

To: Communities, Housing and Planning Policy Board

On: 16 March 2021

Report by: Director of Children's Services

Heading: Children's Services Service Delivery Plan 2021-22

1. Summary

- 1.1 This Service Delivery Plan for Children's Services covers the year 2020/21. Typically, services report on their performance and intended improvement actions through Service Improvement Plans. However, the pandemic has had a significant impact on how services are delivered and on the needs of the community. Consequently, services have produced Service Delivery Plans for 2021/22 which will outline the actions they will take to assist in recovery. However, the Council remains aspirational and this plan also reflects a commitment to continuous improvement.
- 1.2 The Service Delivery Plan sits beneath the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan to form a suite of documents which provide the strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan. The service also produces an annual Education Improvement Plan (a statutory requirement) and makes a major contribution to the delivery of both the Renfrewshire Children's Services Partnership Plan and the Community Justice Renfrewshire plan.
- 1.3 The plan sets out the priorities being addressed; the key tasks to be implemented; the implementation timetable; and our measures of success.
- 1.4 A mid-year progress update on the Service Delivery Plan will be submitted to the Communities, Housing and Planning Policy Board in October 2021.

2. Recommendations

- 2.1 It is recommended that the Communities, Housing and Planning Policy Board:
- (a) approves the elements of the attached Service Delivery Plan which fall within the remit of this Board;
 - (b) agrees that mid-year progress with the Service Delivery Plan be reported to this Board in October 2021; and
 - (c) note that this Service Delivery Plan has been submitted to the Education and Children's Services Policy Board for approval of the elements covered by that Board's remit.

3. Background

- 3.1 Children's Services is responsible for the delivery of social work services to children and families, criminal justice social work, and early years, primary and secondary education. Much of what the service does is statutory; that is, there is a legal requirement for the Council to provide that service. Service delivery is a mix of universal provision (such as education), targeted provision (such as children's houses for accommodated children and young people) and specialist support (for example, criminal justice social work court services).
- 3.2 The service accounts for over half of the Council's overall budget and delivers a range of provisions, such as:
- 49 Primary Schools;
 - 11 Secondary Schools;
 - 12 Early Years Centres and 23 nursery classes;
 - 2 Schools for children and young people with Additional Support Needs;
 - Social Work Fieldwork Teams;
 - 4 children's houses;
 - Supported accommodation for young people leaving care;
 - Criminal Justice Social Work (Fieldwork, Unpaid Work service; Throughcare; Women's Community Justice; Court Services; Drug Treatment and Testing Orders);
 - Fostering and Adoption services; and
 - Kinship Care.
- 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 (HSCP), a key priority of both organisations will be the continuation of effective integrated working.
- 3.4 The Service Delivery Plan is one way in which elected members are able to scrutinise the work of Children's Services, and to consider and decide upon

policy options as necessary. Refreshing service improvement plans annually allows each service to consider the context in which they operate and revise plans where appropriate.

3.5 Importantly, the Service Delivery Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives. The priority actions set out in Section 6 of the attached Service Delivery Plan detail the specific actions the service will progress in order to support the Council's immediate priorities and future direction and help deliver improved outcomes for Renfrewshire children, young people and families.

4. Key Achievements 2020/21

4.1 During 2020/21, key achievements of the service include:

- Maintaining frontline social work services throughout the pandemic;
- Identifying new solutions to support people to continue with their unpaid work where possible;
- Continuing to work with national groups and the Scottish Government on new developments in justice social work, including consideration of additional services;
- Working closely with all council services to deliver an effective pandemic response which kept people as safe as possible and which responded quickly and flexibly to changing needs.

4.2 A more detailed picture of achievements is included in the Service Delivery Plan appended to this report.

5. What do we want to achieve?

5.1 A priority for all council services is the recovery from the pandemic. The service continues to contribute to the priorities set out in the Council Plan 2017-2022, which was approved by Council in September 2017. Children's Services also contributes to outcomes set out in Renfrewshire's new Community Plan, 'Our Renfrewshire' (2017-2027). Children's Services is also the lead on several key recommendations of the Alcohol and Drugs Commission and on priorities identified in the Economic Recovery Plan and Social Renewal Plan.

5.3 The service recognises the importance of working together across and beyond Council services with our partners, parents and communities to improve the outcomes for children, families and communities.

5.4 The work of Children's Services is guided by our vision:

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

- 5.5 The core aims of the service are to:
- provide support to, and protection of, vulnerable children and families and manage people with convictions in the community;
 - provide children and young people with high quality learning and teaching within nurturing and innovative environments;
 - improving attainment for all whilst reducing the poverty-related attainment gap;
 - value wider achievements as well as traditional attainment so that young people are securing sustainable and positive post-school destinations, regardless of their start in life;
 - work with partners to improve life opportunities for children across Renfrewshire; and
 - support all services to raise standards through continuous improvement and self-evaluation in line with local and national priorities.

6. Key priorities

6.1 The priorities outlined in the Service Delivery Plan reflect our integrated approach to Children's Services which means that early years, primary and secondary education sits alongside support, protection and care functions all encompassed within one Council service. This approach allows us to best respond to meeting the needs of children, young people and families and provides a sound basis for us to achieve our vision.

6.2 During the lifetime of this plan, specific priorities for the service include:

- Continuing to respond to the challenges of the pandemic, flexing our services to continue to meet the needs of children, young people and families as well as supporting our workforce;
- contributing to the council's Right for Renfrewshire transformation programme, leading on elements identified by the Programme Board;
- introducing additional services which support people awaiting court processes to be managed in the community rather than placed on remand;
- introducing more services which support a reduction in convictions where this is appropriate.

6.3 Greater detail of the specific actions the service will progress can be found in Section 6 of our Service Delivery Plan, included as an appendix to this report.

7. Monitoring progress

7.1 Progress on the implementation of the Service Delivery Plan will regularly be monitored by the Extended Senior Leadership Team every quarter and will be reported to the Education and Children's Services Policy Board on a six-monthly basis. A review of progress will be brought to this Board in October 2021.

- 7.2 Children's Services paused several performance measures during 2020/21 due to the direct impact of the pandemic. Public health restrictions mean that the Criminal Justice Social Work service has not been allowed to operate unpaid work services in the usual way. Further, many court processes are significantly delayed, with courts operating at 25% capacity at time of writing. Consequently, measures which relate to the delivery of unpaid work cannot be reported on at present. The indicators remain in the Service Delivery Plan and will be reported on once the service is permitted to return to full operations.

