



Standards and Quality Report 2018-2019 Improvement Plan 2019-2020

School: Gilcomstoun School

Head Teacher: Suzanne Carson

Gilcomstoun School Bun-sgoil Gilcomstoun

Learn, Achieve, Together Ionnsaich Coilean Còmhla



Gilcomstoun School is a happy, safe, inclusive community where we celebrate cultural diversity and work together to learn, achieve and succeed.



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Website: www.gilcomstoun.aberdeen.sch.uk





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Context of the school:

Gilcomstoun School is a co-educational, non-denominational school which is situated in the city centre of Aberdeen. It was built in the 1860s and is part of Aberdeen Grammar ASG. The catchment area is a mixture of private housing, housing association and local authority housing. More than 50% of the school population comes from different cultural backgrounds.

The school has a roll of 310 pupils which includes an 80 place nursery. The school has a management team of a Headteacher and two Depute Head Teachers, one of which is a new permanent post created in November 2018. There are eleven classes (two are Gaelic Medium) and four nursery classes (Sgoil Araich).

Gilcomstoun School is the only school in Aberdeen City to provide Gaelic Medium Education. We work closely with Comunn Nam Parent and local Gaelic Community Groups.

During session 2017/18 (May), the school was inspected. The report highlighted key strengths and clear areas for improvement. The recommendations then became the school improvement plan for 2018/19. The report is available at: www.education.gov.scot

Parental engagement is a focus of the school and parents are encouraged to play an active role in the life and work of the school and their child's learning. Our parents are supportive of the school and we have an active Parent Council who are involved both in school and with events happening in the wider community. Opportunities have been created for parents to become involved and engaged in school improvement through surveys, audits, parent consultations (senior pupils attend), sharing the learning visits to classrooms, open days, focus groups all of which provide opportunities for parent voice to be gathered.

Pupil participation and engagement is a key priority in our school and pupils have many opportunities to be involved in the work and life of the school. Pupils play an active role in driving school initiatives forward. They are proud to be part of Gilcomstoun and their involvement can be seen through House Groups, Pupil Council and other pupil participation groups. We are working with Education Scotland on the Young Leaders of Learning (young inspectors) project. This project pairs us up with another Aberdeen school and uses HGIOURS as a focus for development. Pupils are consulted and views sought. This helps to ensure that the learning experiences are relevant and exciting.

Parent/pupil engagement has resulted in the creation of a new Vision, Values and Aims in 17/18 which we have been embedding during session 18/19. Working together to give all stakeholders ownership of the shared vision, we continue to use this approach to guide and inform the improvements detailed on the school improvement plan. Through various communication channels, we keep our parents informed of on-going school improvements within the school.

The school has close links with the school community and businesses within the community. These are used to support learning and teaching and the effective delivery of our curriculum. Our pupils are involved with Active Schools, Aberdeen Play Forum, through our IDL topics with visitors from the World of Work or local community. We also work with a broad range of partners and other statutory agencies.

There is a breakfast and afterschool club run by CLICC at Gilcomstoun School.





The ethos of the school is very good. The school is welcoming, friendly and has a positive atmosphere. This was highlighted during a recent focus Quality Assurance visit from ACC. The staff are committed to working together and regularly engage in professional dialogue around practice to provide high quality learning and teaching for our pupils. The school is part of Aberdeen Grammar School Group and we have close links with all of the schools in the ASG. We regularly engage in working together to drive improvements forwards. We work well together to ensure our pupils have consistent learning experiences and provide opportunities for partnership events which aid transition. This session, the ASG has been working closely on homework, literacy PAL approaches and Number Talks.

Free School Meal Entitlement:

For session 2018-19, 15% of pupils (20 out of 130) in Primary 4-7 registered to receive free school meals.

SIMD (School Index of Multiple Deprivation):

There is a spread of deprivation in the area and more than half of the pupils live within SIMD 1	_
	-5





School vision statement:

Motto

Learn Achieve Together

Vision Statement

Gilcomstoun School is a happy, safe, inclusive community where we celebrate cultural diversity and work together to motivate, learn achieve and succeed.

School values and aims:

Values:

- Safe
- Happy
- Healthy
- Respectful
- Resilient
- Equity

Through our shared vision we aim:

- To provide a **happy**, **safe**, nurturing environment which encourages and supports all children to achieve success and equips them with skills for life-long learning.
- To deliver a creative, stimulating and pupil centred flexible curriculum that creates opportunities for learners to **achieve** their full potential.
- To raise attainment and achievement for all by working in partnership with parents, pupils and staff.
- To promote and develop Gaelic Medium Education and celebrate Gaelic language and culture throughout the school and wider community.
- To encourage an ethos of respect and equity and to value diversity across the whole school.
- To involve learners in decision making, encouraging them to be resilient, take responsibility
 and regularly celebrating their achievements and success.
- To encourage healthy, active lifestyle choices, promoting enjoyment, happiness and wellbeing.

The school aims were reviewed during session: 2017/18

The school aims will be reviewed during session: 2021/22





Review of School Improvement Plan Progress 2018-2019

Improvement Priority 1: Improvement in attainment, particularly in literacy and numeracy

NIF Priority

- Improvement in attainment, particularly in literacy and numeracy
- Closing the attainment gap between the most and least disadvantaged children
- 3. Improvement in children and young people's health and wellbeing
- Improvement in employability skills and sustained, positive school-leaver destinations for all young people

NIF Driver

- School leadership
- Teacher professionalism Parental engagement
- Assessment of children's progress
- School Improvement
- Performance Information

HGIOS?4 QIs

- 1.1 Self-evaluation for self-improvement
- 1.2 Leadership of learning
- 1.3 Leadership of change
- 1.4 Leadership of management and staff
- 1.5 Management of resources to promote equity
- 2.1 Safeguarding and child protection
- 2.2 Curriculum
- 2.3 Learning, teaching and assessment

- 2.4 Personalised support
- 2.5 Family learning
- 2.6 Transitions
- 2.7 Partnerships
- 3.1 Ensuring wellbeing, equality and inclusion
- 3.2 Raising attainment and achievement
- 3.2 Securing children's progress (ELC)
- 3.3 Increasing creativity and employability

Impact and Evidence:

