

CHILDREN'S SERVICES

SERVICE IMPROVEMENT PLAN 2018-2021



Service Improvement Plan 2018-2021

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1. Executive Summary

The Children's Services Service Improvement Plan covers the three year period from 2018/19 to 2020/21. This plan will assist in shaping the strategic direction for the service and outlines the key priorities, programmes, actions and improvements which we will deliver.

Our integrated approach to Children's Services 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 and aims.

The key priorities for the service are:

- Closing the poverty related attainment gap while raising attainment for all and support young people to enter positive and sustained post-school destinations.
- Reduce inequalities and deliver improved health and wellbeing outcomes for children and young people.
- Expansion of early learning and childcare to almost double the current provision.
- Celebrating the Year of Young People 2018 by valuing their contribution and achievements in communities and creating new opportunities for them to shine.
- Address the impact of adverse childhood experiences through early and preventative intervention's, working closely with partners using the Getting it Right for Every Child (GIRFEC) approach.
- Children, young people and families are supported within the community and we continue to reduce the number of children looked after and accommodated, where it's safe to do so.
- Ensuring Renfrewshire is a 'Child Friendly' place where children are nurtured and thrive.
- Reducing imprisonment, where appropriate/safe to do so, by promoting the management of those with convictions within the community. Enabling the provision of essential community supports to reduce reoffending.

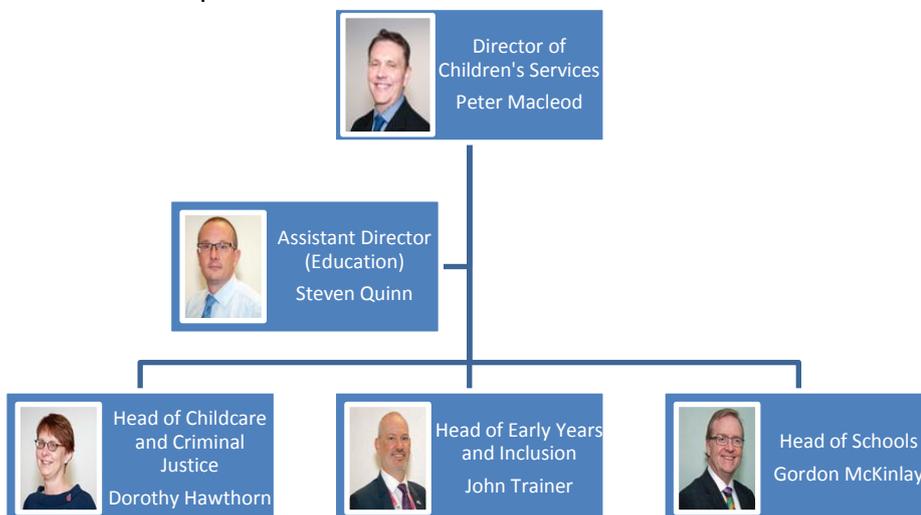
The service recognises the importance of working together across and beyond Council services with our partners, parents and communities to improve the outcomes for children, families and communities.

2. Introduction to the Service Improvement Plan

- 2.1 This Service Improvement Plan for Children's Services covers the three year period from 2018/19 to 2020/21. The plan outlines what the service intends to achieve based on the financial and employee resources expected to be available.
- 2.2 The plan assists in shaping the strategic direction for the service and outlines key programmes, actions and improvements which we will deliver during the next three years.
- 2.3 The major factors that this Service Improvement Plan will require to respond to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 2.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Children's Services will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- 1. Reshaping our place, our economy and our future.**
 - 2. Building strong, safe and resilient communities.**
 - 3. Tackling inequality, ensuring opportunities for all.**
 - 4. Creating a sustainable Renfrewshire for all to enjoy.**
 - 5. Working together to improve outcomes.**
- 2.5 Service level workforce plans, financial plans and risk plans are closely aligned to the Service Improvement Plan, and translate into team and individual development plans.
- 2.6 Service planning informs the budgeting process by enabling budget proposals to be seen in a wider policy development context. In turn, the outcomes of the budget process shape the final content of the Service Improvement Plan. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these will impact at a service level. Financial information and data are also linked to outcomes and priorities.

3. What we do

3.1 Children's Services are responsible for the delivery of social work services to children and families, criminal justice social work, early years, primary and secondary education, and community learning and development. The service is led by the Director, Peter Macleod, supported by an Assistant Director for education services, and three Heads of Service. This directorate team is supported in strategic and operational responsibilities by the Extended Senior Leadership Team.



3.2 The Director of Children's Services also fulfils the statutory role of Chief Social Work Officer for the Council, whilst the Assistant Director (Education) fills the statutory role of Chief Education Officer. Each local authority is required to designate a senior member of staff to fill these roles under the Social Work (Scotland) Act 1968 and the Education (Scotland) Act 2016 respectively.

3.3 The service accounts for over half of the Council's overall budget and delivers the following provisions:

- 27,000 children and young people in early years, primary, secondary and additional support needs schools and centres;
- 3,100 full time equivalent staff;
- 49 primary schools; 22 of which have a nursery class;
- 11 secondary schools;
- 11 early years centres;
- 2 schools for children and young people with additional support needs;
- 5 children's houses;
- Supported accommodation for young people leaving care;
- Social work fieldwork teams;
- Criminal Justice Social Fieldwork and Throughcare service;
- Criminal Justice Women's Community Justice service;
- Criminal Justice Court and Drug Treatment and Testing Orders;
- Criminal Justice Unpaid Work service;
- Criminal Justice Group work service;
- Fostering and Adoption services;
- Kinship Care;
- Youth Support service; and
- Community Learning and Development.

3.4 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'.

The core aims of the service are to:

- Provide support to, and protection of, vulnerable children and families and manage offenders in the community;
- Provide children and young people with high quality learning and teaching within nurturing and innovative environments;
- Reduce the poverty related attainment gap while raising attainment for all;
- Value wider achievements 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;
- Deliver high quality community learning and development opportunities across Renfrewshire whether alone or in partnership with others; and
- Support all services to raise standards through continuous improvement and self-evaluation in line with local and national priorities.

3.5 The Children's Services directorate recognise that in order to raise attainment for all of our children and young people, while closing the poverty related attainment gap, we must work together across and beyond the directorate with our partners, parents and communities.

To support this agenda, we have also developed an Education Improvement Plan taking into account our learning from the Attainment Challenge. This Education Plan outlines our priorities, the actions we will undertake to support these and the intended outcomes we expect to see. The plan focuses on the main priority areas of learning and teaching; leading at all levels; working with our families and communities; and supporting our process of evaluation and performance improvement.

The Children's Services Improvement Plan along with the Education Improvement Plan will support our aims of meeting the outcomes highlighted within the National Improvement Framework for Scottish Education: Achieving Excellence in Equity which was published in December 2016.

We work closely with Skills Development Scotland, local businesses, further and higher education to review and ensure the curriculum in our schools provide a good skills match based on the regional skills assessment for the Glasgow City Region. This has included the introduction of Foundation apprenticeships for pupils in S5 and S6 from all secondary schools in Renfrewshire.

- 3.6 Children's Services is committed to ensuring that the expansion to 1140 hours of early learning and childcare is underpinned by the guiding principles of quality, accessibility, flexibility and affordability. Quality will continue to be at the heart by ensuring positive learning experiences for children in order to achieve secure attachments and better outcomes for them. A continued investment in staffing and commitment to partner providers will aim to ensure quality provision across Renfrewshire.
- 3.7 Renfrewshire's Getting it Right for Every Child (GIRFEC) policy is intended to ensure that children, young people and their families receive the help they need when they need it. As children and young people progress on their journey through life, some may have temporary difficulties, some may live with challenges and some may experience more complex issues. Sometimes they and their families are going to need help and support. The GIRFEC approach ensures that when we provide support, it is based on the level of need for each child. This approach ensures that anyone providing that support puts the child or young person and their family at the centre.
- 3.8 We are committed to improving opportunities for all children and young people. However, we recognise that we have a special responsibility for those who are looked after and in our care. Together with other "corporate parents", we work together to improve the help and support we provide. Importantly, children and young people are working with us to help us understand what they need to see improved, as have those who care for them. This is evident in our Champions Board approach and the recent development of our Family Firm.

In Partnership with Renfrewshire Health and Social Care Partnership, we have updated our Children's Services Partnership Plan. The voice of young people has been at the heart of this plan. The result of our whole children survey, completed by over 10,000 of our young people has confirmed our priorities.

- 3.9 On 29 November 2016, 300 young people attended the first Renfrewshire Youth Assembly. The key themes which were discussed were: education, jobs and training; social and cultural issues; Paisley 2021 UK City of Culture Bid; health and wellbeing; and Youth Voice. Following a series of interactive workshops, the Assembly voted for the key theme that presented the biggest challenge in Renfrewshire. This resulted in 65% of young people voting for mental health, therefore setting the agenda for a Youth Commission to take forward into 2018 and beyond. As a result, improving the mental health and wellbeing of our children will be the overarching priority of the Partnership Plan.

During 2018, the Youth Commission will identify the key factors for step change in Young People's Mental Health in Renfrewshire, and draft proposals and recommendations for Council and partners to consider. The final Youth Commission Report will be presented back to the Youth Assembly in May/June 2018.