Implications of the Report

1. **Financial** - The Service Delivery Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
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** – Children's Services continues to follow current public health guidance in relation to the safe operation of care establishments, learning establishments and other working environments.
9. **Procurement** – none.

10. Risk – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.

11. Privacy Impact - none

12. COSLA Policy Position – none.

13. Climate Change - none

List of Background Papers: None

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Children's Services

Service Delivery Plan 2021-2022

1. INTRODUCTION

- 1.1 Services have, on an annual basis, produced a Service Improvement Plan (SIP) which sets out the strategic direction and outlines key programmes, actions and improvements which we intend to deliver over the following three years based on the resources likely to be available. These feed into the Council and Community Plans, detailing how Services, partners and stakeholders will work together, focusing on activities which will support the delivery of these plans for Renfrewshire.
- 1.2 During the initial phases of the COVID-19 pandemic, planned meetings of Council and all policy boards were paused, with the Emergencies Board established in order to support decision making and cross-party scrutiny during this critical period. Due to the cancellation of many policy boards, Service Improvement Plans were not approved by all policy boards at that time. Interim reporting on service performance was re-established after summer 2020 with Service Update reports being presented at each board cycle between August 2020 and January 2021.
- 1.3 The pandemic has had a significant impact on the operation of the Council and on how services are delivered. Whilst there have been periods where national guidance required some services to be paused, most council services have continued throughout the year and have had to adapt to new ways of working. At the same time, the council has taken on additional tasks directly related to supporting residents through the pandemic, whether as a single agency or more often, as a key partner with other public and third sector organisations. The operating environment has changed frequently and often at short notice and the council has had to be flexible and adaptable to manage this change and adjust services accordingly. This 'response' phase is likely to continue for some time and will have a major impact on service delivery over the lifetime of this plan. Both the universal and targeted services provided by Children's Services will be driven by the needs of our children, young people and families.
- 1.4 Running parallel with the council's response to the immediate concerns brought about by the pandemic and the associated restrictions, has been work to consider how Renfrewshire recovers and rebuilds when restrictions ease and services begin to return to 'business as usual'. On 17 December 2020, Council approved the Economic Recovery Plan 2020-22 which focuses on job retention and creation, employability, supporting upskilling and innovation, tackling inequalities and delivering a 'green' recovery. Aligned to this will be the Social Renewal Plan, which is the Council's response to findings that the pandemic had disproportionately impacted particular groups in society, exacerbating existing inequalities. This plan will have wide-ranging priorities including addressing economic impacts but also including issues such as digital exclusion and social isolation. Furthermore, a bespoke equity audit has

also looked at the educational and wellbeing impact of lockdown on Renfrewshire's children and will help to shape future service delivery.

- 1.5 The Council's financial outlook over the relatively short period of the next two years is subject to significant uncertainty. There are particular resource pressures in relation to COVID-19 response and recovery, including the impact of loss of income, alongside ongoing pay and cost pressures. The Council is actively managing these pressures on an in-year basis and is remobilising the Right for Renfrewshire transformation programme, which will be critical to supporting the Council's medium-term financial sustainability.
- 1.6 As a result of the pandemic, actions, performance indicators and targets across some areas of service are no longer relevant or have been heavily disrupted, and there has been a significant shift in the priorities of services. To reflect this, performance reporting arrangements for 2021/22 will take the form of this Service Delivery Plan (SDP). The ongoing and uncertain impact of the pandemic may mean these are subject to further change as services continue to flex in response to current needs.
- 1.7 The SDP will be predominantly focused on the next 12 months and the response and recovery work that Children's Services will undertake during that time. However, this is a short-term refocusing and the service remains aspirational and will still seek to deliver continuous improvement, as it did throughout 2020/21. The recovery phase will look different for different parts of the service; whilst some universal services were paused or drastically altered during the pandemic, targeted services delivered by social work largely continued throughout. This will be reflected in the action plan, which will include some longer-term improvement activities alongside recovery actions.
- 1.8 A mid-year update on progress with this plan will be presented to this Board and to the Communities, Housing and Planning Board in October 2021, the latter as the board with responsibility for justice social work. An outturn report will be presented to each board in May 2022.

2. IMPACT OF COVID-19

- 2.1 The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The Council worked with partners to continue to deliver vital frontline services throughout the period, as well as create new services to respond to immediate, critical needs (such as the Covid Case Assessment Team to respond to confirmed cases amongst pupils and school staff). The workforce demonstrated its resilience and flexibility by adapting to new ways of working, whether that was finding new ways to support our most vulnerable, taking on entirely new duties

whether as part of an existing role or as a redeployment, or adapting to full-time home based working. Staff continue to respond to an ever-changing set of circumstances and demands. Over the last year, this has included operating childcare hubs from a number of schools, adapting teaching to fit with the necessity of home learning, using technology to allow key social work statutory meetings to go ahead, and having to manage changing public health restrictions in order to keep staff and service users as safe as possible.

- 2.2 During Summer 2020, services worked to restart impacted services in line with Scottish Government guidance. In parallel to this work, the Council also commenced work with partners to develop local recovery plans for Renfrewshire, which set out the key actions that will be taken jointly to support communities and businesses to recover from the impact of the pandemic going forward.
- 2.3 Unfortunately, Renfrewshire has been subject to several different levels of severe restriction since October 2020 and remains in Level 4 at time of writing. The situation continues to evolve, and the Council remains very much in response mode in terms of supporting local people, businesses and communities impacted by COVID-19 and associated current restrictions. There is a continued focus on supporting both mass testing and mass vaccinations, and practical support for those self-isolating is still being offered.
- 2.4 As with other areas of the Council, the pandemic has significantly altered many aspects of service delivery within Children's Services. Frontline social work services continued to operate through each stage of lockdown; statutory processes in respect of the care and protection of children have continued and families have been supported through these processes. During the initial period of lockdown staff facilitated contact between children and their families using technology such as video calls. As the initial lockdown restrictions were released social work staff facilitated direct face to face contact between children and their families and this continued under the level 4 restrictions introduced in December 2020. The children's houses continued to operate throughout the pandemic ensuring that the children and young people received ongoing support and care.
- 2.5 In justice social work, the court service ceased for several months in 2020 and now continue to operate at around one-quarter of previous capacity, which has had a significant impact on justice social work services. Support to those in custody, those released on licence and those subject to community orders continued throughout. Unpaid work services were halted and staff redeployed to support the pandemic response in priority areas across the council. The service has thus far been unable to provide the usual level of unpaid work activity due to ongoing public health measures and this is likely to be the case for some time to come. There will also be a considerable backlog of new work once courts resume full-time operation. The Scottish Government is currently considering regulations which will reduce the length of existing unpaid work

requirements by 35% for some offences, which is intended to relieve the pressure on services.