- Increased engagement with Emerging Literacy by Early Years Staff. This has resulted in a 13% increase in Primary one reading attainment.
- Professional dialogue linked to Emerging Literacy indicates that Nursery and Early Years staff
 have an increased understanding of Emerging Literacy. Appropriate activities are evident,
 through monitoring, in Primary 1 classes. Ongoing staff engagement is evident through
 attendance at Emerging Literacy Meetings.
- Professional dialogue confirms increased understanding and engagement of Emerging
 Literacy by Early Years Practitioners. Classroom observations of EYPs show that staff are
 supporting children to develop early literacy skills through play and age appropriate
 interactions. Developmental approaches to assessment for use in Nursery piloted. Trialling
 new format for progress meetings. This information will be shared with Primary 1 staff as part
 of the transition process.
- Progress of Primary 1 children from results in May show that all children have made progress
 with interventions being put in place next session for those children making slower than
 expected progress. Professional dialogue with staff (tracking meetings) confirms assessment
 information informs groupings and that staff are providing appropriate differentiation that is
 developmentally appropriate for each child.
- Professional dialogue during tracking meetings between SLT and P1 teachers has highlighted increased pupil engagement with Literacy Tasks, evidenced through Leuven Scale for targeted children.
- Literacy and Numeracy progressions developed by ACC are in use by all staff and benchmarks used to inform Learning, teaching and assessment. Nursery staff are also using progressions linked to PITM.
- Almost all staff are confident in using the benchmarks to make teacher judgements which is
 impacting positively on teacher's ability to plan for learning, teaching and assessment. This is
 evident through teachers planning and classroom monitoring where most pupils are engaged
 in appropriate and challenging learning activities.
- Almost all staff have an increased knowledge and understanding of curriculum progression in literacy. In tracking meetings, almost all class teachers can articulate their learning, teaching and assessment plans linked to the literacy curriculum pathways.





- Moderation in writing with staff working together across Levels in order to have quality
 professional dialogue to achieve a level. Almost all staff have increased confidence and
 working knowledge of literacy progressions to inform moderation and professional judgement
 of levels.
- Data from Readingwise shows that children on average are showing an improvement of over one year and one month on their reading age since September.
- Data from STEP Literacy (Year 1) shows all 6 children progressing through the levels. Staff have reported improved pupil behaviour, ability to focus and complete tasks.
- CfE data across the year shows an increase in P1 literacy.
- Due to staffing capacity of GME staff, one teacher has been engaging in professional dialogue with other establishments across Scotland, to build links in preparation for moderation activities and increase teacher confidence in using the benchmarks.
- Numeracy audit completed which identifies that there needs to be consistency of approach across whole school. In tracking meetings, most staff can articulate their learning, teaching and assessment plans linked to the curriculum pathways.
- All staff are engaging in number talks. This is evident through learning walks, learning ambassador feedback and professional collegiate dialogue. Further embedding of process to be shared across ASG in next session.
- Almost all staff have engaged in quality learning and teaching approaches including the use of Learning Intentions, creating success criteria and plenaries. This was delivered as CLPL by QIO and at Inset Day training. This needs further embedding in school to ensure learners are involved in quality learning experiences.

Next Steps

- Continue (Year 3) to develop collaboration across the Early Years Stages and school to support new staff with implementing an Emerging Literacy Approach.
- Moderation of learning and teaching standards with a focus on comprehension and grammar and transference into writing.
- Ongoing assessment and moderation of writing, including GME, to ensure consistency across all stages in the school.
- Continue to develop writing through contexts for learning by increasing real life experiences and opportunities for the children.
- Maths and numeracy guidance to be developed across whole school, building on audit results.
- Embed the use of number talks and problem-solving strategies to ensure consistency across school.









Improvement Priority 2: Closing the attainment gap between the most and least disadvantaged children

NIF Priority

- Improvement in attainment, particularly in literacy and numeracy
- Closing the attainment gap between the most and least disadvantaged children
- Improvement in children and young people's health and wellbeing
- 4. Improvement in employability skills and sustained, positive school-leaver destinations for all young people

NIF Driver

- School leadership
- Teacher professionalism
- Parental engagement
- Assessment of children's progress
- School Improvement
- Performance Information

HGIOS?4 QIs

- 1.1 Self-evaluation for self-improvement
- 1.2 Leadership of learning
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- 3.2 Securing children's progress (ELC)
- 3.3 Increasing creativity and employability

Pupil Equity Fund 2018-2019 Budget £33,480

Impact and Evidence

Classroom learning walks and introduction of Learning Ambassadors show evidence of almost all children having increased confidence in talking about their learning. There is scope for improvement in children using feedback and knowledge of learning to discuss their next steps in learning.

- Data gathered over three terms linked to the wellbeing indicators has been analysed and staff
 identify children who require additional support. Most children are able to describe the purpose of
 the wellbeing indicators linked to our school values and can talk about the importance of the
 indicators in relation to themselves.
- Professional dialogue linked to quality learning and teaching approaches along with a Quality
 Assurance visit from ACC demonstrates that there is a shared understanding of where the school
 is currently and what the next steps are.
- Nurturing approaches can be seen across the school. This can be evidenced through learning
 walks and SLT monitoring evidence which shows nurturing approaches are having a positive
 impact on engagement of almost all children.

Next Steps:

- Wellbeing indicator data collected, analysed and interventions allocated across school.
- Continue with nurturing approaches across whole school and collate evidence for targeted Nurture children to show impact.
- Link established with another Aberdeen School (Brimmond) to participate in Visible Learning Project (Year 1). This will provide evidence to support school's own self-evaluation and improve the quality of learning and teaching.
- Continue to plan for educational excursions and visits based on our unique contexts and the needs of our children.
- Emotion Coaching approaches rolled out across school input to parents. (wellbeing)





Improvement Priority 3: Improvement in children and young people's health and wellbeing

NIF Priority

- 1 Improvement in attainment, particularly in literacy and numeracy
- 2 Closing the attainment gap between the most and least disadvantaged children
- 3 Improvement in children and young people's health and wellbeing
- 4 Improvement in employability skills and sustained, positive school-leaver destinations for all young people

NIF Driver

- School leadership
- Teacher professionalism
- Parental engagement
- Assessment of children's progress
- School Improvement
- Performance Information

HGIOS?4 QIs

- 1.1 Self-evaluation for self-improvement
- 1.2 Leadership of learning
- 1.3 Leadership of change
- 1.4 Leadership of management and staff
- 1.5 Management of resources to promote equity
- 2.1 Safeguarding and child protection
- 2.2 Curriculum
- 2.3 Learning, teaching and assessment