Service Delivered



Over **23,000** pupils educated across our establishments



13,238 primary



9,920 secondary



389 ASN



92% of school leavers enter positive destination



85% of accommodated children were placed with families



61% of looked after children were at home, rather than away from home



77% of new unpaid work clients seen within one working day of the order



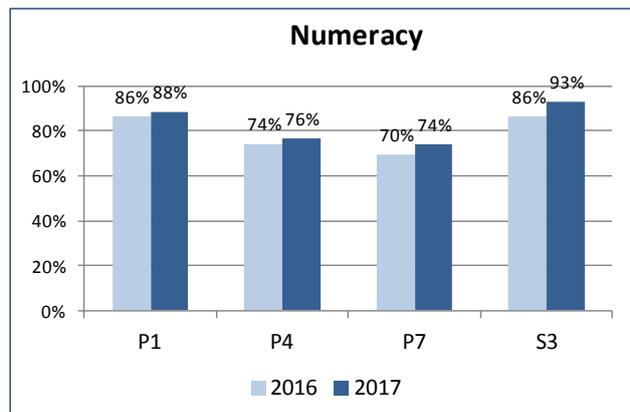
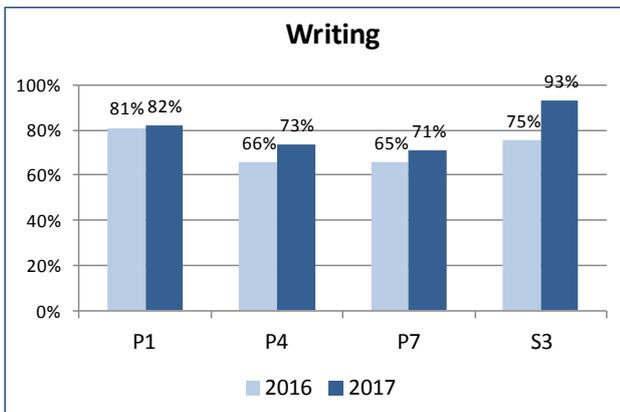
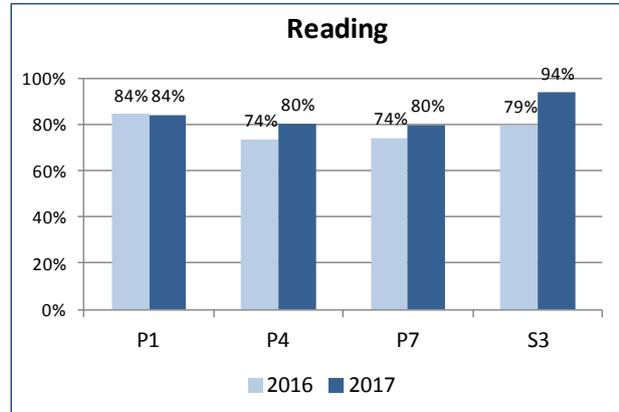
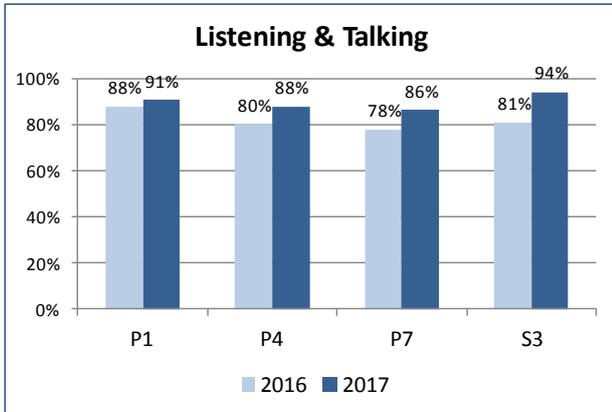
75% of 3-4 year olds and **65%** of entitled 2 year olds accessing **600** hours of early learning and childcare



Attainment

Broad General Education (BGE) Attainment, P1 – S3

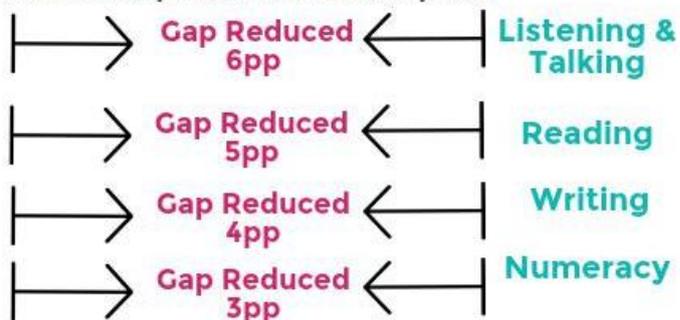
The percentage of pupils achieving the expected Curriculum for Excellence level for their stage increased in all curricular areas



Attainment Gaps

Percentage Point Change in number of pupils achieving expected level from 2016 to 2017

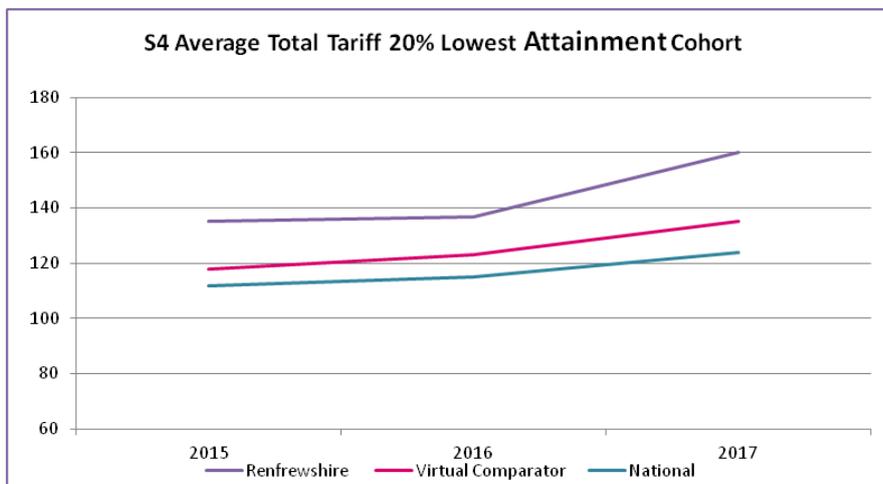
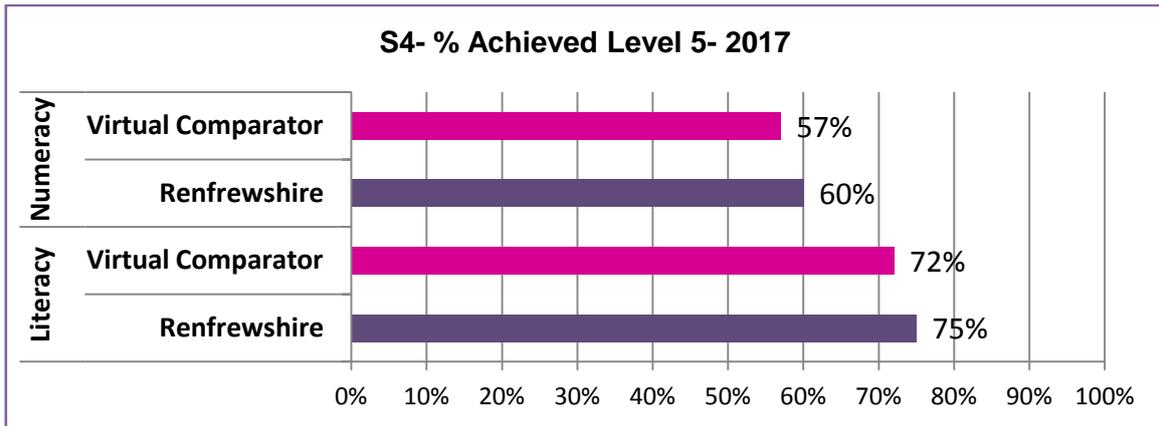
SIMD:
30% Most Deprived/70% Least Deprived



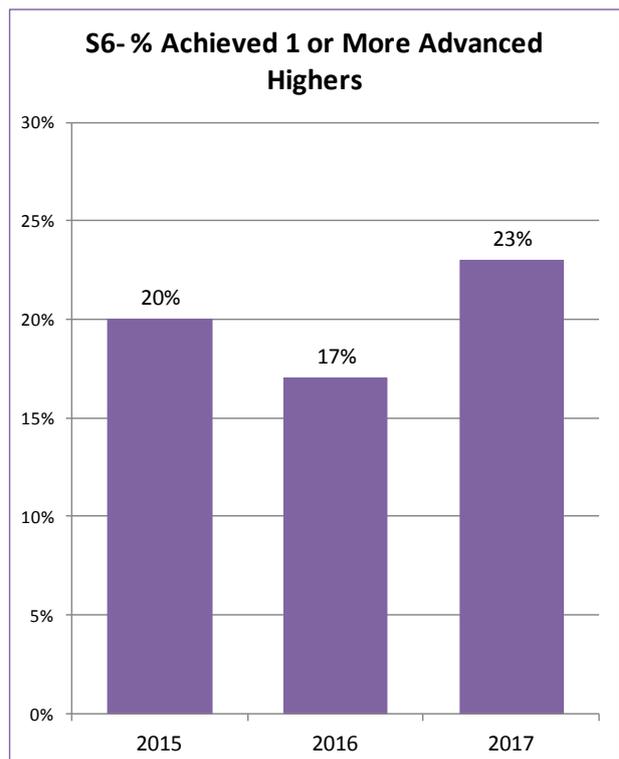
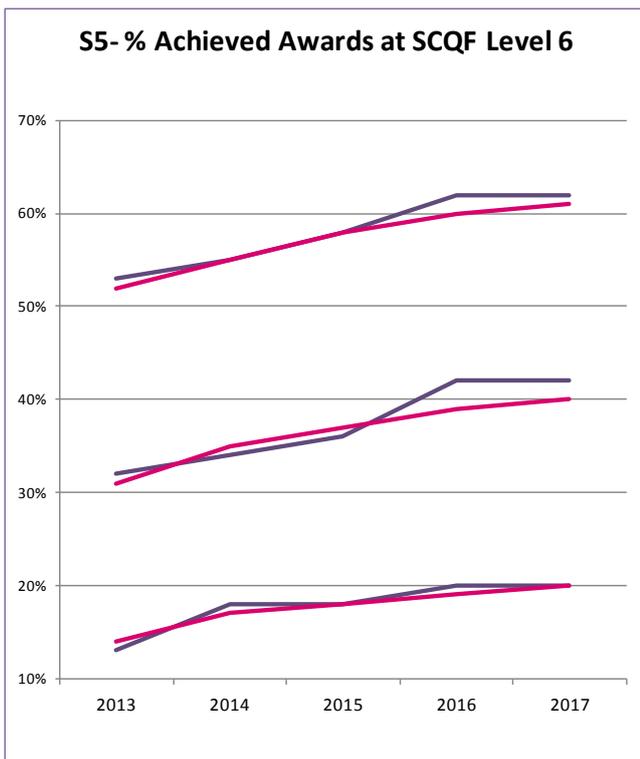
**FME: Pupils Entitled to Free Meals/
Pupils not Entitled to Free Meals**



