

To: Education and Children Policy Board

On: 14 May 2015

Report by: Director of Children's Services

Heading: Children's Services Service Improvement Plan 2015-2018

1. Summary

1.1 This service improvement plan for children's services covers the period from 2015/16 – 2017/18. This is the first plan of children's services which combines the education service with services which have responsibility for children's social work and criminal justice. 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. The plan is set out as follows:

- What we do and what we want to achieve;
- What resources we have;
- Our key priorities;
- An action plan for improvement; and
- How we will measure our progress.

1.2 The service has identified 8 high level outcomes that it will work to achieve for local people and communities: these are linked to the vision for Renfrewshire detailed in our local community plan, as well as to the key aims of this organisation set out in the council plan – "A Better Future, A Better Council".

1.3 The action plan is the core of the service improvement plan. It sets out the priorities being addressed; the key tasks to be implemented; the implementation time-table and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance of the service will be measured.

1.4 A progress update on the service improvement plan will be submitted to the education and children policy board in November 2015.

2. Recommendations

2.1 It is recommended that the education and children policy board:

(a) approves the attached service improvement plan; and

(b) agrees that progress with this plan be reported to the board in November 2015

3. Background

3.1 In June 2014, council agreed the creation of a children's service, which would incorporate education and the elements of social work services which have responsibility for children's social work and criminal justice social work.

3.2 A transition manager is in place to support the directorate in taking forward the implementation of these new structural arrangements. The director of children's services will continue to act as the chief social work officer in Renfrewshire Council and, in this capacity, have an ongoing role as the professional practice lead for all social work services in Renfrewshire.

3.3 Children's services has an approach which is strongly focused on prevention, early intervention and providing additional support for the most vulnerable. Whilst children's health services sit within the health and social care partnership, a key priority of both organisations will be the continuation of effective integrated working. It will also be important to ensure the development of transition arrangements from children's services into services for adults where necessary, and ensuring that identifying and addressing the needs of children whose parents are supported by adult services remains a high priority. Strong working relationships between criminal justice social work and addictions and mental health services will also need to be maintained.

3.4 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.

3.5 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. Service improvement plans link council and community planning priorities to individual development plans, so that every employee knows how they help contribute to the council achieving its objectives.

3.6 The action plan, set out in section 4 of the attached service improvement plan, details the specific action which will be implemented over the next three years to take forward these priority outcomes.

- 3.7 The balanced scorecard, set out in section 5 of the attached service improvement plan, details the performance indicators which will be used to help measure progress towards achieving the desired outcomes for children's services.

4. What do we want to achieve

- 4.1 The service aims to achieve 8 high level outcomes over the next three years which will contribute to community plan/council plan themes. These are:

- Outcome 1: Children, young people and families get the right support at a time when they need it through our partnership with other services.
 - Outcome 2: Vulnerable children and adults are protected and feel safe.
 - Outcome 3: Children, young people and families benefit from services which are focused on getting it right at the earliest possible stage.
 - Outcome 4: All learners, particularly those affected by poverty or who are looked after, benefit from high quality education provision which promotes and supports achievement at all stages.
 - Outcome 5: Our approach to public protection makes communities safer.
 - Outcome 6: Our schools and services take account of the views of people who use them, and the views of staff and communities they serve.
 - Outcome 7: Our staff are skilled, knowledgeable and committed to their own professional development to support efficient and effective service delivery.
 - Outcome 8: We develop our services as part of our commitment to becoming a 'Better Council'.
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5. Key priorities

- 5.1 This plan covers a period of structural change for children's services in which the level and scope of partnership working will alter. The strategic planning arrangements for community justice will become the responsibility of the community planning partnership. There will also be significant opportunities to build on the very good work that is being undertaken locally to improve outcomes for children, young people and families and to enhance existing partnership arrangements locally in terms of children's services through Renfrewshire Children's Services Partnership. Opportunities are likely to arise in areas such as addressing additional support needs or adopting a joined-up approach to training.

