

To: Education and Children's Services Policy Board

On: 1 June 2017

Report by: Director of Children's Services

Heading: Children's Services Service Improvement Plan – Overview of Performance (2016/17) and Service Improvement Plan 2017-2020

1. Summary

- 1.1 The purpose of this report is to provide an update on the performance of Children's Services for the 12 month period to 31 March 2017 in relation to the Service Improvement Plan which was approved in May 2016. Based on assessment of the performance of the service over this period, and further analysis of the strategic context in which the service and Council currently operates within, Children's Services Service Improvement Plan has been reviewed and is now submitted for approval by elected members of the policy board.
- 1.2 Specifically this report provides:
- a summary of performance of Children's Services for the 2016/17 period, with detailed explanation on all relevant actions and performance indicators in the performance summary paper attached as Appendix 1 to this report; and
 - an updated Service Improvement Plan covering the period from 1 April 2017 to 31 March 2020 attached as Appendix 2 to this report.
- 1.3 Service Improvement Plans are comprehensive documents which are an important element of elected member scrutiny of service level activity and associated performance levels. Service improvement plans are three year rolling documents which are reviewed and updated on an annual basis to ensure there is sufficient focus by services on improvement activity and ensuring that there is cognisance of the key

challenges and opportunities which have emerged for the service over the preceding period.

- 1.4 Children's Services have continued to progress an ambitious programme of service development and improvement over 2016/17. Children's Services operates within a dynamic financial, demographic and policy environment, with a number of new and emerging developments or legislation at a national level having a significant impact at a local level, in addition to local factors such as changing population, increasing complexity of care and education needs required, ongoing partnership work to tackle poverty, modernisation of the school estate and the focus on driving attainment of pupils.
 - 1.5 In light of these challenges, the service has reviewed the Service Improvement Plan for the period 2017-2020, and identified a range of actions that will be undertaken by officers in partnership with all stakeholders, to improve and develop service provision. A revised performance scorecard has been developed as a critical element of the Service Improvement Plan. This includes a number of specific performance indicators and associated targets which will be used to monitor and track progress.
 - 1.6 The Children's Service management team reviews progress against all performance indicators and service improvement actions on a quarterly basis. Six monthly reports on the service improvement plan are reported to this policy board, with the next updated scheduled for November 2017.
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2. Recommendations

- 2.1 It is recommended that the Education and Children's Services Policy Board:
 - (a) notes the content of the Overview of Performance (2016/17) report at Appendix 1;
 - (b) approves the Service Improvement Plan 2017-2020 at Appendix 2; and
 - (c) agrees that progress in terms of implementation of the Service Improvement Plan be reported to the Board in November 2017.
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3. Overview of Performance 2016/17

- 3.1 One of the purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
- 3.2 Appendix 1 provides an update on the progress made by the service during 2016/17 in terms of implementing the Service Improvement Plan. It includes an update on the Service's action plan and performance scorecard of indicators as at 31 March 2017.
- 3.3 During 2016/17 Children's Services:
 - expanded Families First into Gallowhill, Foxbar and Johnstone, with positive evaluation results evidence for children and families;
 - lead the development of a Community Justice plan for Renfrewshire;

- was named as a Scottish Attainment Challenge Authority and developed a strategic improvement programme to tackle the poverty related attainment gap;
- continued to roll out the Literacy Programme as a key focus of the Council's Tackling Poverty work. Training for head teachers and class teachers has been developed in partnership with the University of Strathclyde to support this;
- implemented new flexible learning approaches for those with additional support needs;
- offered a range of programmes to help young people develop employability skills;
- contributed to a reduction of the number of women on remand through the implementation of the Penal Policy Improvement Programme;
- in partnership developed a 'Community that Cares' approach to give looked after children a greater voice in the community;
- prepared a Children's Services Partnership Plan with local health services, which reflects the significant progress made in meeting the needs of young people in Renfrewshire and how the partnership will build on this success;
- supported the participation of children and young people in decision making through the work of Who Cares Scotland, the Children's Champions Board and the Barnardo's Hear4U Advocacy Service;
- commenced the roll-out of the Promoting Positive Thinking Strategies (PATHS) programme in an additional fourteen schools. This approach focuses on improving the social and emotional skills of children;
- in conjunction with respectme, Scotland's anti-bullying service, training has been provided to staff across Primary, Secondary and Additional Support Needs (ASN) schools, as well as Parent Council members;
- the delivery of the School Estate Management Plan is ongoing with projects at Mossvale and St James' Primary Schools, St Fergus' Primary School and Riverbrae School all scheduled for completion during 2017/18;
- the construction phase for projects at Bargarran and St John Bosco Primary Schools' shared campus and St Paul's Primary School and Foxlea Pre 5 Centre shared campus has commenced. In addition, the planning phase for St Anthony's Primary School and Spateston Pre 5 Centre has also commenced;
- completed the second all children's survey of children in Renfrewshire, which had over 10,000 responses. Data has been analysed and is in the process of being shared with schools and with strategic partners;
- standardised assessments at key stages of development (P1, P4, P7, S3) have been implemented to support teacher professional judgements and to establish a baseline in the attainment of literacy and numeracy;
- the Leadership Development Programme has been extended to aspiring principal teachers and depute head teachers in primary and secondary schools. In addition, a programme has also been developed and delivered with early years heads and depute heads;
- implemented the Up2U programme within criminal justice services which addresses domestic abuse;
- completed a redesign of children's social work services to enable a strong focus on pre and post birth services, kinship care and throughcare services; and
- established a small specialist team to meet the needs of unaccompanied asylum seeking children.

3.4 In terms of actions where progress is behind target:

- the new Carers Strategy for Renfrewshire is in development and will be implemented in March 2018 in line with the Carers (Scotland) Act; and

- the full implementation of the provisions of the Children & Young People (Scotland) Act 2014, requires secondary legislation from the Scottish Government. However, Renfrewshire Children's Services Partnership continues to support children in line with Getting it Right for Every Child principles.

3.5 The performance scorecard for 2016/17 contains 37 indicators of which 10 are for information only and have no target. Of the indicators with targets- 12 are performing strongly, 7 are slightly behind target and 5 are behind target. Data is not yet available for the remaining 3 annual indicators, which are based on academic years (ending July) rather than financial years (ending March).

3.6 Detailed commentary is provided for each indicator within appendix 1 of this report. Areas of strong performance include:

- the number of secondary school days lost due to exclusion- 17.2 days per 1000 pupils against a target of 22 days per 1000 pupils;
- the percentage of accommodated looked after children placed with families – 85% against a target of 82%;
- attainments of children at Higher Grade Level by the end of S6 - 33.54% against a target of 29%;
- percentage of school leavers attaining literacy and numeracy SCQF level 4 this currently sitting at 91.1% against a target of 87%;
- percentage of Care Leavers who live in sustainable accommodation for more than 6 month - which is 73% against a target of 65%;
- the percentage of Criminal Justice Social Work reports submitted by the due date – 100% where the target is 98%; and
- the percentage of new unpaid work clients seen within 1 working day of the order - 73% of clients are being seen, against the target set of 65%.

3.7 There are several areas of performance which are behind target:

- The percentage of new unpaid work clients commencing work placements within 7 days of the order is behind target, with the time taken to commence work placements impacted by a range of factors including compliance by the client. Similarly this has impacted upon performance relating to community payback order clients with a supervision requirement seen within 5 working days; and
- Although the target of 150 has not been met for the number of inhouse foster carers, at the 31st March 2017, 61% of all children in foster care are placed with Renfrewshire carers. Children placed with external foster carers will remain in these placements as long as is required as stability and security is more important for the children than a change of placement to a Renfrewshire foster carer. Rather than looking to increase the overall number of foster placements the focus now requires to be on the types of placements that we have available in-house, particularly placements for teenagers.

4 Service Improvement Plan 2017-2020

4.1 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans and links to financial, risk management and workforce planning processes. Work is also being progressed within the Council to ensure that Service Improvement Plans link Council and Community Planning priorities to team and Individual Development Plans, so that every employee knows how they help contribute to the Council achieving its objectives.

- 4.2 The Service Improvement Plan provides a strategic assessment of the key challenges and changes which will impact upon the service during the period of the delivery of this plan including the challenging and uncertain financial environment and significant demographic changes and the resultant impact on demand for our services.
- 4.3 The needs of Renfrewshire's children and young people are constantly changing and our services adapt to meet the challenges that change brings. Renfrewshire's Children's Services are currently impacted by:
- inequalities in society which mean that children in the poorest areas might not have the same life chances as children from more affluent families;
 - increasing numbers of children enrolling in Renfrewshire schools, and also ensuring that the service is looking ahead to ensure that school provision is sufficient in areas where the population is changing;
 - maintaining and developing the school estate to ensure that the physical learning and teaching environment for pupils and staff is of a good standard;
 - increasing numbers of children with additional support needs being supported by education and social care services;
 - continuing high numbers of looked after children linked to levels of deprivation, parental neglect and drug and alcohol misuse at a local level;
 - legislative changes which give young people leaving care a right to support for longer;
 - the impact of significant changes in early years provision which will require the Council to almost double the level of provision available;
 - renewed focus and additional funding provided to drive improvements in attainment and to tackle the poverty related attainment gap;
 - the service has a legislative duty to support the work of the Scottish Child Abuse Inquiry, to hear the testimony of care experienced people who have been subject to abuse;
 - the potential impact of national reviews relating to for example the child protection system and the care system itself for looked after children;
 - the need to respond proactively and positively to some of the most prevalent issues affecting young people in Renfrewshire relating to for example issues around physical and mental health and wellbeing, exploitation and the increasing use of social media;
 - increasing use of community sentences by courts rather than short prison sentences for people convicted of an offence;
 - an increasingly diverse population in terms of ethnicity, with a need to provide specialist support to for example those seeking asylum or refuge in Renfrewshire; and
 - the need to continue to respond to a range of critical workforce planning issues, particularly in relation to teacher recruitment and of early years professionals, supporting leadership development across educational establishments and residential childcare services.
- 4.4 Renfrewshire Council, along with other Scottish local authorities, faces a financial challenge over the next few years. The Council has been able to maintain financial stability during a period of uncertainty and economic downturn and despite considerable demand pressures.
- 4.5 The priorities of Children's Services are aligned with those in the Council Plan and Community Plan, and will require to be reviewed and refreshed in response to the new Council Plan and Local Outcome Improvement Plan which will be published in Autumn 2017. In addition, there may be improvement activities which the service will support at

a Council level, in relation to the Best Value Audit Assurance process which the Council is currently progressing with Audit Scotland.

