

To: Education and Children Policy Board

On: 23 February 2016

Report by: Director of Children's Services

Heading: Children's Services Service Improvement Plan 2016-2019

1. Summary

- 1.1 This Service Improvement Plan for Children's Services covers the period from 2016/17 – 2018/19. 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;
 - What difference do we make:
 - An action plan for improvement; and
 - How we will measure our progress.
- 1.2 The service has identified key actions that it will work to achieve over the next three years in order to deliver improved outcomes for local people and communities. These are linked to the priorities set out in the Council Plan and the aims of the Renfrewshire Community Plan.
- 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 2016.

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 2016
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3. Background

- 3.1 Children's Services within Renfrewshire provides education services, social work services for children and families, and criminal justice social work services. Much of what the service does is statutory, that is, there is a legal requirement for the Council to provide that service
- 3.2 During 2015/16, the level and scope of partnership working changed significantly as social care services for adults became integrated with health services locally. Social work services for adults will be managed on a day-to-day basis by the Renfrewshire Health and Social Care Partnership (RHSCP). Children's Services will continue to work closely with the HSCP and arrangements are in place to support this. In addition to fulfilling the role of Chief Social Work Officer for Renfrewshire Council will also carry out that role for the HSCP.
- 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. Strong working relationships between Criminal Justice Social Work and Addictions and Mental Health services will also need to be maintained. The service will also work to deliver a transition plan for Community Justice, which will support the Community Planning Partnership to take on a greater role in the planning and delivery of community justice services across Renfrewshire.
- 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 6 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 7 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.
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4. What do we want to achieve

- 4.1 The service is working to contribute to the priorities set out in the refreshed Council Plan, which was approved by Council in December 2015. Children's Services also contributes to all outcomes in the Community Plan, particularly in relation to 'Children and Young People' and 'Safer and Stronger'.
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5. Key priorities

- 5.1 This life of this plan covers a period of ongoing 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 A key priority for the service in 2016/17 will be preparing for the implementation of the Children and Young People (Scotland) Act 2014 and the duties it establishes for local authorities. There will also be a strong focus on work to close the attainment gap.
 - 5.3 During 2015, a multi-agency inspection of services for children in Renfrewshire was undertaken, and this resulted in a very positive inspection report. With our partners, the service will now work to deliver improvement actions identified in the self-evaluation exercise and those arising from the recommendations of the report. Our partnership working will also include taking the lead on the development of a new Integrated Children's Services Plan.
 - 5.4 A detailed list of the service's key priorities for the next three years is provided in the Service Improvement Plan which is included as Appendix 1 to this report.
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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 2016.
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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.
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

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Renfrewshire Council

Children's Services: Service Improvement Plan

2016/17 – 2018/19



Children's Services: Service Improvement Plan 2016-2019

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1. Introduction

- 1.1 This Service Improvement Plan for Children's Services covers the period from 2016/17 – 2018/19. 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**
 - **What do we want to achieve**
 - **What resources do we have**
 - **What difference do we make**
 - **What we plan to do**
 - **How we will measure out progress**
- 1.2 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.
- 1.3 The Service Improvement Plan for 2015/16 was a transition plan which focused mainly on short-term actions to be taken during the year in which the new Children's Services Directorate formalised its structure and governance arrangements. This year's plan builds on this and will better reflect newly integrated arrangements which support the service to deliver on it's vision and on the priorities for the Council.
- 1.4 Children's Services vision is "Working together to get it right for children, families and communities – protecting, learning, achieving and nurturing."
- 1.5 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 (Scotland) Act 2014; the Carer's (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.
- 1.6 A range of factors will impact Children's Services and the Council over the coming three years and this Service Improvement Plan sets out how the service intends to address the opportunities and challenges such as:
- improving outcomes for Children, Young People and their Families
 - implementing the Children & Young People (Scotland) Act 2014
 - building on success with early intervention and preventative work
 - preparing for new structures and arrangements in community justice
 - undertaking a wide-ranging survey of all children and young people in Renfrewshire, to build on the learning from the original 2011 survey

- embedding a strategic commissioning approach to the way in which we plan for the future.
 - preparing for the impact of the Education Bill, pending its passage through the Scottish Parliament
 - continuing to contribute to the Council's efficiency programme.
- 1.7 More detail on what the service plans to deliver over the lifetime of this plan is set out in Section 3.
- 1.8 Children's Services has a number of ways in which it consults and engages with partners, service users, carers, staff and other stakeholders. These include Community Planning Thematic Boards, the Children's Champions Board, Local Area Committees and Parent Councils. In November 2015, the service held a one-day conference for staff. Feedback was very positive and the event helped to develop a shared vision and culture for the new service, and to widen staff knowledge about the scope of the service.
- 1.9 The service will seek to build on this throughout 2016/17.