- 5.2 The Children and Young People (Scotland) Act 2014 requires the service to produce a children's services plan as part of our community planning work. This will be developed during 2015/16 and presents the service with an opportunity to further develop strategic commissioning plans and take forward a range of actions based on local needs. The Act also embeds a rights-based approach which we plan to report on in the future.
- 5.3 The Carer's (Scotland) Bill is currently progressing through the Scottish Parliament and proposes a number of duties in relation to young carers, specifically the duty to introduce 'Young Carer Statements' setting out the personal outcomes, identified needs and planned support (if appropriate) of each young carer.
- 5.4 In September 2014, the findings of a Fatal Accident Inquiry into the death of Declan Hainey were published. Renfrewshire Council fully accepted these findings and established a joint officer member group to oversee the implementation of these, in addition to the oversight provided by the multi-agency Renfrewshire Child Protection Committee.
- 5.5 Based on our assessment of these internal and external factors, the following key priorities for children's service have been identified over the period of this plan:
- progressing the early years and early intervention strategy;
 - implementing the recommendations from the Tackling Poverty Commission;
 - establishing the community justice planning arrangements;
 - continuing to ensure positive inspection reports in our establishments and registered services;
 - implementing the requirements of the Children & Young People Act 2014 and the Education (Scotland) bill;
 - delivering improvements in permanency planning;
 - improving the attainment of looked after and accommodated children;
 - preparing for the implementation of the Carer's (Scotland) Bill;
 - continued implementation of Curriculum for Excellence;
 - improving levels of educational attainment for all;
 - implement the recommendations of developing Scotland's young workforce;
 - supporting vulnerable learners; and
 - implementing the school estate management plan.
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6. Reporting progress

- 6.1 Progress on the implementation of the service improvement plan is regularly monitored by the extended senior leadership team every quarter, and will be reported to the education and children's policy board on a six monthly basis. A review of progress will be brought to the board in November 2015.
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Implications of the Report

1. Financial

The report highlights particular resourcing pressures on the service actions within this report, particularly those pressures related to demographic demands across all client groups and supporting our most vulnerable learners.

2. HR & Organisational Development – None

3. Community Plan/Council Plan Implications

Children and Young People

- Children, young people and families get the right support at a time when they need it through our partnership with other services.

Vulnerable children and adults are protected and feel safe

Children, young people and families benefit from services which are focused on getting it right at the earliest possible stage.

All learners, particularly those affected by poverty or who are looked after, benefit from high quality education provision which promotes and supports achievement at all stages.

We develop our services as part of our commitment to becoming a 'Better Council'

Community Care, Health and Well-being

- The service improvement plan sets out how children's services will develop social care services and promote health and wellbeing across Renfrewshire.

Empowering our Communities

- Our schools and services take account of the views of people who use them, and the views of staff and communities they serve.

Our staff are skilled, knowledgeable and committed to their own professional development to support efficient and effective service delivery.

Greener

- The service improvement plan sets out how children's services will contribute to plans to make Renfrewshire Greener.

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| Jobs and the Economy | - All learners, particularly those affected by poverty or who are looked after, benefit from high quality education provision which promotes and supports achievement at all stages. |
| Safer and Stronger | - Our approach to public protection makes communities safer. |

4. Legal implications

The plan contains a number of actions relating to new legislation. The service improvement plan details the actions to be taken in relation to forthcoming and planned legislative change

5. Property/Assets – None.

6. Information Technology

Effective use of modern technology will be key to a number of service developments being taken forward, and the plan details how these will be supported by IT.

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. 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 service's approach to the procurement and commissioning of services is central to a number of key service developments being taken forward by the plan. Full detail is provided in the body of the report.

10. Risk

The successful implementation of a number of service improvements and initiatives will be key to the future development of the service given the significant financial and demographic challenges facing Children's Services. The Children's Services Risk Management Plan and associated Risk Register sets out in detail how risks associated with these developments will be managed.

11. Privacy Impact – None

List of Background Papers

(a) None

Children's Services

TMcE/LF/AK

5 May 2015

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Children's Services Service Improvement Plan 2015-2018

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1. Our service and what we want to achieve
2. Our resources
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1. Introduction

1.1 This service improvement plan for children's services covers the period from 2015/16 – 2017/18. The plan outlines the actions the service intends to undertake over the next three years to deliver on the key priorities of the service, and the outcomes of the Community Plan and Council Plan.

1.2 Integration of services

In June 2014, Council agreed the creation of Children's Services, which would incorporate education and the elements of social work which have responsibilities with children and with criminal justice social work. The new service was created to respond to the Public Bodies (Joint Working) (Scotland) Act 2014) which integrates adult social care with community health services and help our services to respond better to Council priorities for children and families in Renfrewshire and maintain a strong focus on community safety and offender management.

The service plan therefore sets out some of the short term targets we aim to achieve as the service becomes more integrated and explores further opportunities for joint working.

1.3 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 based on the financial and employee resources likely to be available. An action plan detailing the outcomes and the key tasks to be implemented is included in section 4.

1.4 The tasks set out in the action plan are underpinned by a range of policies and strategies. Divisional plans, sector plans, school improvement plans and operational plans are key documents for the service, as they assist in the implementation of our key tasks.

1.5 Our service outcomes, set out below in section 5 and expanded in the action plan, relate to themes and outcomes of the Community Plan and Council Plan.

1.6 The Community Plan and the Council Plan share a vision for Renfrewshire which is:

“Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and business thrive”.

