

PERTH AND KINROSS COUNCIL

Lifelong Learning Committee
4 November 2015

Scrutiny Committee
2 December 2015

Education and Children's Services Six Month Performance Summary 2015

Joint Report by Senior Depute Chief Executive (Equality, Community Planning and Public Service Reform)/Director of Social Work

PURPOSE OF REPORT

This report reviews the performance of Education and Children's Services against its Business Management and Improvement Plan (BMIP) for the period 1 April 2015 to 30 September 2015.

1. BACKGROUND/MAIN ISSUES

- 1.1 Lifelong Learning Committee consider performance against the Service BMIP every six months via the Service six month and annual performance reports.
- 1.2 The summary highlights those BMIP performance indicators and improvement tasks that are exceptional, either as a result of performance exceeding the target or being unlikely to meet the target.

2. SIX MONTH PERFORMANCE SUMMARY 2015

- 2.1 The purpose of the six month performance summary in Appendix 1 is to review the performance of Education and Children's Services during the first six months of 2015/16 against the targets in the 2015/16 BMIP, approved by the Lifelong Learning Committee on 27 May 2015 ([Report No: 15/208](#) refers) and considered by the Scrutiny Committee on 17 June 2015.
- 2.2 The exceptions included in the report have been selected following consideration of all BMIP performance management information and relate to performance that is deemed to be significant. Where these exceptions are targets that have not been met, explanations and details of improvement actions to be taken are provided.
- 2.3 A full annual report with detailed progress against all targets and actions within the Education and Children's Services BMIP will be produced at the end of 2015/16.

3. CONCLUSION AND RECOMMENDATION

3.1 The six monthly monitoring of BMIP performance information by the Education and Children's Services Senior Management Team has identified that achievements have been made in most areas. However, there are a small number of activities which are exceeding targets and some areas in which improvement actions are required.

3.2 It is recommended that the Lifelong Learning Committee:

- (i) Considers and accepts the contents of the Education and Children's Services Six Month Performance Summary 2015. (Appendix 1)

3.3 It is recommended that Scrutiny Committee:

- (i) Scrutinises and comments as appropriate on the contents of the Education and Children's Services Six Month Performance Summary 2015. (Appendix 1)

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APPENDICES

Appendix 1: Education and Children's Services Six Month Performance Summary 2015.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	None

1 Strategic Implications

1.1 This report supports the delivery of the following Strategic Objectives within the Community Plan/Single Outcome Agreement 2013-23 and the Council's Corporate Plan:

- i) Giving every child the best start in life
- ii) Developing educated, responsible and informed citizens
- iii) Promoting a prosperous, inclusive and sustainable economy
- iv) Supporting people to lead independent, healthy and active lives
- v) Creating a safe and sustainable place for future generations

1.2 The report links to the Education & Children's Services Policy Framework in respect of the following key policy area: Change and Improvement

2 Resource Implications

N/A.

3 Assessments

Equalities Assessment

3.1 The Council's Corporate Equalities Assessment Framework requires an assessment of functions, policies, procedures or strategies in relation to race, 4gender and disability and other relevant equality categories. This supports

the Council's legal requirements to comply with the duty to assess and consult on relevant new policies to comply with the duty to assess and consult on relevant new policies to ensure there is no adverse impact on any community group or employees.

The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment Framework and was assessed as not relevant for the purposes of Equalities Impact Assessment.

Strategic Environmental Assessment

- 3.2 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all plans, programmes and strategies, including policies (PPS).

The matters represented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and it was assessed that no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

4 Consultation

Internal

- 4.1 The Education and Children's Services Senior Management Team has been consulted in the development of this report.

2 BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3 APPENDICES

Appendix 1 – Education and Children's Services Six Month Performance Summary 1 April 2015 to 30 September 2015.

Education and Children's Services
Six Month Performance Summary
1 April 2015 to 30 September 2015

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Introduction

by John Fyffe, Senior Depute Chief Executive (Equality, Community Planning and Public Service Reform) and Bill Atkinson, Director of Social Work

Welcome to Education and Children's Services Six Monthly Performance Summary 1 April 2015 to 30 September 2015

The Council's Corporate Plan sets out five strategic objectives and twelve local outcomes that will achieve meaningful improvements for the area, our communities and our citizens. Approved by Lifelong Learning Committee in May 2015, our Business Management and Improvement Plan 2015/16 sets out what we will do to contribute to the delivery of key local outcomes and the Council's strategic objectives. In this performance summary I am pleased to report good progress in meeting the targets and commitments that we set out.