Attainment in S4



Attainment in S5 and S6



3. Our strategic context

3.1 The delivery of council services is shaped by a wide range of internal and external factors. Children's Services is currently impacted by:

a) National Policy and Legislative Change

- The potential impact of national reviews relating to child protection and to the care system for looked after children and young people;
- The ongoing review and reform of educational governance, which will be set out in the Education Act expected to be in draft by summer 2018;
- The Scotland-wide requirement to increase early years provision from 600 hours to 1140 hours per child, per year by 2021;
- Implementation of the Scottish Attainment Challenge;
- The Scottish Child Abuse Inquiry, with local authority services having a legal duty to support information requests related to this;
- A presumption against short prison sentences, which are likely to be extended to all custodial sentences under 12 months' duration, rather than the current 6 months'. This increases pressure on Criminal Justice Social Work to manage community sentences;
- Working towards the aims of the National Improvement Framework;
- Implement the transfer policy for unaccompanied asylum seeking children; and
- Implementation of the Carers (Scotland) Act 2016 which introduces a duty to provide a statement for young carers.

b) Demographic and Social Change

- Inequalities in society which can mean children from the poorest areas may not have the same life chances as children from more affluent areas;
- Managing changing patterns of demand for school places in response to new housing and patterns of population migration;
- Continuing high numbers of looked after children, linked to levels of deprivation, substance misuse, and parental neglect;
- Increasing numbers of care experienced children accessing throughcare and alternative support;
- Increasing numbers of children with additional support needs who are supported by education and social care services; and
- An increasingly diverse population in terms of ethnicity and a need for specialist support for some groups of the population, for example refugees and those seeking asylum.

c) Internal resource factors

- An ongoing need to modernise the school estate;
- Pressures in the recruitment and retention of staff;
- Expand the early years' workforce in line with the increase in entitlement to childcare to 1140 hours; and
- Delivering good quality services at a time of financial constraint for all local authorities.

3.2 **Internal drivers**

The complexity of service delivery is reflected in the range of plans and strategies which cover the scope of Children's Services. In addition to commitments in the Council Plan and Community Plan, Children's Services together with the Health and Social Care Partnership are responsible for the publication of the Renfrewshire Children's Services Partnership Plan and lead on the Community Justice Renfrewshire Plan. The service also produces an Education Improvement Plan for the Scottish Government, and is a partner in the Alcohol and Drugs Partnership. Moreover, the service is a lead contributor to the Renfrewshire Child Protection Committee Plan, the Renfrewshire Adult Protection Committee Plan, and reports to the Chief Officers' Group which covers broader public protection. Children's Services chairs the local Gender Based Violence Strategy Group. The service has produced a Young Carers' Strategy and an Early Years Strategy and is delivering an Attainment Challenge Plan. This is in addition to the many policies and pieces of statutory guidance which govern how services are delivered.

Further evidence of working to and implementing national initiatives include:

Youth Voice

- In response to Part 3 of the Children and Young People (Scotland) Act 2014, whereby all public authorities are required to develop and evaluate their Children's Services plans. Renfrewshire was well placed to adapt to the new requirements of the Act. In 2011, we led the way in Scotland by developing a truly evidence-based Children's Services Plan. We were the first local area in Scotland to collect wellbeing data from our children and young people. The data from more than 10,000 children and young people informed our subsequent plan, 'Reach for a Better Future'. The plan included a suite of evidence-based and best practice approaches to support children to have the best start in life and to provide early and effective help to families in need.

Within this plan we committed to significantly reducing the proportion of our children looked after away from home. We have made good progress and reduced our use of external residential and fostering placements, having reduced the overall capacity within our residential houses while improving the quality of care. We have also reduced the time taken for children to secure permanent alternative care where this is necessary. All these actions have supported improved outcomes for children and young people. This is an important area that we will continue to focus on.

We have recently repeated the wellbeing survey in Renfrewshire. The data shows that Renfrewshire's children and young people are generally doing very well. In relation to a number of important aspects, our children and young people are having more positive developmental experiences than their peers elsewhere in Scotland. The wellbeing data will underpin the development of our new Children's Services Partnership Plan 2018-2021.

This also aligns with the requirements of the Community Empowerment (Scotland) Act 2015 which gives communities of place and communities of interest the right to request participation in the planning and delivery of services. Since Community Justice has been embedded in local community planning partnership areas, there is a real opportunity to engage with the community in the planning of services.

- One of the first-ever motions raised by a Member of the Scottish Youth Parliament (MSYP) at a local authority decision-making board was heard and approved in Renfrewshire. More than 3,000 young people were surveyed by a member of the MSYP and expanding the Personal, Social and Health Education remit was voted their top priority.

Year of Young People 2018

- The Scottish Government has designated 2018 as the Year of Young People (YoYP). The YoYP will inspire Scotland through its young people, celebrating their achievements, valuing their contribution to communities and creating new opportunities for them to shine locally, nationally and on the international stage. There are more than 200 young ambassadors who are representing every local authority across Scotland, including ten from Renfrewshire. Their role is to build awareness of the activities throughout the Year of Young People 2018 so their communities know what's happening.

Children's Rights

- We take a rights based approach to our work with children and young people and the United Nations Convention on the Rights of the Child (UNCRC) underpins our work. We recognise the importance of ensuring that children and young people are aware of their rights and that they are able to give their views and participate in decisions affecting them in line with Article 12 of the UNCRC.

Our children and young people are routinely provided with information about their rights, offered independent advocacy to support their meaningful participation in decisions affecting them and offered access to mechanisms (such as our Champions Board) to enable them to directly influence policy and practice.

In line with section 1 of the Children and Young People (Scotland) Act 2014, our multi-agency Children's Rights and Participation Strategy sets out how services and organisations will work in partnership to secure better or further effect of, the UNCRC requirements.

Corporate Parenting

- The Children and Young People (Scotland) Act 2014: Statutory Guidance on Part 9 defines Corporate Parenting as 'An organisation's performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leavers, and through which physical, emotional, spiritual, social and educational development is promoted.'

As a good corporate parent, we want the best outcomes for our looked after children, we accept responsibility for them, and we make their needs a priority. We want each and every one of our care experienced children and young people to reach their full potential.

We are proud corporate parents to our 681 looked after young people and to our care leavers. As a service we have direct responsibility for Renfrewshire's care experienced young people and we take our corporate parenting responsibilities very seriously.

The views, needs and wishes of our children and young people are at the centre of our approach in Renfrewshire and we ensure that our services are directly influenced by them. This is evident in our Champions Board approach and the recent development of our Family Firm.

Unaccompanied Asylum Seeking Children and Child Refugees

- In April 2017, the UK Government announced that it will work with the United Nations High Commissioner for Refugees to resettle children and adults from the Middle East and North Africa region and created a new scheme, the Vulnerable Children's Resettlement Scheme (VCRS). Children's Services have already responded to two humanitarian appeals from the Home Office relating to a small number of unaccompanied children from Northern Africa. Given the level of vulnerability in these particular cases, the Home Office has granted refugee status to the children, giving them leave to remain in the UK for five years. Thereafter, they will be entitled to apply for indefinite leave to remain. This reaffirms the Council's ongoing commitment to support unaccompanied minors.

3.3 Partners and Providers

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 Gender Based Violence Strategy Group. 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.

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.

3.4 Best Value

Following the Council's 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 will be driven at a service level through the Service Improvement Planning process. There are no actions specific to Children's Services, however we will contribute to the corporate actions particularly around community engagement, partnership working and workforce planning.

3.5 Risk

The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny (ARS) Board, (strategic risks being more outward in nature, whereas corporate ones are more inward and often affect more than one service department.) Actions related to strategic or corporate risks, where we are owner or joint owners of the risks (shown below), are reflected in our Service Improvement Action Plan; this ensures an additional layer of monitoring in our management of these risks. Other risks which may occur only for, or within our own service are contained within our service risk register that is reported to the ARS Policy Board. Our top service risks are also shown below for information and actions relating to these are further detailed in our Service Improvement Action Plan.