- 4.6 Six strategic priorities have been identified for Children's Services which reflect the key challenges and opportunities identified by the Service and can be summarised as:
- we are reducing inequalities and delivering improved outcomes for children and young people;
 - high quality learning and teaching is taking place in all our schools and establishments;
 - self-evaluation and performance improvement are embedded throughout services;
 - levels of attainment and achievement are improving for all children and young people;
 - high numbers of our young people are entering positive and sustainable post-school destinations; and
 - vulnerable children and adults live as safely as possible within local communities;
- 4.7 The action plan for 2017-2020, set out in appendix 2, details the specific action/milestones that will be implemented over the next three years to deliver on the priorities identified by the service.
- 4.8 The performance scorecard also set out in appendix 2, details the performance indicators which will be used to help measure progress towards achieving the priorities identified by the service.
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Implications of the Report

1. **Financial** – The report highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** - none
3. **Community Planning** – the report details a range of activities which reflect local community planning themes.
4. **Legal** - none
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to mobile/remote working and information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the

recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – None
9. **Procurement** – the report details the activities being undertaken to promote more efficient and effective commissioning and procurement
10. **Risk** – Risks related to the delivery and management of Social Work services are regularly monitored by the service and included in the Children's Services Risk Register.
11. **Privacy Impact** – none

List of Background Papers: None

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Appendix One – Overview of Performance of Children’s Services 2016/17

Children's Services Service Improvement Plan Action Plan 2016-19



Action Status	
	Cancelled
	Overdue
	Unassigned; Check Progress
	In Progress
	Completed

Cannot group these rows by Service Outcome

Status	Action Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	CHSSIP1617.03a	Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible.	31-Mar-2017	100%	A range of training modules are available in a number of different formats, and the Council also offers training on adult and child protection to partners free of charge. The child protection training programme has been updated to include internet safety and child sexual exploitation. Preparation for the implementation of the Children and Young People (Scotland) Act 2014 has also been a focus for training. This work is ongoing throughout the year and progress reflects this.	Director of Children's Services
	CHSSIP1617.03b	Develop structures and approaches to support the transition of community justice services to a Community Planning Partnership model.	31-Mar-2017	100%	Community Justice Renfrewshire Local Outcome Improvement Plan was developed and widely consulted on for submission to Community Justice Scotland by 31 March 2017. Steering Group will oversee workstreams identified by the Local Outcome	Criminal Justice Service Manager

Status	Action Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
					Improvement Plan..	
	CHSSIP1617.03c	Implement the Penal Policy Improvement Project in Renfrewshire.	31-Mar-2017	100%	Project has successfully reduced female remand population.	Criminal Justice Service Manager
	CHSSIP1617.03d	Implement, with partners, the improvement plan arising from the multi-agency inspection of integrated children's services in Renfrewshire.	31-Mar-2017	100%	Initial Referral Discussions (IRD) arrangements have been established. Implementation will continue to be monitored with partners.	Heads of Service
	CHSSIP1617.03e	Implement the Up2U intervention on gender-based violence with criminal justice service users in Renfrewshire.	31-Mar-2017	100%	All appropriate criminal justice staff completed training. All court assessments are screened for suitability and work is underway with service users assessed as appropriate. We are also exploring our role in the wider evaluation of the programme.	Criminal Justice Service Manager
	CHSSIP1617.05a	Expand the Families First approach to Gallowhill, Foxbar and Johnstone to ensure children have the best start in life.	30-Jun-2016	100%	Staff teams have been recruited and the service has now commenced. The first two projects, in Ferguslie and Linwood, have already been evaluated and have been shown to have a positive impact on families.	Head of Early Years and Inclusion
	CHSSIP1617.05b	Implement the Children's Services actions from the Tackling Poverty Strategy.	31-Mar-2017	100%	The literacy programme is proving to be highly effective and will be extended as a result of new funding as part of the Scottish Attainment Challenge.	Heads of Service
	CHSSIP1617.05c	Extend provision of the Promoting Positive Thinking Strategies (PATHS) programme to a further 10 schools. (next 18 months).	31-Mar-2017	100%	An additional 14 schools are participating in the PATHS programme. Training for staff and other preparatory work commenced.	Head of Early Years and Inclusion
	CHSSIP1617.06a	Undertake and start to close the educational attainment gap between children from low-income families and their better-off peers.	31-Mar-2017	100%	Year 1 proposals were agreed by the Scottish Government in October 2016. These have been implemented and good progress is being made in line with expectations. Year 2 plans are currently being developed in light of changes to national procedures and the introduction of the Pupil Equity Fund in April 2017. Partnership work with the University of Strathclyde on literacy is making very good progress. The first standardised assessments of numeracy and literacy at P4 and P7 have taken place and work is ongoing to evaluate the testing process and consider the results within	Head of Schools

Status	Action Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
					that context.	
	CHSSIP1617.06b	Implement the use of standardised assessments at key stages to support teacher professional judgement and establish a baseline in the attainment of literacy and numeracy.	30-Jun-2016	100%	All primary schools undertook standardised assessments in literacy and numeracy at P4 and P7 in May 2016. The results of these are being considered alongside the Teacher Judgement Survey recently undertaken for P1, P4, P7 and S3. Work is also ongoing with schools to evaluate the testing process. This information will provide the service with a baseline position from which to measure future progress in relation to the attainment gap.	Education Manager (Planning & Performance)
	CHSSIP1617.06c	Review allocation of ASN support to schools through a staged intervention process.	31-Mar-2017 Revised Due Date: 31-Aug-2017	75%	Ongoing liaison with head teachers regarding ASN processes including allocation of ASNA resource. New processes around Education Placement Group processes being proposed to account for additional work load for Inclusion Support Officers due to the Additional Support Needs Manager post being deleted from June 2017.	Education Manager (GIRFEC)
	CHSSIP1617.06d	Review our social, emotional behavioural needs (SEBN) provision for secondary sector learners to reflect current curriculum structure including access to senior phase provision up to S6.	31-Mar-2017	100%	The review is complete and our plans for Flexible Learning in 3 locations are in operation. The implementation of the third Flexible learning base in Renfrew High school has been delayed due to procurement process and young people are being supported on an outreach basis.	Education Manager (GIRFEC)
	CHSSIP1617.06e	Implement the National Improvement Framework in our schools.	31-Aug-2016	100%	Plans for implementation of the National Improvement Framework are well advanced with school improvement planning and Standards & Quality Reporting taking clear account of 'How Good Is Our School' (HGIOS 4).	Education Manager (Planning & Performance)
	CHSSIP1617.06f	Make better use of the data we hold to support the learning and teaching of young people.	31-Mar-2017	100%	All secondary schools use 'Insight' to benchmark their attainment data and support school improvement. Progress is measured in literacy and numeracy, improving attainment for all, leavers' destinations and closing the attainment gap. In 2015 and 2016, we provided secondary schools with more detailed data on attainment. Work is ongoing to improve the quality of benchmarking data to primary schools.	Education Manager (Planning & Performance)

Status	Action Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
					The Scottish Government has implemented a Teacher Judgement Survey for all pupils in P1, P4, P7 and S3 and high-level data will be published in 2017. Work is underway locally to analyse the information from the survey and from the standardised assessments undertaken towards the end of 2015/16 session. Detailed analysis of attainment information is a key strand of the Council's proposed Scottish Attainment Challenge action plan.	
	CHSSIP1617.06g	Improve the sharing of information on children's progress through increased parental engagement	31-Mar-2017	100%	This work has been completed; the success of the working group was shared at the parent council forum. A leaflet is being devised and parent councils will be consulted.	Education Manager (Curriculum & Early Years)
	CHSSIP1617.06h	Improve outcomes for young people in Renfrewshire through youth work, youth information, empowerment activities and outdoor learning.	31-Mar-2017	100%	The team continues to target youth work activities to young people in schools and communities and offers a comprehensive youth work programme in support of the action. A recent Youth Assembly enabled young people to identify and focus on key issues and resulted in the creation of a youth commission looking at Bullying and its impacts on Health & Wellbeing.	Education Manager (Policy & Strategy)
	CHSSIP1617.07a	Increase the focus on employability support at school to improve the number of young people going onto positive destinations.	31-Mar-2017	100%	The Joint Employability Project has 14 strands and offers a range of opportunities for S1 to S6, some universal and some targeted to address the key needs of our most vulnerable young people. Youth Services deliver a range of programmes targeted at school leavers, which help young people develop employability skills. Figures on positive destinations indicate that Renfrewshire is in line with national average. This work is ongoing throughout the year and progress reflects this.	Education Manager (Policy & Strategy)
	CHSSIP1617.07b	Work with partners to provide employment and training opportunities for looked after children and care leavers.	31-Mar-2017	100%	Further work carried out involving Children and Young People's Thematic Board and Jobs, Economy and Safer Stronger Boards. Partners committed to extend range of employment and training opportunities for looked after children and care leavers.	Head of Early Years and Inclusion