Six Community Planning Thematic Boards take forward work on 6 key themes which have a close fit with national objectives and which we believe will make a major contribution to our vision. These are:

- **Children and young people;**
- **Jobs and the economy;**
- **Community care, health and well-being;**
- **Safer and stronger Renfrewshire;**
- **Greener Renfrewshire; and**
- **Empowering our communities.**

1.7 Our service outcomes, expanded in the action plan, relate directly to the 6 key themes in the community plan, the community planning thematic groups which will deliver the community plan and the relevant outcomes and targets contained within the community plan and the single outcome agreement. The balanced scorecard sets out measures against which we will evaluate progress.

2. Our service and what we want to achieve

2.1 Our service combines education services and social work children's services and criminal justice. Our principal role is to contribute to achieving the vision of the community plan and council plan; and to work, with our partners, to achieve the specific outcomes which we have identified to address the Scottish Government's national priorities. We will work, in partnership with our key stakeholders to develop a new vision in 2015/16.

2.2 The key outcomes of Children's Services are closely linked to the council plan and community plan, and are met through a wide range of provision and related key activities, which include:

- the provision of formal education for around 28,000 children and young people in 3 special schools, 11 secondary schools, 49 primary schools, 22 nursery classes and 12 pre-5 centres;
- pre-5 provision currently offered through partnership agreements with 34 private and voluntary sector providers;
- the discharge of our statutory protection duties in relation to child protection, with 137 new registrations in 2013/14;

- discharging our public protection duties to address offending behaviour, with 481 new individuals with community orders supervised in 2013/14;
- working with partners to improve life opportunities for vulnerable adults and children across Renfrewshire;
- acting as a corporate parent for looked after children, who numbered 713 at the end of 2013/14;
- improving community safety;
- support services to all service users, through quality assurance, children's support services, the Educational Psychology service, the Homelink service and services which deal with finance and resources;
- services which support both young people and adults throughout Renfrewshire;
- youth and services which support young people in education through learning activities;
- the adult learning and literacy service which supports adults and vulnerable families to engage in community learning opportunities;
- continued provision of a range of learning and training opportunities for secondary aged pupils; and
- supporting our most vulnerable children and families through our early years strategy and by getting it right for every child.

2.3 The main policy, social and economic challenges which will affect service development and delivery over the next 3 years are listed below. These have been prioritised to reflect the key issues we will be focusing on in the current year of this service improvement plan, as well as the ongoing issues which will be taken forward over the full period of this plan.

The service improvement plan takes account of key national reviews and policies which form part of the public sector reform agenda: the Children and Young People Act; the Carer's (Scotland) Bill; the Education (Scotland) Bill;

Teaching Scotland's future (Donaldson review); the framework for the inspection of children's services; the work of early years collaborative and the continued implementation of curriculum for excellence. In addition, we continue to implement the provisions of the 2010 Equality Act and legislation relating to additional support for learners.

From 1 April 2017, Community Planning Partnerships will assume responsibility for the strategic planning of community justice in Renfrewshire. The new arrangements are designed to support partnership working and collective responsibility for public protection and offender management in the local area.

Locally, we will be implementing key recommendations from Renfrewshire's Tackling Poverty Commission to:

- ensure high quality, affordable, flexible childcare is widely used by low-income families, and is designed to reflect the specific needs of those at highest risk of poverty, such as lone parents and disabled families;
- improve the impact of local advice and advocacy services to focus on empowering people to prevent financial crisis and increasing take-up of welfare benefits;
- use all available poverty data and develop professional expertise in addressing the attainment gap in schools;
- deliver tailored interventions in schools to address the gap, with specific focus on literacy skills and parental involvement; and
- address the financial barriers to school education, in particular reviewing the 'cost of school day' and the support available for the cost of uniforms and school meals.

It is important to recognise that while this service improvement plan will continue to reflect national and Council policy, the current financial climate will continue to present challenges to the delivery of this plan. The outcomes we want to achieve have been prioritised to reflect the current resource constraints. Nevertheless our tasks will make a significant contribution to becoming a better council, and providing a better future for the children, families and citizens of Renfrewshire.

2.4 The following section details some of our key priorities over the period of this service improvement plan:

- progressing the early years and early intervention strategy;
- implementing the recommendations from the Tackling Poverty Commission;
- establishing the community justice planning arrangements;
- continuing to ensure positive inspection reports in our establishments;
- implementing the requirements of the Children & Young People Act 2014, the Education (Scotland) bill and the Carer's (Scotland) Bill as it relates to young carers;
- delivering improvements in permanency planning;
- the attainment of looked after and accommodated children;
- continued implementation of Curriculum for Excellence;
- improving levels of educational attainment for all;
- implement the recommendations of developing Scotland's young workforce;
- supporting vulnerable learners; and
- implementing the school estate management plan.