2. What we do

- 2.1 Children's Services within Renfrewshire provides education services, social work services for children and families, and criminal justice social work services. Much of what the service does is statutory, that is, there is a legal requirement for the Council to provide that service. Some of these services, such as education for everyone up to the age of 16, are universally provided whilst others, such as acting as the corporate parent for looked after children, are provided on the basis of need. In Renfrewshire, the Children's Services vision is:

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

- 2.2 Partnership working – with other Council services, with the NHS, police, the third and independent sector, and communities and families across Renfrewshire – are crucial to the delivery of high-quality outcomes focused services.
- 2.3 During 2015/16, the level and scope of partnership working changed significantly as social care services for adults became integrated with health services locally. By 1 April 2016, all but one Scottish local authority will have formally delegated responsibility for overseeing these services to an Integration Joint Board. Services will be managed on a day-to-day basis by the Renfrewshire Health and Social Care Partnership (RHSCP). Children's Services will continue to work closely with the HSCP and arrangements are in place to support this. The Director of Children's Services will serve as the HSCP's Chief Social Work Officer, a role he already fulfils for the Council.
- 2.4 Throughout 2016/17, a transition plan for Community Justice will be implemented. The eight Community Justice Authorities in Scotland will cease to exist at the end of the year and Community Planning Partnerships will take on a greater role in the planning and delivery of community justice services.
- 2.5 The key activities of Children's Services are:
- 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 134 new registrations in 2014/15;
 - discharging our public protection duties to address offending behaviour, with 487 new individuals with community orders supervised in 2014/15;
 - working with partners to improve life opportunities for vulnerable children across Renfrewshire;
 - acting as a corporate parent for looked after children, who numbered 698 at the end of December 2015;

- 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 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.

2.6 The table below gives an indication of the size and type of services being delivered every day for the children and young people of Renfrewshire.

Services delivered (as at 31 December 2015):

- **698 looked after children, including 289 accommodated children**
- **84 children on the Child Protection Register**
- **13 children adopted in the first nine months of 2015/16**
- **3528 children in pre-school education**
- **23.323 pupils in primary, secondary or special education**
- **3343 pupils with additional support needs**

3. What do we want to achieve

- 3.1 Children's Services is working to contribute to the Council Plan, which sets out the 10 priorities the Council wants to deliver for the people of Renfrewshire. These are:

A Better Future: Place	Priority 1: Driving Physical and Economic Regeneration
	Priority 2: Building on our Culture and Heritage
	Priority 3: Protecting the Public
	Priority 4: Creating a Sustainable Renfrewshire
A Better Future: People	Priority 5: Reducing the Level and Impact of Poverty
	Priority 6: Raising Attainment and Closing the Attainment Gap
	Priority 7: Supporting and Sustaining People into Employment
	Priority 8: Improving Care, Health and Wellbeing
A Better Council	Priority 9: Supporting our Employees
	Priority 10: Continuing to be a Well-Run Council

- 3.2 Children's Services also contributes to all outcomes in the Community Plan, particularly in relation to 'Children and Young People' (in which the service has the lead role) and 'Safer and Stronger'.
- 3.3 The service is committed to delivering positive change through its contribution to the goals of the Council Plan and through the service priorities which this plan sets out. The key areas of focus for Children's Services in 2016/17 are set out below.