Risk	Evaluation Low/Moderate/High/Very High
Our Strategic Risks	
Poverty levels in Renfrewshire	Evaluation: Very High
Opportunity Management – Key Regeneration Outcomes	Evaluation: High
Opportunity Management – Key Cultural & Heritage Outcomes	Evaluation: High
Disrupting the pattern that exists between poverty and attainment	Evaluation: High
Community Safety & Public Protection	Evaluation: High
Our Corporate Risks	
Financial Sustainability	Evaluation: Very High
Asset Management	Evaluation: High
Our TOP service-specific risks	
Poverty levels in Renfrewshire	Evaluation: Very High
Disrupting the pattern that exists between poverty and attainment	Evaluation: High
Workforce Planning and Organisational Development: Recruitment of teachers	Evaluation: High

3.6 **Continuous Improvement**

Children’s Services is committed to continuous improvement and undertakes a range of activities to assure the quality of our services and develop better ways of working. The services we provide are subject to external scrutiny from the Care Inspectorate and Education Scotland. Therefore, self-evaluation activity and improvement planning are embedded in our service delivery. In addition, Renfrewshire Council has a mature and well-developed approach to self-evaluation which has been in place corporately since 2008, and is based on the Public Services Improvement Framework (PSIF). During 2018 the Council will introduce a new approach to self-evaluation, the Renfrewshire Continuous Improvement Model (RCIM). The model will be based around a checklist of statements across a number of key themes: Leadership, Service Planning, Workforce, Partnership and Resources, Processes and Services, and Results. Children’s Services will use the model to help identify what is working well and what needs to improve within the service. In addition, the service has introduced the a Quality Improvement Framework for schools and early years centres.

3.7 Workforce Planning

The Council's Organisational Development Strategy will ensure that it can continue to deliver its core business and service objectives, with an engaged and motivated workforce during a climate of financial and resource constraints.

The plan will take forward the following key objectives:

- **A Strategic Workforce** – to ensure Children's Services workforce can deliver key services within budgetary and service constraints. A strategic service needs analysis will be undertaken to inform the opportunities and risks 1 year, 3 years and 5 years into the future.
- **A Flexible Workforce** – to ensure employees are deployed to the right place with the right skills at the right time with the capacity and understanding to deliver generic working requirements across the service.
- **A Modernised Workforce** – to develop a sustainable long-term workforce plan for Children's Services that ensures that it has the capacity, resilience and skills to align with the Council, service, and team objectives. This includes recruitment strategies, employer branding and the workforce motivators to promote Children's Services as a workplace of choice.
- **A Skilled Workforce** – to identify key skills, gaps and opportunities for improved flexibility within Children's Services. This will work towards improving the skills mix within these areas and to promote the service as an exemplar employer with a skill's ready workforce. A new, interactive electronic Child's Plan form has been developed by Children's Services to improve the quality of wellbeing assessments. The form includes embedded practice guidance, legal information and best practice examples to ensure practitioners have at their fingertips all of the information they require to produce robust GIRFEC assessments and care plans. The form is the first of its kind in Scotland and we will continue to monitor its impact upon service improvement and refine it accordingly.
- **A Developing Workforce** – to identify career pathways within Children's Services that supports workforce supply, demand, retention, succession planning, flexibility and facilitate business continuity at all times, maximising the use of resources. A competency based professional supervision and development approach is being implemented for all Children's Services social workers and care-holders. The approach aligns with the Council's Organisational Development Strategy and is linked to wider service improvement objectives.
- **A Resilient Workforce** – to establish succession planning for key sections of Children's Services, which reflects workforce availability and demand and is aligned to service planning priorities with appropriate training and support.

3.8 Equalities

Every area of work within the council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.

The Council recognises that equality both needs to be integrated fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this is undertaken through departmental Service Improvement Plans. This will allow actions to be monitored on a quarterly basis.

The Council is committed to reporting progress to local equalities led community groups. It is recognised that circumstances for individuals and organisations can change over time and by establishing a clear reporting structure, the Council can demonstrate whether its equality actions and priorities are contributing to overall outcomes and can be reviewed and amended accordingly.

Children's Services will actively promote equality and diversity mainstreaming through the work of its three main service area/groupings, through this Service Improvement Plan and through the relevant Operational Plans. Children's Services will contribute to the development of the Council's six equality outcomes listed below as follows:

Outcome 1: Public spaces improve access and promote dignity for disabled and older people – the service will build on the existing positive work it delivers including the completion of new schools continuing to support this outcome through increased capacity.

Outcome 2: Our staff and communities fully understand the causes and consequences of gender based violence and are equipped to respond - the service will continue to make a positive contribution to this outcome through the Gender Based Violence Working Group. The service is committed to the Renfrewshire Multi Agency Risk Assessment Conference (MARAC) which supports high risk victims of domestic abuse and raises awareness of the issue in Renfrewshire. We continue to embed the Safe and Together approach in our work with families, offer Up2U to individuals who have been through the Court system and deliver CEDAR to children who have experienced domestic violence.

Outcome 3: Equalities-led organisations are supported to become sustainable and influential partners – the completion of new buildings including schools and new childrens house continues to support this outcome through increased capacity.

Outcome 4: Council services are responsive to the needs of equalities groups, with well-designed and flexible services – the service will continue to be responsive to equalities groups.

Outcome 5: Renfrewshire Council promotes itself as and becomes an employer of choice for disabled people – the service will seek to contribute to this outcome by playing an active role in employee network groups.

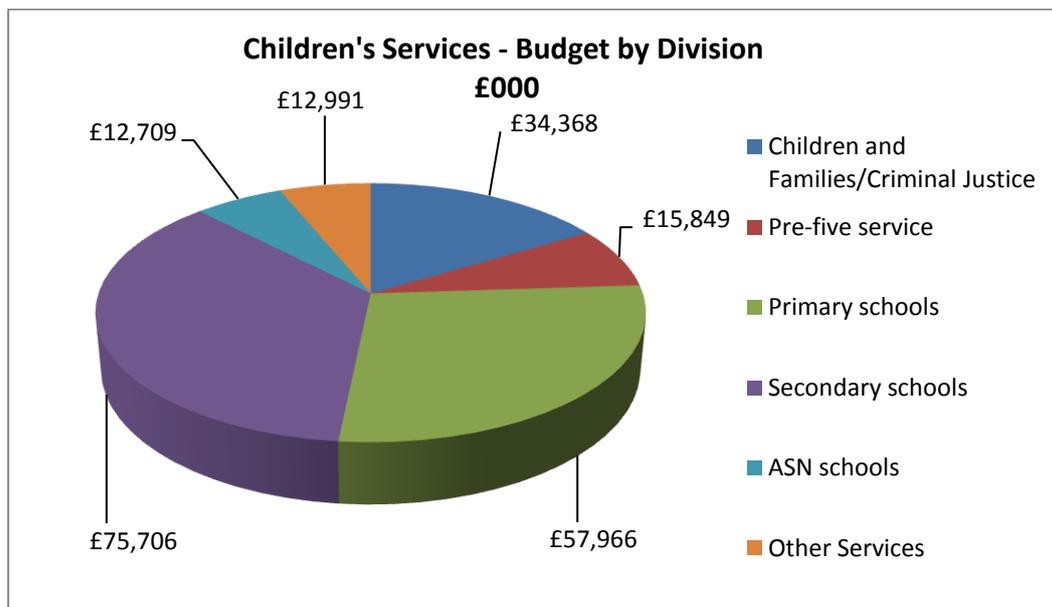
Outcome 6: Equalities implications are clearly and consistently considered in decision making – the service will carry out equality impact assessments as appropriate, and raise awareness through development of case studies of the large projects it is undertaking.

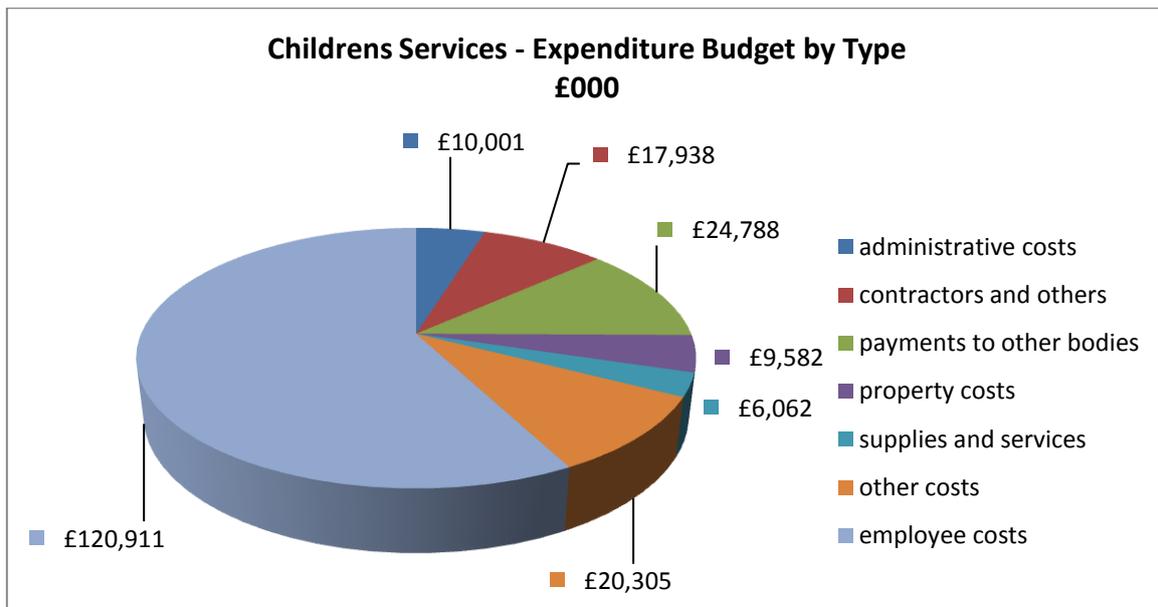
4. Our resources

4.1 Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2020 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning on the basis of:

- Reducing resources given the uncertainty over when and at what level sustained budget growth may return;
- Rising cost and demand pressures continuing to be a feature of the Council's financial outlook;
- An increasing and ongoing need for the Council to prioritise spend to focus on the delivery of strategic priority outcomes; and
- Delivering change, transformation and savings continuing to be a necessary feature of the Council's planning arrangements.