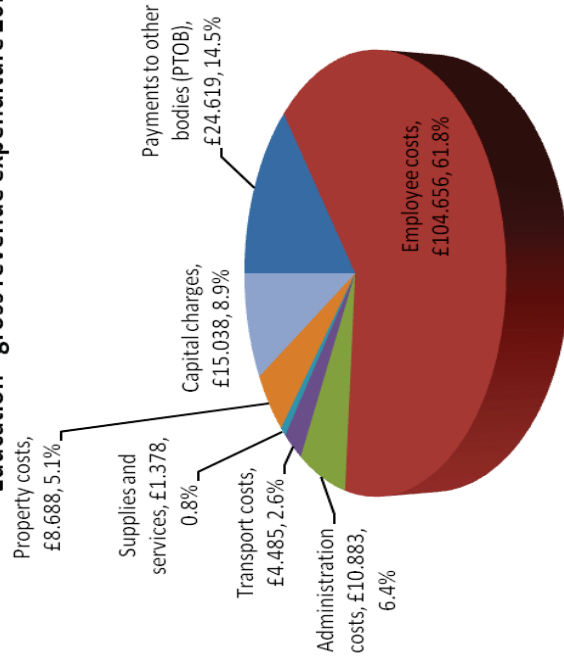
3. Our resources

The following charts and tables provide information as to how these budgets are allocated.

a. Analysis by expenditure type - education

61.8% of the education budget relates to employee costs, reflecting the nature of the service's activity. Property costs and capital charges together amount to 14.0% , reflecting the scope of the education estate. Payments to other bodies includes payments to the PPP provider of £16.5m and payments for residential school and day placements.

Education - gross revenue expenditure 2015/16 (£m)

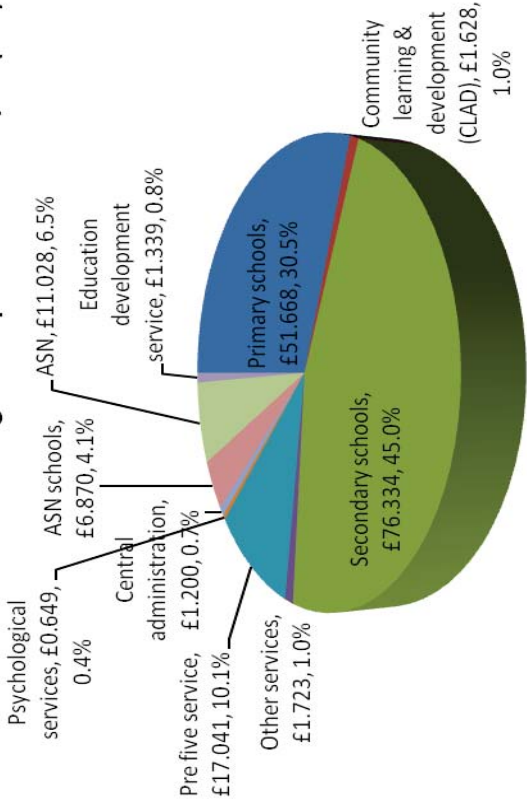


Activity	£m
Payments to other bodies (PTOB)	£24.619
Employee costs	£104.656
Administration costs	£10.615
Transport costs	£4.485
Supplies and services	£1.378
Property costs	£8.688
Capital charges	£15.038
	£169.479

b. Analysis by expenditure type – education

89.63% of the education gross expenditure budget is spent on the schools' sector. This includes pre-five, primary, secondary and ASN schools. The additional support needs (ASN) budget accounts for 6.5% of expenditure and comprises alternative placements, transport and resources to support ASN within schools.

Education - gross expenditure 2015/16 (£m)



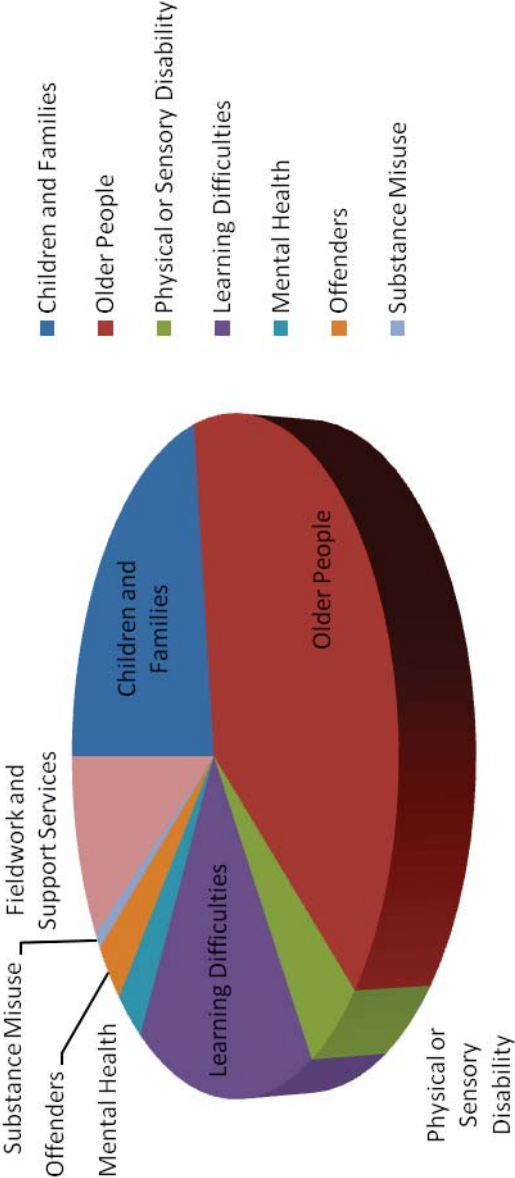
Activity	£m
Primary schools	£51.668
Community learning & development (CLAD)	£1.628
Secondary schools	£76.334
Other services	£1.723
Pre five service	£17.041
Psychological services	£0.649
Central administration	£1.200
ASN schools	£6.870
ASN	£11.028
Education development service	£1.339
	£169.480