Key Areas for 2016/17	What we will do	Why will we do it and what difference will it make?
Children and Young People (Scotland) Act 2014	We will put training and policies in place to make sure that all parts of the new legislation are delivered in Renfrewshire. As part of this, we will make sure that the wider community understands the changes.	Working with partners, children and young people and their families get the support that they need, when they need it. Our looked after young people are supported to be all they can be and supported into adulthood.
Improving outcomes for children and young people	We will implement the improvement plan which stems from the recommendation of the multi-agency inspection in 2015. We will work with partners to prepare a new	We build on the strong partnership working that already exists, and work together to deliver improvements to our services which will help make the lives of children and young people in Renfrewshire better.

	<p>Integrated Children's Services Plan.</p> <p>We will roll out our successful approach to permanency planning for looked after children.</p>	<p>We will provide a loving, safe and stable home for the children in our care.</p>
Closing the attainment gap	<p>We will implement our actions from the Tackling Poverty Strategy to ensure that income is not a barrier to attainment.</p> <p>We will look at the way in which support is provided for children with Additional Support Needs and with Social, Emotional and Behavioural Needs.</p> <p>We will implement new standardised assessments focused on literacy and numeracy.</p>	<p>Children from all parts of Renfrewshire, whatever their background, should have the same opportunities.</p>
Employability	<p>We will have an increased focus in schools on employability support, and we will work with partners to support looked after children and care leavers into employment and training.</p>	<p>Children from all parts of Renfrewshire, whatever their background, should have the same opportunities.</p>
Working smarter	<p>We will carry out a survey of all children and young people in Renfrewshire, building on the work of the 2011 survey and supporting us to develop services and interventions which best meet the needs of our population.</p> <p>We will make better use of the data we have, and we will implement a strategic commissioning approach to planning and evaluating services.</p> <p>We will redesign services</p>	<p>Services have a more detailed understanding of the population they serve, so they can plan better for that population. Services and approaches are evaluated not only in terms of the outcomes they deliver but in terms of whether they are the right services for the population.</p> <p>Staff feel supported by the organisation and that there are learning and development opportunities for them.</p>

	where appropriate and support staff to undertake learning and development opportunities which promote leadership and improved practice.	
Public protection	<p>We will continue to work with our partners through the Renfrewshire Child Protection Committee to improve multi-agency working, training and practice.</p> <p>We will implement the transition plan which will see Community Planning Partnerships have greater responsibility for community justice.</p>	<p>Children are able to live as safely as possible in our communities. Agencies share knowledge and work together to protect children.</p> <p>Communities are safer, stronger and more resilient. Partner agencies build on strong, positive working relationships. There is a link between the communities where crime is committed, and the sentence being carried out.</p>

4. What resources do we have

- 4.1 Due to changes in the timing of the Scottish Government's announcement of 2016/17 budgets, no information on the Children's Services budget for the year ahead can be provided at time of writing. The mid-year progress report, which will be presented to Board in November 2016, will provide a budget breakdown.
- 4.2 In common with other public sector bodies, Renfrewshire Council is operating in an environment of financial constraint. One of the challenges for Children's Services, and the Council, is to continue to develop strategies and approaches which support the ongoing delivery of high quality outcome-focused services to the people of Renfrewshire within the available resources.
- 4.3 As two separate directorates – Social Work and Education & Leisure – service redesign and effective procurement practices have already delivered a substantial contribution to the Councils' ongoing efficiency programme. This will continue within the new structure of Children's Services and there is already a commitment to generate savings through service redesign with the aim of reducing reliance on out-of-area placements for looked after children.
- 4.4 The service must also plan for the impact of legislative and policy development and demographic change which may require additional resourcing, including:
- The implementation of the Children & Young People (Scotland) Act 2014, in particular the Named Person component
 - The implementation of the Carers (Scotland) Bill, which creates additional duties for councils in relation to support for carers, including young carers
 - The ongoing development of the school estate
 - High numbers of young children requiring to be looked after by the local authority, and often over long periods
 - The duty on local authorities to provide ongoing support to young people leaving care until they reach the age of 25.
 - Tackling inequalities and the additional challenges arising from those inequalities, such as substance misuse, poorer health and differences in attainment and opportunity
 - Growing numbers of kinship carers (where a child lives with a family member or friend rather than a parent) and the additional emotional, social and financial support they need.