Improving outcomes for children and young people is the core business of Education and Children's Services, and our commitment to **giving every child the best start in life** is demonstrated through the delivery of the Early Years Strategy, our approach to embedding the principles of Getting It Right For Every Child (GIRFEC) and meeting the requirements of the Children and Young People's (Scotland) Act.

Raising achievement for all remains a key priority, with a focus on closing the **attainment gap**, supporting **young people to reach their potential** and supporting **people to be ready for life and work**. We continue to make good progress raising the attainment of pupils in Perth and Kinross, and our continuing priority is to raise attainment and reduce inequalities whilst broadening the range of planned opportunities for all our children, young people and adult learners.

Perth and Kinross has a wealth of culture and heritage, a unique and precious natural environment and is one of the best sport and leisure destinations in the country. These cultural, heritage and leisure assets are central to **promoting a prosperous, inclusive and sustainable economy**, and help to build stronger learning and knowledge based communities.

We continue to be committed to **supporting people live independent, healthy and active lives**. To help meet this commitment we deliver a range of activities which help children, young people and families to participate in sport and active recreation and to make positive choices in relation to leading healthier and more active lives. We also recognise the importance of providing opportunities for all of our residents, irrespective of age, helping to reduce the levels of deprivation, isolation and inequality in our communities.

We continue working to **create a safe and sustainable place for future generations** through our community development and engagement services. Our Community Learning and Development teams promote community wellbeing and community spirit, and work with local groups across Perth and Kinross to support and unlock these assets to meet the needs and realise the aspirations of communities as a whole.

Thanks to all staff and partners for the contributions they have made and for their continuing efforts and commitment to delivering positive outcomes and improved services.

Service Performance Summary

Giving Every Child the Best Start in Life

Performance Summary 2015/16

There have been promising developments through the Early Years Collaborative (EYC), closely aligned to the improvement activity of Evidence2Success. Developments include the introduction of Treasure Pouches to improve attachment and early communication between carers and babies and the use of apps and electronic devices to enable parents with English as an additional language to engage more fully in their child's learning. The activity of the EYC is supporting development of the Early Years workforce to embrace collaborative working and improvement leading to a culture change in services.

The implementation of the Evidence2Success Improvement Plan is progressing, with the evidence-based programmes being implemented including; Family Nurse Partnership, Incredible Years Pre-school Parenting Programme and Strengthening Families Programme. Evaluations of the impact on improving outcomes for families to date have been very positive. Additional research and testing of additional improvement activity is being undertaken in schools, Children and Families Services and the voluntary sector.

The Child Protection Committee (CPC) has made significant progress in taking forward an ambitious programme of change and improvement, responding to the needs of children and young people at risk, and providing advice, support and assistance at an early stage to prevent their difficulties from getting worse. A wide range of single and multi-agency self-evaluation activities have provided robust evidence to confirm that very effective practices to protect children and young people from abuse and neglect have been maintained and a strong capacity for continued improvement. Ongoing actions in the Child Protection Committee Improvement Plan include the development of a joint framework for quality assurance, publication of Under-Age Sexual Activity Protocol; and an update of the CPC inter-agency Guidance.

Following the successful conclusion of the *Transitions Within the Community* transformation project, outreach and intensive family support has been embedded within the services offered by staff at Woodlea and the Child Health Team. An agreed approach to integrated assessments for children with severe and complex learning difficulties will be devised by January 2016.

The Review of Early Years Services for Children and Families at Risk has been completed and has moved into implementation. This will refocus the expertise of Children and Families staff from Gowans Families Centre into working within communities and family homes.

A single child's plan has been devised for use across Education and Children's Services and an implementation plan is to be agreed which will take account of the guidance. The Tayside Getting It Right For Every Child (GIRFEC) Group has established a Short Life Working Group to create a single child's plan for all services working across Tayside by August 2016.

Developing Educated, Responsible and Informed Citizens

Performance Summary 2015/16

There have been positive attainment and achievement results for 2015 at primary and secondary school level, consistently performing higher than our comparators and achieving some of the best results ever in Perth & Kinross. These will be reported in detail in the annual Attainment Report.