- 2.6 The changes to education are more well-known owing to the impact on a larger proportion of the population and the consequent level of public interest. Schools have had to adapt a number of times as public health restrictions change, and at various stages have acted as childcare hubs, have delivered full time, in person learning with public health measures in place, and returned to online learning for the majority supported by regular scheduled contact with teaching staff.
- 2.7 Although it has not been possible to progress all the improvement activity identified in the 2020/23 Service Improvement Plan, development work has continued wherever possible. The mental health of children and young people remains a priority area for the service, and work to redesign residential services for young people has also continued. Many elements of the Attainment Challenge plan continued but were reframed to reflect the changed circumstances during lockdown.

3. WHAT WE DO

- 3.1 Children's Services are responsible for the delivery of early years, primary and secondary education, social work services to children and families, and justice social work.
- 3.2 The Director of Children's Services is the Council's Chief Education Officer and the Head of Child Care and Criminal Justice is the Chief Social Work Officer (CSWO) for the Council and the Health and Social Care Partnership. Each local authority is required to designate a senior member of staff to act as CSWO under the Social Work (Scotland) Act 1968.
- 3.3 Children's Services provides universal services such as education and targeted and specialist services for specific identified needs such as child protection services, mental health and addictions services for children and young people, and management and rehabilitation services for people who have committed offences. Some of the key areas of work for Children's Services are set out in the diagram below.



3.4 Children’s Services receives a ring-fenced Scottish Government grant to provide justice social work services and additional funding for education as an Attainment Challenge authority. The service has also been successful in attracting other funding for specific work through grants and partnerships with other agencies.

4. Achievements 2020-21

4.1 Although operating within a very challenging context for much of the year and requiring to provide a range of additional support as a direct result of the pandemic, Children’s Services continued to meet and exceed its statutory obligations in 2020-21.

4.2 A ‘Coping During Covid’ helpline was set up for children and families facing wellbeing issues during the lockdown, and this was complemented by targeted support from a range of children’s professionals from the public and

third sectors. A curriculum programme, “Skills for Recovery” was developed in response to the pandemic to support the wellbeing of pupils, parents and staff. This offered practical help and also signposted families and staff to additional supports where these were needed.

- 4.3 The pandemic resulted in the Scottish Government recognising that the August 2020 deadline for increasing all local authority early years provision to 1140 hours was no longer feasible. Renfrewshire Council is on target to deliver this for all eligible children by the new deadline of August 2021, as delays were due only to the pandemic and its impact on construction. As at 31 December 2020, 86% of children attending nursery were already receiving 1140 hours per year and good progress continues to be made with the new build and refurbishment projects.
- 4.4 As noted above, Children & Families Social Work continued to operate throughout lockdown to protect the most vulnerable children, ensure statutory processes can continue, to ensure children who are accommodated are supported to have contact with their families and to ensure young people who are care-experienced feel safe and supported. Regular contact with all children who have a multi-agency plan has taken place throughout lockdown periods, with workers finding different ways to connect with the children and families they support. Justice Social Work services continued to support court and tribunal services and manage and support people with convictions, with particular emphasis on those with high levels of need and those who present a risk to the community. Social work services maintained face to face services throughout the lockdown and other periods of public health restriction.
- 4.5 There was external recognition of the high quality of services in Renfrewshire, with Gryffe High School named as Scottish State School of the Year by The Sunday Times, following from a recent Education Scotland inspection where it received a grade of “Excellent” for raising attainment and achievement. Two additional schools, Heriot and Brediland Primaries, have been awarded the prestigious Scottish Government Digital Schools Award since August, recognising positive digital learning experiences for children and young people. To date, 36 of our schools have now received this award. Six schools have been awarded the LGBT Charter Award, three at bronze and three at silver, whilst three schools have PATHS Worldwide model school status. Results from Education Scotland inspections continued to compare favourably against other local authorities. The service’s Development Officer Team has been nominated for this year’s General Teaching Council Excellence in Professional Learning Award.
- 4.6 The Renfrewshire Digital School was launched in October to support pupils who were self-isolating or shielding as a result of coronavirus. It provides a range of resources across the curriculum as well as direct access to teaching staff. There are also resources for parents and early years and primary

school children are also provided with home learning packs. Primary school children can access a virtual classroom and ask a teacher questions about the work they are doing, whilst secondary pupils can access a teacher surgery where staff are available to answer questions from each subject area. The school is paused whilst lockdown remains in operation but will resume when face to face schooling restarts.

- 4.7 Professional development activities for classroom-based staff continued throughout 2020/21 and strong partnership working with the University of Strathclyde on literacy and with Winning Scotland on numeracy are contributing to the delivery of a high-quality curriculum. Literacy work has also benefited from targeted support provided by the school library staff and from the English as an Additional Language Team.
- 4.8 Children's Services identified the construction of a new Paisley Grammar Community Campus as its learning estate investment priority in May 2019. During 2020, the Service conducted a formal consultation on the proposal which was supported by Education Scotland and approved by the Education and Children's Services Policy Board in January 2021. Having met all the qualifying criteria identified by ministers, the project has now been included in phase 2 of the Scottish Government's £1 billion Learning Estate Investment Programme.
- 4.9 The roll-out of digital learning and teaching was a necessity during lockdown periods and new resources were introduced or developed. This included daily videos with numeracy activities targeted at several age groups and the Silly Squad Summer Reading Challenge. Home learning packs with printed materials were also available in addition to digital resources, and the Family Learning team provided community-based support and practical advice. The service distributed thousands of pieces of ICT equipment and put in place professional development activities for staff and guidance to help children access online learning and to help care experienced young people stay in touch with their support networks.
- 4.10 Council services worked together to ensure that safe working, learning and care environments were provided, and to organise payments for the families of more than 6000 children and young people to ensure that the absence of a free school meal did not mean children went hungry.