- 2.4 Personalised support
- 2.5 Family learning
- 2.6 Transitions
- 2.7 Partnerships
- 3.1 Ensuring wellbeing, equality and inclusion
- 3.2 Raising attainment and achievement
- 3.2 Securing children's progress (ELC)
- 3.3 Increasing creativity and employability

Impact and Evidence:

- Through effective partnership working with Multi Agency Response Group (MARG) ASG
 Partnership Forum, we have improved our learning provision and secured positive impacts for
 children, young people and families in the community. A parent leaflet has been developed for
 sharing with parents across the ASG which informs parents about process. Parental feedback
 has been gathered for targeted children and shows increased parental knowledge of learning
 provision and aims. Boxalls show improvement in emotional and social wellbeing of targeted
 pupils
- Targeted children's attendance figures are monitored and show increased attendance. Attendance is monitored weekly by office and SLT staff. Through partnership working with both parents and the HSLO, attendance figures show an improvement.
- Bounce Back materials are used consistently across school on Bounce Back Fridays. The impact
 of this is that children are engaged in improved learning experiences, are building resilience and
 are using the language of growth mindset to talk about dealing with challenges.
- Nurture children Boxall questionnaires are used to identify key areas for support. This is
 measured pre and post Nurture and shows improvement in targeted areas. Parental feedback is
 also gathered and shows positive support with parents engaging in the process.
- Loose Parts Play Staff training at February In-service day. Almost all staff evaluated the training
 positively, highlighting outdoor learning as a key part of curriculum rationale development.
 Development of outdoor learning will support effective learning, teaching and assessment.

Next Steps:

- Continue working with Aberdeen Play Forum to introduced Play Champions into school and develop this approach into outdoor learning in the curriculum.
- Involvement of parents in outdoor learning and offering additional experiences to parents and pupils.
- Introduce whole school health and wellbeing programme SCARF incorporating Bounce Back materials as the Health and Wellbeing pathway.





Improvement Priority 4: Improvement in employability skills and sustained, positive school-leaver destinations for all young people

NIF Priority

- Improvement in attainment, particularly in literacy and numeracy
- 2. Closing the attainment gap between the most and least disadvantaged children
- 3. Improvement in children and young people's health and wellbeing
- Improvement in employability skills and sustained, positive school-leaver destinations for all young people

NIF Driver

- School leadership (Leadership SAC)
- Teacher professionalism (Learning and Teaching – SAC)
- Parental engagement (Families and Communities - SAC)
- Assessment of children's progress
- School Improvement
- Performance Information

HGIOS?4 QIs

- 1.1 Self-evaluation for self-improvement
- 1.2 Leadership of learning
- 1.3 Leadership of change
- 1.4 Leadership of management and staff
- 1.5 Management of resources to promote equity
- 2.1 Safeguarding and child protection
- 2.2 Curriculum
- 2.3 Learning, teaching and assessment

- 2.4 Personalised support
- 2.5 Family learning
- 2.6 Transitions
- 2.7 Partnerships
- 3.1 Ensuring wellbeing, equality and inclusion
- 3.2 Raising attainment and achievement
- 3.2 Securing children's progress (ELC)
- 3.3 Increasing creativity and employability

Impact and Evidence:

- Improved planning and assessment for learning, ensuring relevance is evident in all classes through classroom monitoring.
- Improved staff engagement with all progression pathways is evident as these are being
 implemented across curriculum areas in all classes. This has resulted in quality dialogue with
 teaching staff who can clearly articulate their learning, teaching and assessment plans linked to the
 curriculum pathways.
- Professional dialogue linked to interdisciplinary learning and audit documentation indicates all staff have an increased understanding of the totality of the curriculum.
- Collegiate activities indicate all staff have been supported in developing an improved understanding
 of the key components of curriculum rationale and design.
- Monitoring of classroom practice confirms learners are engaging in an improved curriculum experience that promotes equity, raises attainment and provides opportunities to deepen learning with increased pupil learning.
- Professional dialogue and monitoring confirms there is an increased understanding of benchmarks amongst all staff which has supported improvement in planning across literacy, numeracy and health and wellbeing.
- Planning and classroom monitoring confirms whole school IDL contexts based on curriculum progressions with Es and Os being used for planning and benchmarks for assessments are being implemented in all classes.
- Embedding vision, values and aims to support the development of our curriculum rationale defined by the uniqueness of Gilcomstoun School is being implemented by most staff and is evident across the work of the school. This ensures that, as per Education Scotland report, this is at the forefront of driving improvement in the school.





- Finalise curriculum rationale with all stakeholders. Visual has been designed, written rationale has been finalised. Will be shared with stakeholders at start of new session.
- DYW/World of Work focus on this through IDL where expectation is a visitor will be invited into school relevant to each IDL topic.

Next Steps:

- Roll out finalised Year 2 of Curriculum Development
- Continue to review Curriculum Rationale to ensure relevance and uniqueness is reflected and further embed vision, values and aims into the classroom.
- Continue to increase opportunities for developing the young workforce and the world of work through IDL
- Continue curriculum development with skills based model for personalisation and choice to be rolled out, including JASS approach for senior pupils
- Learning and teaching to be enhanced through greater use of digital technologies across all areas of the curriculum.
- All staff to be trained to use Google Classroom.
- Build business/community links from IDL visitors as a school resource.

Core Quality Indicator Evaluations based on Audit / Self-Evaluation Activity

School

Quality Indicator	School Self-Evaluation
1.3 Leadership of change	3
2.3 Learning, teaching and assessment	3
3.1 Ensuring wellbeing, equity and inclusion	3
3.2 Raising attainment and achievement	3

ELCC

Quality Indicator	ELCC Self-Evaluation
1.3 Leadership of change	3
2.3 Learning, teaching and assessment	3
3.1 Ensuring wellbeing, equity and inclusion	3
3.2 Securing Children's Progress	3





_		1	
	6	Excellent	outstanding sector leading
	5	Very Good	major strengths
	4	Good	important strengths with some aspects for improvement
	3	Satisfactory	strengths just outweigh weaknesses
	2	Weak	important weaknesses
	_	110411	
	1	Unsatisfactory	major weaknesses

Capacity for continuous improvement statement

Our overall evaluation of the school's capacity for continuous improvement:

- * We are confident in our capacity for continuous improvement \boxtimes
- * We have a few concerns about our capacity for continuous improvement \Box Comment:

Gilcomstoun School improvement plan has been developed through rigorous self-evaluation and in consultation with staff, parents and pupils, who are encouraged to participate in reflection on the impact of school developments and this informs our next steps. We are committed to improving teaching and learning through a curriculum that is tailored to the unique context of the school.