5. What difference do we make?

5.1 In the Service Improvement Plan published in May 2015, the service set out key outcomes it hoped to achieve for the communities of Renfrewshire. A detailed list of what the service has achieved will be presented in the outturn report on the 2015/16 plan; key achievements in the first three quarters of 2015/16 include:

- We rolled out the Promoting Positive Thinking Strategies (PATHS) programme in a further three schools in August 2015. This approach focuses on improving the social and emotional skills of children.
- We trained 300 staff on the Getting It Right For Every Child practice model in October 2015. This ensures staff are equipped to deal with the new Children & Young People Act and the changes it will bring.
- With partners, we developed a transition plan to support new arrangements for community justice services. This supports our community justice services to become more embedded in community planning.
- We have agreed to roll out Families First in another three areas – Foxbar, Gallowhill and Johnstone. This early years work has already been evaluated and has been shown to have a positive impact on families.
- We continued to develop new approaches to permanency planning for looked after children, which has increased the number of children with permanence plans and the number of children adopted. This ensures more children get the best possible start in life.
- With partners, we achieved a very strong performance in the 2015 multi-agency inspection of integrated children's services. This positive report confirms the continuous improvements and strong partnership working across the range of services supporting children and young people.
- Introduced the Cost of the School Day fund, which head teachers have discretion to use to reduce the impact of low income on educational attainment. A key strand of the Tackling Poverty Strategy, this fund aims to deliver greater equality of opportunity for our young people.

Appendix 1: Children's Services: Service Improvement Plan 2016/17 Action Plan

Council Plan Priority 3: Protecting the Public			
Action	Responsible Officer	Timescale	
Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible.	Director of Children's Services	March 2017	
Develop structures and approaches to support the transition of community justice services to a Community Planning Partnership model.	Criminal Justice Service Manager	March 2017	
Implement the Penal Policy Improvement Project in Renfrewshire.	Criminal Justice Service Manager	March 2017	
Implement, with partners, the improvement plan arising from the multi-agency inspection of integrated children's services in Renfrewshire.	Heads of Service	March 2017	
Implement the Up2U intervention on gender-based violence with criminal justice service users in Renfrewshire.	Criminal Justice Service Manager	March 2017	
Council Plan Priority 5: Reducing the Level and Impact of Poverty			
Action	Responsible Officer	Timescale	
Expand the Families First approach to Gallowhill, Foxbar and Johnstone to ensure children have the best start in life.	Head of Early Years and Inclusion	June 2016	
Implement the Children's Services actions from the Tackling Poverty Strategy.	Heads of Service	March 2017	
Extend provision of the Promoting Positive Thinking Strategies (PATHS) programme to a further 10 schools. (next 18 months).	Head of Early Years and Inclusion	March 2017	
Council Plan Priority 6: Raising Attainment and Closing the Attainment Gap			
Action	Responsible Officer	Timescale	
Close the educational attainment gap between children from low-income families and their better-off peers.	Head of Schools	March 2017	
Implement the use of standardised assessments at key stages to support teacher professional judgement and establish a baseline in the attainment of literacy and numeracy.	Education Manager (Planning and Performance)	June 2016	
Review allocation of ASN support to schools through a staged	Education Manager	March 2017	

intervention process.	(GIRFEC)	
Review our social, emotional behavioural needs (SEBN) provision for secondary sector learners to reflect current curriculum structure including access to senior phase provision up to S6.	Education Manager (GIRFEC)	March 2017
Implement the National Improvement Framework in our schools.	Education Manager (Planning and Performance)	August 2016
Make better use of the data we hold to support the learning and teaching of young people.	Education Manager (Planning and Performance)	March 2017
Improve the sharing of information on children's progress through increased parental engagement	Education Manager (Curriculum and Early Years)	March 2017
Improve outcomes for young people in Renfrewshire through youth work, youth information, empowerment activities and outdoor learning.	Education Manager (policy & strategy)	March 2017
Council Plan Priority 7: Supporting and Sustaining People into Employment		
Action	Responsible Officer	Timescale
Increase the focus on employability support at school to improve the number of young people going onto positive destinations.	Head of Development	March 2017
Work with partners to provide employment and training opportunities for looked after children and care leavers.	Head of Early Years and Inclusion	March 2017
Improve outcomes for families through community based adult learning opportunities focused on literacies, ESOL and Work.	Education Manager (policy & strategy)	March 2017
Council Plan Priority 8: Improving Care, Health and Wellbeing		
Action	Responsible Officer	Timescale
Roll out new approaches to permanency planning for looked after children to ensure children have the opportunity to reach their full potential from a safe and secure base.	Children's Services Manager	March 2017
Contribute to the development of a new Carers Strategy for Renfrewshire.	Senior Officer (GIRFEC)	March 2017
Ensure compliance with the provisions of the Children & Young People (Scotland) Act 2014, in particular Named Person, Child's Plan and Information Sharing.	Director of Children's Services	March 2017

