

Children's Services

Service Improvement Plan 2022-2025

1. Introduction

- 1.1 This Service Improvement Plan for Children’s Services covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans. These focused on actions required to manage the response to and recovery from the coronavirus. As restrictions continue to ease and public services can have a greater focus again on business as usual, the Council is once again producing three-year improvement plans.
- 1.3 Council services continue to operate in a challenging context. The ongoing recovery from the pandemic and its effects continue to be felt by individuals, businesses, communities and the public sector. Councils have a role to play in supporting people through the current cost of living crisis by focusing on tackling inequalities and working to improve wellbeing. There are numerous legislative requirements relating to that work, including duties in relation to child poverty, the public sector equality duty and community empowerment. External events, such as the UK’s departure from the EU and the war in Ukraine, are exacerbating supply chain issues and inflationary pressures and these have an impact on the Council’s key strategic projects. Councils are also navigating an increasingly complex funding landscape resulting from increased demands and increasing costs but also arising from the introduction of new funding streams such as the UK Shared Prosperity Fund.
- 1.4 The Council Plan clearly articulates the Council’s priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire’s new Council Plan is currently being developed and will be presented to elected members after the summer recess later this year. It will set out the high-level strategic outcome the Council intends to achieve and detail the steps needed to delivery on these. Future Service Improvement Plans will align to those high-level outcomes; for now, key actions are grouped under four themes:
- Place
 - People
 - Sustainability
 - Living Our Values
- 1.5 The Community Plan is a ten-year plan and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they

remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to elected members and the Community Planning Partnership after the summer recess.

- 1.6 Service Improvement Plans informs each service's Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and improvement activity within the service as well as providing context for budget decisions.
- 1.7 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, Children's Services will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

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



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

3. Overview of Achievements 2021/22

3.1 As part of the Council’s approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report on that Service Delivery Plan has also been presented to this board. The outturn details the achievements of Children’s Services during 2021/22 and sets out progress against actions and performance targets.

3.2 A summary of key achievements include:

- Further evidence of the service’s ability to adapt quickly to support children, young people and their families who experienced significant education, economic and social disruption. Extensive engagement activity helped direct support and resources to vulnerable families and those disproportionately impacted by the pandemic.
- Positive results from the Alternative Certification Method put in place for 2020/21, with Renfrewshire’s young people performing well at all qualification levels and higher attainment at SCQF levels 5 and 6 than the national average.
- A record 97% of Renfrewshire’s school leavers entered a positive destination, surpassing the national average and local comparator authorities. This evidences the strength of our curriculum and learning pathways, and the relentless focus on working closely with them their families to provide all necessary advice and support.
- Good progress in the local application of Scotland’s Independent Care Review – represented by The Promise report – with a significant collaborative effort across partnership agencies helping to bolster Renfrewshire’s commitment to improving services for children and young people who have experienced care.

4. OUR STRATEGIC CONTEXT

National policy context

- 4.1 The Council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire’s communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. As the recovery progresses, the Council will work with staff, residents and partners to identify new ways of working which best meet the needs of our people and our communities, supplementing our enhanced digital offer with in-person services as public health restrictions continue to ease.
- 4.2 The recovery phase is likely to continue for some time and Council activity will reflect this. This recovery is guided by the national Strategic Framework for Recovery and specifically acknowledges the impact on children and young people.

Concentrated efforts are required to address the negative impacts relating to health and wellbeing and respond to the needs of young children who missed important developmental opportunities. Renfrewshire will play its role in a national effort to tackle the poverty-related attainment gap, supporting the children and young people who need it most and who were disproportionately impacted by the pandemic owing to challenges in accessing learning and creative experiences in positive environments. Many of these factors were referenced by the 2021 Audit Scotland publication pertaining to young people's outcomes, which encourages local education authorities take cognisance of local priorities for improvement, focussing on evidence-based approaches which seek to respond to needs arising from inequality and poverty. This approach is and will remain central to Children's Services' work to improve outcomes for our children and young people.