Leadership of Change

Staff are committed to improving outcomes for children and undertake a wide range of professional learning opportunities at personal, staff and ASG level. Evaluations from improvement planning 2018/19 and a focus on core QIs based on the Education Scotland inspection indicate staff confidence and interventions are impacting positively on learners. Evidence of improvement in QI 1.3 Leadership of Change includes whole school work on developing a curriculum that is relevant and unique to our school and meets the needs of the pupils.

Through the development of House Groups, pupil participation groups, our pupils have greater opportunities for leading learning and affecting change in the school. This includes our Young Leaders of Learning which will be further developed to be the Junior Leadership Team. Pupils are confident in taking on leadership roles and are encouraged and supported by staff to develop skills for learning, life and work.

Improving attainment will continue to be a key driver for us. Data shows that there have been improvements in reading across both P1 and P4. Robust tracking of pupil's progress is in place and further work will be developed to track identified pupils. There is a clear focus on tracking attainment over time.

There is a well-considered rationale for the use of Pupil Equity Funding (PEF). This has been done in consultation with staff and parents. There are a number of specific interventions and programmes to support children's wellbeing and raise attainment in literacy and numeracy. Investing in Professional Learning has also been a priority through PEF funding. Monitoring of the impact of all resources and interventions is in place.





Staff take responsibility for school improvement through whole school collegiate approaches with some staff leading learning linked to the School Improvement Plan. The Senior Leadership Team (HT and two DHTs) are supportive and provide strategic direction and guidance to staff. The Senior Early Years Practitioner (SEYP) has day to day responsibility for leading the nursery. The nursery and school work together effectively, together with colleagues from other establishments and partner agencies to meet the needs of all leaners during 2019-2020.





IMPROVEMENT PLAN 2019-2020

Gilcomstoun School Bun-sgoil Gilcomstoun







PART TWO: School Improvement Plan 2019-2020 - Key Priorities informing Improvement Planning (National, Local and Service /School)

National Priorities	Local Authority Priorities
Cross cutting themes	 Expand Early Learning and Childcare by 2020. Establish Aberdeen as a UNICEF Child Friendly City. Implement the recommendations of the child protection inspection Improvement Methodology 95% of children (0-5years) will reach their expected developmental milestones by the time of their child health reviews by 2026.
NIF Priority 1: Improvement in attainment, particularly in literacy and numeracy	 Locality Plans seek to increase attainment of children in Priority Areas on entry to P1. Senior phase /Learner Pathways Increase data literacy at all levels of the system
NIF Priority 2: Closing the attainment gap between the most and least disadvantaged children.	 Close the Gap through effective multi-agency working 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.
NIF Priority 3: Improvement in children and young people's health and wellbeing.	 Improve mental health services and understanding of the effects of trauma Reduce youth crime Increase pupil participation 85% of children and young people will report that they feel mentally well by 2026.
NIF Priority 4: Improvement in employability skills and sustained, positive school- leaver destinations for all young people.	 Provide age appropriate employment skills for children and young people in schools Survey aspirations to sharpen our pre and post school supports Expand and improve post school learning and employment opportunities for children and young people 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.





	Overview
NIF Priority	
Improvement in attainment, particularly in literacy and numeracy	<mark>r</mark> .

- 2. Closing the attainment gap between the most and least disadvantaged children
- 3. Improvement in children and young people's health and wellbeing
- 4. Improvement in employability skills and sustained, positive school-leaver destinations for all young people

LOIP 'Prosperous People' partially realised through the ICS 'Children are our Future' theme identifies 3 primary drivers:

- Children are safe and responsible
- Children are getting the best start in life
- Children are respected, included and achieving

NIF Driver

- School leadership
- Teacher professionalism
- Parental engagement
- Assessment of children's progress
- School Improvement
- Performance Information

The ICS primary drivers have guided the formation of 4 key priorities for action:

- Closing the Gap
- Youth engagement and inclusion
- Health and wellbeing
- Community safety and environment

HGIOS?4 Qis

- 1.1 Self-evaluation for self-improvement
- 1.2 Leadership of learning
- 1.3 Leadership of change
- 1.4 Leadership of management and staff
- 1.5 Management of resources to promote equity
- 2.1 Safeguarding and child protection
- 2.2 Curriculum
- 2.3 Learning, teaching and assessment
- 2.4 Personalised support
- 2.5 Family learning
- 2.6 Transitions
- 2.7 Partnerships

- 3.1 Ensuring wellbeing, equality and inclusion
- 3.2 Raising attainment and achievement
- 3.2 Securing children's progress (ELC)
- 3.3 Increasing creativity and employability

Curriculum for Excellence – Entitlements for all children and young people

- 1. Every child and young person is entitled to experience a curriculum which is coherent from 3 to 18.
- 2. Every child and young person is entitled to experience a broad general education.
- 3. Every young person is entitled to experience a senior phase where he or she can continue to develop the four capacities and also obtain qualifications.
- 4. Every child and young person is entitled to develop skills for learning, life and work, with a continuous focus on literacy and numeracy and health and wellbeing.
- 5. Every child and young person is entitled to personal support to enable them to gain as much as possible from the opportunities which *Curriculum for Excellence* can provide.
- 6. Every young person is entitled to support in moving into a positive and sustained destination.







Improvement Priority 1: Improvement in attainment, particularly in literacy and numeracy

Improvement Priority 1a: Improvement in Literacy

HMIE Recommendation: Raise attainment in literacy and numeracy, to enable children to make the best progress in learning.

Lead Responsible: Teresa Milne/Suzanne Carson

Partnership Forum (where appropriate):

Expected Outcome(s) for whom, by when, by how much?

- In writing, all pupils will make progress in levels of attainment; by an increase of at least 5% by June 2020.
- In reading, the targeted group of pupils will make progress towards achieving Benchmarks at first and second level by June 2020.
- By June 2020, a consistent approach in learning and teaching for literacy will be embedded across classes
- By June 2020, a relevant and progressive curriculum across all areas will be in place for all learners in the nursery and school
- All children will increase their digital skills to support learning across the school by June 2020.