Develop a 'Nurturing Relationships' strategy for establishments across all sectors in line with the 'Nurturing Relationships Development Plan' in order to promote attainment, wellbeing and resilience.	Education Manager (GIRFEC)	March 2017
Develop and implement a 'Community that Cares' approach based on the Good Care Concept for looked after children and young people in Renfrewshire.	Children's Services Manager	March 2017
Implement the revised anti-bullying policy in our schools.	Education Manager (Planning and Performance)	March 2017
Prepare, with partners, a new Integrated Children's Services Plan for Renfrewshire.	Head of Early Years and Inclusion	March 2017
Council Plan Priority 9: Supporting our Employees		
Action	Responsible Officer	Timescale
Deliver the Literacy Development Programme in partnership with University of Strathclyde to provide high quality professional learning opportunities for teachers.	Education Manager (Curriculum and Early Years)	March 2017
Continue to develop the Leadership Strategy as part of the implementation of Teaching Scotland's Future.	Education Manager (Curriculum and Early Years)	March 2017
Implement and embed a new design and approach for children's social work services.	Children's Services Manager	March 2017
Develop and deliver multi-agency training in relation to the implementation of the Children & Young People Act.	Training and Development Manager	March 2017
Council Plan Priority 10: Continuing to be a Well Run Council		
Action	Responsible Officer	Timescale
Continue to develop and improve the school estate.	Education Manager (Resources)	March 2019
Deliver and report on the second epidemiology study of children in Renfrewshire.	Head of Early Years and Inclusion	September 2017



Children's Services Service Improvement Plan Scorecard 2016-2019




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

Council Plan Priority 3: Protecting the Public





PI code & name	Collection	Current Value	Current Target	Status	2016/17		2017/18		2018/19	
					Target		Target		Target	
CHS/CJ/CPO/01 The percentage of clients subject to a new supervision order seen by a supervising officer within 1 week	Quarters	98%	92%		92%		92%		92%	
CHS/CJ/REP/01 Percentage of Criminal Justice Social Work Reports submitted by due date (National Average 08/09 - 98.3%)	Quarters	99%	98%		98%		98%		98%	
CHS/CJ/CPO/02 Percentage of new unpaid work orders/requirement completed by required date	Quarters	New indicator for 2016/17	72%	New	72%		72%		72%	
CHS/CJ/CPO/03 Percentage of new unpaid work clients scheduled to be seen within 1 day of the order	Quarters	New indicator for 2016/17	92%	New	92%		92%		92%	
CHS/CJ/CPO/04 Percentage of new unpaid work clients seen within 1 working day of the order	Quarters	New indicator for 2016/17	65%	New	65%		65%		65%	

CHS/CJ/CPO/05 Percentage of new unpaid work clients receiving an induction within 5 working days of the order	Quarters	New indicator for 2016/17	77%	New	77%	77%	77%
CHS/CJ/CPO/06 Percentage of new unpaid work clients beginning work placement within 7 working days of the order	Quarters	New indicator for 2016/17	61%	New	61%	61%	61%
CHS/CPR/01 Percentage of children registered in this period who have previously been on the Child Protection Register	Quarters	26%	n/a				
CHS/SCH/01 Number of bullying incidents in our establishments	Quarters	22	21		20	19	19



Council Plan Priority 5: Reducing the Level and Impact of Poverty

PI code & name	Collection	Current Value	Current Target	Status	2016/17		2017/18		2018/19	
					Target		Target		Target	
CHS/CLD/01 Number of adults participating in literacy and numeracy classes	Annual	282	210		315		315		315	