5. OUR STRATEGIC CONTEXT

National policy context

- 5.1 The ongoing response to, and recovery from, the current pandemic is unprecedented in terms of the ongoing requirement for the Council to respond to all changes in national guidance and legislation. There have been frequent updates to the guidance as to how care establishments and learning

establishments should operate, and officers from across the council have responded to these to ensure services can be delivered in as safe a way as possible whilst trying to minimise disruption for children and young people as well as for staff.

- 5.2 The Scottish Government's Programme for Government 2020-21 focuses on dealing with the economic, health and social crisis caused by COVID-19, while taking steps to ensure that in responding to the pandemic Scotland also delivers on the government's commitments to tackle child poverty and to reach net-zero by 2045. The commitment to a Green recovery includes creating a Green Jobs Fund to boost opportunities in this area, as well as a fund to improve local authority refuse collection infrastructure and develop a new route map to reduce waste and meet Scotland's waste and recycling targets for 2025.
- 5.3 The Scottish Government set up a Social Renewal Advisory Board to look at how to deliver a fairer society while Scotland recovers from the effects of the pandemic. A report was published in January setting out 20 Calls to Action around the themes of Money and Work; People, Rights and Advancing Equality; and Communities and Collective Endeavour.
- 5.4 In addition to the above, the Health Protection (Coronavirus, Restrictions) (Directions by Local Authorities) (Scotland) Regulations 2020 were enacted on 28 August 2020. These new regulations give additional powers to local authorities to direct as necessary for the purpose of preventing, protecting against, controlling or providing a public health response to the incidence or spread of infection by coronavirus in the local authority's area. Directions can be made with regards to a premise, event or public open space.
- 5.5 The Scottish Government and Scottish Qualifications Authority (SQA) have confirmed that there will be no national exams this year at any level. Students will be assessed through a teacher judgement process with quality assurance procedures being undertaken by schools, authority and SQA.
- 5.6 In February 2020, the Independent Care Review, which had been established to look at all aspects of the care system for children and young people, published its findings in the form of The Promise. The findings are based on five foundations – voice, family, care, people and scaffolding, referring to the key principles of reflecting the child's voice in decision making; of the importance of families in caring; the services which comprise "the care system"; the workforce; and the legislative and policy framework which governs the system. Corporate parents are expected to deliver on the findings of the Promise over the next ten years. In Renfrewshire, a Promise working group with membership drawn from key strategic partners, is currently developing the local approach to keeping The Promise. In the initial phase, the five workstreams are undertaking a review of current practice to identify areas where services are already delivering on the Promise, and develop a

plan for taking forward any improvement activity to address gaps. An evaluation framework to monitor progress will be developed this year to provide strategic oversight and assurance. New national guidance on child protection is also expected during 2021.

- 5.7 The National Joint Investigative Interviewing (JII) Project was established to develop a new approach to the joint investigative interviewing of children in Scotland. The aims of the new approach are to improve the quality of experience of child victims and witnesses, minimise re-traumatisation, and improve the quality of evidence gathered during joint investigative interviews to prevent the need for these children to have to give evidence in person as part of court processes. This new approach is called the Scottish Child Interview Model (SCIM).
- 5.8 Renfrewshire Council is participating in one of only two national pilots taking forward this new approach. Four Social Workers from Renfrewshire, East Renfrewshire, East Dunbartonshire and Inverclyde Council, along with officers from Police Scotland have received specialist training in the forensic interviewing of children who are subject to Child Protection processes. They are known as the Joint Investigating Interview Cadre. The JII Cadre will interview children subject to a joint Police and Social Work Child Protection investigation. The JII cadre will have advanced knowledge, skills and competencies and the required experience of forensic interviews that produce best quality evidence and ensure the protection of the child. The charity Children 1st is our partner in this endeavour and together the aim is to provide a truly child centred trauma responsive approach. A fundamental principle of the partnership is for recovery that is trauma informed to be built into the process from the point of disclosure for children. Children 1st will provide recovery support to the child and their family. This partnership will develop a best practice model based on shared resources, learning and will providing risk sharing arrangements across authority that ensure that the quality of the interventions are not compromised and are consistent in improving the experiences for children and their families who are subject to child protection processes.
- 5.9 New duties for Justice Social Work continue to emerge in relation to support for Home Detention Curfews, provision of Bail Supervision, increased intervention through use of Diversion from Prosecution, additional support for electronic monitoring, the introduction of Structured Deferred Sentences, and an expectation around increasing the uptake of voluntary throughcare for people leaving custody without any licence requirements. The provision of some additional resource to take forward these developments requires additional interventions to be established within Renfrewshire, interventions which minimise the extent to which individuals are involved with the justice system and where they require that all attempts are made to manage and support them in the community. In addition to this, the full impact of the extension of the Presumption Against Short Sentences is yet to be seen

because of the large-scale reduction in court activity as a result of the pandemic. Early evidence is that this will generate an increase in not only the volume but the complexity of cases managed in the community. As part of the response to managing this, the Scottish Government has recently announced that they are considering a 35% reduction in the unpaid work hours imposed on existing community orders, though certain offences will be excluded from the reduction.

5.10 Scotland's climate change legislation (The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019) sets a target of net-zero emissions of all greenhouse gases by 2045. The act makes provision about advice, plans and reports in relation to those targets. The objective is to contribute appropriately to the world's efforts to deliver on the Paris Agreement reached at the 21st Conference of the Parties of the United Nations Framework Convention on Climate Change. In November 2021, Glasgow will host the 26th Conference of the Parties, known as COP26, which is designed to produce an international response to the climate emergency. This was originally planned for November 2020 but was postponed due to the pandemic. As part of the development of the school estate, Children's Services works with colleagues in Property Services to deliver sustainable school buildings and this will include the new campus for Paisley Grammar. At present, 34 Renfrewshire schools and pre-five centres have been awarded the Green Flag as an eco-school, with most others signed up to the scheme and working towards this. One of the focus areas for STEM learning in 2021 will be events themed around climate change in the run-up to COP26 in November 2021.

5.11 Following the referendum in 2016, the UK left the European Union on the 31st of January 2020 and entered a 'transition period' which ended on the 31st of December 2020. The UK-EU Trade Cooperation Agreement was ratified by the UK Parliament on the 30th of December 2020, covering the key areas of the new trading relationship between the UK and the EU. Further supporting legislation has since been passed but more details on provisions directly relevant to local government, such as procurement and the UK Shared Prosperity Fund, are still in development.