External evaluations of curriculum development in Education Scotland Inspections are positive, with almost all being evaluated as good or better. Schools are now being asked to review their curriculum models in light of the most recent Curriculum Advice Note from Education Scotland to ensure that new developments such as Developing Scotland's Workforce and 1+2 Languages are integral to the curriculum design.

The PKC Skills Framework is being updated to incorporate guidance on profiling, portfolios, and creating a standard in literacy and numeracy. *Coaching Learners* training opportunities are available to support staff engaging in learning conversations with children and young people. There is ongoing development of guidance for schools articulating the key elements and principles underpinning tracking and monitoring, with the guidance being piloted in one locality this session.

Revisions have been made to the School Improvement Framework based on the learning identified during the course of the previous session, with support and challenge for senior leadership being provided in both universal and targeted approaches, including the new Strategic Leadership Development programme, the revised Leadership and Induction Framework and the Pan-Tayside Headteacher triad groupings.

Crieff Primary School and Oakbank Primary schools have been replaced with new schools designed for modern learning. Oakbank Primary School has a new specialist provision for Additional Support Needs (ASN). Work has commenced to extend Errol Primary School, increase nursery provision and develop specialist provision for ASN. Provision for 2 year olds has been made in a number of nursery hubs around Perth and Kinross.

Through the integration of Youth Services and the Intensive Support Team, identified vulnerable young people or those at risk of offending are now given a named youth worker, community link worker or social worker, who works with the individual to assess need and provide appropriate interventions. 32 young people have been engaged as a result of referrals from the Multi Agency Support Group (MASG).

Adult engagement with Community Based Adult Learning opportunities (CBAL) continues to be good, with both the Skills Zones (delivering employability skills) and ESOL Conversation Cafe in Crieff continuing over most of the summer enabling adults to access support and develop their speaking skills. Delivery priorities are now more focused on targeted and intensive work around employability skills, welfare reforms and family support, leading to sustained relationship building and contact time with adults.

Promoting a Prosperous, Inclusive and Sustainable Economy

Performance Summary 2015/16

Public art projects across Perth & Kinross have been particularly successful with high numbers of community members becoming involved. Two major dance performance projects culminated in April and May, with the performances of *Water and Glass* and *The Perth Dance Festival* engaging new audiences, raising the profile of dance in the area and showcasing the opportunities that dance can offer people with disabilities.

The service is undertaking targeted work in local communities to increase library membership and remove barriers to participation. This includes increasing our housebound reader service and participating in the national *Every Child a Library Member* scheme, which offers every child in Perth & Kinross a library membership when a parent registers the birth of a new baby.

Museums offered activities for families over the Easter Weekend, and this brought in 15% more visitors than the previous year, and the one-off visit of the Bloodhound Supersonic Car resulted in the busiest day recorded in Perth Museum & Art Gallery. A new visitor guide has been introduced along with visitor tours, and the monthly lunchtime talks continue to grow audiences.

New volunteering opportunities have developed during the summer period with daily tours of the museum carried out by volunteers which have been very popular with visitors. The redeveloped education programme to increase schools engagement has been launched ready for the new academic year.

Culture Services continues to invest in digital services with a wide range of resources now available. A recent innovation is the capacity for new library members to join online, while the Digital Services and wider library teams are active in promoting e-resources to local communities through workshops, taster sessions and participation in Council events. Web visitors are able to further explore the museum's unique and important collections. Although currently only a small proportion of the collections can be viewed online, further work will be carried out to widen access to the museum's unique and important collections through digitisation projects to allow web visitors to explore the objects and artefacts.

Living Communities have carried out targeted work to deliver the legacy elements of the project with a priority of embedding heritage learning for future sustainability. This has involved intensive work to support smaller groups of the Young Heritage Ambassadors and disengaged young people, and to provide training for small groups of teaching professionals.

Supporting People to Lead Independent, Healthy and Active Lives

Performance Summary 2015/16

Health improvement was a key focus for the 2014 Legacy Plan and the *Commit to Get Fit* initiative. A short promotional film was produced and shared online and a week long road show in St John's Shopping Centre was successful in encouraging members of the public to sign up and make a pledge to become more physically active, with 168 people making an online pledge under this scheme.