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






PI code & name	Collection	Current Value	Current Target	Status	2016/17		2017/18		2018/19	
					Target		Target		Target	
CHS/ATT/01 % of Leavers attaining literacy and numeracy SCQF Level 4	Years	85.8%	86%		87%		88%		88%	
CHS/ATT/02 Attainment of Children at Higher Grade Level by all Children, by the end of S6	Years	30.3%	26%		29%		29%		29%	
CHS/ATT/03 The average tariff score of the lowest 20% of attainers in SIMD datazones 1, 2 & 3	Years	329	350		365		380		380	
CHS/ATT/04 No. of opportunities for young people to achieve through accredited awards	Quarters	535	698		1,030		1,130		1,300	

Council Plan Priority 7: Supporting and Sustaining People into Employment









PI code & name	Collection	Current Value	Current Target	Status	2016/17	2017/18	2018/19
					Target	Target	Target
CHS/LAC/CL/01 Percentage of care leavers under 19 participating in employment training or education	Half Year	26%	42%		45%	45%	45%
CHS/PD/01 % of School leavers in a positive destination	Years	92%	92%		94%	95%	95%

Council Plan Priority 8: Improving Care, Health and Wellbeing

PI code & name	Collection	Current Value	Current Target	Status	2016/17	2017/18	2018/19
					Target	Target	Target
CHS/LAC/01 The percentage of children made subject to a supervision order that were seen by a supervising officer within 15 days	Quarters	82%	100%		100%	100%	100%
CHS/LGBF/01 Percentage of Looked After Children cared for in the community	Years	N/A	N/A		N/A	N/A	N/A
CHS/LAC/CL/02 Percentage of care leavers living in sustainable accommodation who have been in sustainable accommodation for 6 months or longer	Half Year	62%	65%		65%	65%	65%
CHS/LAC/02 Percentage of accommodated Looked After Children placed with families	Quarters	82%	83%		83%	83%	83%
CHS/YOU/01 Numbers of pupils engaged through the music service	Years	1,166	1,150		1,150	1,150	1,150
CHS/YOU/02 Number of young people taking part in school based projects and programmes run by Youth Services	Quarter	1006	750		1,000	1,000	1,000
CHS/YOU/03 Number of young people taking part in youth voice projects and programmes run by Youth Services	Quarter	162	160		180	180	180
CHS/LAC/03 Number of in-house foster placements over period, as a percentage of total fostering placements.	Quarters	71%	N/A		N/A	N/A	N/A
CHS/LAC/04 Percentage of Looked After Children at home rather than away from home	Quarters	59%	65%		65%	65%	65%

CHS/LAC/05 The number of in house foster placements for Looked After Children (children placed)	Quarters	129	150		140	140	140
CHS/SCH/02 Number of days lost per 1,000 Primary School pupils through exclusion	Quarters	1.6	2		8	8	8
CHS/SCH/03 Number of days lost per 1,000 Secondary School pupils through exclusion	Quarters	23.5	22		85	84	84
CHS/EBP/01 Number of children engaged in evidence based programmes.	Years	1500	N/A		N/A	N/A	N/A
CHS/EBP/02 Number of parents engaged in evidence based programmes.	Years	400	N/A		N/A	N/A	N/A

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

PI code & name	Collection	Current Value	Current Target	Status	2016/17	2017/18	2018/19
CHS/LGBF/02 Gross cost of "Children Looked After" in residential based services per child per week	Years	-	-		N/A	N/A	N/A
CHS/LGBF/03 Gross cost of "Children Looked After" in community placements per child per week	Years	-	-		N/A	N/A	N/A
CHS/LGBF/04 Cost per pupil for primary schools.	Years	-	N/a		N/A	N/A	N/A
CHS/LGBF/05 Cost per pupil for secondary schools.	Years	-	N/a		N/A	N/A	N/A
CHS/SCH/04 parents satisfied with establishments Education Scotland Survey	Years	-	100%		100%	100%	100%
CHS/SCH/035% pupils satisfied with establishments Education Scotland Survey	Years	-	100%		100%	100%	100%
CHS/CLD/02 % Adult education learners satisfied	Years	-	100%		100%	100%	100%
CHS/SCH/06 % of Adults satisfied with local schools	Years	-	100%		100%	100%	100%

*LGBF data for 2015/16 not yet available.