Local policy context

5.12 Although COVID-19 response and recovery will be the major focus over the next twelve months, the Council still has huge ambition for Renfrewshire, and many activities to support our high-level priority areas will continue to be channelled through our recovery approach. Alongside the Council's own financial recovery planning, two major strategic recovery plans – Renfrewshire's Economic Recovery Plan and Social Renewal Plan – will sit alongside the Council and Community Plans, to set a clear strategic direction for the organisation in these unprecedented and rapidly changing times.

Within Children's Services, the Build Back Better programme is shaping how education is delivered during the pandemic and taking lessons learned in order to support future service developments.

- 5.13 In December 2020, Council approved an Economic Recovery Plan for Renfrewshire, developed in conjunction with Renfrewshire' Economic Leadership Panel and building on the strong foundation of Renfrewshire's Economic Strategy. The Plan sets out the direction of travel to support Renfrewshire's economy as we move out of the response and into the recovery phase of the pandemic, recognising the significant impact on the local and national economy and what this means at a local level for Renfrewshire's businesses, communities and people.
- 5.14 Our schools have a strong focus on employability skills and supporting young people into positive destinations post-school. Vocational courses delivered by college staff are already offered in some schools and the newly-launched Career Ready programme being piloted in two schools will provide some S5 and S6 pupil with a workplace mentor, networking opportunities and a paid, 4 week internship. The My Future Pathways programmes in construction and hospitality also provide routes into employment. Engagement with the Community Benefits Forum and other groups ensures continued good links with local employers. However, there is always scope for more collaborative working and the service has identified this as a priority not just for recovery but for the future wellbeing and success of our young people and our communities.
- 5.15 A Social Renewal Plan for Renfrewshire is currently being finalised, recognising the inequalities that exist in Renfrewshire, significantly deepened by the COVID-19 pandemic, and setting out joint plans to work with our partners, communities and other stakeholders to address these. Supporting this work, a community impact assessment was undertaken, examining the existing data around the impact of COVID-19 in tandem with understanding people's experiences of the pandemic, through listening events and Public Services Panel survey to Renfrewshire citizens.
- 5.16 Although some elements of the local work on the Scottish Attainment Challenge (SAC) had to be postponed due to the pandemic, the wider work programme remains a key driver of activity in schools not only in terms of learning and teaching but in terms of wellbeing, family engagement and professional development. Regular updates on the SAC are provided to this Board.
- 5.17 The Equity Audit published by the Scottish Government in January 2021 highlights the impact of school closures on children and young people from disadvantaged backgrounds and has identified possible mitigations as well as priorities for recovery. There is evidence of regression in core literacy and numeracy skills and reduced levels of engagement with learning. Children's

Services undertook their own equity audit during 2020 to understand the impact of the pandemic on the poverty-related attainment gap, identify reasons for this and identify areas for development in order to address this. The data from the local audit also found a dip in literacy levels and identified some gaps in the emotional and social development of P1 pupils, as well as in their listening and talking skills. As expected, there is some evidence of the attainment gap widening and this is for a variety of reasons including but not limited to digital exclusion, the challenges of balancing employment with home schooling and the reduction of social interaction with peers. A number of actions were identified as part of the response to this but in light of a further lockdown, these will be reviewed to take account of any additional impact.

- 5.18 Established in 2018, Renfrewshire's Alcohol and Drugs Commission published its key findings and recommendations in December 2020, providing clear direction to community planning partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire. These key findings recognised the impact on children and families of alcohol and drug use and reflected on the proportion of social work involvement with families directly related to this. The exemplary work of RADAR was acknowledged by both the Commission and by the young people who use the service. Children's Services will continue to support and protect children, young people and families impacted by alcohol and drug use and work with partners to deliver on the recommendations of the Commission and will have a lead role on a number of these, including family support, trauma informed approaches, supporting the mental health and wellbeing of children and young people and ensuring that sheriffs are aware of the range of drug, alcohol and mental health services available in Renfrewshire and how these can be best utilised to provide support and interventions within sentencing.
- 5.19 Renfrewshire Council's change and transformation programme, Right for Renfrewshire was formally paused in the response to the Council and its resources being fully focused on managing the Covid-19 response. The programme was remobilised in late summer, reviewed to reflect the changed environment and experiences due to the Covid-19 response and recovery.
- 5.20 Children's Services continues to review the social work service provision under the Right for Renfrewshire programme. The service is reviewing how services can be improved further to meet the needs of Renfrewshire's most vulnerable children. The work under this programme will build on progress to shift the balance of care where children aren't able to remain with their family to ensure they can be supported in kinship, foster care or children's houses provided by the local authority. The programme will also focus on developing services further to ensure children receive early and effective interventions to minimise the need for longer term involvement.
- 5.21 A new Digital Strategy for Renfrewshire was approved by the Leadership Board in September 2020, outlining our approach to embedding digital across

all that we do. This will align closely with our ambitions for Renfrewshire and ensure that we work collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business. The Strategy also reflects the learning and experience of the Covid-19 pandemic, showing the increasing importance of digital in how we work, provide services, engage with our communities and educate our children. Within education, the five-year “Assess, Build, Innovate” Plan has four priority areas for supporting the use of digital technology in learning and teaching. These are infrastructure (ensuring learners and schools have equal access to the right hardware and software); resources (ensuring practitioners have the skills and confidence to use digital tools to enhance learning, teaching and parental engagement); engagement, co-ordination and communication (creative use of digital platforms to strengthen family learning and a flexible approach to digital learning more broadly); and learning, teaching and assessment (professional learning which supports a shared understanding of, and a provision of, high quality digital learning).

Demographic and Social Change

- 5.22 As a provider of universal services to all children as well as targeted and specialist supports for particular groups, Children’s Services has a number of societal and demographic factors impacting on demand for services. Renfrewshire has some of the most deprived neighbourhoods in Scotland as well as some of the most affluent, and such societal inequalities can result in children from poorer areas not having the same opportunities and life chances as those from more affluent areas. Initiatives such as the Attainment Challenge seek to address this for all children whilst targeted work with specific groups seek to address the wider circumstances which can limit life chances for young people. The Just Learning programme delivered with Invest in Renfrewshire ensures a focused service for justice service users which addresses specific barriers to employment, education and training. The increased joblessness levels in Renfrewshire are one consequence of the pandemic which could worsen this situation. Our response is reflected in this service delivery plan and will be reflected in our contributions to the Council’s Social Renewal Plan, the new Renfrewshire Children’s Services Partnership Plan and the Community Justice Outcomes Improvement Plan.
- 5.23 Whilst Renfrewshire Council has worked hard on permanency planning and early intervention to reduce the overall number of looked after children, issues such as substance misuse and neglect mean that there will always be some children and young people who need intervention from the local authority. This includes our care experienced young people who choose to take up their entitlement to continued support beyond the age of 18.
- 5.24 The pattern of demand for school places is changing in response to new housing population and local population migration. Developments such as the

Advanced Manufacturing and Innovation District may result in migration to Renfrewshire from elsewhere in the country or further afield and may change the pattern of demand again. Schools are also supporting increasing numbers of children with additional support needs and doing so within mainstream provision where this is appropriate.