- 4.3 Renfrewshire Council declared a climate emergency in 2019 and continues to progress work which aims to have the Council reach Net Zero by 2030. More detailed plans on this will be published over the course of 2022. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3000 for localised initiatives which meet their community's needs and align to the Council's drive towards Net Zero.
- 4.4 The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding and will be allocated to local authorities according to a funding formula.
- 4.5 In February 2020 the Independent Care Review published its findings following its review of the care system for children and young people. The findings – called The Promise - are based on five foundations – voice, family, care, people and scaffolding. These refer to the key principles of reflecting the child's decision making; the importance of families in caring; the services which comprise "the care system"; the workforce; and the legislative and policy framework which governs the system. Corporate parents are expected to deliver on the findings of the Promise over a period of ten years, and Children's Services will continue to develop its response to ensure it keeps the promise and delivers improved outcomes for individuals who are care experienced.
- 4.6 In August 2021 the Scottish Government launched a consultation on the establishment of a National Care Service in Scotland. The proposed role and scope of the National Care Service is unknown; however, the Scottish Government is expected to use consultation feedback to develop new legislation and present it to

the Scottish Parliament in summer 2022. It is anticipated the National Care Service will be fully function by the end of the current Parliamentary term, and significant changes could be required in Renfrewshire and across the country to respond to the structural changes being proposed to manage the delivery of social care. Emerging legislation and associates proposed will be closely reviewed in the coming months.

- 4.7 New national guidance on child protection in Scotland was published in September 2021, forming part of the Scottish Government’s Child Protection Improvement Programme. Local areas are expected to have reviewed and updated their own procedures and guidance to reflect the new national guidance for full implementation by October 2022. The guidance emphasises the importance of collaborative approaches which focus on early support and intervention and recognising risk around factors such as ill health and neglect and how these can be exacerbated by poverty and inequality. The approach places children’s rights and voices at the heart of decisions that impact them, complementing the Getting it Right for Every Child (GIRFEC) policy and practice model and the principles that drive the United Nations Convention on Rights of the Child (UNCRC).
- 4.8 Justice vision for Scotland 2022 identifies an overarching strategic objective for justice social work services to timeous support for individuals to help them avoid contact with justice services by using custody only where there is no alternative. Duties will emerge for Renfrewshire’s justice social work service to focus resource on reducing the remand population through electronic monitoring, bail supervision, diversion from prosecution and introduce provision to deliver structured deferred sentences. These responsibilities will generate an increase in the volume and complexity of cases managed in the community and will require Renfrewshire’s criminal justice social work service to adapt and align capacity to these changing demands and work closely with partners in community justice planning.

Local policy context

- 4.9 In December 2020, Council approved an [Economic Recovery Plan](#) for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.
- 4.10 The Council also has a [Social Renewal Plan](#) which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The plan was developed after consultation with

communities, and the Council continues to seek views on these issues through consultation exercises and our Public Services Panel. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.

- 4.11 Renfrewshire's [Alcohol and Drugs Commission](#) made its recommendations in 2020, setting out clear measures that partners across Renfrewshire need to take to reduce drug and alcohol related harms and promote recovery. The projects within the Alcohol and Drugs Change Programme are continuing to progress, including the Trauma Informed and Responsive Renfrewshire Programme – a partnership programme of work to ensure that recognising and responding to trauma is part of every service we deliver. Work has also progressed on the Stigma/Language Matters project with a marketing and communications activity plan being developed, with objectives including demonstrating leadership by ensuring the Council does not use language that stigmatises people in public and staff communications.
- 4.12 The Council's **transformation** programme continued throughout the pandemic but the launch of subsequent phases was paused. New phases of transformation will start during 2022. Children's Services is progressing work to identify opportunities to further enhance the delivery of some aspects of social work, and in particular a focus on early intervention and prevention strategies.
- 4.13 More than 4,000 voices including our staff, local residents, partners, young people and community groups helped identify the values most important to us all that describe our promise to our communities, staff and partners and what people can expect of us. **Our Values** have been formally adopted by Renfrewshire Council and guide how we deliver services and make decisions every day. Our Values are;
- We are **fair**. We treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
 - We are **helpful**. We care about getting things right and are always approachable.
 - We are great **collaborators**. We work as one team and with people who care about this place.
 - We value **learning** to help us innovate, improve and deliver better services

5. Service Priorities

- 5.1 National and local policy has shaped the priority areas the service will address over the coming years. Efforts will focus on ensuring children, young people and their families are well, loved, safe, respected, and able to realise their full potential.