4.2 The revenue budget agreed for Children's Services in 2018/19 is £209,588,000. The charts below show how this is allocated across areas of service and different types of cost.





4.3 Particular areas of resource pressure for Children’s Services include:

- Historically higher than average incidence of looked after children and child protection cases, due in part to areas of significant deprivation, and parental drug and alcohol misuse;
- Growing demand for kinship throughcare and aftercare services;
- Increasing numbers of children with additional support needs in our schools;
- Legislative duty to expand the provision of early years’ provision from 600 to 1140 hours per year, per child, by 2020;
- A year-on-year reduction in the grant payable to Renfrewshire Council to deliver Criminal Justice Social Work services within the context of increasing numbers of community sentences to manage and the likelihood of further increases within 2018/19 as the 12 month presumption of short sentences and support for electronic monitoring, anticipated to be introduced in November 2018; and
- Challenges around the continued reserve of supply and permanent teachers.

4.4 A variety of performance measures are applied across the service which includes external suites of indicators. Performance against selected indicators is reported quarterly to the Council’s Corporate Management Team. Performance against all indicators in this Service Improvement Plan will be reported to elected members in November 2018 and May 2019.

5 How Children's Services contributes to the delivery of the Council Plan

5.1 The Council Plan 'Thriving People, Connected Communities', clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.

5.2 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned; focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire.

The four Community Plan themes are:

- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
- Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
- Our Renfrewshire is fair: addressing the inequalities that limit life chances.
- Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm.

While the Service Improvement Plan feeds directly into the Council Plan's strategic outcomes, many of the actions will also contribute to the Community Plan's objectives, reflecting the golden thread through these three strategic documents and showing the role that Council services have in delivering the vision for Renfrewshire.

5.3 To deliver the Council and Community Planning priorities, Children's Services has focussed its work and activities to ensure alignment with these key strategic outcomes.

5.4 The Service Improvement Plan details how Children's Services will contribute to and deliver these outcomes. Section 6 of the plan provides an overview of how the service will contribute to four of the Council's strategic outcomes of the Council Plan. It does this by:

- Highlighting the service's achievements for the year up to 31 March 2018;
- Outlining the key priorities the service aims to achieve over the duration of the Improvement Plan;
- Identifying the key actions to be undertaken to meet the priorities; and
- Setting out the performance indicators to be used to monitor progress.

In addition, Appendix 1 details the Local Government Benchmark Framework (LGBF) suite of performance indicators. All Scottish local authorities participate in comprehensive performance scrutiny through the LGBF. This framework brings together performance indicators covering information about a wide range of key services, such as education, housing and social care.

The LGBF data is collated, verified and published for all Scottish Councils by the Improvement Service. The draft data for 2016/17 was published on 27 November. The Council was ranked in the top quartile (1st to 8th) of Scottish councils for fifteen of the framework indicators including the following Children's Services related indicators include:

- Percentage of pupils gaining 5+ awards at Level 5 (National 5) – rank 8
- Percentage of adults satisfied with local schools – rank 6
- Average total tariff SIMD Quintile 2 – rank 8

6. Strategic Outcomes

Strategic Outcome 1: Reshaping our place, our economy and our future

- 6.1 Children's Services contributes to this priority through ongoing work to support our children and young people to develop skills and qualifications which will help them move into a positive destination – whether further or higher education, training, or employment – after leaving school. The service has strong links with further and higher education providers, employers, and other agencies involved in business and economic development. A range of employability programmes are offered in schools, designed to meet different needs at different ages and stages, and provide a range of options for all of our young people.
- 6.2 During 2017/18, the service's achievements in relation to this priority included:
- Supporting high numbers of our young people to enter positive destinations and sustained post-school destinations;
 - Continued to build links with further and higher education establishments, offering taster sessions for students in S2, S3 and S4;
 - Renewed our focus on positive destinations, with an Education Manager now assigned to tackle this as a priority. Performance has been improving in Renfrewshire in recent years and the service has confidence that it will continue to improve;
 - Organised work placements for young people with particular needs, including pupils at the Mary Russell School and Kibble School;
 - Continued to support young people in wider achievement through activities such as the Duke of Edinburgh's Award and Dynamic Youth;
 - Support the Developing the Young Workforce West region to help employers shape their future workforce by developing sustainable links between employers of all sectors / sizes and their local schools and college (as recommended by the Wood Commission);
 - Established a working group to review and identify gaps in the course provision in relation to looked after and accommodated children and how these children can be best supported; and
 - Investigation of a 'Family Firm' approach to co-ordinating employment opportunities for care experienced young people. The approach brings together corporate partners within the Council as well as from partner agencies to deliver practical employability support and real jobs for some of our most vulnerable young people.

Strategic Outcome 1: Reshaping our place, our economy and our future

6.3 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- A relentless focus on improving attainment for all our children and young people;
- Work will continue on the development of a new residential resource for children and young people requiring more intensive support. The new house is scheduled for completion late 2018. Work on developing the school estate will also continue;
- Continue working with schools and with wider partners to give young people the skills and experience they need to progress in education, employment and training and be ready for the career opportunities that will be available in Renfrewshire; and
- Continue to develop the 'Family Firm' scheme to provide support and employment opportunities for care experienced young people; and evaluate the resources required to expand the scheme.

Strategic Outcome 1: Reshaping our place, our economy and our future

6.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.	Improved practitioner confidence in the classroom and therefore improvements in overall attainment and achievement.	Assistant Director (Education)	31-Aug-2018
Support and improve approaches and planning to assessment and moderation.	Practitioners are more skilled in the effective use of moderation to inform learning and teaching and are signposted to best practice.	Assistant Director (Education)	31-Mar-2021
Support all establishments in developing data literacy to improve learning and teaching.	Staff at all levels are supported to use pupil data to plan and improve learning and teaching.	Assistant Director (Education)	31-Mar-2021
Develop high quality learning and teaching that leads to improved levels of attainment and achievement in all of our establishments.	Staff are skilled and knowledgeable and able to effectively support children and young people in their learning and development.	Assistant Director (Education)	31-Mar-2021
Further develop the curriculum, and the opportunities for personal achievement, to maximise school leavers' skills to meet the needs of employers.	A more consistent approach is evident in schools in terms of successfully supporting young people into positive and sustainable destinations post school.	Assistant Director (Education)	31-Mar-2021
Support schools to deliver a Senior Phase which ensures appropriate pathways and provides the best possible opportunities for them to achieve a range of qualifications.	An increase in the number, and quality of qualifications being gained by young people. Increased numbers of young people particularly girls undertaking STEM qualifications.	Assistant Director (Education)	31-Mar-2021

6.4 Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Continue to develop partnership links and collaborative arrangements with the FE sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report.	A range of programmes are being delivered through these partnerships, enabling school leavers to secure a positive post school destination.	Head of Schools	31-Mar-2020
Evaluate the 'Family Firm' pilot and identify options for sustainability	A partnership approach which gives looked after children and care leavers additional support into employment and training will address some of the inequalities they face and result in more positive outcomes.	Integrated Children's Services Officer	31 Mar 2019
Support high numbers of our young people to enter positive and sustained post-school destinations.	Information and support which leads to young people finding a post-school option that fits with their goals will support them to have more positive experiences of further and higher education, employment and training.	Head of Schools	31 Mar 2019

Strategic Outcome 1: Reshaping our place, our economy and our future

6.5 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
							Annual Target	Annual Target	Annual Target
CHS/P D/01	% of School leavers in a positive destination	Years	2016/17	92.2%	94%		95%	95%	95%
CHS/A TT/01a	% of Leavers attaining literacy SCQF Level 4	Years	New PI	New PI	New PI	New PI	97%	98%	98%
CHS/A TT/01b	% of Leavers attaining numeracy SCQF Level 4	Years	New PI	New PI	New PI	New PI	93.5%	95%	95%
CHS/A TT/01c	% of Leavers attaining literacy SCQF Level 5	Years	New PI	New PI	New PI	New PI	84%	86%	86%
CHS/A TT/01d	% of Leavers attaining numeracy SCQF Level 5	Years	New PI	New PI	New PI	New PI	73%	75%	75%
CHS/A TT/12	Average Complementary Tariff (S4)	Years	2016/17	310	New PI	New PI	New PI	317	322
CHS/A TT/13	Average Complementary Tariff (S5)	Years	2016/17	580	New PI	New PI	New PI	601	617

Note: We will also use a number of the LGBF indicators in Appendix 1 for this priority

Strategic Outcome 2: Building strong, safe and resilient communities

6.6 Children's Services plays a critical role in delivering this priority, particularly in relation to public protection. Staff across the service are on the frontline, delivering services to protect children and young people, and supporting people with convictions to address their offending behaviour and make positive changes in their lives in order to make our communities safer places. Renfrewshire has historically had high numbers of children impacted by parental drug and alcohol misuse and neglect, which creates a challenging service environment.