Best Value

5.25 Following the Council's positive Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and are driven at a service level through the service planning process. The context in which the Council is operating and delivering services against, has changed significantly since the Best Value Assurance Report was published in 2017. Since the emergence of the pandemic, the Council has had to respond and adapt at pace to fundamental level of change, and will be required to continue to do so into the longer term as the full impact of pandemic on the Council's financial position, the local economy and communities is realised. The recommendations within the Best Value Assurance Report and linked improvement plan do remain relevant, and the ongoing work with the Council's external auditors continues to support the organisation's ongoing improvement

Risk Management

5.26 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Actions related to corporate and strategic risks, where Children's Services are owner or joint owners of the risks are shown below. Other risks, which may occur only for or within our own service, will be contained in our service risk register which are reported to the Audit, Risk and Scrutiny Board. Our top strategic, corporate and service specific risks are shown below for information.

Risks	Evaluations
Our strategic risks	
Community Safety and Public Protection (co-owner with Communities and Housing Services)	High
Our corporate risks	
Expansion of early years provision	Moderate
Our top service-specific risks	
Unaccompanied Asylum Seeking Children	Moderate

Integrated service arrangements	Moderate
Early intervention and prevention in Children's Services	Moderate
Failure of major providers	Moderate
Continuous improvement	Moderate
Property – school estates	Moderate
Implementation of new case management system for social work	Moderate

Equalities

- 5.27 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 2010) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 5.28 The Council recognises that equality needs to be both mainstreamed fully into policies and procedures and also ensure that equality outcomes are given high priority, by being part of mainstream progress reporting. Children's Services will continue to actively promote equality and diversity mainstreaming through the work of the main service areas and through the relevant operational plans and this will reflect the updated equality outcomes currently being developed by the Council.

People Strategy

- 5.29 The council will launch "Our People, Our Future", a new People Strategy in 2021. This five year plan will have an immediate focus on supporting staff and services within the context of the pandemic and the recovery phase. It will thereafter be realigned with the new Council Plan and focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the council.
- 5.30 The strategy will be focused on high-level outcomes and with a flexible approach which will be bespoke for each service, reflecting the particular requirements of each service and group of staff. The actions arising from the strategy will be embedded in each service improvement plan and reported on therein. It is intended that the new approach focuses not on only processes and planning, but on skills development and cultural change. Children's Services will work with HR colleagues throughout 2021 to develop actions which fit the needs and duties of its staff.

Partnerships and Providers

- 5.31 Children's Services maintains close links to other partners through the Renfrewshire Children's Services Partnership, the Renfrewshire Community Planning Partnership and Community Justice Renfrewshire, as well as participating in other partnership work on a thematic basis, such as the Renfrewshire Child Protection Committee, the Renfrewshire Gender Based Violence Strategy Group and joint working with Police Scotland, the Scottish Prison Service and health and housing colleagues in relation to Multi-Agency Public Protection Arrangements (MAPPA).
- 5.32 In addition, the service continues to have strong links with Renfrewshire Health and Social Care Partnership which provides adult social work and social care services. There are a number of key areas where Children's Services will work closely with the HSCP. The mental health and wellbeing of young people, tackling drug and alcohol use, promoting physical activity, supporting women and children impacted by gender-based violence (including women involved with justice), supporting adults with convictions with their addiction and mental health issues and improving the transition between children's and adult services are reflected in the actions in the strategic plans of both agencies.
- 5.33 Children's Services provides a number of services directly, but also commissions from a range of providers across sectors and works with specific partners on the delivery of specialist services.

6 Our Strategic Priorities

- 6.1 Due to the changing national and local position it is challenging to assess what suitable long-term targets are appropriate for performance indicators and accurately establish milestones for longer-term service actions; therefore the focus for Service Delivery Plans' action plans and performance scorecards is predominantly on the next 12 months. Longer term key priority areas are still included in the action plans, but the immediate focus remains on Renfrewshire's response to and recovery from the pandemic, with a clear alignment to delivery of the Council's high-level recovery plans, the Economic Recovery Plan and Social Renewal Plan. Children's Services remains ambitious about what it does and can deliver for the children and young people of Renfrewshire and for local justice service users and the recovery focus will also help drive continuous improvement work.
- 6.2 The service is still able to report performance information on the majority of service areas. The exception is Justice Social Work; with court activity reduced by 75% and public health legislation preventing unpaid work services from operating as usual, most new unpaid work requirements cannot be started within the required timescale. As such, there is no data for these

indicators at present though it is hoped this can be reported on later in the year.

6.3 Strategic Priority 1 Reshaping our place, our economy and our future

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
In partnership with SDS, West College Scotland, Invest in Renfrewshire, Developing the Young Workforce and other council services, review supports being offered to the most vulnerable in terms of moving into positive destinations post school.	This will provide a more coordinated approach to ensuring that all young people, particularly the most vulnerable, are given the best opportunities and supports to move into positive future pathways.	Education Manager (Senior Phase)	30 June 2021
Develop and extend bespoke pathways and programmes on literacy and numeracy to support the recovery programme for all establishments through a differentiated approach.	Attainment data will demonstrate improvements in literacy and numeracy attainment.	Education Manager (Curriculum)	30 June 2021
Progress work to increase the use of digital technology within learning and teaching and to deliver professional development opportunities to support this.	Children and young people have the appropriate digital skills required by employers and staff are equipped to keep up to date with the pace of change.	Head of Curriculum and Quality	31 March 2022