Impact Measures How will we know?	QI	Specific Actions	Management of resources to Lead		QI 1.3 Leadership of change	Timescale	Progress On Track
			Time Resource	School Budget Resource £	Who?	By When?	Behind Schedule Not Actioned
 Classroom observations using evaluative language – SLT and Peer with an identified focus Professional dialogue linked to learning and teaching policy Pupil focus groups – language of learning Teacher planning, assessment and moderation including nursery and GME Pupil participation in evaluation of learning linked to literacy and 	2.3 1.3 3.2	 Use HGIOS? QI 2.3 themes to develop and implement a shared understanding of what effective learning and teaching looks like in our school Visible Learning Project Year 1 (see detailed plan). Develop a Learning, Teaching and Assessment Policy (QI2.3) 	Aug Inset Nov Inset Feb Inset 4 x collegiate meetings	10.400 PEF	All Staff SLT	June 2020 Oct 2019	





numeracy supporting increased engagement in learning (pupil dialogue/Leuven Scale)		HGIOURS – Staff and pupil engagement in Theme 2 'Our learning and teaching' (link with learning and teaching policy QI 2.2 and QI 2.3	CLPL Professional dialogue		SLT/Class teachers	June 2020	
 Professional dialogue linked to moderation of pupil's learning linked to benchmarks (Recorded at key points across a range of genres) Tracking and progress of all pupils CfE levels in writing including GME and across Early Level Moderation of pupils' presentation skills across a range of genre Pupil learning conversations with SLT Classroom monitoring visits and learning walks show improvement in practice Self-Evaluation using HGIOURS 	2.2 2.3 3.2	 Writing Focus on relevant and interesting contexts for all (Link to IDL) Ensure a range of writing styles across the year for all Focus on technical including comprehension and grammar and presentation skills across the school Use of progression frameworks and benchmarks for moderation Targeted pupils – digital technologies being used effectively to support children who find writing challenging Continued development of digital technologies: application of skills Training for all in Google Classroom Use of genre specific moderation to inform assessment Children to share key pieces of writing via focus 	CLPL All Staff	PEF Literacy Resources	HT/DHT Literacy Co-ordinator Digital Tech. Co- ord/all Staff	June 2020	





		groups for pupil reflection/discussion of "What a good one looks like" and up level • Teachers using and reflecting on Big Writing ensuring progression and challenge at each level					
 Benchmarking of all pupils for reading age/levels Readingwise – data analysed for targeted group – Reading ages recorded at beginning and end of intervention Tracking and progress of all pupils in CfE levels in reading 	2.3 2.4 3.2	 Continued use of Readingwise resources for targeted children at P3-P7 (decoding) Professional dialogue to ensure all staff understand and use reflective reading strategies including comprehension activities using a range of materials Reading for enjoyment/moderation of reading at class, school level 	GL Assessment SWRT PM	PEF Compre- Hension Resources £15000 Library/Reading Books PEF	All Staff SfL teacher to oversee PSAs Literacy Co-ord	June 2020	
 Tracking of all targeted pupils in CfE Listening and Talking Early Talkboost and Talkboost pre and post intervention data 	2.3 2.4 3.2	Listening and Talking Continue to engage in Early Talkboost and Talkboost at the Early Level stages	CLPL		Literacy Co-ord and one member of staff	Sep 19- June 20	
Implementation of Year 3 of Emerging Literacy strategies evidenced in teacher planning and opportunities for professional dialogue	2.3 2.2 3.2	 Emerging Literacy Phonological awareness strategies to be used in Primary 2 and Primary 3 Primary 1 staff make use of key information shared 	CLPL		Early years staff	Sep 19 – June 2020	





Pre/post assessment to be undertaken to measure progress	through the completion of developmental overviews in Nursery Use of SEYP to support this approach and the development of play based learning Staff involvement in CLPL sharing strategies across school	Class teachers	
	Monitoring Progress and E	valuating Impact	
(To be com	pleted during the course of the session t	o inform the audit for SQUIP 2020-202	1)





Improvement Priority 1: Improvement in attainment, particularly in literacy and numeracy

Improvement Priority 1b: Improvement in Numeracy and mathematics

HMIE Recommendation: Raise attainment in literacy and numeracy, to enable children to make the best progress in learning.

Lead Responsible: Diane Davidson/ Suzanne Carson

Partnership Forum (where appropriate):

Expected Outcome(s) for whom, by when, by how much?

- In numeracy, pupils in P4 and P7 will make progress of at least 3% in levels of attainment by June 2020.
- In numeracy and mathematics, the targeted group of pupils will make progress towards achieving their targets linked to expected benchmarks for Early, First, Second Level by June 2020.
- By June 2020, through professional development work, all staff will have an increased confidence in the use of teaching strategies linked to Number Talks.

	Impact Measures How will we know?	QI	Specific Actions	Management	1.5 of resources te equity School	QI 1.3 Leadership of change		Progress On Track Behind Schedule
				Resource	Budget Resource £	Who?	By When?	Not Actioned
•	Teacher's planning Self Evaluation: HGIOS 4, HGIOELCC Nursery/classroom monitoring Professional dialogue linked to moderation of pupil's learning linked to benchmarks	2.2 2.3 3.2	 Numeracy planning formats revised following numeracy/maths audits Nursery staff to audit all areas of the nursery both indoors and outdoors to ensure there are opportunities to develop numeracy 	CLPL Class teachers	PEF	DHT/HT All staff SFL	June 2020	
			Professional dialogue of data linked to attendance and	Business Ambassador PEF	PEF			





of their numeracy work with time regularly for pupil reflection/discussion Monitoring Progress and Evaluating Impact							
Monitoring of pupil's work to be undertaken	 Targeted pupil's – digital technologies being used effectively to support pupils develop their numeracy skills Children to share examples of their numeracy work with 						
SLT discussion with pupil groups	Maths co-ordinator to attend development meetings and cascade information to staff						
Number Talks strategies evidenced in teachers planning and opportunities for professional dialogue		G Inset CLPL					
Tracking of progress of all targeted pupils' CfE levels in numeracy and mathematics	Review of maths policy and guidelines and resources	PEF Update from audit					
Professional dialogue linked to data informing the tracking of progress of targeted group in set targets for CfE levels in numeracy and mathematics	 interesting real-life contexts where numeracy and mathematics links can be made Use of progression frameworks and benchmarks for moderation 	PEF Activities					
Tracking data of progress of all pupils on CfE levels in numeracy and mathematics.	engagement of targeted pupils Focus on relevant and	DEE					

(To be completed during the course of the session to inform the audit for SQUIP 2020-2021)





Pupil Equity Fund Budget Allocation April 2019 - £34,800

Pupil Equity Fund Rationale 2019-2020

'All our work to interrupt the cycle of deprivation and its impact on children's progress'.