The management of public protection issues is a significant risk not only for Children's Services but for the wider council. The Council operates robust procedures for the management of child protection and public protection issues and works closely with partners on these, through the Renfrewshire Child Protection Committee, through statutory processes for managing violent and sexual offenders, domestic violence screening and the vulnerable young people's screening group.

6.7 During 2016/17, the service's achievements in relation to this priority included:

- In recognition of the vulnerability of young people within the adult criminal justice service, the Whole Systems approach to youth justice has been expanded to work with young people up to the age of 20, rather than 18;
- Contributing to the implementation of Renfrewshire's first Community Justice Improvement Plan and the development of a new plan for 2018/19;
- Embedding the Up2U model for tackling violence in interpersonal relationships. Renfrewshire Council won the 'Research into Practice' category at the 2017 Social Work Scotland awards for Up2U;
- As part of the implementation of the Nurture Strategy, the Educational Psychology service has been expanded to provide additional support to schools as they develop and embed the local Nurturing Relationships Approach; and
- Launched the Parents in Partnership initiative to tackle attendance issues in schools, which aims to promote greater parental engagement with their child's school.

Strategic Outcome 2: Building strong, safe and resilient communities

6.8 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Implement recommendations arising from national reviews in the areas of child protection and the care system;
- Effectively discharging our public protection role and working with partners to ensure that vulnerable children live as safely as possible within local communities;
- Maintain the strong health and development of the majority of children;
- Build on the success of our nurturing approach by extending the number of schools and establishments involved in this initiative;
- Supporting children in their local communities and with their families, where safe and appropriate;
- Finalise our strategy to build on our work with partners in relation to gender-based violence;
- Invest in physical assets, with further modernisation of the school estate and a new residential service for looked after children; and
- Criminal Justice service will prepare for the planned implementation of the presumption against short sentences.

Strategic Outcome 2: Building strong, safe and resilient communities

6.9 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Continue to develop residential provision in childcare.	Young people are able to access levels of support they require from in-house services.	Children's Services Manager	31-Mar-2020
Extend the whole-school Nurturing Relationships Strategy (RNRA) in schools across Renfrewshire.	All staff in participating schools have an understanding of attachment theory and nurturing practices to help children develop socially and emotionally.	Head of Early Years and Inclusion	31-Mar-2021
Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities.	Schools are modern environments with facilities that allow more opportunity for activities and innovative learning and support a more positive experience of learning.	Education Manager (Resources)	31-Mar-2022
Embed a consistent approach to supporting children and families affected by domestic violence informed by a strength based model of intervention.	Children experiencing domestic violence are supported to be safe.	Head of Childcare and Criminal Justice	31-Mar-2020
Implement recommendations flowing from the national reviews of child protection and the care system.	Child protection practice is further enhanced and strengthened in line with recommendations.	Child Protection Adviser	31-Mar-2020
We will respond to the planned presumption against short sentences.	Extend the opportunities for people with convictions to engage with community based services to address their offending behaviour.	Criminal Justice Manager	31-Mar-2019

Strategic Outcome 2: Building strong, safe and resilient communities

6.10 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
							Annual Target	Annual Target	Annual Target
CHS/CJ/CPO/01	The percentage of NEW clients subject to a new supervision order seen by a supervising officer within 1 week	Years	Q3 2017/18	69%	92%		92%	92%	92%
CHS/CJ/CPO/02	% of NEW unpaid work orders/requirement complete by the required date	Years	Q3 2017/18	72%	72%		72%	72%	72%
CHS/CJ/CPO/04	Percentage of NEW unpaid work clients seen within 1 working day of the order	Years	Q3 2017/18	72%	65%		65%	65%	65%
CHS/CJ/CPO/05	Percentage of NEW unpaid work clients receiving an induction within 5 working days of the order	Years	Q3 2017/18	77%	70%		70%	70%	70%
CHS/CJ/CPO/06	Percentage of NEW unpaid work clients beginning work placement within 7 working days of the order	Years	Q3 2017/18	75%	50%		50%	50%	50%
CHS/CP R/01	Percentage of children registered in this period who have previously been on the Child Protection Register	Years	Q3 2017/18	18%	N/A		N/A	N/A	N/A

- It is important that people with convictions are seen quickly after an order is imposed and this performance is monitored closely. In this period half of those instances when people were not seen within the timescale an appointment had been arranged but was not kept by the individual. Administrative and personal reasons accounted for the remainder of instances.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

6.11 The Council Plan has a clear focus on children and young people, and on tackling the significant inequalities which exist across Renfrewshire's communities. Children's Services therefore has a major role in delivering this priority, as a service which is delivering frontline service to children aged 3-16 and additional services from birth to 26 where there is a need.

6.12 During 2017/18, the service's achievements in relation to this priority included:

- Increasing the percentage of pupils who have achieved the expected level for their educational stage in all curricular areas. At all stages (S4, S5 and S6), Renfrewshire pupils performed as well or better in all literacy and numeracy measures than the virtual comparator and national average figures;
- Continuing the successful partnership with the University of Strathclyde with the Literacy Development Programme. A recent publication of a literacy evaluation suggests improved performance on reading attainment for all pupils;
- Completing the Young Carers' strategy which will be implemented from 1 April 2018. The service has also appointed a dedicated worker for young carers;
- Rolling out our Nurturing Relationships Approach, focused on pupils' social and emotional wellbeing, to 27 schools;
- Piloting "Parents in Partnership" in six schools. The programme has had a positive impact in engaging parents, increasing their confidence and capacity to support their child at school and at home;
- Appointing Transition Teachers to track children's progress in literacy and numeracy and to support them in the transition from P7 to S1;
- Delivering a range of interventions and approaches as part of our Attainment Challenge Plan;
- Winning the 'Raising Attainment in Literacy' (Todholm Primary) award and the 'Transforming Lives through Partnership' award (Kersland School, Park Mains High School, and Youth Services Duke of Edinburgh Award Programme) at the Scottish Education Awards 2017;
- Placing Inclusion Support Assistants in 9 secondary schools to support pupils in improving attendance, reducing exclusions and to encourage parental engagement;
- Delivering the Pizza Family Learning Programme to almost 200 parents and children;
- Implemented a new supervision policy for social work professionals, with a focus on professional practice and competency;
- Opened Riverbrae School and completed the refurbishment of Mossvale and St James Primaries; and
- Success in a multi-agency bid under the Scottish Government's Employment, Innovation and Integration Fund, for Criminal Justice services to improve employment opportunities for people with convictions.

6. 13 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Reduce inequalities and deliver improved health and wellbeing outcomes for children and young people and continue to work with partners towards the Council's goal of ensuring Renfrewshire is a 'Child Friendly' place where children are nurtured and thrive;
- Disrupting the pattern between attainment and poverty are key priorities for Renfrewshire Council, and the implementation of the Scottish Attainment Challenge action plan will continue to be a key focus for Children's Services;
- Develop new ways of involving parents and carers in their child's learning and continue to provide targeted support for our most vulnerable young people to have positive opportunities when they leave school;
- Provide a dedicated staff resource focused on support for young carers;
- Develop a youth and equalities forum;
- Expand early years' provision, and to continue our approach to permanency planning for looked after children;
- Support and embrace the Scottish Governments 'Year of Young People' and build on existing work which champions the voice of young people, including supporting our Youth Commission and our Children's Champions Board;
- Ongoing evaluation and refinement of Family Firm approach and identification of new employability opportunities across the Partnership; and
- Create an employment pathway for those with convictions in Renfrewshire.

In delivering these actions, the service aims to address some of the inequality our children can face from an early age, whether this is because of family income, health and wellbeing, family circumstances, or other issues. Children's Services want all children to be equipped to make the most of opportunities available to them, and perhaps more importantly, we want all children to have the opportunity to thrive and have the best possible start in life and be equipped to make use of employment opportunities as they develop. We will measure our progress by looking at school attainment and at wider achievement. This will include measurement of how particular groups of children and young people are doing (such as looked after children) by comparison, with the aim of closing any gaps.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

6.14 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Provide high quality education throughout the BGE and Senior Phase to narrow the outcomes gap for disadvantaged groups.	Improved outcomes for disadvantaged young people in terms of total tariff points and positive destinations.	Assistant Director (Education)	31-Mar-2021
Further develop our EY curriculum and support new legislation.	Children are given the best start and are supported to reach their full potential.	Head of Early Years and Inclusion	31-Mar-2021
Encourage and support active collaboration and engagement with parents and families in supporting their child's learning.	Stronger relationships will exist between the school and the home leading to more successful learning partnerships.	Head of Early Years and Inclusion	31-Mar-2021
Support targeted children and young people at key transitions to close the attainment and achievement gaps.	Transition teachers will have a good understanding of curricular transition in order to better support targeted pupils and will cascade best practice.	Assistant Director (Education)	31-Mar-2021
Support inclusion of vulnerable pupils including those ASN through improving key processes.	Attainment and achievement is increased through access to relevant opportunities and enhanced pathways to success.	Head of Early Years and Inclusion	31-Mar-2021
Take forward a 'Celebrating Youth' programme, offering young people the chance to get involved and participate in various social, cultural, digital and sport activities.	Young people are engaged with their wider community and have opportunities for new experiences.	Director of Children's Services	31-Mar-2021
Introduce a youth and equalities forum as a key element of local engagement.	Children and young people have their voice heard by the services which support them. They feel listened to.	Head of Early Years and Inclusion	31-Mar-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-Mar-2022