Status	Action Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	CHSSIP1617.07c	Improve outcomes for families through community based adult learning opportunities focused on literacies, ESOL and Work.	31-Mar-2017	100%	The team continues to support families and adult learners and has a particular focus on family learning initiatives centred on literacy and numeracy. New programmes centred on Family Learning are being delivered and progressed through the Scottish Attainment Challenge Fund. Support for refugees or new Scots is ongoing.	Education Manager (Policy & Strategy)
	CHSSIP1617.08a	Roll out new approaches to permanency planning for looked after children to ensure children have the opportunity to reach their full potential from a safe and secure base.	31-Mar-2017	100%	Children's Services has been working with the Centre for Excellence for Looked after Children in Scotland (CELCIS) on tests of change in relation to long-term planning for looked after children. The focus on finding long-term stable placements has been very successful. Our emphasis is, and will continue to be, on ensuring that placements are sustainable, whether this is a permanent return home, a permanent arrangement to remain with kinship carers or foster carers, or in some cases adoption. Changes within the service have reduced the time taken to put permanent arrangements in place for children, and this has made a significant contribution to the reduction in the number of Looked After and Accommodated Children. Practice now embedded in service.	Children's Services Manager
	CHSSIP1617.08b	Contribute to the development of a new Carers Strategy for Renfrewshire.	31-Mar 2017 Revised Due Date: 31-Mar-2018	50%	The new strategy is in development. Engagement meetings with young carers and with services are planned. Due date 31 March 2018 as with implementation of the Act.	Senior Officer (GIRFEC)
	CHSSIP1617.08c	Ensure compliance with the provisions of the Children & Young People (Scotland) Act 2014, in particular Named Person, Child's Plan and Information Sharing.	31-Mar-2017 Revised Due Date: 31-Aug-2018	60%	The Scottish Government has indicated a further delay to August 2018. Further work required on secondary legislation.	Director of Children's Services
	CHSSIP1617.08d	Develop a 'Nurturing Relationships' strategy for establishments across all	31-Mar-2017	100%	Strategy has been approved, now being implemented on a phased basis across schools	Education Manager (GIRFEC)

Status	Action Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
		sectors in line with the 'Nurturing Relationships Development Plan' in order to promote attainment, wellbeing and resilience.			and establishments. Further work to embed will be conducted under the Scottish Attainment Challenge.	
	CHSSIP1617.08e	Develop and implement a 'Community that Cares' approach based on the Good Care Concept for looked after children and young people in Renfrewshire.	31-Mar-2017	100%	Who Cares Scotland team established and working in partnership with Champions Board and Barnardo's Hear 4U Advocacy Service. Project established across Renfrewshire.	Children's Services Manager
	CHSSIP1617.08f	Implement the revised anti-bullying policy in our schools.	31-Mar-2017 Revised Due Date: 31-Mar-2018	90%	The revised anti-bullying policy has been approved by the Education and Children Policy Board. Further guidance is expected from the Scottish Government and the policy will be revised following publication of guidance should that be necessary. RespectMe training has taken place and more are planned. These are for both parents and teachers.	Education Manager (Planning & Performance)
	CHSSIP1617.08g	Prepare, with partners, a new Children's Services Plan for Renfrewshire.	31-Mar-2017	100%	Children's Services Plan has been prepared in partnership with NHS and submitted to the Scottish Government.	Head of Early Years and Inclusion
	CHSSIP1617.09a	Deliver the Literacy Development Programme in partnership with University of Strathclyde to provide high quality professional learning opportunities for teachers.	31-Mar-2017	100%	Literacy Development is a key focus of the Council's Tackling Poverty work and the service is targeting children in the 20% most deprived areas of Renfrewshire. Training for head teachers and class teachers has been developed in partnership with the University of Strathclyde to support this. The work is ongoing throughout the year and progress reflects this. Focussed networks have been set up and every school has a literacy champion driving forward this work.	Education Manager (Curriculum & Early Years)
	CHSSIP1617.09b	Continue to develop the Leadership Strategy as part of the implementation of Teaching Scotland's Future.	31-Mar-2017	100%	Leadership Development Programme has been extended to aspiring Principal Teachers and Deputy Head Teachers in primary and secondary schools. A programme has been developed and delivered with early years heads and deputies.	Education Manager (Curriculum & Early Years)
	CHSSIP1617.09c	Implement and embed a new design and approach for children's social work services.	31-Mar-2017	100%	Planned redesign established and teams embedded.	Children's Services Manager
	CHSSIP1617.09d	Develop and deliver multi-agency training in relation to the implementation of the	31-Mar-2017	100%	A training strategy has been produced and approved. A range of training and learning	Training & Development

Status	Action Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
		Children & Young People Act.			events have taken place. Further plan will be developed to support delayed implementation of Act.	Manager
	CHSSIP1617.10a	Continue to develop and improve the school estate.	31-Mar-2019		The delivery of the School Estate Management Plan is ongoing with projects at Mossvale and St James' Primary Schools, St Fergus' Primary School and Riverbrae School all scheduled for completion during 2017/18. The construction phase for projects at Bargarran and St John Bosco Primary Schools' shared campus and St Paul's Primary School and Foxlea Pre 5 Centre shared campus has commenced and the planning phase for St Anthony's Primary School and Spateston Pre 5 Centre has commenced.	Education Manager (Resources)
	CHSSIP1617.10b	Deliver and report on the second epidemiology study of children in Renfrewshire.	30-Sep-2017		Data is now in possession of Renfrewshire Council. Further work on sharing with schools is progressing.	Head of Early Years and Inclusion

SIP Scorecard 2016-19

Generated on: 04 May 2017

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Rows are sorted by Code

Priority 02. Improved health, well-being and life chances for children and families; Theme 01: Prevention
Service Outcome 02: A Better Future: People; Service Outcome 02: Our services focus on early intervention and rehabilitation so that people have the opportunity to improve their quality of life and live independently in the community for as long as possible.

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/EBP/01 Number of children engaged in evidence based programmes			1,400	Not applicable	There are currently 1400 children throughout Renfrewshire participating in either Promoting Alternative Thinking Strategy (PATHS) or Functional Family Therapy programmes. It is planned to extend the provision of PATHS in an additional 14 Primary schools so the number of children engaged will increase in future years	

Priority 3.1 Days lost per pupil through exclusion; Theme: Children and Young People
Service Outcome 01. A Better Future; Children and Young People feel confident and responsible

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/SCH/02 Number of days lost per 1,000 Primary School pupils through exclusion			3.8	8	There were 3.8 days lost per 1,000 primary pupils through exclusion for Q2 (November - January). The full school year (2016/17) data will be available mid-July.	
CHS/SCH/03 Number of days lost per 1,000 Secondary School pupils through exclusion			17.2	22	There were 17.2 days lost per 1,000 secondary pupils through exclusion for Q2 (November - January). The full school year (2016/17) data will be available mid-July.	

Priority Theme 01: Prevention

Service Outcome 01. A Better Future; Service Outcome 01: Vulnerable adults and children feel protected and live as safely as possible in the community.

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/CPR/01 Percentage of children registered in this period who have previously been on the Child Protection Register			9%	Not applicable	The percentage of children registered this quarter who have been previously placed on the child protection register has decreased from 22% in Q3 to 9% in Q4.	
CHS/LAC/01 The percentage of children made subject to a supervision order that were seen by a supervising officer within 15 days			92%	100%	There were 24 new supervision requirements in Q4 of 2016/17 and the first visit was carried out within 15 days for 22 of these cases.	
CHS/LAC/02 Percentage of accommodated Looked After Children placed with families			85%	83%	The percentage of children looked after and accommodated with families has increased from 82% in Q3 of 2016/17 to 85% in Q4 and is above the target of 83%. We will always aim to place children within families where it is safe and appropriate to do so.	
CHS/LAC/03 Number of in-house foster placements over period, as a percentage of total fostering placements			83%	Not applicable	This indicator refers to new foster care placement types in the period. The percentage of children placed in LA foster care placements has decreased from 89% in Q3 of 2016/17 to 83% in Q4. Due to the small numbers of children involved in this indicator, there can be significant fluctuations in the percentage. The figure of 83% in Q4 is reflective of 19 out of 23 placements being LA foster care. Whenever possible we will place children with in-house foster carers and work is ongoing to ensure that young children are placed with	

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
					permanent carers and do not remain in foster care.	
CHS/LAC/04 Percentage of Looked After Children at home rather than away from home			60%	65%	The percentage of children looked after in non accommodated settings has decreased from 61% in Q3 of 2016/17 to 60% in Q4. This is below the target of 65%; however we will continue to place children in settings most appropriate to their safety and ongoing needs.	
CHS/LAC/05 The number of in house foster placements for Looked After Children (children placed)			131	150	The number of children placed with Renfrewshire foster carers has remained at 131, a net decrease of zero, between Q3 and Q4 of 2016/17. This remains below the target of 150 children. Please note, the Q4 figure is reflective of the fact that 12 children previously placed with local authority foster carers are now in the process of being adopted.	
CHS/LAC/CL/02 Percentage of care leavers living in sustainable accommodation who have been in sustainable accommodation for 6 months or longer			73%	65%	The 2016/17 year end position in relation to the indicator for care leavers under 19 years of age living in sustainable accommodation for 6 months or longer has increased from 53% at year end in 2015/16 to 73% at year end in 2016/17 and exceeds the target of 65%. The Throughcare service has undergone a service redesign with additional staff being employed which will help improve accommodation stability.	
CHS/LGBF/01 Percentage of Looked After Children cared for in the community			94%	Not applicable	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN9 'Balance of Care for looked after children: % of children being looked after in the community'. The figure for 15/16 remains stable and we will continue to place children in the community whenever it is safe and appropriate to do so.	
CHS/LGBF/02 Gross cost of "Children Looked After" in residential based services per child per week			£4,415.29	Not applicable	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN8a 'The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week'. The gross cost has increased from the previous year and checks will be carried out by Children's Services Finance to ensure there are no issues with the figures.	
CHS/LGBF/03 Gross cost of "Children Looked After" in community placements per child per week			£349.04	Not applicable	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN8b 'The Gross Cost of "Children Looked After" in a Community Setting per Child per Week'. The gross cost per child has decreased slightly from 2014/15.	

Priority Theme 01: Prevention

Service Outcome 02: A Better Future: People; Service Outcome 01: Vulnerable adults and children feel protected and live as safely as possible in the community.

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/LAC/CL/01 Percentage of care leavers under 19 participating in employment, training or education			45%	47%	The 2016/17 year end position in relation to the indicator for care leavers under 19 years of age participating in employment, training or education has increased from 21% at year end in 2015/16 to 45% at year end in 2016/17 and is slightly below the target of 47%. It is the experience of the Throughcare team that due to young people's support requirements they are often unable to engage with employability services until they are in their early 20's. The Throughcare service has undergone a service redesign with additional staff being employed which will increase the capacity to support young people in education, employment and training.	