Rationale of how you plan to use Pupil Equity Funding to provide 'additionality' to core service delivery in new or enhanced activity to close the poverty related gap. A clear contextual analysis which identifies the poverty related attainment gap and plans must be based on evidence of what is known to be effective at raising attainment for children affected by poverty. E.g. EEF (Education Endowment Foundation)

Five Key Areas: Attainment; Attendance and Punctuality; Exclusion / Inclusion; Engagement; Participation Achieving Equity - Identified gap(s) to raise attainment; Targeted Interventions; Quintiles / Deciles

Analysis of data indicates that interventions to support raising attainment have had some effect impact on attainment but there are still pupils who are behind where they should be in terms of academic achievement. There are groups of pupils who clearly continue to require a range of targeted support to meet their varying needs. It is our intention to have individual plans for each child within Gilcomstoun School so that we can plan specific interventions.

Gilcomstoun School roll is currently 236 pupils in P1 to P7 plus 80 nursery children.

SIMD – Percentage of Pupils across the school

SIMD 1	1	<mark>0.43%</mark>	SIMD 2	14	<mark>6%</mark>	SIMD 3	45	<mark>19.56%</mark>	SIMD 4	35	<mark>15.2%</mark>	SIMD 5	52	<mark>22.6%</mark>
SIMD 6	10	<mark>4.3%</mark>	SIMD 7	20	<mark>8.06%</mark>	SIMD 8	11	<mark>4.73%</mark>	SIMD 9	18	<mark>7.82%</mark>	SIMD 10	22	<mark>9.57%</mark>

There are a few pupils who have significant attendance issues and a considerable number who arrive late to school on a regular basis.





CfE Data 2018-19 All Pu	pils (including variance fron	n session 2017-18)		
Year Group	Talking and Listening –	Reading – Achieving and	Writing – Achieving and	Numeracy – Achieving
	Achieving and Exceeding	Exceeding	Exceeding	and Exceeding
	Total Percentage	Total Percentage	Total Percentage	Total Percentage
Primary 1	84% (+16.3%)	68% (%)	84% (%)	92% (+11.4%)
Primary 4	80% (+13.3%)	65% (+11.7%)	60% (+0.3%)	65% (+12.2%)
Primary 7	81.4% (- 14.8%)	66.6% (-24.7%)	66.6% (-24.7%)	70.37% (-18.5%)

Whole school data analysis indicates:

Attainment

The main pattern emerging is that pupils within the lower deciles continue to require support with literacy and numeracy. A few have challenges engaging with learning and with developing positive relationships.

Attendance and Punctuality

Almost all of the children have good attendance. Lateness is an issue for a few of the children. Ongoing monitoring will continue and there will be engagement with parents as required.

Exclusion

Last session there was temporary exclusions for 3 pupils.

Wellbeing

Using the Boxall Questionnaire, we profiled a few pupils who require different levels of intervention to meet individual social and emotional needs. Some children have received the support of the Nurture Group or targeted intervention.

Engagement

It is recognised that in each class the majority of pupils engage well in their learning. However, within each class a minority of pupils (FSM and Vulnerable) find it challenging to engage and are off task despite the additional support of PSAs.





Participation

We will undertake a whole school participation survey to ascertain which FSM children do not have the opportunity to participate in extra curricular activities and have indicated that, given the chance, they would like to participate in sporting activities. By undertaking this, we will find out which FSM pupils have never had the opportunity to experience visits to local places of interest and beyond. Therefore additional funding will be used to cover the additional costs of transport for class trips, allowing pupils to experience increased cultural and learning experiences.

Please refer to Improvement Plan Priority 2 - Closing the Attainment Gap for identified areas.

Overview

NIF Priority

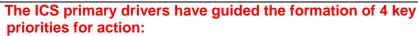
- 1. Improvement in attainment, particularly in literacy and numeracy
- 2. Closing the attainment gap between the most and least disadvantaged children
- 3. Improvement in children and young people's health and wellbeing
- 4. Improvement in employability skills and sustained, positive school-leaver destinations for all young people

LOIP 'Prosperous People' partially realised through the ICS 'Children are our Future' theme identifies 3 primary drivers:

- Children are safe and responsible
- Children are getting the best start in life
- Children are respected, included and achieving

NIF Driver

- School leadership
- Teacher professionalism
- Parental engagement
- Assessment of children's progress
- School Improvement
- Performance Information



- Closing the Gap
- Youth engagement and inclusion
- Health and wellbeing
- · Community safety and environment

HGIOS?4 QIs

- 1.6 Self-evaluation for self-improvement
- 1.7 Leadership of learning
- 1.8 Leadership of change
- 1.9 Leadership of management and staff
- 1.10 Management of resources to promote equity
- 2.1 Safeguarding and child protection
- 2.2 Curriculum
- 2.3 Learning, teaching and assessment
- 2.4 Personalised support
- 2.5 Family learning
- 2.6 Transitions
- 2.7 Partnerships

- 3.1 Ensuring wellbeing, equality and inclusion
- 3.2 Raising attainment and achievement
- 3.2 Securing children's progress (ELC)
- 3.3 Increasing creativity and employability







Curriculum for Excellence – Entitlements for all children and young people

- 1. Every child and young person is entitled to experience a curriculum which is coherent from 3 to 18.
- 2. Every child and young person is entitled to experience a broad general education.
- 3. Every young person is entitled to experience a senior phase where he or she can continue to develop the four capacities and also obtain qualifications.
- 4. Every child and young person is entitled to develop skills for learning, life and work, with a continuous focus on literacy and numeracy and health and wellbeing.
- 5. Every child and young person is entitled to personal support to enable them to gain as much as possible from the opportunities which *Curriculum for Excellence* can provide.
- 6. Every young person is entitled to support in moving into a positive and sustained destination.





Improvement Priority 2: Closing the attainment gap between the most and least disadvantaged children / young people in Gilcomstoun School

HMIE Recommendation: Give prompt attention to ensuring that the learning needs of children are identified through reliable assessment and are met through appropriate and timely support.

HMIE Recommendation: Build on the most effective practice to ensure high-quality learning, teaching and assessment across the school.

Lead Responsible: Suzanne Carson (See PEF Spending Plan for continuation items)

Expected Outcome(s) for whom, by when, by how much?

- By June 2020, a targeted group of children will have completed a physical literacy programme with improved attainment evident for all.
- By June 2020, all staff will have an increased confidence in using data to identify and address gaps in children's learning and interventions put in place.
- By June 2020, all staff will have increased knowledge and skills and be able to apply 'Visible Learning' strategies.
- By June 2020, all children will have access to appropriate digital technology and be able to make effective use of this to support their learning in literacy and numeracy.