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Review support for young carers, identifying opportunities to improve life chances.	Young carers have time away from their responsibilities and are supported to make time for themselves.	Integrated Children's Services Officer	31-Mar-2022
Deliver approaches in educational establishments which support the reduction of inequality and support improvements in health and wellbeing for children and young people.	Children and young people have increased levels of resilience and are supported in social and emotional development.	Education Manager (Wellbeing and Quality Improvement)	31-Mar-2021
Reinvigorate and refine existing high-quality approaches with partners to ensure we are Getting it Right for Every Child.	As part of a shared approach across the service and with partners, the service is meeting the needs of vulnerable children and young people, facilitating them to reach their full potential.	Head of Early Years and Inclusion	30-Jun-2019
Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	Children and young people have opportunities to participate and achieve in a wider range of activities. Achievement is not focused solely on exam passes.	Head of Schools	30-Jun-2018
Work with schools to improve awareness of the needs of Looked After Children.	Children and young people benefit from a more holistic approach to their care. Schools are aware of particular needs.	Head of Early Years and Inclusion	31 Mar 2020
Work with a range of partners to ensure that skills and training for employment are a part of the rehabilitation journey and that access to the job market is fair for people with convictions.	People with convictions are supported not to re-offend and given the opportunity to demonstrate that they have made positive changes to their lives.	Criminal Justice Manager	30-Apr-2019

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

6.15 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
							Annual Target	Annual Target	Annual Target
CHS/A TT/04	No. of opportunities for young people to achieve through accredited awards	Years	2016/17	1,004	1,030		1,130	1,130	1,130
CHS/A TT/06	Average total tariff score of pupils living in SIMD 30% most deprived areas	Years	2015/16	648.1	673		690	700	700
CHS/A TT/07	Percentage gap in average total tariff score of school leavers resident in SIMD 30% most deprived and those from the 70% least SIMD deprived Renfrewshire areas.	Years	New PI	New PI	New PI	New PI	34%	32%	32%
CHS/A TT/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)	Years	2016/17	13	New PI	New PI	New PI	12	10
CHS/A TT/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)	Years	2016/17	12	New PI	New PI	New PI	11	9
CHS/A TT/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	Years	2016/17	21	New PI	New PI	New PI	20	18
CHS/A TT/17	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Numeracy between pupils entitled to Free School Meals and pupils not entitled	Years	2016/17	17	New PI	New PI	New PI	16	14
CHS/A TT/08	Average Total Tariff Score of Looked After Children (school leavers)	Years	New PI	New PI	New PI	New PI	302	341	341
CHS/A TT/09	Gap between the Average Total Tariff Score of Looked After Children (school leavers) and that of the total Renfrewshire leavers cohort	Years	New PI	New PI	New PI	New PI	67.2%	63.4%	63.4%

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
							Annual Target	Annual Target	Annual Target
CHS/CLD/01	Number of adults participating in literacy and numeracy classes	Years	2016/17	408	315		450	450	450
CHS/EY/01	% of 3 and 4 year olds accessing 600 hours of early learning and childcare	Years	Q2 2017/18	75%	N/A		N/A	N/A	N/A
CHS/EY/02	% of entitled 2 year olds accessing 600 hours of early learning and childcare	Years	Q3 2017/18	62%	N/A		N/A	N/A	N/A
CHS/LAC/01	The percentage of children made subject to a supervision order that were seen by a supervising officer within 15 days	Years	Q3 2017/18	88%	100%		N/A	N/A	N/A
CHS/LAC/02	Percentage of accommodated Looked After Children placed with families	Years	Q3 2017/18	83%	83%		N/A	N/A	N/A
CHS/LAC/CL/01	Percentage of care leavers participating in employment, training or education	Years	Q3 2017/18	54%	47%		47%	47%	47%
CHS/LAC/CL/02	Percentage of care leavers who have had a period of homelessness in the last 6 months	Years	Q3 2017/18	7%	N/A		N/A	N/A	N/A
CHS/LG/BF/01	Percentage of Looked After Children cared for in the community	Years	Q3 2017/18	93%	N/A		N/A	N/A	N/A
CHS/SC/H/07	% of children attending school (Primary)	Years	2016/17	95.3%	N/A		N/A	N/A	N/A
CHS/SC/H/08	% of children attending school (Secondary)	Years	2017/18	90.6%	N/A		N/A	N/A	N/A
CHS/SC/H/09	% of young people choosing to stay onto S5 after January (as % of S4 roll at September previous year)	Years	New PI	New PI	New PI	New PI	90%	92%	92%
CHS/SC/H/10	% of young people choosing to stay onto S6 (as % of S4 roll at September two years before)	Years	New PI	New PI	New PI	New PI	67%	68%	68%
RCPC/01	Number of children on the Child Protection Register at quarter end date	Years	Q3 2017/18	107	N/A		N/A	N/A	N/A

 When a child or young person is made subject to a supervision order by the children's hearing it is important that they are seen by the supervising social worker who will work with the family. This is monitored closely, occasionally there have been delays in carrying out these visits, however all staff have been made aware of the importance of this. Families are also required to make themselves available for the planned visit.

Strategic Outcome 5: Working together to improve outcomes

- 6.16 Renfrewshire Council has a strong track record in managing its resources effectively, even in recent years when financial constraints have been considerable. Children's Services is experiencing increasing demand for services at a time when fewer resources are available. Strong partnership working and innovation in service delivery will help the service support this priority. Partnership working includes meaningful engagement with communities as well as statutory agencies. The service already has a range of mechanisms to do this, including pupil and parent councils, the Children's Champions Board, and the Youth Commission. Our workforce is at the heart of this, and we will continue to provide opportunities for learning and development.
- 6.17 During 2017/18, the service's achievements in relation to this priority included:
- Forming the West Partnership, a regional improvement collaborative for education, with the neighbouring local authorities, comprised of the Glasgow City Region;
 - Delivered a programme of leadership training for teachers, including training for those aspiring to be Principal Teachers or Head Teachers;
 - Training in Froebelian Childhood practice – a method with a strong focus on play – for Early Years teachers;
 - In partnership with Respect Me (the national anti-bullying policy) provide training sessions for teachers on approaches to tackling bullying;
 - Commencing work on the new shared campus for Bargarran and St John Bosco Primaries, and at St Paul's Primary and Foxlea Pre 5 Centre;
 - Appointed 12 new Head Teachers to permanent posts, most of whom have risen through the ranks at Renfrewshire and taken part in the highly successful Leadership Development Programme;
 - Implementing mentoring support for newly-appointed Head Teachers; and
 - We have continued to develop social work services to shift the balance of care, enabling families to be supported in the community.

Strategic Outcome 5: Working together to improve outcomes

6.18 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Develop high quality leadership for staff at all levels;
- Continue to engage with the Scottish Government on planned changes to the governance of education;
- Improve outcomes for children living in Renfrewshire through evidence-based early intervention and preventative programmes and other initiatives which will aim to transform services for children;
- Continue with our approach to school improvement planning and also adopt the Council's new self-evaluation framework to enhance our ongoing continuous improvement work across the service;
- Training and development for staff will be a priority and we will implement our workforce plan to ensure that we have the right staffing levels and skills base to deliver on our priorities;
- Continue to work with partners in Community Justice on the factors which can cause offending and re-offending, such as lack of housing, unemployment, poor mental health and addictions;
- Improving the developmental outcomes for children entering primary school;
- Support young carers to have a life outside caring; and
- Explore mentoring opportunities to support our most vulnerable young people to achieve their potential.

Strategic Outcome 5: Working together to improve outcomes

6.19 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Develop and implement a quality improvement framework to ensure consistency and rigour which will support the ongoing cycle of self-evaluation and improvement planning.	A robust Quality Improvement Framework with clear procedures and guidance.	Assistant Director (Education)	31-Mar-2021
Provide high quality professional learning for establishment leaders.	Senior leaders look outwards and use experiences gleaned to improve practice and quality in their own establishments.	Head of Schools	31-Mar-2021
Support and challenge establishments in more effective use of data to assess children's progress and improve learning and teaching.	There is rigour in the monitoring of school performance which leads to improvements in monitoring and tracking at a school level.	Assistant Director (Education)	31-Mar-2021
Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities.	Renfrewshire Council makes use of the opportunity to discuss and influence national policy.	Director of Children's Services	31 Dec 2018
Support and strengthen the professional capacity of staff through leadership and professional development.	Staff at all levels recognise their individual responsibility to facilitate improved outcomes for children and young people. Succession planning is embedded in the service's practice. Provide high quality care on a consistent basis to improve the outcomes for children and young people.	Head of Schools	31-Mar-2020
Further develop reporting of management information to inform educational policy and practice including meeting the needs of the National Improvement Framework.	Robust information is being reported to relevant stakeholders in line council and service priorities and within the reporting mechanisms of National Improvement	Assistant Director (Education)	31-Aug-2018

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Ensure there is an appropriate level of staffing to deliver on the requirements of emerging policy developments relating to for example the Attainment Challenge, Pupil Equity Fund, and increasing early years provisions.	High quality workforce in place to deliver agreed levels of service.	Head of Schools	31-Mar-2020
Implement the service's workforce plan.	The service will have the right mix of staff, in sufficient numbers, and with the knowledge and skills to do their job effectively.	Head of Schools	31 Mar 2020
Implement the council's new approach to self-evaluation	The service maintains a focus on continuous improvement. Staff have an opportunity to identify areas for improvement and contribute to the process.	Director of Children's Services	31 Mar 2019
Through Community Justice Renfrewshire take forward national and local priorities, including housing for prison leavers, improved mental health and employability for persons with convictions.	By addressing some of the factors which lead to offending behaviour, the rate of reoffending can be reduced. People with convictions can be supported to make positive changes.	Criminal Justice Manager	31-Mar-2021

Strategic Outcome 5: Working together to improve outcomes

6.20 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
							Annual Target	Annual Target	Annual Target
CHS/C ORP/01	% of complaints responded to within timescales agreed with customers	Quarters	Q3 2017/18	75%	100%		100%	100%	100%
CHS/C ORP/02	% of Children's Services employees having completed IDPs	Quarters	Q3 2017/18	not available	100%	n/a	100%	100%	100%
CHS/C ORP/03	% of FOI requests completed within timescale by Children's Services	Quarters	Q3 2016/17	96.6%	100%		100%	100%	100%
CHS/SC H/04	Percentage of parents satisfied with establishments Education Scotland Survey	Years	2016/17	91.1%	100%		100%	100%	100%
CHS/SC H/05	Percentage of pupils satisfied with establishments Education Scotland Survey	Years	2016/17	84.1%	100%		100%	100%	100%

 We value feedback from people who use our services and we take complaints very seriously. The small number of complaints made account for the high percentage when a small number are responded to out with the timescale. We will continue to monitor closely and strive to respond timeously.