c. Analysis by activity - social work

Budgets for social work services will be disaggregated during 2015/16 in preparation for the delegation of responsibility (including financial responsibility) of adult social care by 1 April 2016.

Activity	£m
Children and Families	£27.761
Older People	£45.444
Physical or Sensory Disability	£5.872
Learning Difficulties	£21.321
Mental Health	£3.568
Offenders	£3.936
Substance Misuse	£1.022
Fieldwork and Support Services	£11.890
TOTAL	£120.817

Gross Budget by CARE GROUP 2015/16



Note: following integration of adult services much of the budget refers to adult services and therefore does not accurately reflect the social work elements of the Children's Services budget

4. Action plan for improvement

Council plan theme: A better future – improved health, wellbeing and life chances for children and families			
Community planning theme: Children and young people			
Service outcome 1: Children, young people and families get the right support at a time when they need it through our partnership with other services			
Action Number	Action	Responsibility	Timescale
1.1	Continue to implement GIRFEC and GIRFEL policies	Education Manager (GIRFEC)	March 2016
1.2	Develop a plan to implement the GIRFEC elements of the Children and Young People Act, including Named Person and the single Child's Plan	Education Manager (GIRFEC)	March 2016
1.3	Review our single agency arrangements for screening and resource allocation to ensure partnership approach where appropriate	Education Manager (GIRFEC)	March 2016
1.4	Implement the Carer's strategy	Senior Officer (GIRFEC)	March 2016
1.5	Use improvement methodology to implement tests of change in relation to permanency planning	Children's Services Manager	March 2016
1.6	Use early intervention family learning and parenting programmes to raise expectations and aspirations of both children and adults to promote a culture that values family learning and achievement	Education Manager (policy and strategy)	March 2016
1.7	Implement the recommendations from the Scottish Government's Developing Scotland's Young Workforce	Education Manager (curriculum and early years)	March 2016
1.8	Work with partners in Development and Housing Services around supported employment opportunities for young care leavers	Children's Services Manager	March 2016

Council plan theme: A better future – improved health, wellbeing and life chances for children and families				
Community planning theme: Children and young people				
Service outcome 2: Vulnerable children and adults are protected and feel safe				
Action Number	Action	Responsibility	Timescale	
2.1	Review and implement changes to our managing and storing information policy in line with national guidance	Education Manager (GIRFEC)	March 2016	
2.2	Update our child protection training programme to include training for trainers 5, internet safety, child protection and child sexual exploitation	Education Manager (GIRFEC)	March 2016	
2.3	Continue to monitor child protection management information to ensure compliance with revised standard circular 57	Education Manager (GIRFEC)	March 2016	
2.4	Continue to implement the provisions of the Equality Act 2010	Education Manager (planning and performance)	March 2016	

Council plan theme: A better future, reduction in the causes and impact of poverty, improved health, wellbeing and life chances for children and families			
Community planning theme: Children and young people			
Service outcome 3: Children, young people and families benefit from services which are focused on getting it right at the earliest possible stage			
Action Number	Action	Responsibility	Timescale
3.1	Develop a nurture strategy across all sectors focusing on early intervention, children's rights and the promotion of emotional literacy and wellbeing	Education Manager (GIRFEC)	March 2016
3.2	Continue to develop the Promoting Positive Thinking Strategies (PATHS) programme in our primary schools	Education Manager (GIRFEC)	March 2016
3.3	Continue to embed and evaluate the early years and early intervention strategy and explore the possibility of extending to a further two geographical areas	Education Manager (curriculum and early years)	March 2016
3.4	Promote health and well-being among young people through peer education programmes	Education Manager (policy and strategy)	March 2016
3.5	Tackle inequality in life chances which arise as a result of deprivation or other factors	Head of Childcare and Criminal Justice	March 2016