Priority Theme 01: Prevention

Service Outcome 02: A Better Future: People; Service Outcome 02: Our services focus on early intervention and rehabilitation so that people have the opportunity to improve their quality of life and live independently in the community for as long as possible.

March 2017!	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/EBP/02 Number of parents engaged in evidence based programmes			300	Not applicable	There are currently 300 families throughout Renfrewshire participating in either; Triple P, Incredible Years or Functional Family Therapy programmes. We have maintained the number of families engaged in evidence based programmes in line with previous years.	

Priority Theme 01: Prevention

Service Outcome 01: Vulnerable adults and children feel protected and live as safely as possible in the community.

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/CJ/REP/01 Percentage of Criminal Justice Social Work Reports submitted by due date			100%	98%	Performance exceeds target set and shows the importance accorded to this timescale to not delay the court process	

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Service Outcome 01. A Better Future

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/ATT/02 Attainment of Children at Higher Grade Level by all Children, by the end of S6			33.54%	29%	There has been a slight decrease in the percentage of 33.61% in 2015 to 33.54% in 2016. The Scottish Attainment Challenge and Pupil Equity funding should help improve performance within this area.	
CHS/CLD/01 Number of adults participating in literacy and numeracy classes			408	315	The explanation for the drop in adults who participated in literacy and numeracy classes, is due to the fact that last year we were working in a number of schools within family learning context as part of the Early Years Strategy and this work came to an end in March 2017. We expect the numbers to rise considerably in 2017/2018 as Family Learning, 'Pizza Reading Project' is now part of Renfrewshire Raising Attainment Challenge and will be working in a number of schools throughout the authority.	

Cannot group these rows by Priority

Service Outcome 01: A Better Future; 02: A Better Future: People

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/ATT/01 % of Leavers attaining literacy and numeracy SCQF Level 4			91.1%	87%	Renfrewshire continues to improve attainment in literacy and numeracy at SCQF level 4. There has been an increase in attainment in literacy and numeracy at SCQF Level 4 from 87.4% in 2015 to 91.1% in 2016.	
CHS/PD/01 % of School leavers in a positive destination			92.2%	94%	Our most recent leavers destinations data (2015/16) has shown that we have increased the percentage of school leavers who have gone on to a positive destination. We were slightly behind the national average in 2016.	

Cannot group these rows by Priority

Service Outcome 02: A Better Future: People

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/ATT/03 The average tariff score of the lowest 20% of attainers in SIMD datazones 1,2 & 3			117	Not applicable	Performance is above the national average in relation to the lowest attainers in the most deprived 30% of the population - the average score for this group in Renfrewshire is 117 compared with 102 nationally. This compares with an average tariff score of 195 for the lowest 20% of attainers across the whole Renfrewshire population. Closing the attainment gap and raising attainment overall are key priorities for Renfrewshire Council.	

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
					This work will be delivered through the Scottish Attainment Challenge.	

Cannot group these rows by Priority
Service Outcome 02. A Better Council

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/SCH/04 Percentage of parents satisfied with establishments Education Scotland Survey			Not yet available	100%	The 2016/17 data will be available July 2017.	

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 Cannot group these rows by Service Outcome

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/ATT/04 No. of opportunities for young people to achieve through accredited awards			1004	1030	Performance is slightly below the annual target as some services transferred to Renfrewshire Leisure (Go Mountain Bike, Bikeability, Sailability). The figure captures Duke of Edinburgh Award, Saltire, John Muir Award, Dynamic Youth Award, Youth Achievement Award through learning programmes and youth activities across school and community. Future targets will be revised.	
CHS/CJ/CPO/01 The percentage of NEW clients subject to supervision seen by a supervising officer within 1 week			69%	92%	Although the target set has not been met the figures have remained steady in the last three quarters on 2016/17. Non compliance by clients and cases where court dates are further deferred are outwith the control of the department.	
CHS/CJ/CPO/03 Percentage of NEW unpaid work clients scheduled to be seen within 1 day of the order			85%	92%	Performance has not been met. All attempts are made to see service users within 1 working day and the majority are seen at the court. Service users attending Paisley Sheriff are directed to attend the court social work office in order to schedule an immediate appointment. Attendance however depends on compliance, of the 14 cases where an appointment was not scheduled, 9 attended an External court and therefore would not be able to schedule an appointment, 4 failed to attend the court social work	

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/CJ/CPO/04 Percentage of NEW unpaid work clients seen within 1 working day of the order			73%	65%	office, and 1 was in custody. Performance exceeds the target set. In Quarter four of 2016/17 9 service users attended external courts and 1 service user was in custody and therefore were not able to be seen within 1 working day, 4 service users failed to attend the court social work office after being directed to do so for their initial appointment.	
CHS/CJ/CPO/05 Percentage of NEW unpaid work clients receiving an induction within 5 working days of the order			66%	70%	Performance has dipped slightly in the final quarter of 2016/17. Every effort is made to schedule an induction within 5 days of an unpaid work order being imposed. However non compliance by the service user and where service user has attended an external court will result in timescale being harder to meet	
CHS/CJ/CPO/06 Percentage of NEW unpaid work clients beginning work placement within 7 working days of the order			32%	50%	Although the target set has not been met, the general trend for 2016/17 is positive. Delays in the time taken for the service user to attend the first direct contact and/or induction appointments have a subsequent effect on timescales to commencing work placements. Placing higher risk service users also requires time and may cause delay.	
CHS/CLD/02 Percentage of adult education learners satisfied			100%	100%	100% satisfaction rate, performance levels have been maintained and targets have been met.	
CHS/LGBF/04 Cost per pupil for primary schools			4,088	Not applicable	The cost per pupil for primary schools has increased from £4,071 in 2014/15 to £4,088 in 2015/16. The 2016/17 data will be available late 2017.	
CHS/LGBF/05 Cost per pupil for secondary schools			5,767	Not applicable	The cost per pupil for secondary schools has increased from £5,577 in 2014/15 to £5,767 in 2015/16. The 2016/17 data will be available late 2017.	
CHS/SCH/01 Number of bullying incidents in our establishments			Not yet available	Not applicable	The 2016/17 data will be available July 2017.	
CHS/SCH/05 Percentage of pupils satisfied with establishments Education Scotland Survey			Not yet available	100%	The 2016/17 data will be available July 2017.	
CHS/SCH/06 Percentage of adults satisfied with local schools			80%	100%	The percentage of adults satisfied with local schools decreased from 91% in 2014/15 to 80% in 2015/16. A national average of 74% was recorded for 2015. This is based on the Scottish Household Survey and data which is published every two years.	
CHS/YOU/01 Numbers of pupils engaged through the music service			1,546	1,150	The 2016/17 data will be available July 2017.	

PI code & name	Short term trend	Long term trend	Current Value	Current Target	Latest Note	Status
CHS/YOU/02 Number of young people taking part in school based projects and programmes run by Youth Services			773	1,000	This figure is represented by learning programmes delivered in a school setting; Personal Social Development, Peer Education projects on Health and Wellbeing, Youth Leadership and Youth Council training.	
CHS/YOU/03 Number of young people taking part in youth voice projects and programmes run by Youth Services			348	180	This figure exceeded the target, due to the Youth Assembly attendance of 186 young people	

Children's Services

Service Improvement Plan 2017-2020



Working together to get it right for children, families and communities – Protecting, learning, achieving and nurturing

Contents

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- 2. What we do**
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- 4. Strategic Context**
- 5. Priorities for 2017-2020**
- 6. Action Plan**
- 7. Performance Scorecard**

Introduction

- 1.1 This Service Improvement Plan for Children's Services covers the period from 2017/18 to 2019/20. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available.
- 1.2 The plan notes the principal factors that will influence service needs, their development and delivery. It sets out the main priorities to be pursued and outcomes to be achieved over the next three years. An action plan detailing the outcomes and the key tasks to be implemented to achieve them is included in section six.
- 1.3 Children's Services provides a very diverse range of services which focus on improving outcomes for local people. Services range from universal education provision to children, young people and adults across Renfrewshire's communities to targeted support for those involved in the criminal justice service, and support for and protection of vulnerable children and families.
- 1.4 The Service is at the heart of the local community both in terms of the buildings, schools and facilities where services are offered and in relation to involving and engaging local people in the development and improvement of the services that are provided.
- 1.5 This Service accounts for over half of Renfrewshire Council's budget with over 3100 Full time equivalent employees, and any demand, cost or policy driven changes, have a significant impact on the Council as an organisation. The service is currently experiencing a period of significant challenge arising from a range of social, financial and demographic pressures and legislative changes.
- 1.6 The plan sets out the likely impact that these issues will have on the service and outlines plans for both addressing these challenges, whilst maximising those which provide significant opportunities to develop services and improve outcomes for local people.
- 1.7 The key priorities for Children's Services are closely aligned to both the Council and Community Plans, and support all local work undertaken across partnerships to deliver on these priorities for Renfrewshire. These priorities will continue to be reviewed to align with the new Council Plan and Local Outcome Improvement Plan which will be finalised for publication in Autumn 2017.
- 1.8 Service level workforce plans and financial plans are closely aligned to Service Improvement Plans, and translate into team and individual development plans.
- 1.9 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy development context. In turn, the outcomes of the budget process shape the final content of Service Improvement Plans. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these decisions impact at service level. Financial information and data should also be related to outcomes and priorities.

2 What we do

2.1 Children's Services provides a diverse range of services to local children, families, adults and communities. This includes:

- Formal education to over 27,000 children and young people in early years, primary, secondary and additional support needs schools;
- Care and support to nearly 700 looked after children (681 – July 2016);
- Taking a lead role in terms of local child protection activities (72 children on the child protection register as at 31 July 2016);
- Criminal justice services (733 individuals on community payback orders); and
- Providing community learning and development services.

2.2. The service is led by Peter Macleod, Director of Children's Services, supported by the following senior management team:

- Steven Quinn – Assistant Director / Chief Education Officer
- Dorothy Hawthorn – Head of Childcare and Criminal Justice
- Gordon McKinlay – Head of Schools
- John Trainer – Head of Early Years and Inclusion

2.3 The Director is also the appointed Chief Social Work Officer for Renfrewshire Council and social care services provided through the Health and Social Care Partnership.