 The percentage of pupils satisfied with establishments figure are taken from pupil responses to surveys sent out by inspectors; in this case, it is the proportion responding positively to the statement "I enjoy learning at my school". As such, they relate to a small proportion of pupils in a small number of schools.

LGBF Scorecard

PI Code & Name	2014/15	2015/16	Current Value	Latest Note
CHS/LGBF/01 Percentage of Looked After Children cared for in the community	93%	94%	93%	The percentage of looked after children cared for in the community has remained stable at 93% in Q3 of 2017/18. Please note, this indicator is also reported annually and the figure for the annual figure is derived from the Local Government Benchmarking Framework indicator CHN9 'Balance of care for 'looked after children': % of children being looked after in the community'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/02 Gross cost of "Children Looked After" in residential based services per child per week	£4,122.00	£4,415.29	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN8a 'The gross cost of "children looked after" in residential based services per child per week'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/03 Gross cost of "Children Looked After" in community placements per child per week	£374.00	£349.04	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN8b 'The gross cost of "children looked after" in a community setting per child per week'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/04 Cost per pupil for primary schools	£4,071.00	£4,088.00	£4,407.00	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN1 'Cost per primary school pupil'. The cost per pupil for primary schools has increased from £4,088 in 2015/16 to £4,407 in 2016/17 and was below the 2016/17 Scotland average of £4,806.
CHS/LGBF/05 Cost per pupil for secondary schools	£5,577.00	£5,767.00	£5,844.00	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN2 'Cost per secondary school pupil'. The cost per pupil for secondary schools has increased from £5,767 in 2015/16 to £5,844 in 2016/17 and was below the 2016/17 Scotland average of £6,814.
CHS/LGBF/06 Cost per pre-school education place	£3,175.00	£3,690.00	£3,634.00	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN3 'Cost per pre-school education place'. The cost per pupil for pre-school in 2016/17 was £3,634 and was below the 2016/17 Scotland average of £4,207.
CHS/LGBF/07 % of pupils gaining	58%	60%	64%	The figure for this indicator is derived from the Local Government Benchmarking Framework

PI Code & Name	2014/15	2015/16	Current Value	Latest Note
5+ awards at level 5				indicator CHN4 '% of pupils gaining 5+ awards at level 5'. The percentage of pupils gaining 5+ awards at level 5 in 2016/17 was 64%, which was higher than the 2016/17 Scotland average of 60%. This is an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/08 % of pupils gaining 5+ awards at level 6	32%	32%	35%	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN5 '% of pupils gaining 5+ awards at level 6'. The percentage of pupils gaining 5+ awards at level 6 in 2016/17 was 35%, which was slightly higher than the 2016/17 Scotland average of 34%. This is an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/09 % of pupils living in the 20% most deprived areas gaining 5+ awards at level 5	36%	40%	42%	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN6 '% of pupils living in the 20% most deprived areas gaining 5+ awards at level 5'. The percentage of pupils living in the 20% most deprived areas gaining 5+ awards at level 5 in 2016/17 was 42%, which was slightly higher than the 2016/17 Scotland average of 41%. This is an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/10 % of pupils living in the 20% most deprived areas gaining 5+ awards at level 6	14%	14%	15%	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN7 '% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6'. The percentage of pupils living in the 20% most deprived areas gaining 5+ awards at level 6 in 2016/17 was 15%, which was slightly lower than the 2016/17 Scotland average of 16%. It is, however, an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/11 % of adults satisfied with local schools	89% (2012-15)	85% (2013-16)	86% (2014-17)	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN10 '% of adults satisfied with local schools'. The percentage of adults satisfied with Renfrewshire schools between 2014-17 was 86%, which was higher than the 2014-17 Scotland average of 75%.
CHS/LGBF/12 % of pupils entering positive destinations	91%	92%	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN11 '% of pupils entering positive destinations'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/13 Overall average total tariff	882.92	840.44	903.64	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN12a 'Overall average total tariff'. The overall average total tariff score for Renfrewshire in 2016/17 was 903.64 which was higher than the 2016/17 Scotland average of 886.17. This is an increase on previous years data and represents a positive trend in pupil attainment.

PI Code & Name	2014/15	2015/16	Current Value	Latest Note
CHS/LGBF/14 Average total tariff SIMD quintile 1	600	577	614	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN12b 'Average total tariff SIMD quintile 1'. The average total tariff for SIMD quintile 1 for Renfrewshire in 2016/17 was 614 which was lower than the 2016/17 Scotland average of 624. It is, however an increase on 2015/16 and represents an increasing trend over 5 years. Detailed analysis of attainment in the senior phase indicates that pupils perform well in S4 and S5, however pupils in S6 achieve less Advanced Higher awards than their peers. Due to the high number of tariff points allocated to Advanced Higher awards, this significantly impacts on the Renfrewshire average. The depth and breadth of attainment in S6 will have to be a focus for the authority going forward.
CHS/LGBF/15 Average total tariff SIMD quintile 2	689	714	827	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN12c 'Average total tariff SIMD quintile 2'. The average total tariff for SIMD quintile 2 for Renfrewshire in 2016/17 was 827 which was higher than the 2016/17 Scotland average of 750. This is an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/16 Average total tariff SIMD quintile 3	901	883	922	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN12d 'Average total tariff SIMD quintile 3'. The average total tariff for SIMD quintile 3 for Renfrewshire in 2016/17 was 922 which was higher than the 2016/17 Scotland average of 880. This is an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/17 Average total tariff SIMD quintile 4	1,004	1,055	1,067	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN12e 'Average total tariff SIMD quintile 4'. The average total tariff for SIMD quintile 4 for Renfrewshire in 2016/17 was 1,067 which was higher than the 2016/17 Scotland average of 999. This is an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/18 Average total tariff SIMD quintile 5	1,233	1,162	1,223	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN12f 'Average total tariff SIMD quintile 5'. The average total tariff for SIMD quintile 5 for Renfrewshire in 2016/17 was 1,223 which was higher than the 2016/17 Scotland average of 1,207. This is an increase on 2015/16 and represents an increasing trend over 5 years.
CHS/LGBF/31 % of children meeting developmental milestones	66%	69%	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN17 '% of children meeting development milestones'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.

PI Code & Name	2014/15	2015/16	Current Value	Latest Note
CHS/LGBF/32 % of funded early years provision which is graded good/better	91.3%	88.1%	85.7%	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN18 '% of funded early years provision which is graded good/better'. The percentage of early years provision in Renfrewshire that was graded good/better in 2016/17 was 85.7%, which was lower than the 2016/17 Scotland average of 91.7%. 95% of the local authority provision are graded good or better. In the independent and voluntary sector 78% are graded good or better. The early years team at headquarters are working on improvement plans with those services which aren't graded good or better.
CHS/LGBF/33 School attendance (%)	93.6%	Data Not Collected	93.3%	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN19a 'School attendance (%)'. The school attendance percentage for Renfrewshire in 2016/17 was 93.3% which was in line with the 2016/17 Scotland average of 93.3%. This is a slight reduction from 2014/15, when the school attendance percentage for Renfrewshire was 93.6%. Data was not collected for this indicator in 2015/16 as this indicator is only reported on every 2 years.
CHS/LGBF/34 School attendance rates (LAC%)	94%	Data Not Collected	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN19b 'School attendance rates (LAC %)'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/35 School exclusion rates per 1,000 pupils	17.60	Data Not Collected	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN20a 'School exclusion rates per 1,000 pupils'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/36 School exclusion rates per 1,000 looked after children	30.79	Data Not Collected	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN20b 'School exclusion rates per 1,000 looked after children'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/37 % participation for 16-19 years olds (per 100)	Data Not Collected	90.7%	91.4%	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN21 '% participation for 16-19 year olds'. The percentage of 16-19 year olds in Renfrewshire participating in education or training in 2016/17 was 91.4%, compared to the Scotland average of 91.1%, and represents an increase in participation rates from the previous year.

PI Code & Name	2014/15	2015/16	Current Value	Latest Note
CHS/LGBF/38 % of child protection re-registration within 18 months	5%	6%	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN22 '% of child protection re-registrations within 18 months'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.
CHS/LGBF/39 % LAC with 1 or more placement in the last year (Aug to July)	18.8%	17.5%	Data Not Available	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN23 '% LAC with more than 1 placement in the last year (Aug-July)'. Figures for the 2016/17 reporting period have not yet been published for this indicator. It is anticipated the data for this indicator will be available by the end of February 2018.