Council plan theme: A better future – improved health, wellbeing and life chances for children and families			
Community planning theme: Children and young people Jobs and the economy			
Service outcome 4: All learners, particularly those affected by poverty or who are looked after, benefit from high quality education provision which promotes and supports achievement at all stages			
Task Number	Task	Responsibility	Timescale
4.1	Implement the recommendations from the tackling poverty commission report	Heads of Service	March 2016
4.2	Continue to develop the curriculum to ensure all children receive their entitlement under curriculum for excellence. In particular: • continue to improve levels of attainment for all; • evaluate the broad general education (BGE) in secondary schools; • continue to improve our approach and practices of transition; • continue to implement the 1+2 approach in modern languages; • increase the focus on developing literacy • evaluate the use of standardised assessment to support professional judgement through BGE • continue to implement the action plan of the Skills for Success group to develop Scotland's young workforce	Education Manager (curriculum and early years) Education Manager (planning and performance)	March 2016
4.3	Continue to monitor compliance with standard circular 8 to ensure continued reduction in schools exclusions	Education Manager (GIRFEC)	March 2016

Council plan theme: A better future – improved health, wellbeing and life chances for children and families			
Community planning theme: Children and young people Jobs and the economy			
Service outcome 4: All learners, particularly those affected by poverty or who are looked after, benefit from high quality education provision which promotes and supports achievement at all stages;			
Task Number	Task	Responsibility	Timescale
4.4	Review our provision of social, emotional behavioural needs (SEBN) support to secondary sector to ensure learners experience their entitlements under curriculum for excellence	Education Manager (GIRFEC)	March 2016
4.5	Review processes and practice to ensure the needs of all learners are met, particularly those who are outwith mainstream education provision	Education Manager (GIRFEC)	March 2016
4.6	Promote wider education achievement through accredited and non-accredited awards	Education Manager (policy and strategy)	March 2016
4.7	Develop skills for learning, life and work through quality youth and outdoor learning programmes	Education Manager (policy and strategy)	March 2016

Council plan theme: A better future – improved health, wellbeing and life chances for children and families				
Community planning theme: Children and young people				
Service outcome 4: All learners, particularly those affected by poverty or who are looked after, benefit from high quality education provision which promotes and supports achievement at all stages;				
Task Number	Task	Responsibility	Timescale	
4.8	Build personal growth and resilience in adults through confidence building and motivational adult learning programmes	Education Manager (policy and strategy)	March 2016	
4.9	Increase participation rates of adult learners in Renfrewshire	Education Manager (policy and strategy)	March 2016	
4.10	Develop and implement an action plan for improving the attainment of looked after children	Education Manager (GIRFEC)	March 2016	

Council plan theme: A better council – serving our customers and citizens

Community planning theme: Safer and stronger

Service outcome 5: Our approach to public protection makes communities safer.

Task Number	Task	Responsibility	Timescale
5.1	Implement new arrangements flowing from the national review of criminal justice services	Criminal Justice Service Manager	March 2016
5.2	Implement fiscal work orders	Criminal Justice Service Manager	March 2016
5.3	Establish strategic planning arrangements for community justice	Criminal Justice Service Manager	March 2016
5.4	Develop the interface between youth justice services and criminal justice social work	Head of Child Care and Criminal Justice	March 2016
5.5	Ensure strong operational links between criminal justice social work and local addictions and mental health services as the health and social care partnership develops	Head of Child Care and Criminal Justice	March 2016

Council plan theme: A better council – serving our customers and citizens				
Community planning theme: Empowering our communities				
Service outcome 6: Our schools and services take account of the views of people who use them, and the views of staff and communities they serve				
Task Number	Task	Responsibility	Timescale	
6.1	Engage with stakeholders to continue to improve the children's services support service	Education Manager (GIRFEC)	March 2016	
6.2	Continue to engage with parents, on the reporting of pupil progress, profiling and achievements	Education Manager (curriculum and early years)	March 2016	
6.3	Empower young people to have a voice, take part in decision making and make a positive contribution to the community through youth voice and volunteering	Education Manager (policy and strategy)	March 2016	
6.4	Strengthen our approach to engagement with our full range of stakeholders	All managers	March 2016	

Council plan theme: A better council – serving our customers and citizens			
Community planning theme: Empowering our communities			
Service outcome 7: Our staff are skilled, knowledgeable and committed to their own professional development to support efficient and effective service delivery			
Task Number	Task	Responsibility	Timescale
7.1	Continue to implement Teaching Scotland's Future through the development of our leadership strategy and develop our progress and learning programme	Education Manager (curriculum and early years)	March 2016
7.2	Develop a programme of additional support needs (ASN) continuous professional development (CPD) to meet the needs of all staff in educational settings	Education Manager (GIRFEC)	March 2016