2.4 The service accounts for over half of the Council's overall budget and delivers services through a workforce of over 3100 full time equivalent staff across:

- 49 primary schools, with 22 having a nursery class;
- 11 secondary schools;
- 2 special needs schools;
- 12 early years centres;
- 5 children's houses and supported accommodation for young people leaving care;
- 3 social work fieldwork teams;
- criminal justice services;
- fostering and adoption services;
- youth support services; and
- community learning and development services.

2.5 The core aims of the service are to:

- provide support to and protection of vulnerable children and families and management of offenders;
- enhance the role of evidenced based practice across education and social care services;
- value attainment and achievement so that young people are securing positive and sustainable post school destinations, regardless of their start in life;
- support all services to raise standards through continuous improvement and self evaluation, in line with local and national priorities;
- provide children and young people with high quality learning and teaching within innovative and nurturing environments;
- reduce the poverty related attainment gap;

- ensure the implementation of the broad general education and the National Qualifications Framework;
- develop approaches to the delivery of the National Improvement Framework including planning and reporting as detailed in the Education (Scotland) Act 2016;
- embrace the Scottish Attainment Challenge to accelerate the pace of change within our schools to allow children and young people to meet their potential;
- work with schools in their planning of the Pupil Equity Fund to support targeted groups of children and young people in line with national guidance;
- establish nurturing schools so that they become a focus for tackling inequalities and improve opportunities for children and young people;
- provide targeted support for vulnerable children and families;
- ensure full implementation of the duties in the Children and Young People Act 2014;
- work with partners to improve life opportunities for children across Renfrewshire; and
- deliver high quality community learning and development opportunities across Renfrewshire in partnership with key partners and groups and organisations.

2.6 The service maintains strong links with the Renfrewshire Health and Social Care Partnership, which provides adult social work and social care services. Children's Services also maintains links to other partners through the Renfrewshire Children's Services Partnership and the Renfrewshire Community Planning Partnership.

2.7 Children's Services provide a number of services directly, but also procure and purchase services from a range of providers across sectors, and work with specific partners on the delivery of specialist services.

Financial Resources

2.8 The tables and charts below detail the budget summary position for Children's Services for 2017/18, with a revenue budget of just over £205 million.

Table 1 – Budget allocation by service area

Service area		
Children and Families and Criminal Justice	Children & Families	30,143,832
	Criminal Justice	3,219,271
	Children and Families / Criminal Justice	33,363,103
Education	Additional support for learning (ASL)	9,144,529
	Central support costs	10,462,962
	Community learning and development	1,394,278
	Education development	1,116,659
	Facilities management	369,161
	Healthy lifestyles	5,890
	Pre-five service	16,217,680
	Primary schools	54,460,719
	Psychological services	615,385
	Secondary schools	72,080,619
	Special schools	6,731,965
Education Total		172,599,847
Grand Total		205,962,950

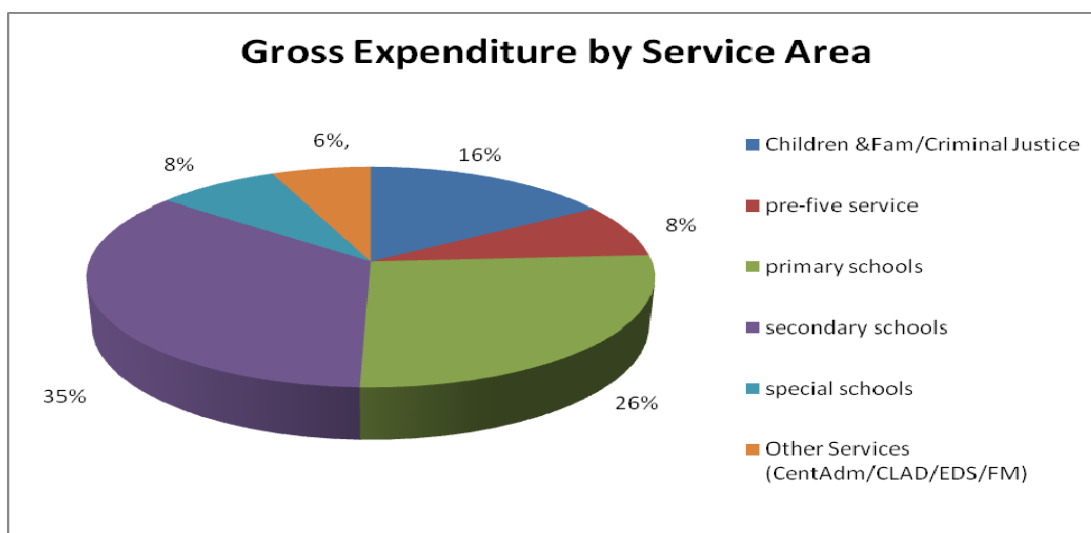
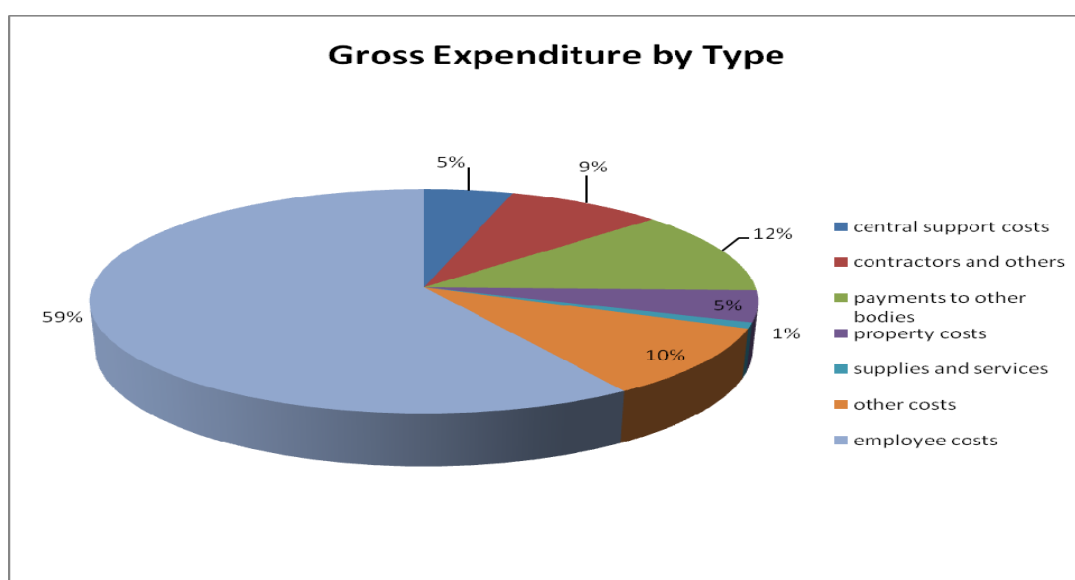


Table 2 – Gross Expenditure by type

Expenditure type	17/18 Budgets
Central support costs	9,998,300
Capital charges	16,156,870
Contractors and others	17,601,720
Payments to other bodies	24,764,811
Property Costs	9,389,270
Supplies & Services	1,760,245
Transport costs	4,577,285
Employee costs	121,714,448
Grand Total	205,962,950



3. What we achieve

3.1 In 2016/17, Children's Services:

- expanded Families First into Gallowhill, Foxbar and Johnstone, with positive evaluation results evidence for children and families;
- led the development of a Community Justice plan for Renfrewshire;
- was named as a Scottish Attainment Challenge Authority and developed a strategic improvement programme to tackle the poverty related attainment gaps;
- continued to roll out the Literacy Programme as a key focus of the Council's Tackling Poverty work. Training for head teachers and class teachers has been developed in partnership with the University of Strathclyde to support this;
- implemented new flexible learning approaches for those with additional support needs;
- offered a range of programmes to help young people develop employability skills;
- contributed to a reduction of the number of women on remand through the implementation of the Penal Policy Improvement Programme;
- in partnership with developed a 'Community that Cares' approach to give looked after children a greater voice in the community;
- prepared a Children's Services Partnership Plan with local health services, which reflects the significant progress made in meeting the needs of young people in Renfrewshire and how the partnership will build on this success;
- supported the participation of children and young people in decision making through the work of Who Cares Scotland, the Children's Champions Board and the Barnardo's Hear4U Advocacy Service;
- commenced the roll-out of the Promoting Positive Thinking Strategies (PATHS) programme in an additional fourteen schools. This approach focuses on improving the social and emotional skills of children;
- in conjunction with respectme, Scotland's anti-bullying service, training has been provided to staff across Primary, Secondary and Additional Support Needs (ASN) schools, as well as Parent Council members;
- continues to deliver the School Estate Management Plan with projects at Mossvale and St James' Primary Schools, St Fergus' Primary School and Riverbrae School all scheduled for completion during 2017/18;
- began the construction phase for projects at Bargarran and St John Bosco Primary Schools' shared campus and St Paul's Primary School and Foxlea Pre 5 Centre shared campus has commenced. In addition, the planning phase for St Anthony's Primary School and Spateston Pre 5 Centre has also commenced;
- completed the second all children's survey of children in Renfrewshire, which had over 10,000 responses. Data has been analysed and is in the process of being shared with schools and with strategic partners;
- standardised assessments at key stages of development (P1, P4, P7, S3) have been implemented to support teacher professional judgements and to establish a baseline in the attainment of literacy and numeracy;
- the Leadership Development Programme has been extended to aspiring principal teachers and depute head teachers in primary and secondary schools. In addition, a programme has also been developed and delivered with early years heads and depute heads;

- implemented the Up2U programme within criminal justice services which addresses domestic abuse;
- completed a redesign of children's social work services to enable a strong focus on pre and post birth services, kinship care and throughcare services; and
- established a small specialist team to meet the needs of unaccompanied asylum seeking children.

