplied by Improvement Service and 2023/24 data is not yet available.	Andrew Brown
% pupils in 20% most deprived areas getting 5+ awards at level 5	48%		N/A	50%			Data for this PI is supplied by Improvement Service and 2023/24 data is not yet available.	Andrew Brown
% pupils in 20% most deprived areas getting 5+ awards at level 6	21%		N/A	22%			Data for this PI is supplied by Improvement Service and 2023/24 data is not yet available.	Andrew Brown
Overall Average Total Tariff	791.67		774.12	774.12				Derek McGlynn
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	73.49%		72.25%					Julie McGrogan

Performance Indicator	2022/23	2023/24						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	80.19%		79.44%					Julie McGrogan
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	11.54%		12.93%					Julie McGrogan
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	13.85%		12.34%					Julie McGrogan
Percentage of pupils achieving expected levels in Writing by P7	N/A		N/A				Data for this PI is to be supplied by Improvement Service but no data is available.	Julie McGrogan
% of funded Early Years Provision which is graded good or better	97.3%		100%	100%				Steve Rivers

Action	Status	Progress	Due Date	Note	Owner
Narrow the attainment gap between the most and least disadvantaged children and young people			30-Jun-2024	Action complete. New activity in this area will be undertaken in the 2024/25 Delivery Plan.	Julie McGrogan
Improve attainment, particularly in literacy and numeracy			30-Jun-2024	Action complete. New activity in this area will be undertaken in the 2024/25 Delivery Plan.	Julie McGrogan

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to narrow the attainment gap between the most and least disadvantaged children and young people	<p>This risk concerns the delivery of the key areas within the Scottish Government Strategic Equity Fund.</p> <p>This risk concerns the delivery of approaches to address the equalities gap and those with protected characteristics.</p> <p>This risk concerns the delivery of approaches to address the poverty related equity gap in all sectors.</p> <p>This risk concerns our ability to work successfully to collaboratively plan with a range of partners for successful delivery.</p>			08-Jan-2025	We have revised the Council's Improvement Framework to assist schools in self-evaluation. We have undertaken robust analysis of data to determine attainment gaps and targets for individuals, schools and departments. We have established a Data Leads network to ensure ownership of data at establishment level.	Claire Cusick
Failure to improve attainment, particularly in literacy and numeracy	<p>This risk concerns the successful implementation of the four dimensions of the revised West Dunbartonshire Improvement Framework; 1. Collaborative Improvement 2. Enhanced Support 3. Enhanced Scrutiny and Support 4. Leadership Development.</p> <p>This risk concerns our ability to develop of the literacy and numeracy curriculum, opportunities and supports in collaboration with key stakeholders which will meet the needs of our children, young people and families.</p>			08-Jan-2025	Our attainment in 2022/23 showed improved performance against our local and national targets for attainment. A robust improvement framework is in place, providing attainment reviews, improvement visits and leadership development.	Julie McGrogan

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Challenges in implementing broad-ranging school improvement to raise attainment and achievement	This risk concerns delivering excellence and equity for children and young people. National and local indicators have been set to monitor progress with outcomes relating to attainment and achievement with a key focus on making progress to narrow the poverty related attainment gap. Scottish Equity funding devolved to local authorities aims to deliver on priorities between 2023-26. This funding will end in 2026.			17-Dec-2024	An improvement action plan has been implemented in all schools and ELC since August 2024 focusing on school attainment / equity performance and focused improvement actions implemented to build on our improving performance.	Julie McGrogan



Our Economy



Our residents are supported to access employment and training opportunities

Performance Indicator	2022/23	2023/24					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
Percentage of young people entering a positive destination	95.3%		Not yet available	95.5%			Data for this PI is sourced from Scottish Government's Insight website, and 2023/24 data is not available until the February 2025 site update.	Andrew Brown
Participation Rate for 16-19 year olds (per 100)	93.01%		90.68%	90.68%			As part of our collaborative Improvement activity with the Association of Directors of Education in Scotland and Education Scotland, we have identified steps to help address our performance in this	

Performance Indicator	2022/23	2023/24					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	
							measure.







Action	Status	Progress	Due Date	Note	Owner
Improve skills and sustained, positive school leaver destinations for all young people		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	30-Jun-2024	Action complete. New activity in this area will be undertaken in the 2024/25 Delivery Plan.	Andrew Brown

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to improve skills and sustained, positive school leaver destinations for all young people	<p>This risk concerns the ability to expand course provision and revised learner pathways in the Senior Phase leading including for those young people with Additional Support Needs.</p> <p>This risk concerns our ability to work successfully to collaboratively plan with a range of partners for successful delivery.</p> <p>This risk concerns the development of a skills based approach to the curriculum within the BGE and Senior Phase.</p>			08-Jan-2025	We have worked with local partners, including businesses, to broaden the offer of courses and work placements for our young people in their senior phase. We have started work with our schools to explore opportunities for on-line learning and a shared approach to timetabling.	Andrew Brown; Julie McGrogan






Our Council










Our workforce is resilient and skilled where digital technology supports service delivery for our residents






Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing,		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-	Education Leaders development programme reviewed and	

Action	Status	Progress	Due Date	Note	Owner
employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce			2024	incorporated employee wellbeing into in service day plans where appropriate. Mental health first aider group which includes Education employees was launched in 2023/24. Additionally, there have been a range of networks across the Education service that meet throughout the year to help shape service improvements and capabilities of the workforce. Work began on the review of roles within Collaborative Support Services and this review will address issues with the role that have been identified as stressors.	
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.			31-Mar-2024	Review of Leadership pathways completed to ensure strong talent pipelines are in place, review of recruitment assessment centres completed with changes implemented and to be embedded next year. Collaborative Support Services review started which will address issues contributing to retention challenges.	
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies			31-Mar-2024	Review of admin roles and processes within primary schools commenced and is scheduled to be implemented next year with a view to incorporating new ways of working and realising efficiencies where duplication is identified. Review of Collaborative Support Services has commenced as described in other actions. Savings options were also implemented in Early Years with a review of the Senior Practitioner posts completed and digital process improvements were made to the transport application processed which streamlined ways of working for team.	Andrew Brown
Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce			31-Mar-2024	Reviewed all improvement frameworks and delivered learning sessions for leaders on changes to the frameworks. The service also commenced participation in national programme with ADES focused on upskilling of workforce in terms of digital capability, this work will be ongoing. Leadership networks for each sector have delivered a range of learning outcomes across a broad range of topics. Comprehensive	

Action	Status	Progress	Due Date	Note	Owner
				continued professional development plan continues to evolve to meet service needs and has been complemented by additional corporate training on people practices delivered to a targeted audience to ensure that there is resilience across the service.	

Action Status	
	Cancelled
	Overdue
	Not on track
	In Progress and on track
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Target significantly missed		Improving		Improving
	Target narrowly missed		No change		No change
	Target met or exceeded		Declining		Declining

Risk Status	
	Alert
	High risk
	Warning
	OK
	Unknown