This work will be underpinned by extensive collaboration, both with other Council services and partners outwith our organisation. The service will draw upon a collective pool of insight, skills and knowledge to help will help target resources in a proportionate manner. Family supports will be better coordinated, and positive outcomes maximised.

5.2 Enhanced collaboration will be sought for the following key priorities:

- **Protecting the most vulnerable members of our communities** including children and young people who are at risk and individuals involved with the justice system. Work will progress to ensure Renfrewshire keeps the Promise and delivers improved outcomes for individuals who are care experienced. Where possible children will be kept within their families and priority given to securing provision for kinship care.
- **Providing appropriate family supports and focussing on early intervention,** by equipping parents and carers with the information, skills and support they need to ensure positive outcomes for children and young people in their care, whilst providing opportunities for parents and carers to shape the services that impact them.
- **Enhancing supports around mental health and wellbeing,** including the school-based mental health and wellbeing programme and the Ren10 network of staff and volunteers who provide early help services to those in need.
- **Enhancing learning and teaching,** delivering a meaningful, relevant, progressive curriculum that supports a wide range of learner pathways by placing the rights and needs of every child and young person at the centre of education. Efforts will focus on raising attainment while ensuring equity for all. There will be a sustained focus on delivering a curriculum that equips all children and young people to achieve success in life.
- **Making sure our children and young people have equity of opportunity,** by reviewing our provision and ensuring it meets current and future demands. This includes reflecting on the means by which it is accessed, and how this may be shaped through locality planning.

5.3 The service is in the initial stages of realigning the management and delivery of service provision in accordance with the above noted priorities. This is a significant body of work and will impact on the actions and performance measures identified in Section 13 of this Plan. Revisions will be communicated to the board in due course.

6. Demographic and Social Change

- 6.1 Children's Services provides universal services to all children and targeted and specialist supports for groups with more specific needs. Societal and demographic factors influence the planning and delivery of these services to ensure they are accessible to children, young people and their families. Renfrewshire has some of the most deprived and most affluent neighbourhoods in Scotland. Inequalities can result in children from poorer areas not having the same opportunities and life chances as those from more affluent areas. Specific initiatives around educational attainment seek to address this for all children whilst targeted work with specific groups focus on the wider circumstances which can limit life chances for young people. Children's Services will continue to draw upon relevant insight to target its resources appropriately, with contributions complementing the activity outlined in the Council's Social Renewal Plan, the Renfrewshire Children's Services Partnership Plan and the Community Justice Outcomes Improvement Plan.
- 6.2 Children's Services directs resources towards permanency planning and early intervention to reduce the overall number of looked after children. Issues such as substance misuse and neglect present challenges and mean there will always be some children and young people who need intervention from the local authority. This includes our care experienced young people who choose to take up their entitlement to continued support beyond the age of 18.
- 6.3 The pattern of demand for school places continues to change in response to new housing population and local population migration. Developments such as the Advanced Manufacturing and Innovation District may result in migration to Renfrewshire from elsewhere in the country or further afield and may change the pattern of demand further. This is regularly monitored to ensure resources can accommodate projected demand. Schools also support increasing numbers of children with additional support needs and do so within mainstream provision where this is appropriate.

7. **Best Value**

- 7.1 All local authorities in Scotland are subject to a **Best Value Audit** inspection at least once in every Council term (i.e. every five years). [Renfrewshire's last inspection](#) was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the Council and each year, Audit Scotland publish an [overview report](#) detailing progress against the audit as well as scrutiny of Council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the notable change in the operating environment of Councils.