4. Strategic Context

- 4.1 Children's Services have an impact on children, families and many adults in Renfrewshire, whether they access only the universal services provided in early learning and child care, primary or secondary schools or are supported by targeted services when specialist support is required on voluntary or statutory basis.
- 4.2 The needs of Renfrewshire's children and young people are constantly changing and our services adapt to meet the challenges that change brings. Renfrewshire's Children's Services are currently impacted by:

Social and Demographic Pressure

- inequalities in society which mean that children in the poorest areas might not have the same life chances as children from more affluent families;
- increasing numbers of children enrolling in Renfrewshire schools, and also ensuring that the service is looking ahead to ensure that school provision is sufficient in areas where the population is changing;
- increasing numbers of children with additional support needs being supported by education and social care services;
- an increasingly diverse population in terms of ethnicity, with a need to provide specialist support, for example, those seeking asylum or refuge in Renfrewshire; and
- continuing high numbers of looked after children linked to levels of deprivation, parental neglect and drug and alcohol misuse at a local level.

Policy Driven Change (national)

- legislative changes which give young people leaving care a right to support for longer;
- the impact of significant changes in early years provision which will require the Council to almost double the level of provision available;
- renewed focus and additional funding provided to drive improvements in attainment and to tackle the poverty related attainment gap;
- the Scottish Child Abuse Inquiry, with services having a recognised legislative duty to support all information requests; and
- the potential impact of national reviews relating to for example the child protection system and the care system itself for looked after children.

Other External Factors

- increasing use of community sentences by courts rather than short prison sentences for people convicted of an offence.

Workforce

- the need to continue to respond to a range of critical workforce planning issues, particularly in relation to teacher recruitment and of early years

professionals, supporting leadership development across educational establishments and residential childcare.

Financial context

- 4.3 Renfrewshire Council, along with other Scottish local authorities, faces a financial challenge over the next few years. The Council has been able to maintain financial stability during a period of uncertainty and economic downturn and despite considerable demand pressures.
- 4.4 The financial challenges for the Council are expected to continue to 2020 and beyond. The Council is taking a long-term view of financial planning on the basis of:
- reducing resources given the uncertainty over when and at what level sustained budget growth may return;
 - rising cost and demand pressures continuing to be a feature of the Council's financial outlook;
 - an increasing and ongoing need for the Council to prioritise spend to focus on the delivery of strategic priority outcomes; and
 - delivering change, transformation and savings continuing to be a necessary feature of the Council's planning arrangements.

Organisational

- Children's Services will continue to contribute to the Better Council Change programme, which aims to minimise the impact on public services of financial constraint and growing demands;
- continue to deliver on best value; and
- a new council plan and community plan will be developed during 2017.

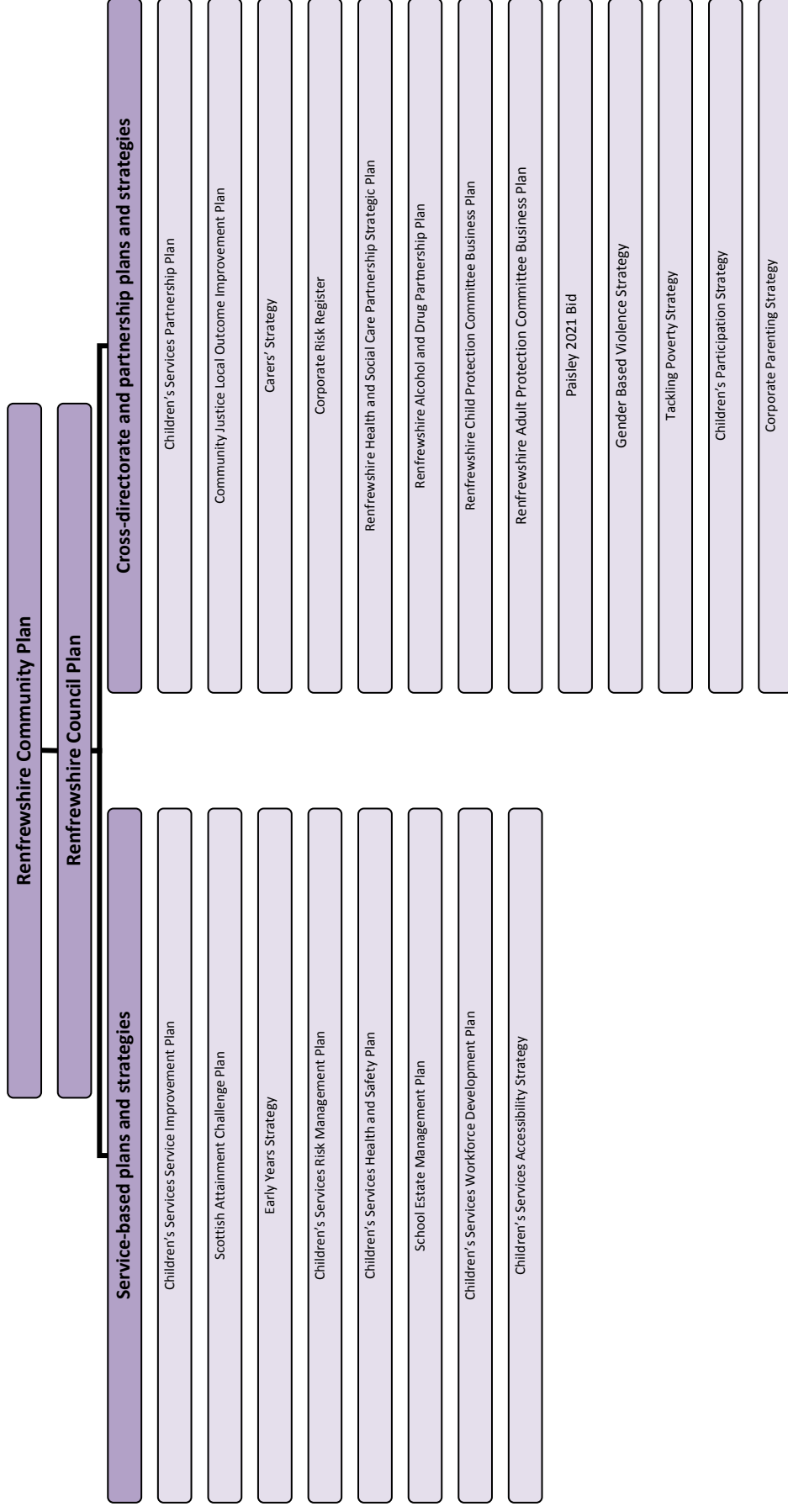
Children's Service will publish an updated Risk Management Plan in June 2017. This will detail risks which could impact upon the service and will demonstrate how actions included within this SIP contribute to the mitigation of these risks.

5. Key Priorities

- 5.1 The vision of Children's Services in Renfrewshire is:

Working together to get it right for children, families and communities – Protecting, learning, achieving and nurturing.

- 5.2 The Service has developed an outcomes framework which drives strategic improvement planning. The Service has 6 strategic priorities which are aligned with those in the Council Plan and Community Plan, and will require to be reviewed and refreshed in response to the new Council Plan and Local Outcome Improvement Plan which will be published in Autumn 2017. In addition, there may be improvement activities which the service will support at a Council level, in relation to the Best Value Audit Assurance process which the Council is currently progressing with Audit Scotland.
- 5.3 The priorities and strategic actions identified have also been informed by service level and strategic plans currently under implementation across Renfrewshire. Key strategies and plans are outlined in the diagram below.



Strategic planning framework for Children's Services:

Vision - Working together to get it right for children, families and communities – Protecting, learning, achieving and nurturing					
Strategic Priorities					
We are reducing inequalities and delivering improved outcomes for children and young people	High quality learning and teaching and quality of care is taking place in all our schools and establishments	Self-evaluation and performance improvement are embedded throughout services	Levels of attainment and achievement are improving for all children and young people	High numbers of our young people are entering positive and sustainable post-school destinations	Vulnerable children and adults live as safely as possible within local communities
Key Strategic Actions					
- Continue to develop nurturing approaches to promote inclusion across all education establishments. - Continue to develop a whole systems approach to supporting our most vulnerable children and families. - Reinvigorate and refine existing high-quality approaches with partners to ensure we are Getting it Right for Every Child. - Encourage and support active collaboration and engagement with parents in supporting their child's learning. - Further extend and develop our approaches to integration across children's services to best support the well-being of our children, staff, parents and carers.	- Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors. - Develop our approaches to the curriculum in the Broad General Education to meet the needs of all. - Support and strengthen the professional capacity of staff through leadership and professional development. - Further develop our early years curriculum and to support new legislation and in particular the additional hours being allocated for early learning and childcare.	- Broaden our approach to self-evaluation to ensure a consistency of rigour which will support the ongoing cycle of review and improvement planning. - Support all establishments in developing effective approaches in the analysis of data to affect improvement in learning and teaching and the quality of care. - Further develop reporting of management information to inform policy and practice including meeting the needs of the National Improvement Framework.	- Provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups. - Continue to develop the Senior Phase to ensure appropriate pathways for our young people are giving them the best opportunity to achieve qualifications and awards at the highest level. - Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	- Continue to develop partnership links and collaborative arrangements with the FE sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report. - Further develop the curriculum to maximise school leavers' skills to meet the needs of employers. - Continue to support targeted young people (e.g looked after and young people with additional support needs (ASN)) to secure a sustainable destination that meets their needs.	- Work with partners to develop Community Justice Local Outcomes Improvement Plan. - Work with partners to ensure the Carers Strategy reflects the needs of local young carers. - Continue to develop residential provision in childcare. - Develop an approach to supporting children and families affected by domestic violence informed by a strength based model of intervention. - Develop new Children's Services Partnership Plan.

Continuous Improvement

- 5.4 Children's Services are subject to inspection by external agencies such as Education Scotland and the Care Inspectorate and as a result of this, self-evaluation activity and improvement planning is and will continue to be embedded across the services. As part of the service improvement planning process, senior managers have the opportunity to reflect on areas for improvement and contribute to plans.
- 5.5 Engagement with stakeholders is central to improving services. Children's rights and participation in decision-making are embedded in legislation and Renfrewshire already operates a Children's Champion Board to give looked after children access to people who make decisions about the services and support they receive. More widely, there are opportunities for children and young people to express their views through Renfrewshire Youth Voice, through pupil councils and through one-off events on specific topics. In addition to parent councils within schools, parent council representatives can also participate in quarterly liaison meetings with the service's directorate team. Stakeholders from partnership agencies and the third sector are represented on the Renfrewshire Children's Services Partnership Board and the Children and Young People Thematic Board. The second all children's survey completed in February 2017, provided an opportunity for over 10,000 children and young people locally to tell us about their experiences and needs.