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
CHS/PD/01	% of School leavers in a positive destination	Annual	2018/19	95%	95%		95%
CHS/ATT/01	% of Leavers attaining literacy SCQF Level 4	Annual	2018/19	96%	98%		98%
CHS/ATT/01b	% of Leavers attaining numeracy SCQF Level 4	Annual	2018/19	92%	95%		96%
CHS/ATT/01c	% of Leavers attaining literacy SCQF Level 5	Annual	2018/19	87%	86%		88%
CHS/ATT/01d	% of Leavers attaining numeracy SCQF Level 5	Annual	2018/19	76%	75%		77%
CHS/ATT/12	Average Complementary Tariff (S4)	Annual	2018/19	312	316		320
CHS/ATT/13	Average Complementary Tariff (S5)	Annual	2018/19	546	560		565
CHS/PD/02	No of foundation apprenticeships accessed by	Annual	2019/20	42	New for 2020/21; baseline to		TBC

	Renfrewshire school pupils				be established		
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6.4 Strategic Priority 2: Building strong, safe and resilient communities

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Provide high quality professional learning, resources and supports in schools to improve the mental and emotional wellbeing of children, young people, staff and parents during the recovery period and beyond.	<p>All practitioners have an enhanced knowledge and understanding of programmes, resources and strategies available to support their own wellbeing and that of CYP. All practitioners have the skills to effectively support CYP.</p> <p>Almost all practitioners use evidence-based programmes and approaches in the learning and teaching of mental, emotional and social wellbeing.</p> <p>All CYP requiring specialist HWB services e.g. Counselling, receive timeous support to cope with issues and build resilience.</p>	Education Manager (Wellbeing)	31 March 2022
Reduce the impact of lockdown measures on justice group work interventions and the availability of unpaid work through means including unpaid work working from home projects, maximising the use of other activity and offering interventions on a 2:1 basis.	Those subject to unpaid work orders from courts will be supported to complete the hours with community benefits and the statutory obligation to manage community orders will be fulfilled.	Criminal Justice Service Manager	31 March 2022
Expand voluntary supervision, where possible, to intervene to reduce reoffending.	People leaving custody receive support with rebuilding their lives, reducing the likelihood of reoffending and providing	Criminal Justice Service Manager	31 March 2022

	them with opportunities to contribute.		
Extend diversionary opportunities, implement Structured Deferred Sentences and electronic monitoring to support bail as part of our range of services to minimise involvement with the justice system.	People with particular vulnerabilities are supported to address their behaviour and avoid involvement with the justice system. People are supported to remain in their community and the stigma associated with involvement in the justice system can be reduced.	Criminal Justice Service Manager	31 March 2022
Implement new national guidance on child protection.	Child protection practice is further enhanced and strengthened in line with recommendations. Child protection practice is further enhanced and strengthened in line with recommendations.	Head of Childcare and Criminal Justice	31 December 2021
Undertake a review of current practice against the recommendations of The Promise and identify areas for improvement	Looked after children and care experienced young people have better outcomes and a more positive experience of care; feel listened to and valued; are able to build and maintain good relationships.	Children's Services Manager	31 March 2022
Develop an evaluation framework for measuring progress in implementing The Promise	Looked after children and care experienced young people have better outcomes and a more positive experience of care; feel listened to and valued; are able to build and maintain good relationships.	Children's Services Manager	31 March 2022
Lead on delivery of some of the recommendations of the Alcohol and Drug Commission, specifically related to Personal and Social Education in schools, addressing mental health issues in children and young people, and reviewing family support provision.	The negative impact of drug and alcohol use on our children and young people is reduced and families can access the right services which will support them to provide healthy environments for their child. The impact of	Director of Children's Services	31 March 2022

	alcohol and drug use in terms of offending behaviour is recognised and appropriate referrals and services are made to support rehabilitation and reduce offending.		
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PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
CHS/CJ/CPO/02	% of NEW unpaid work orders/requirement complete by the required date	Quarterly	Q3 2020/21	97%	72%		75%
CHS/CJ/CPO/01	The percentage of NEW clients subject to a new supervision order seen by a supervising officer within 1 week	Quarterly	Q4 2019/20	Data not available for 2020/21 due to services being paused	85%	N/a	85%
CHS/CJ/CPO/04	Percentage of NEW unpaid work clients seen within 1 working day of the order	Quarterly			70%	N/a	70%
CHS/CJ/CPO/05	Percentage of NEW unpaid work clients receiving an induction within 5 working days of the order	Quarterly			75%	N/a	75%
CHS/CJ/CPO/06	Percentage of NEW unpaid work clients beginning work placement within 7 working days of the order	Quarterly			65%	N/a	65%
CHS/CPR/01	Percentage of children registered in this period who have previously been on the Child Protection Register	Quarterly			Q3 2020/21	44%	n/a
RCPC/01	Number of children on the Child Protection Register at quarter end date	Quarterly	Q3 2020/21	72	n/a		n/a
CHS/LAC/02	Percentage of accommodated Looked After Children placed with families	Quarterly	Q3 2020/21	82%	83%		85%
CHS/LGBF/01	Percentage of Looked After	Quarterly	Q3 2020/21	94%	89.9%		89.9%

	Children cared for in the community						
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6.5 Strategic Priority 3: Tackling inequality, ensuring opportunities for all

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the recommendations of the ASN review	Children and young people are supported to remain in mainstream education with their peers.	Education Manager (ASN)	31 March 2022
Ensure full implementation of 1140 hours of high-quality early learning and childcare for all eligible children across Renfrewshire from August 2021.	High quality early learning and childcare will support children to fulfil their potential and contribute to closing the attainment gap.	Education Manager (Early Years)	31 July 2021
Further support schools by adding value to central and school level interventions and approaches in order to close the poverty related attainment gap whilst raising attainment for all.	Improvement planning is better integrated at both school and central level. The attainment gap between our most deprived children and least deprived children and young people is reduced. Improved health and wellbeing measures for all children and young people.	Attainment Challenge Project Manager	31 March 2022
Develop appropriate addiction pathways and interventions for justice service users at all stages of the justice system.	Individuals at all stages of the justice system will access appropriate addiction support which helps to address some of the causes of offending and promote desistance.	Criminal Justice Service Manager	31 March 2022
Ensure Renfrewshire is a 'Child Friendly' place where children are nurtured and thrive.	All children in Renfrewshire have the best possible start in life.	Director of Children's Services	31 March 2022
Develop the Mental Health and Wellbeing Strategic Partnership with Barnardos to address the causes and	Children and young people enjoyed improved mental health and can access	Head of Childcare and Criminal Justice	31 March 2022