8. **Risk Management**

- 8.1 The Council’s [risk management arrangements](#) are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Corporate and strategic risks, where senior officers in Children’s Services are owners or joint owners of the risks are shown below:

Risks	Evaluations
Our strategic risks	
None	N/A
Our corporate risks	
Cyber Attack	High
Our top service-specific risks	
Unaccompanied Asylum-Seeking Children	Moderate
Integrated service arrangements	Moderate
Early intervention and prevention in Children’s Services	Moderate
Failure of major providers	Moderate
Continuous improvement	Moderate
Property – school estates	Moderate
Implementation of new case management system for social work	Moderate

9. Equalities

- 9.1 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. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups. The Council also recognises the rights of children identified by the United Nations Convention on the Rights of the Child (UNCRC) and will ensure compliance with any subsequent incorporation of the UNCRC into Scots law.

10. Our Workforce

- 10.1 The Council launched “Our People, Our Future” people strategy in 2021. This five-year plan has an immediate focus on supporting staff and services within the

context of the pandemic and the recovery phase. It identifies three priority areas: health and wellbeing; new ways of working; and staff communication and engagement. The Strategy also integrates the Council's organisational development vision and workforce planning activities into three strategic outcomes: our approaches improve; our skills strengthen; and our culture evolves. After a period of approximately two years, the Strategy will be realigned with the new Council Plan and focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.

- 10.2 Children's Services will ensure the priorities identified in the Council's people strategy are reflected in its workforce. High level actions arising from the people strategy are embedded in the Service Improvement Plan and will be monitored through this.

11. Our Partnerships and Providers

- 11.1 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. The service also participates in partnership work on a thematic basis, including the Renfrewshire Child Protection Committee, the Renfrewshire Gender Based Violence Strategy Group and joint working with Police Scotland, the Scottish Prison Service and health and housing colleagues in relation to Multi-Agency Public Protection Arrangements (MAPPA).
- 11.2 The service has strong links with Renfrewshire Health and Social Care Partnership (RHSCP) which provides adult social work and social care services. Children's Services and RHSCP work collaboratively to address local priorities including the mental health and wellbeing of young people; tackling drug and alcohol use; promoting physical activity; supporting women and children impacted by gender-based violence (including women involved with justice); supporting adults with convictions with their addiction and mental health issue; and improving the transition between children's and adult services. These activities are reflected in the actions in the strategic plans of both agencies.
- 11.3 The outcomes for Renfrewshire's senior stage pupils are bolstered through joint working with economic development, employability and further education partners to ensure our young people have the skills and attributes to support positive destinations when they leave school.

11.3 Children's Services provides several services directly, but also commissions from a range of providers across sectors and works with specific partners on the delivery of specialist services.

12. Our Finances

12.1 All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on Councils from COVID-19 will continue for some time. This includes the impact on service costs, service demands and income streams, and the cost of unavoidable delays to some transformation programmes. Councils are affected by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.

12.2 The Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.

12.3 Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

12.4 Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

13. Our Strategic Priorities

13.1 As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- Place: what we do to support our economy, our infrastructure, our assets
- People
- Sustainability
- Living our Values

13.2 Children’s Services also makes use of the indicators in the Local Government Benchmarking Framework to monitor performance. These indicators are included with those noted below.

13.3 **Strategic Priority 1:** Place: what we do to support our economy, our infrastructure, our assets

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Progress development work in relation to the priority schools identified in the School Estate Management Plan.	Pupils and staff enjoy a modern, fit for purpose, school estate which supports learning and achievement.	Education Manager (Resources)	March 2025
Progress plans for the roll out of full Wi-Fi across the school estate, understanding the benefits that can be baselined and measured	Funding in place and programme developed and underway.	Head of Education (Curriculum and School Infrastructure)	March 2023

13.4 **Strategic Priority 2:** People

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Working in partnership with Skills Development Scotland, West College Scotland, Invest in Renfrewshire and Developing the Young Workforce West, we will ensure planned robust approaches to supporting our most vulnerable learners into positive destinations	This will provide a coordinated approach to ensuring that all young people, particularly the most vulnerable, are given the best opportunities and supports to move into positive future pathways.	Education Manager (Senior Phase)	March 2025
Develop and extend bespoke pathways and programmes on literacy and numeracy to support	Attainment data will demonstrate improvements in	Education Manager (Curriculum)	June 2023