Partnership Forum (where appropriate):

Faithership Forum (where appropriate).											
Impact Measures How	QI	Specific Actions		1.5	QI 1.3 Leadership	Timescale	Progress				
will we know?			Management of resources to promote equity		of change		On Track				
			Time	PEF	Who?	By When?	Behind Schedule				
			Resource	£	WIIO?	by whieli:					
							Not Actioned				
Opportunities for Professional dialogue to evidence a deeper understanding of the learning process	1.3	Visible Learning – Year 1 of 3 Year Plan Engagement in professional learning for all staff through a bespoke programme based on data and self-evaluation from our school	CLPL Inset x 3	10,400 PEF	All Staff	June 2020					





•	Staff self-evaluation via teacher feedback survey Completion of Visible Learning Implementation Plan		 Focusing on what a visible learner is and the reflect on the impact of teaching Ensure CTs are meeting the needs of all learners Ensure clear language of learning Pupils will know their next steps in learning and will become visible learners Raised expectations 				
•	Pupil engagement measured Attendance statistics Impact on pupil attainment will be measured by STEP	1.1	A group of targeted P4 and P5 children will participate in an individualised STEP Physical literacy programme with a view to impacting upon their attainment (P5 children, second year of STEP).		HT/SfL Teacher/PSAs	June 2020	
			Readingwise Targeted group of children who are behind their expected attainment levels – P4-7 pupils	PEF 1500			
			Texthelp Introduced across all P4-7 classes	PEF 225			
			Library and Reading Resources Purchase of library books to allow targeted children experiences of new books and reading for enjoyment	PEF 15000			
			Comprehension Resources Resources used for targeted children along with new books and pm benchmarking to impact on attainment in reading	PEF 1000			
			Grammar Resources Resources used for targeted children linked to writing to improve attainment in writing	PEF 1000			





		•	Dyslexia – 5 minute boxes Boxes used for targeted pupils working with SfL teacher one to one to impact on attainment		PEF 235			
		•	Dyslexia Screener (GL) For targeted pupil to identify key areas for targeted approaches		PEF 23			
		•	Numeracy Resources Working with targeted pupils P1-7 to ensure a clear, consistent approach taken to raise attainment in numeracy		PEF 2000			
Pupil engagement in completion of literacy tasks improves Impact on pupil attainment will be measured	2.2 2.3	•	Use of digital technologies – all pupils to have access to the Texthelp toolbar A targeted group of children will follow a Readingwise programme of activities with pre-post assessment	CLPL	PEF £225	All pupils Targeted Pupils		
Parents will have increased confidence in supporting learners evidenced through parental audit and views		•	Open talk and tea sessions prior to open events sharing work of school, curriculum workshops, parental request, homework			HT/DHT	June 2020	
Club attendance data		•	Increased opportunity for pupils in targeted group ensuring all pupils have the opportunity to engage in clubs during the school day			DHT/Health Group	Dec 2019	





Monitoring Progress and Evaluating Impact

(To be completed during the course of the session to inform the audit for SQUIP 2020-2021)

Overall Pupil Equity Funding Planned Expenditure

	Details – Resources and Staffing	Approximate Cost £
	Literacy	
Reading	Readingwise	1500
	Texthelp	225
	Library and Reading Resources	15000
Writing	Comprehension Resources	1000
	Grammar Resources	1000
	Dyslexia – 5 minute boxes	235
	Dyslexia Screener (GL)	23
Listening and		
Talking		
	Numeracy	
Numeracy	Maths Resources	2000
	HWB	
HWB	Aberdeen Play Forum	2100
	SCARF Programme	534
	Resources	234





	Playworker	1200
	Outdoor Learning Resources	2000
Staffing	Business Ambassador DYW	3000
Additional	Experiences	3000
	JASS Materials	500
	STEP Resources	36
	Visible Learning Resources	225
	Total	33812





Improvement Priority 3: Improvement in children and young people's health and wellbeing

HMIE Recommendation: As a high priority, develop the curriculum to meet national expectations. This should enable children to build on their knowledge, skills and understanding, as they move through the school.

Lead Responsible: Suzanne Carson

Partnership Forum (where appropriate): MARG (AGS

Group)

Expected Outcome(s) for whom, by when, by how much?

- By June 2020, all pupils will experience a planned, progressive Health and Wellbeing programme.
- Increased attendance of a targeted group of pupils from 80% to 85% by June 2020.
- Increase time targeted children engage in learning from 1,2,3 on the Leuven Scale to a 4 or 5, leading to increased attainment in literacy and numeracy.

Impact Measures How will we know?	QI	Specific Actions	Management to promo Time Resource	1.5 of resources te equity School Budget Resource £	QI 1.3 Leadership of change Who?	Timescale By When?	Progress On Track Behind Schedule Not Actioned
 Monitoring of learning (SLT and peer) demonstrates an improvement in the teaching of HWB curriculum and engagement of pupils. (planning/Leuven Scale) Dialogue with pupils indicates improved learning across HWB (pre and post intervention) 	1.3 2.2 2.3 3.1	 Staff engagement in new HWB programme SCARF incorporating Bounceback Professional dialogue around introducing programme and linking with planned IDL/curriculum development Introduction of SCARF HWB programme, using Es and Os and Benchmarks (Curriculum Progression) Development of assessment linked to planning Evaluation of HWB programme 	CLPL	534 PEF	All Staff/Health Group	June 2020	





 Tracking of Wellbeing Indicators questionnaires and data analysis 						
 All pupils to engage in Outdoor Learning weekly lessons based on Play Champions approach Increased parental engagement 	2.2 2.3	Aberdeen Play Forum Parental involvement through stay and play Play Champions session Weekly focussed lesson outdoors to build resilience, pupil confidence and self-esteem of all learners		2100 PEF	P1-7 pupils All Staff	June 2020
Data – increased number of targeted pupils using healthier modes of travel to get to school	1.1	Engage in WOW project (walking, cycling, scooting)	CLPL		P1- 7 Health Committee	June 2020
Targeted pupils have increased engagement through Nurture Group/use of Emotion Works/Playworker	1.3 2.2 3.1	 Targeted group of pupils attend Nurture group – twice daily- with a focus on building resilience and improving engagement in learning and attainment Emotion Works – emotion learning and literacy programme to support pupils in health emotional development 	CLPL		Nurture teacher	June 2020 Dec 2019
		 Targeted pupils supported by Playworker to build confidence and resilience. Playworker to track progress of intervention. 		1200 PEF		June 2020

Monitoring Progress and Evaluating Impact

(To be completed during the course of the session to inform the audit for SQUIP 2020-2021)









Improvement Priority 4: Improvement in employability skills and sustained, positive school-leaver destinations for all young people

HMIE Recommendation: As a high priority, develop the curriculum to meet national expectations. This should enable the children to build on their knowledge, skills and understanding, as they move through the school.