Council plan theme: A better council – performance management framework and approach; managing assets			
Community planning theme: Children and young people Safer and stronger			
Service outcome 8: We develop our services as part of our commitment to becoming a 'Better Council'			
Action Number	Action	Responsibility	Timescale
8.1	Develop and embed a shared vision and culture for the new Children's Services	Transition Manager	March 2016
8.2	Implement, with partners, the recommendations from the multi-agency inspection of integrated children's services in Renfrewshire.	Heads of Service	March 2016
8.3	Implement, with partners from the Renfrewshire Child Protection Committee, the recommendations of the Fatal Accident Inquiry into the death of Declan Hailey	Director of Children's Services	March 2016
8.4	Continue to embed self-evaluation and improvement across all our establishments and services	Education Manager (planning and performance)	March 2016
8.5	Deliver improvements to information systems to support joint working across the service and with partners	Head of Resources	March 2016
8.6	Continue to develop and implement the school estate management plan	Education Manager (resources)	March 2016

Children Service's Service Improvement Plan Scorecard 2015-2018

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

Service Outcome 1: Children, young people and families get the right support at a time when they need it through our partnership with other services

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
					Target	Target	Target	Target
EL037 % of school leavers in positive and sustained destinations.	Years	90.2%	90%		90%	91%	92.5%	92.5%
ELCMT23a Number of days lost per 1,000 Primary School pupils through exclusion.	Quarters	Available May 2015	8		8	8	8	8
ELCMT23b Number of days lost per 1,000 Secondary School pupils through exclusion.	Quarters	Available May 2015	87		87	80	75	70

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
					Target	Target	Target	Target
RSW/ICC/SCRA/03 % of Children's Hearing system reports submitted within target time	Quarters	TBC	75%		75%	75%	75%	75%
RSW/ICC/SO/03 % of children made subject to a supervision order that were seen by a supervising officer within 15 days.	Quarters	85%	100%		100%	100%	100%	100%
RSW/LAC/ICL/02 % of care leavers under 19 participating in employment training or education.	Years	40%	40%		42%	45%	47%	TBC
RSW/LAC/ICL/05 % of care leavers living in sustainable accommodation who have been in sustainable accommodation for 6 months or longer.	Years	72%	65%		65%	65%	65%	65%

Service Outcome 2: Vulnerable children and adults are protected and feel safe.

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
					Target	Target	Target	Target
CHS2 Number of bullying incidents in our establishments.	Quarters	TBC	New PI – Baseline and targets to be established 2015/16		N/A	N/A	N/A	N/A
RSW/CP/CPRI/02 Percentage of children registered in this period who have previously been on the Child Protection Register	Quarters	24%	N/A		N/A	N/A	N/A	N/A

Service Outcome 3: Children, young people and families benefit from services which are focused on getting it right at the earliest possible stage.							
Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17
					Target	Target	Target
ELS12.12.1b Number of adults participating in literacy and numeracy classes.	Years	350	210		210	310	315
ELS12.4.3 Numbers of pupils engaged through the Music Service.	Years	1,443	1,150		1,150	1,150	1,150
ELS14.3.1a Number of young people taking part in school based projects and programmes run by Youth Services.	Years	1,254	750		750	875	1,000
ELS14.7.1a Number of young people taking part in youth voice projects and programmes run by Youth Services.	Years	321	160		160	170	180
ICS/ASC/EBP/01 Number of children engaged in evidence based programmes.	Years	TBC	Recording of baselines in progress. Targets will be developed 2015/16		N/A	N/A	N/A
ICS/ASC/EBP/02 Number of parents engaged in evidence based programmes.	Years	TBC	Recording of baselines in progress. Targets will be developed 2015/16		N/A	N/A	N/A
RSW/LAC/IFP/01 The number of in house foster placements for Looked After Children (children placed).	Quarters	137	150		150	150	150

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
RSW/LAC/FP/04 Number of in-house foster placements over period, as a percentage of total fostering placements.	Quarters	90%	Placements made as appropriate to child's needs. No targets applicable		N/A	N/A	N/A	N/A
RSW/LAC/LAC/01 % of Looked After Children at home rather than away from home.	Quarters	56%	64%		64%	65%	65%	65%
RSW/LAC/LAC/16 % of accommodated Looked After Children placed with families.	Quarters	80%	83%		83%	83%	83%	83%