all establishments through a differentiated approach	literacy and numeracy attainment.		
Strengthen learning, teaching and assessment in all schools, supported by high quality professional learning.	Learners' experiences are enriched with the use of new and innovative approaches to learning and teaching and are equipped with the skills to support them in their learning in a digital works	Digital Learning Manager	June 2023 2023
Implement the recommendations of the ASN review	Children and young people are supported to remain in mainstream education with their peers	Education Manager (ASN)	
In collaboration with Health partners, the West Partnership and the voluntary sector, continue to develop consistent, effective and preventative approaches to support recovery and improve the mental, social and emotional wellbeing of children, young people, staff and parents across education establishments.	Through delivery of high-quality professional learning, almost all practitioners have an enhanced knowledge and understanding of programmes, resources and strategies available to support their own wellbeing and that of CYP. All practitioners have the skills to effectively support CYP. Almost all practitioners across all sectors use evidence-based programmes and preventative approaches in the learning and teaching	Education Manager (Health and Wellbeing)	June 2023

	<p>of mental, emotional and social wellbeing.</p> <p>All CYP requiring specialist HWB services e.g. Counselling, receive timeous support to cope with emotional distress and to build resilience.</p> <p>All CYP are supported to have positive, healthy and mutually respectful relationships.</p>		
Ensure Renfrewshire is a "child friendly" place where children's rights are at the centre of policy decision making.	All children in Renfrewshire rights should be protected and promoted in all areas of their life	Head of Education (Inclusion and Quality Improvement)	June 2023
Plan for the expansion of early learning and childcare for one-year olds	<p>Improved outcomes for targeted children</p> <p>The attainment gap is reduced.</p> <p>Increased family resilience through improved health and wellbeing of children and parents</p> <p>Parents are supported into work, study or training</p>	Education Manager (Early Years)	June 2023
Support with the development of a rights based, dynamic out of school care offer	<p>Improved outcomes for targeted children</p> <p>The attainment gap is reduced.</p>	Education Manager (Early Years)	June 2023

	<p>Increased family resilience through improved health and wellbeing of children and parents</p> <p>Parents are supported into work, study or training</p>		
<p>Ensure that the Renfrewshire child protection processes and guidance are compliant with the new national guidance on child protection.</p>	<p>Child protection practice is further enhanced and strengthened in line with recommendations.</p> <p>Child protection practice is further enhanced and strengthened in line with recommendations.</p>	<p>Head of Childcare and Criminal Justice</p>	<p>October 2023</p>
<p>Roll out the Safe and Together model across Children's Services Social Work and embed the Safe and Together principles in practice</p>	<p>Reduce risk of significant harm to children affected by domestic abuse.</p> <p>Children and adult survivors of domestic abuse will feel safer.</p> <p>Children and adult survivors of domestic abuse will recover from the impact of domestic abuse</p>	<p>Children's Services Manager</p>	<p>December 2022</p>
<p>Further develop proposals for a bail supervision service within existing resources i.e. funding, staffing, office accommodation, and the capacity of partners to take forward their requirements</p>	<p>The negative impact of remand is reduced, and individuals are supported in the community to achieve good life goals.</p>	<p>Criminal Justice Service Manager</p>	<p>December 2022</p>
<p>Extend diversionary opportunities, implement Structured Deferred Sentences and electronic</p>	<p>Vulnerable individuals are supported to address their</p>	<p>Criminal Justice Service Manager</p>	<p>March 2023</p>

<p>monitoring to support bail as part of our range of services to minimise involvement with the justice system</p>	<p>behaviour and avoid involvement with the justice system. People are supported to remain in their community and the stigma associated with involvement in the justice system can be reduced.</p>		
<p>Progress office accommodation solutions to facilitate an improved contact for all service users, including groupwork provision.</p>	<p>A range of interventions support individuals to address the reasons for offending and promote desistance.</p>	<p>Criminal Justice Service Manager</p>	<p>March 2023</p>