symptoms of poor mental health in children and young people.	appropriate support if and when they need it.		
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PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
CHS/EY/03	% of entitled 2 year olds accessing 1140 hours of early learning and childcare	Quarterly	Q3 2020/21	42%	N/a		N/a
CHS/EY/04	% of 3 and 4 year olds accessing 1140 hours of early learning and childcare	Quarterly	Q3 2020/21	86%	N/a		N/a
CHS/LAC/CL/01	Percentage of care leavers participating in employment, training or education	Quarterly	Q2 2019/20	42%	51%		55%
CHS/LAC/CL/02	Percentage of care leavers who have had a period of homelessness in the last 6 months	Quarterly	Q2 2019/20	4%	0%		0%
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.	Annual	2018/19	37%	34%		28%
CHS/ATT/08	Average Total Tariff Score of Looked After Children (school leavers)	Annual	2018/19	280	302		320
CHS/ATT/09	Gap between the Average Total Tariff Score of Looked After Children (school leavers) and that of the total	Annual	2018/19	70%	67.2%		63%

	Renfrewshire leavers cohort						
CHS/ATT/14	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Literacy between pupils living in 30% Most Deprived areas and those living in 70% Least Deprived Areas (SIMD)	Annual	2018/19	12	10		7
CHS/ATT/15	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Numeracy between pupils living in 30% Most Deprived areas and those living in 70% Least Deprived Areas (SIMD)	Annual	2018/19	10	9		7
CHS/ATT/16	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Literacy between pupils entitled to Free School Meals and pupils not entitled	Annual	2018/19	18	16		15
CHS/ATT/17	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Numeracy between pupils entitled to Free School Meals	Annual	2018/19	14	15		15

	and pupils not entitled						
CHS/SCH/07	% of children attending school (Primary)	Annual	2019/20	93.7%	95.5%		95.5%
CHS/SCH/08	% of children attending school (Secondary)	Annual	2019/20	89.4%	91%		91%
CHS/SCH/09	% of young people choosing to stay onto S5 after January (as % of S4 roll at September previous year)	Annual	2019/20	94%	92%		92%
CHS/SCH/10	% of young people choosing to stay onto S6 (as % of S4 roll at September two years before)	Annual	2019/20	73%	69%		70%

6.6 Strategic Priority 4: creating a sustainable Renfrewshire for all to enjoy

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Continue to work with other council services to deliver improvements to the school estate which offer a high degree of environmental sustainability and energy efficiency.	Following the Council's declaration of a climate emergency in June 2019, the delivery of this action will make a critical contribution towards Renfrewshire being carbon neutral by 2030.	Education Manager (Resources)	31 March 2022
Progress consultation and development work in relation to the priority schools identified in the School Estate Management Plan.	Pupils and staff enjoy a modern, fit for purpose, school estate which supports learning and achievement.	Education Manager (Resources)	31 March 2022

6.7 Strategic Priority 5: Working together to improve outcomes

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Continue to support and strengthen leadership capacity of senior school staff to support delivery of school recovery programmes	Leadership capacity is enhanced enabling fulfilment of school recovery programmes. Senior school leaders feel valued and supported to carry out their role with confidence and competence. Distributive leadership is increasingly evident across all establishments	Education Manager (Professional Development and Leadership)	31 March 2022
Using the new Devolved School Management (DSM) Guidelines on school funding decisions for Local Authorities, published in June 2019, resume the collaborative work to update the authority's Delegated Management of Resources (DMR) Scheme by April 2022		Education Manager (Workforce)	31 March 2022
Continue to participate in school, cluster, and regional moderation and pilot engagement with the West Partnership moderation portal.	Staff will be skilled and confident in using a differentiated approach to meet learning needs of children and young people.	Education Manager (Curriculum)	31 March 2022
Review and adapt the Quality Improvement Framework, to align with recovery planning processes, and to promote empowerment and greater collaboration between establishments.	Establishments are supported and challenged to recover and improve through continued implementation of our robust QIF.	Education Manager (Wellbeing)	
Support schools with the process of determining SQA provisional estimate grades by setting up subject networks of Principal Teachers/Faculty Heads to allow moderation and validation of assessments to take place across schools.	Estimate grades for all young people will accurately reflect their learning and progress across all national qualifications.	Education Manager (Senior Phase)	30 June 2021

Explore capacity to develop a bail supervision service within existing resources i.e. funding, staffing, office accommodation, and the capacity of partners to take forward their requirements.	The negative impact of remand is reduced and individuals are supported in the community to achieve good life goals.	Criminal Justice Service Manager	31 March 2022
Build on current CJSW office space usage, increasing face to face office contact for all service users, including groupwork provision.	A range of interventions support individuals to address the reasons for offending and promote desistance.	Criminal Justice Service Manager	31 March 2022
Undertake a review of 'lessons learned' from lockdown and identify where face-to-face meetings in social work can be reduced.	Children and young people are required to attend fewer statutory meetings, reducing the impact on education and wellbeing.	Quality and Practice Development Manager	31 March 2022
Review options for retaining some home-based working for social work staff.	Productivity is improved and staff enjoy improved work-life balance.	Quality and Practice Development Manager	31 March 2022
Work with HR to develop priority actions for Children's Services to support implementation of the council's new People Strategy.	The council has a workforce confident and capable of delivering its role.	Director of Children's Services	31 December 2021
Deliver a pilot /proof of concept of Wi-Fi roll out to schools to demonstrate the benefits, and to explore what further opportunities it presents.	Pilot will inform the development of the business case for delivery across the whole school estate	Head of Curriculum and Quality	30 September 2022
Develop a Business Case for the roll out of full Wi-Fi across the school estate, understanding the benefits that can be baselined and measured.	Business case agreed, funding in place and programme developed and underway	Head of Curriculum and Quality	31 March 2022

PI code	Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
CHS/CORP/01a	% of Stage 1 complaints responded to within timescales agreed with customers	Quarterly	Q3 2020/21	100%	95%		95%
CHS/CORP/01b	% of Stage 2 complaints responded to within	Quarterly	Q3 2020/21	90%	95%		95%

	timescales agreed with customers						
CHS/CORP/03	% of FOI requests completed within timescale by Children's Services	Quarterly	Q3 2020/21	88.7%	100%		100%
CHS/SCH/05	Percentage of pupils satisfied with establishments Education Scotland Survey	Annual	2019/20	82.4	85%		85%