Lead Responsible: Diane Davidson/Suzanne Carson

Expected Outcome(s) for whom, by when, by how much?

- All staff will have an increased confidence in planning and delivering the curriculum for pupils linked to the World of Work by June 2020.
- By June 2020, all pupils increase their engagement in the curriculum linking with skills and attitudes across the four contexts for learning and four capacities.

Partnership Forum (where appropriate):

Impact Measures How will we know?	QI	Specific Actions	QI 1.5 Management of resources to promote equity		QI 1.3 Leadership of change	Timescale	Progress On Track
			Time Resource	School Budget Resource £	Who?	By When?	Behind Schedule Not Actioned
 IDL/Curriculum development– using Challenge Questions QI2.2 Self-Evaluation – Professional Dialogue – Challenge Questions – HGIOS4, HGIOELCC, HGIOURS 	1.3 2.2 2.3 3.3	 Evaluate curriculum progress to date – Nursery and School including GME Identify key tasks for continued development of progressions and relevant themes linking to the uniqueness of the school and the World of Work (Business Ambassador Links/Creativity approaches) 	CLPL	PEF Ambassador TBC	All Staff SLT	June 2020	





 Professional dialogue – Term planning (IDL/Overarching Curriculum Themes)/Links with World of Work/Progression Frameworks and Benchmarks Monitoring – SLT/ Peer 	 Collaborative Curriculum planning of learning and assessment across overarching themes developed 2018-19 with a focus on World of Work Links made with skills development – Pupil Participation Groups – skills school – JASS programme Skills for learning, life and work developed from Early to Third Level Planned moderation linked to teaching and learning using curriculum progressions and benchmarks 	P	PEF All Teaching Staff upil riences					
Monitoring Progress and Evaluating Impact (To be completed during the course of the session to inform the audit for SQUIP 2020-2021)								





Improvement Priority 5: Leadership of Change

HMIE Recommendation: The leadership team should develop a clear strategic direction to guide well-paced leadership of change at all levels.

Lead Responsible: All ASG Head Teachers

Nursery -SEYP from each school

Expected Outcome(s) for whom, by when, by how much?

- By June 2020, SLT will have an increased /shared understanding of high quality learning and teaching and assessment.
- By June 2020, all CT will reflect on their pedagogy, in an identified area of Land T literacy and numeracy (eg through Number Talks, PAL, writing) and make changes to practice following visits to other classes/schools.
- By June 2020, all nursery staff have confidence to use planning in the moment approaches.
- By June 2020, PSA will experience high quality professional learning as a result they will have an improved skill set to meet the needs of learners within their school.

Impact Measures How will we know?	QI	Specific Actions	QI 1.5 Management of resources to promote equity		QI 1.3 Leadership of change	Timescale	Progress On Track
			Time Resource	£ School Budget	Who?	By When?	Behind Schedule
				Resource			Not Actioned
SLT have increased confidence in knowing what high quality learning and teaching looks like. SLT have improved confidence in identifying and monitoring high quality learning and teaching	1.1 1.2 1.3	SLT shadowing classroom monitoring processes in other ASG schools. By October SLT to receive and engage with training in 'Key features of highly effective Learning and Teaching' which will be delivered by secondary colleagues through individual class or learning walk visits.	CLPL		A Murison All Head Teachers	October 2018	
Class teachers will reflect on high quality learning and teaching linked to visible	1.1 2.3	All class teachers can visit another ASG school. Following in school monitoring or P Rand D staff identify their own area for growth, next steps and this is the area they observe in other classes.	CLPL in School monitoring		All class teachers	Sept2019- May 2020	





		T	T	T		1	1
learning which they		SLT will agree with class teachers	systems, PR				
can use to change		the focus of school class visits eg feedback,	and D				
their practice.		pace, differentiation	meetings,				
Children will			using time				
experience effective		SLT will collate feedback of areas groups,	released				
learning and teaching		schools and create a whole school learning and	when				
through the identified		teaching	students are				
focus -eg increased			present				
pace and challenge							
PSA will have	2.4	PSAs to review and reflect on their roles through					
increased confidence		visiting, shadowing PSAs in other ASG schools.			All PSAs		
in supporting learners							
through professional							
learning experienced.							
Staff and parents to	1.1	Nursery Staff Team reflecting on existing					
evaluate in partnership		practice and developing identified themes	ASG				
the recent		-planning in the moment	collegiate		SEYP		
improvements to		- literacy, numeracy and HWB tracking of	time		All nursery staff	Aug 2019-	
personal plans.		milestones and CfE			,	2020	
	2.2	- Personal Care Plans and how they work for the					
Staff to embed the	and	learner and the parent					
Planning in the	2.3	- Pupil engagement, reflection responsibility for					
Moment approaches.		information in IDL					
т.							
Learners to have							
increased							
opportunities to							
engage and contribute							
to their IDL.							

Monitoring Progress and Evaluating Impact

(To be completed during the course of the session to inform the audit for SQUIP 2020-2021)





QI 1.2 Leadership of Learning 2019-20 Professional Engagement and Collegiate Working - Leadership at all Levels **Whole School Initiatives / Maintenance Areas** Leader(s) **Promoted and Unpromoted Staff** Literacy Co-ordinator Teresa Milne **Numeracy Co-ordinator** Diane Davidson **HWB Co-ordinator** Suzanne Carson Curriculum Development/World of Work Diane Davidson Suzanne Carson **Pupil Equity Fund** Continuing 1+ 2 modern languages Fiona Kennedy Digital Technologies including development of digital technologies, Zoe Foster website, Twitter, School App, Google Classroom Teresa Milne **Pupil Participation** House Groups/Committees All teaching staff have a responsibility for committee leadership groups Health Committee Sarah Fraser, Amanda Jaffrey, Rebecca Worsley Njursery and Early Years Stacey Grieve, SEYP and Teresa Milne Rights Respecting Schools Award Elizabeth Sinclair

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