PI code	Performance Indicator	Frequency	Last Update	Current Value	Current Target	Traffic Light Icon	2022/23 Target
CHS/PD/01	% of School leavers in a positive destination	Annual	2020/21	97%	95%		98%
CHS/ATT/01	% of Leavers attaining literacy SCQF Level 4	Annual	2020/21	97%	98%%		98%
CHS/ATT/01b	% of Leavers attaining numeracy SCQF Level 4	Annual	2020/21	94%	94%		96%
CHS/ATT/01c	% of Leavers attaining literacy SCQF Level 5	Annual	2020/21	90%	86%		88%
CHS/ATT/01d	% of Leavers attaining numeracy SCQF Level 5	Annual	2020/21	80%	75%		77%
CHS/ATT/12	Average Complementary Tariff (S4)	Annual	2020/21	320	316		320
CHS/ATT/13	Average Complementary Tariff (S5)	Annual	2020/21	628	565		565
CHS/PD/02	No of foundation apprenticeships accessed by Renfrewshire school pupils	Annual	2020/21	44	No current target	Not applicable	45
CHS/LAC/02	Percentage of accommodated Looked After Children placed with families	Quarterly	Q4 2021/22	89%	85%		85%
CHS/LGBF/01	Percentage of Looked After Children cared for in the community	Quarterly	Q4 2021/22	92%	90%		90%

CHS/LAC/CL/01	Percentage of care leavers participating in employment, training or education	Quarterly	Q4 2021/22	59%	55%		55%
CHS/LAC/CL/02	Percentage of care leavers who have had a period of homelessness in the last 6 months	Quarterly	Q4 2021/22	2%	0%		0%
CHS/ATT/07	Percentage gap in average total tariff score of school leavers resident in SIMD 30% most deprived and those from the 70% least SIMD deprived Renfrewshire areas.	Annual	2020/21	34%	32%		28%
CHS/ATT/08	Average Total Tariff Score of Looked After Children (school leavers)	Annual	2020/21	471	320		320
CHS/ATT/09	Gap between the Average Total Tariff Score of Looked After Children (school leavers) and that of the total Renfrewshire leavers cohort	Annual	2020/21	58%	64%		63%
CHS/ATT/14	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Literacy between pupils living in 30% Most Deprived areas and those living in 70% Least Deprived Areas (SIMD)	Annual	2018/19	12	7		7
CHS/ATT/15	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Numeracy between pupils living in 30% Most Deprived areas	Annual	2018/19	10	7		7

	and those living in 70% Least Deprived Areas (SIMD)						
CHS/ATT/16	Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Literacy between pupils entitled to Free School Meals and pupils not entitled	Annual	2018/19	18	15		15
CHS/ATT/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	Annual	2018/19	15	15		15
CHS/SCH/07	% of children attending school (Primary)	Annual	2020/21	94.6%	95.5%		95.5%
CHS/SCH/08	% of children attending school (Secondary)	Annual	2020/21	87.9%	91%		91%
CHS/SCH/09	% of young people choosing to stay onto S5 after January (as % of S4 roll at September previous year)	Annual	2020/21	94%	92%		93%
CHS/SCH/10	% of young people choosing to stay onto S6 (as % of S4 roll at September two years before)	Annual	2020/21	74%	70%		71%
CHS/CJ/CPO/02	% of NEW unpaid work orders/requirement complete by the required date	Quarterly	Q4 2021/22	89%	75%		75%
CHS/CJ/CPO/01	The percentage of NEW clients subject to a new supervision order	Quarterly	Q4 2021/22	56%	85%		85%

	seen by a supervising officer within 1 week						
CHS/CJ/CPO/04	Percentage of NEW unpaid work clients seen within 1 working day of the order	Quarterly	Q4 2021/22	12%	70%		70%
CHS/CJ/CPO/05	Percentage of NEW unpaid work clients receiving an induction within 5 working days of the order	Quarterly	Q4 2021/22	17%	75%		75%
CHS/CJ/CPO/06	Percentage of NEW unpaid work clients beginning work placement within 7 working days of the order	Quarterly	Q4 2021/22	33%	65%		65%

The indicators in the table below are for information only and are not presented as a measure of performance

PI code	Performance Indicator	Frequency	Last Update	Current Value
CHS/CPR/01	Percentage of children registered in this period who have previously been on the Child Protection Register	Quarterly	Q4 2021/22	30%
RCPC/01	Number of children on the Child Protection Register at quarter end date	Quarterly	Q4 2021/22	61