Workforce planning

- 5.6 Children's Services has developed a workforce plan which provides analysis of the key workforce considerations for the service during 2017/18. The key aim of the plan is to ensure Children's Services' employees are deployed to the right place with the right skills at the right time. The workforce plan is closely linked to the service improvement plan, and is cognisant of the strategic context and related challenges and opportunities which arise from the environment in which the service continues to operate.
- 5.7 The workforce plan outlines a number of key actions which will be targeted during 2017/18:
- supporting the professional and leadership development of education and social work staff;
 - proactive programmes of work to attract and retain teachers to roles in Renfrewshire;
 - activities to support succession planning for headteachers;
 - ensuring there is an appropriate level of staffing to deliver on the requirements of the Attainment Challenge and Pupil Equity Fund, increasing early years provision and the requirements of the Children and Young People (Scotland) 2014 Act, including throughcare and kinship care, as well as in relation to the overall teaching workforce and related fluctuations;

- implementing a new supervision policy to support staff register with the Scottish Social Services Council to consistently deliver high standards of practice; and
- preparing for the proposed introduction of degree level qualification minimum standards for residential childcare workers.

Equalities

- 5.8 Changes to services as part of our commitment to continuous improvement will always be assessed in relation to their impact on equality groups.
- 5.9 Every area of work within the council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 5.10 The Council recognises that equality both needs to be mainstreamed fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this is done through departmental Service Improvement Plans. This will allow actions to be monitored by Service Senior Leadership Teams on a quarterly basis.
- 5.11 The Council is committed to reporting progress to local equalities led community groups. It is recognised that circumstances for individuals and organisations can change over time and by establishing a clear reporting structure, the Council can demonstrate whether its equality actions and priorities are contributing to overall outcomes need and can be reviewed and amended accordingly.
- 5.12 Children's Services recognise that they have specific requirements related to equalities, because we are assessed against the requirements for 'education authorities' as part of the Equality Act duties. The service aims to fulfil these requirements by working in a collaborative way across the Council to ensure our activity contributes to overarching equalities outcomes. The service will actively promote equality and diversity by mainstreaming through the work of our three main service area/groupings, through this service improvement plan and through the relevant operational plans. Children's Services will contribute to the development and delivery of the Council's six equality outcomes listed below:

Outcome 1: Public spaces improve access and promote dignity for disabled and older people

Outcome 2: Our staff and communities fully understand the causes and consequences of gender based violence and are equipped to respond

Outcome 3: Equalities-led organisations are supported to become sustainable and influential partners

Outcome 4: Council services are responsive to the needs of equalities groups, with well-designed and flexible services

Outcome 5: Renfrewshire Council promotes itself as and becomes an employer of choice for disabled people

Outcome 6: Equalities implications are clearly and consistently considered in decision making

6. ACTION PLAN

We are reducing inequalities and delivering improved outcomes for children and young people					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
Continue to develop nurturing approaches to promote inclusion across all education establishments.	April 2020	All our children and young people are receiving the highest standards of teaching and learning, caring, supportive and nurturing learning environments.	John Trainer	Through Quality Improvement Framework visits, school reviews and HMIE Inspections. Parental and Pupil feedback orally and through questionnaires.	Children's Services operates in a complex environment and measures its performance through a number of plans and strategies as outlined on page 11.
Continue to develop a whole systems approach to supporting our most vulnerable children and families.	April 2020	All our children and young people are aspiring to achieve their full potential, giving them the basis to achieve their full potential.	John Trainer	Attainment and achievement data for all children and young people and in particular those looked after which will be measured through performance indicators.	
		Most vulnerable young people supported in their involvement with the criminal justice service.	Dorothy Hawthorn	Whole systems review to meet needs of young people up to age of 20.	
Reinvigorate and refine existing high-quality approaches with partners to ensure we are Getting it Right for Every Child.	June 2019	As part of a shared approach across the service and with partners, the service is meeting the needs of vulnerable	John Trainer	Monitoring the progress of all targeted children and young people in our schools.	

		children and young people, facilitating them to reach their full potential.			
Encourage and support active collaboration and engagement with parents in supporting their child's learning.	June 2020	Our schools are building stronger links with parents and are effective in supporting parental engagement. Pupil attainment improves.	Gordon McKinlay	Through Quality Improvement Framework visits, school reviews and HMle Inspections. Parental and Pupil feedback orally and through questionnaires. Standardised Assessment, Teacher judgement data and National Qualifications. Internal performance indicators, validated evaluations and external inspection.	
Further extend and develop our approaches to integration across children's services to best support the well-being of our children, staff, parents and carers.	April 2018	Maximising the value of available resource to ensure improved outcomes for children and young people.	Peter Macleod		
High quality learning and teaching and quality of care is taking place in all our schools and establishments					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.	August 2018	Improved practitioner confidence in the classroom and therefore improvements in overall attainment and achievement.	Steven Quinn	Through the Quality Improvement Framework and School Inspections, we will see and report on improved pupil engagement and progress.	Children's Services operates in a complex environment and measures its performance through a number of plans and

					Standardised Assessment, Teacher judgement data and National Qualifications.	strategies as outlined on page 11.
Develop our approaches to the curriculum in the Broad General Education to meet the needs of all.	June 2019	Improved pupil engagement leading to improvements in achievement and attainment.	Steven Quinn	Through Quality Improvement Framework visits and HMIE Inspections. Informal school reviews with a focus on curriculum.	Standardised Assessment, Teacher judgement data and National Qualifications.	
Support and strengthen the professional capacity of staff through leadership and professional development.	March 2020	Staff at all levels recognise their individual responsibility to facilitate improved outcomes for children and young people. Succession planning is embedded in the service's practice. Provide high quality care on a consistent basis to improve the outcomes for children and young people.	Gordon McKinlay Dorothy Hawthorn	Uptake of appropriate professional development opportunities. Standardised Assessment, Teacher judgement data and National Qualifications. Analysis of staff applying and being successful for promoted positions. Retention of suitability qualified professional staff.	Standardised Assessment, Teacher judgement data and National Qualifications.	
Further develop our early years curriculum to support new legislation and in particular the	March 2020	Improved child engagement leading to improvements in achievement and	John Trainer	Through Quality Improvement Framework visits and HMIE Inspections.		

additional hours being allocated for early learning and childcare.	attainment.			Informal school reviews with a focus on curriculum.	
Self-evaluation and performance improvement are embedded throughout services					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
Broaden our approach to self-evaluation to ensure a consistency of rigour which will support the ongoing cycle of review and improvement planning.	June 2018	We have a robust Quality Improvement Framework to support and challenge schools, centres and establishments. We have robust systems in place for monitoring and evaluation which is providing clear evidence on what works well, and what can be improved further.	Steven Quinn	External validation including HMle and Care Inspectorate. Feedback from Headteachers and school staff.	Children's Services operates in a complex environment and measures its performance through a number of plans and strategies as outlined on page 11.
Support all establishments in developing effective approaches in the analysis of data to affect improvement in learning and teaching and the quality of care.	March 2020	Performance information and research is being widely used to inform improvements in quality of teaching and learning and quality of care and therefore enhance outcomes for children and young people.	Steven Quinn	Through Quality Improvement Framework visits. Standardised Assessment, Teacher judgement data and National Qualifications. Use and thereafter evaluation of the second epidemiological study of children in Renfrewshire.	
Further develop reporting of management information to inform	August 2018	Robust information is being reported to relevant stakeholders in	Steven Quinn	Reports to government for Attainment Challenge and Pupil Equity Fund are	

policy and practice including meeting the needs of the National Improvement Framework.		line council and service priorities and within the reporting mechanisms of National Improvement Framework.		demonstrating outcomes and impact. New reporting procedures as detailed in the Education (Scotland) Act 2016 are adhered to and in particular reporting of progress of National Improvement Framework priorities.	
Levels of attainment and achievement are improving for all children and young people					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
Provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups.	March 2020	We will have disrupted the pattern and relationship between poverty and attainment.	Steven Quinn	Standardised Assessment, Teacher judgement data and National Qualifications.	Children's Services operates in a complex environment and measures its performance through a number of plans and strategies as outlined on page 11.
Continue to develop the Senior Phase to ensure appropriate pathways for our young people are giving them the best opportunity to achieve qualifications and awards at the highest level.	March 2020	Our secondary schools are offering appropriate opportunities and advice for young people to achieve qualifications at the highest level of which they are capable.	Steven Quinn	Quality Improvement Visits Standardised Assessment, Teacher judgement data and National Qualifications.	
Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	June 2018	Children and young people have opportunities to participate and achieve in a wider range of activities.	Gordon McKinlay	Quality Improvement Visits Feedback from pupils, parents and the wider school community.	

High numbers of our young people are entering positive and sustainable post-school destinations					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
Continue to develop partnership links and collaborative arrangements with the FE sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report.	March 2020	A range of programmes are being delivered through these partnerships, enabling school leavers to secure a positive post school destination.	Gordon McKinlay	Positive post school destination results.	Children's Services operates in a complex environment and measures its performance through a number of plans and strategies as outlined on page 11.
Further develop the curriculum to maximise school leavers' skills to meet the needs of employers.	March 2020	Young people will be ready to make an impact in the workplace.	Steven Quinn	Through Quality Improvement Framework visits and HMIE Inspections. Informal school reviews with a focus on curriculum. Positive post school destination results.	
Continue to support targeted young people (e.g looked after and young people with additional support needs (ASN)) to secure a sustainable destination that meets their needs.	March 2020	Young people from specified targeted groups are consistently progressing to positive and sustained destinations.	John Trainer Dorothy Hawthorn	Positive post school destination results. Continued work with targeted groups to follow progress and monitor positive and sustained destinations. Evaluation of 'family firm' approach.	