Service Outcome 4: All learners, particularly those affected by poverty or who are looked after, benefit from high quality education provision which promotes and supports achievement at all stages.							
Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17
					Target	Target	Target
CHSA1 % of leavers attaining literacy and numeracy SCQF Level 4.	Years	85.8%	N/A		N/A	86%	87%
CHSA2 % of School leavers in a positive destination.	Years	92.7%	92%		92%	93%	94%
EL133.1 % pupils achieving qualification when engaged in learning experiences such as city and guilds/ XL/ ASDAN/ Vocational programme.	Years	91.9%	92%		92%	90%	92%
ELCMT04 Average tariff score of the lowest attaining 20% S4 pupils.	Years	78	79		79	80	85
ELS10.09ei Attainment of Children at Standard Grade Level by all Children, by the end of S4 (P.I. being revised by the improvement service to reflect new national qualifications)	Years	40%	37%		37%	37%	37%
ELS10.09eii Attainment of Children at Higher Grade Level by all Children, by the end of S6.	Years	25%	27%		27%	28%	29%

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
					Target	Target	Target	Target
ELS10.09eiii Attainment of Children at Standard Grade Level by Children from the 20% most deprived neighbourhoods (SIMD).	Years	21.8%	N/A		N/A	N/A	N/A	N/A
ELS10.09eiv Attainment of Children at Higher Grade Level by Children from the 20% most deprived neighbourhoods (SIMD).	Years	14.17%	N/A		N/A	N/A	N/A	N/A
ELS13.04.01 No. of opportunities for young people to achieve through accredited awards.	Years	1,100	N/A		1,400	1,450	1,500	1,550
SOA13ELS.01 No. of opportunities for young people to achieve through accredited awards.	Years	Available May 2015	TBC		Targets to be set May 2015			
ICS/LAC/EDA/16 Average tariff scores for looked after children.	Years	134	N/A		N/A	N/A	N/A	N/A

Service Outcome 5: Our approach to public protection makes communities safer.

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
RSW/CJ/PO/02 The percentage of clients subject to supervision seen by a supervising officer within 1 week	Quarters	98%	92%		92%	92%	92%	92%
RSW/CJ/SER/07 Percentage of Criminal Justice Social Work Reports submitted by due date	Quarters	98%	98%		98%	98%	98%	98%
RSW/CJ/UW/03 Percentage of unpaid work orders/requirement completed by required date	Quarters	87%	72%		72%	72%	72%	72%
RSW/CJ/UW/05 Percentage of new unpaid work clients scheduled to be seen within 1 day of the order	Quarters	92%	92%		92%	92%	92%	92%
RSW/CJ/UW/06 Percentage of new unpaid work clients seen within 1 working day of the order	Quarters	78%	65%		65%	65%	65%	65%
RSW/CJ/UW/07 Percentage of new unpaid work clients receiving an induction within 5 working days of the order	Quarters	73%	77%		77%	77%	77%	77%
RSW/CJ/UW/08 Percentage of new unpaid work clients beginning work placement within 7 working days of the order	Quarters	47%	61%		61%	61%	61%	61%

Service Outcome 6: Our schools and services take account of the views of people who use them, and the views of staff and communities they serve.

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
					Target	Target	Target	Target
CHSCUS1 % parents satisfied with establishments Education Scotland Survey.	Years	86%	100%		100%	100%	100%	100%
CHSCUS2 % pupils satisfied with establishments Education Scotland Survey.	Years	86%	100%		100%	100%	100%	100%
ELCMT12e1 % Adult education learners satisfied.	Years	100%	100%		100%	100%	100%	100%
ELS10.09bi % of Adults satisfied with local schools.	Years	92%	100%		100%	100%	100%	100%

Service Outcome 7: Our staff are skilled, knowledgeable and committed to their professional development to support efficient and effective service delivery.

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
					Target	Target	Target	Target
CHSPRD1 % of employees who have received an annual review of their professional development (PRD).	Quarters	Available June 2015	90%		90%	90%	90%	90%
CHSAB1 Number of days lost through sickness absence.	Years	Available late May 2015	New PI – Baseline to be established		N/A	N/A	N/A	N/A
CHSAB2 Number of days lost through sickness absence (Teachers).	Years	Available late May 2015	New PI – Baseline to be established		N/A	N/A	N/A	N/A

Service Outcome 8: We develop our services as part of our commitment to becoming a 'Better Council'.

Code & Short Name	Collection	Current Value	Current Target	Status	2014/15	2015/16	2016/17	2017/18
					Target	Target	Target	Target
EL018E % of eco schools that have achieved a green flag.	Years	60%	60%		60%	62%	62%	62%
ELS10.09ai Cost per pupil for primary schools.	Years	£4,560	N/A		N/A	N/A	N/A	N/A
ELS10.09aii Cost per pupil for secondary schools.	Years	£5,582	N/A		N/A	N/A	N/A	N/A
ELS10.09aiiii Cost per pre-school place.	Years	£2,623	N/A		N/A	N/A	N/A	N/A
ELS12.17.2 % of learning communities that have been inspected that have achieved a positive report.	Years	100%	100%		100%	100%	100%	100%