13.5 Strategic Priority 3: Sustainability

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Continue to work with other council services to deliver improvements to the school estate which offer a high degree of environmental sustainability and energy efficiency.	Following the Council's declaration of a climate emergency in June 2019, the delivery of this action will make a critical contribution towards Renfrewshire being carbon neutral by 2030.	Education Manager (Resources)	March 2025

13.6 Strategic Priority 4: Living our Values

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Continue to participate in school, cluster, and regional moderation and pilot engagement with the West Partnership moderation portal.	Staff will be skilled and confident in using a differentiated approach to meet learning needs of children and young people.	Education Manager (Curriculum)	June 2023
Continue to support and strengthen leadership capacity of staff at all levels to support delivery of establishment programmes to promote recovery and accelerated progress	Leadership capacity is enhanced enabling fulfilment of establishment recovery programmes. Distributive leadership is increasingly evident across all establishments. Senior school leaders feel valued and supported to carry out their role with	Education Manager (Professional Development and Leadership)	June 2023

	confidence and competence.		
Progress work to increase the use of digital technology within learning and teaching and to deliver professional development opportunities to support this.	Children and young people have the appropriate digital skills required by employers and staff are equipped to keep up to date with the pace of change.	Head of Education (Curriculum and School Infrastructure)	June 2023
Launch revised Leadership Strategy which promotes distributed leadership at all levels, whilst committing to the ongoing support of those in senior leadership positions.	All staff within our establishments feel confident and supported to take on leadership responsibility at their own level	Education Manager (Professional Development and Leadership)	June 2023
Continue to work on making all aspiring leadership courses deliverable internally using the experience and expertise of our own staff.	Delivery of our aspiring leadership programmes becomes fully sustainable	Education Manager (Professional Development and Leadership)	June 2024
Develop a 3-year Quality Improvement Framework to promote recovery and accelerated progress across education	Establishments are supported and challenged to recover and improve through continued implementation of our robust QIF. Senior leaders are empowered to look outwards and collaborate with peers to inform improvement. Self-evaluation gradings across key quality indicators demonstrate maintenance of	Education Manager (Quality Improvement)	June 2023

	ambitious standards or improvement across almost all education establishments.		
Develop a strategy for CLPL for support staff within Children's Service	The council has a workforce confident and capable of delivering its role.	Education Manager (Quality Improvement)	March 2023
Further embed the recommendations of The Promise in service delivery	Care experienced young people have better outcomes and a more positive experience of care; feel listened to and valued; can build and maintain good relationships.	Promise Lead	March 2025
Deliver an independent evaluation of Women and Children First Reconnections	Service user voices and experiences of service will inform and improve practice and future service delivery	Children's Services Manager	October 2022
Review the management and leadership of social work and identify options for a new service model.	The service can efficiently meet current and future demands.	Head of Childcare and Criminal Justice	March 2023
Develop tools to improve social work staff's access to key data and insight, providing training and support where required.	Social work staff are confident in their ability to use data to direct resources and support the most vulnerable within our communities.	Quality Assurance and Practice Development Manager	March 2023
Implement a new Quality Improvement Framework for Children's Services social work	Social work services are child-centred and focussed on the experiences, progress and outcomes in individual children and young people. Policies, procedures and processes are effective and high quality, and	Quality Assurance and Practice Development Manager	December 2022

	protect children at risk and improve their care experiences.		
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PI code	Performance Indicator	Frequency	Last Update	Current Value	Current Target	Traffic Light Icon	2022/23 Target
CHS/CORP/01a	% of Stage 1 complaints responded to within timescales agreed with customers	Quarterly	Q4 2021/22	75%	95%		95%
CHS/CORP/01b	% of Stage 2 complaints responded to within timescales agreed with customers	Quarterly	Q4 2021/22	60%	95%		95%
CHS/CORP/03	% of FOI requests completed within timescale by Children's Services	Quarterly	Q4 2021/22	100%	100%		100%
CHS/SCH/05	Percentage of pupils satisfied with establishments Education Scotland Survey	Annual	2019/20	82.40%	85%		85%