Vulnerable children and adults live as safely as possible within local communities					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
Work with partners to develop Community Justice Local Outcomes Improvement Plan			Dorothy Hawthorn		Children's Services operates in a complex environment and measures its performance through a number of plans and strategies as outlined on page 11.
Work with partners to ensure the Carers Strategy reflects the needs of local young carers.	31 March 2018	More young people supported in their caring role and able to access a break.	Dorothy Hawthorn	Increase in number of young carers identified and supported	
Continue to develop residential provision in childcare	31 January 2018	Young people are able to access levels of support they require from in-house services.	Dorothy Hawthorn	New provision open	
Develop an approach to supporting children and families affected by domestic violence informed by a strength based model of intervention.	30 April 2020	Children experiencing domestic violence are supported to be safe.	Dorothy Hawthorn	Consistent approach delivered across services	
Develop new Children's Services Partnership Plan	31 March 2018	Children and young people in Renfrewshire are safe and supported to achieve improved outcomes	Dorothy Hawthorn	All partners focused on improving shared outcomes and targets	
Implement recommendations flowing from the national reviews of child protection and the care system	31 March 2019	Child protection practice is further enhanced and strengthened in line with recommendations	Dorothy Hawthorn	Recommendations implemented Participation on national working groups	

Other Key Enablers					
What are we doing?	When will we do it by?	What difference will we make?	Who is leading this?	How will we know it's been successful?	Linked plans and strategies
Manage and deliver the modernisation of the school and early years estate to improve the environment that supports learning and teaching for children and young people.	March 2020	The school estate meets the needs of all of our children and young people.	Gordon McKinlay	Core tests – suitability, sufficiency and conditions of building Surveys of our schools.	Children's Services operates in a complex environment and measures its performance through a number of plans and strategies as outlined on page 11.
Ensure there is an appropriate level of staffing to deliver on the requirements of emerging policy developments relating to for example the Attainment Challenge, Pupil Equity Fund, and increasing early years provisions.	March 2020	High quality workforce in place to deliver agreed levels of service	Peter Macleod	Monitoring of recruitment Workforce planning reviews	

7. PERFORMANCE SCORECARD

Council Plan Priority 3: Protecting the Public

code	Performance Indicator	Frequency of monitoring	Reporting period	Current Value	Current Target	On Target	2017/18	2018/19	2019/20
							Annual Target	Annual Target	Annual Target
CHS/CJ/CPO/01	The percentage of new clients subject to a new supervision order seen by a supervising officer within 1 week	Quarters	2016/17	69%	92%		92%	92%	92%
CHS/CJ/CPO/02	Percentage of new unpaid work orders/requirement completed by required date	Quarters	New PI for 2017/18	n/a	n/a		72%	72%	72%
CHS/CJ/CPO/04	Percentage of new unpaid work clients seen within 1 working day of the order	Quarters	New PI for 2017/18	n/a	n/a	n/a	65%	65%	65%
CHS/CJ/CPO/05	Percentage of new unpaid work clients receiving an induction within 5 working days of the order	Quarters	New PI for 2017/18	n/a	n/a	n/a	77%	77%	77%
CHS/CJ/CPO/06	Percentage of new unpaid work clients beginning work placement within 7 working days of the order	Quarters	New PI for 2017/18	n/a	n/a	n/a	61%	61%	61%

CHS/CPR/01	Percentage of children registered in this period who have previously been on the Child Protection Register	Quarters	2016/17	9%	n/a		n/a	n/a	n/a
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Council Plan Priority 5: Reducing the Level and Impact of Poverty

code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2017/18	2018/19	2019/20
							Annual Target	Annual Target	Annual Target
CHS/CLD/01	Number of adults participating in literacy and numeracy classes	Annual	2016/17	408	315		450	450	450
CHS/EY/01	% of 3 and 4 year olds accessing 600 hours of early learning and childcare	Quarterly	New PI for 2017/18	n/a	n/a		n/a	n/a	n/a
CHS/EY/02	% of entitled 2 year olds accessing 600 hours or early learning and childcare.	Quarterly	New PI for 2017/18	n/a	n/a		n/a	n/a	n/a

Council Plan Priority 6: Raising Attainment and Closing the Poverty Related Attainment Gap

code	Performance Indicator	Frequency of monitoring	Reporting period	Current Value	Current Target	On Target	2017/18	2018/19	2019/20
							Annual Target	Annual Target	Annual Target
CHS/ATT/04	No. of opportunities for young people to achieve through accredited awards	Years	2016/17	1004	1030		1,130	1,130	1,130
CHS/ATT/01a	% of Leavers attaining literacy SCQF Level 4	Years	New PI for 2017/18	95.9%	n/a	n/a	96.0%	97.0%	98.0%
CHS/ATT/01b	% of Leavers attaining numeracy SCQF Level 4	Years	New PI for 2017/18	92%	n/a	n/a	92.5%	93.5%	95.0%
CHS/ATT/01c	% of Leavers attaining literacy SCQF Level 5	Years	New PI for 2017/18	82.2%	n/a	n/a	82.5%	84.0%	86.0%
CHS/ATT/01d	% of Leavers attaining numeracy SCQF Level 5	Years	New PI for 2017/18	71.4%	n/a	n/a	71.5%	73.0%	75.0%
CHS/ATT/05	Average total tariff score of all school leavers in Renfrewshire	Years	New PI for 2017/18	888.0	n/a	n/a	904	921	931.5

CHS/ATT/06	Average total tariff score of pupils living in SIMD 30% most deprived areas	Years	New PI for 2017/18	648.1	n/a	n/a	673	690	700
CHS/ATT/07	Percentage gap in average total tariff score of school leavers resident in SIMD 30% most deprived and those from the 70% least SIMD deprived Renfrewshire areas.	Years	New PI for 2017/18	37%	n/a	n/a	36.0%	34.0%	32.0%
CHS/ATT/08	Average Total Tariff Score of Looked After Children (school leavers)	Years	New PI for 2017/18	236.5	n/a	n/a	249	302	341
CHS/ATT/09	Gap between the Average Total Tariff Score of Looked After Children (school leavers) and that of the total Renfrewshire leavers cohort	Years	New PI for 2017/18	73%	n/a	n/a	72.5%	67.2%	63.4%
CHS/SCH/07	% of children attending school (Primary)	Years	New PI for 2017/18	n/a	n/a	n/a	n/a	n/a	n/a
CHS/SCH/08	% of children attending school (Secondary)	Years	New PI for 2017/18	n/a	n/a	n/a	n/a	n/a	n/a
CHS/SCH/09	% of young people choosing to stay onto S5 after January (as % of S4 roll at September previous year)	Years	New PI for 2017/18	n/a	n/a	n/a	88%	90%	92%

CHS/SCH/10	% of young people choosing to stay onto S6 (as % of S4 roll at September two years before)	Years	New PI for 2017/18	n/a	n/a	n/a	66%	67%	68%
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Council Plan Priority 7: Supporting and Sustaining People into Employment

code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2017/18	2018/19	2019/20
							Annual Target	Annual Target	Annual Target
CHS/PD/01	% of School leavers in a positive destination	Years	2015/16	92.2%	94%		95%	95%	95%
CHS/LAC/CL/01	Percentage of care leavers participating in employment, training or education	Half Year	2016/17	45%	47%		47%	47%	47%

Council Plan Priority 8: Improving Care, Health and Wellbeing

code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2017/18	2018/19	2019/20
							Annual Target	Annual Target	Annual Target
RCPC/01	Number of children on the Child Protection Register at quarter end date	Quarters	New PI for 2017/18	n/a	n/a	n/a	n/a	n/a	n/a
CHS/LAC/01	The percentage of children made subject to a supervision order that were seen by a supervising officer within 15 days	Quarters	2016/17	92%	100%		100%	100%	100%
CHS/LGBF/01	Percentage of Looked After Children cared for in the community	Years	2015/16	94%	n/a		n/a	n/a	n/a
CHS/LAC/CL/02	Percentage of care leavers who have had a period of homelessness in the last 6 months	Half Year	2016/17	73%	65%		65%	65%	65%
CHS/LAC/02	Percentage of accommodated Looked After Children placed with families	Quarters	2016/17	85%	83%		83%	83%	83%
CHS/YOU/01	Numbers of pupils engaged through the music service	Years	2015/16	1546	1500		1,600	1,700	1,750

CHS/YOU/02	Number of young people taking part in school based projects and programmes run by Youth Services	Years	2016/17	773	800		800	800
CHS/YOU/03	Number of young people taking part in youth voice projects and programmes run by Youth Services	Years	2016/17	348	160		160	160
CHS/SCH/02	Number of days lost per 1,000 Primary School pupils through exclusion	Quarters	2016/17	3.8	2		8	8
CHS/SCH/03	Number of days lost per 1,000 Secondary School pupils through exclusion	Quarters	2016/17	17.2	17		68	68

Council Plan Priority 10: Continuing to be a Well Run Council

code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2017/18	2018/19	2019/20
							Annual Target	Annual Target	Annual Target
CHS/LGBF/02	Gross cost of "Children Looked After" in residential based services per child per week	Years	2015/16	£4415.29	n/a		n/a	n/a	n/a
CHS/LGBF/03	Gross cost of "Children Looked After" in community placements	Years		£349.04	n/a		n/a	n/a	n/a

	per child per week		2015/16									
CHS/LGBF/04	Cost per pupil for primary schools.	Years	2015/16	£4,088	n/a		n/a	n/a	n/a	n/a	n/a	n/a
CHS/LGBF/05	Cost per pupil for secondary schools.	Years	2015/16	£5,767	n/a		n/a	n/a	n/a	n/a	n/a	n/a
CHS/SCH/04	parents satisfied with establishments Education Scotland Survey	Years	2015/16	95%	100%		100%	100%	100%	100%	100%	100%
CHS/SCH/035	% pupils satisfied with establishments Education Scotland Survey	Years	2015/16	89%	100%		100%	100%	100%	100%	100%	100%
CHS/CLD/02	% Adult education learners satisfied	Years	2016/17	100%	100%		100%	100%	100%	100%	100%	100%
CHS/SCH/06	% of Adults satisfied with local schools	Years	2015/16	80%	100%		100%	100%	100%	100%	100%	100%