The introduction of a new locality based Fitness membership in Pitlochry has seen a 23% increase in usage in the service based on the previous year. A relaunch of the 'Fitness' membership with added value in September 2015, as well as a spin and fitness studio in Bell's Sports Centre to reflect customer demand should also contribute to increasing usage. There has been an increase in casual swimming and the continued promotion of lessons and the introduction of 1:1 swimming lessons in all venues has also contributed to this positive trend. On the dry side, a small upturn in figures is attributed to improved class programmes and a successful membership campaign and holiday programme. The new synthetic turf sports pitch has been opened at Perth Academy and work continues on the new Community Sports Hub at Perth High School which is due to be completed in December 2015.

Creating a Safe and Sustainable Place for Future Generations

Performance Summary 2015/16

Refurbishment works to Fergusson Gallery are planned for the end of the year as the result of successful grant funding. The works will develop a new Research and Education room, creating a new Education resource for schools and researchers and enhance the profile of the Fergusson and Margaret Morris collections.

Culture Services has developed a new Public Programming guide which sets out the key priorities for public programming and how these will be applied in each of our venues. Using the permanent collections as the starting point, exhibitions and events programmes have been developed around local sense of identity and place. Modern Scots explores Perth's role at the heart of Scotland's cultural renaissance and programming from wider national and international tours have been sourced and developed.

An update on the successful delivery of the 2014 Legacy Plan was reported to Lifelong Learning and the Environment and Infrastructure Committees in early 2015 and a report was produced to celebrate national legacy week and Commonwealth Day.

The Community Capacity Building staff maintain their work with community organisations covering a diverse range of issues and support. These include community transport, arts activities, gala and hall committees among many others. They continue to tackle inequalities with their support to groupings such as gypsy travellers, people with learning disabilities and the prison population. There are a number of allotment/community garden projects supported by CCB staff as the local environment continues to be a priority for communities. Volunteering also features highly with local communities and a number of volunteering organisations have been supported during the last quarter. The type of support requested from the staff has included group start up, assistance with constitutions, funding, employment information, asset transfer and insurance issues.

How do we compare to others?

The new national benchmarking tool *Insight*, based on the principles of *Curriculum for Excellence*, is designed to drive improvements for pupils in the senior phase (S4 to S6) and enables us to compare our performance not only with the national picture, but also matches pupils in Perth and Kinross to pupils with similar needs and backgrounds from across Scotland to create a *virtual comparator*.

Early analysis of attainment and achievement in 2015 through *Insight* demonstrates that Perth and Kinross is performing well nationally and against the virtual comparator, and will be used to inform ongoing developments to raise attainment for all reduce inequalities. Further details are included in the Service's attainment report.

The Local Government Benchmarking Framework aims to bring together a wide range of information about how all Scottish councils perform in delivering better services to local communities. PKC is leading the Sport and Leisure Family Group which is looking at areas of improvement in response to 2 key questions: *How do we improve access to facilities and services for targeted groups?* and *How do we drive forward efficiencies whilst maintaining the quality of the service?*

The group is currently exploring the development of a more detailed set of performance indicators to improve the benchmarking of existing services. Additional work is also being carried out to compare concessionary charging schemes to identify the range and uptake of concessions which are supported. Areas for improvement have been identified around sharing practice relating to commissioning arrangements and Community Asset Transfer, with some member authorities having established dedicated teams and associated policies in relation to supporting the evaluation of proposals and the transfer of assets to communities.

What are our customers saying?

In June, Perth and Kinross Adult Literacy and Numeracy Partnership surveyed its learners to ascertain the impact which learning has had on their lives. The majority of respondents experienced a positive impact on their home, working and community life. Quotes from respondents include:

"I am able to help my daughter ...with spelling and homework."

"I participate at school council meetings and I share my ideas."

The Community Capacity Building Team has also recently evaluated the assistance they give to local community groups. Of those who responded, 87% felt they had made progress on their aims because of working with the Community Capacity Building Team. Quotes from respondents include:

"...the support of the Capacity Team was excellent..."

"Our worker is very proactive in their support to us, couldn't ask for more..."

Following Education Scotland inspections of schools, feedback continues to be positive with 88% of parents stating that they are happy overall with their child's school, and 90% of pupils responding that they feel safe and cared for in school.

Consultation with over 200 young people over the age of 16 has been carried out to help inform the arrangements to provide a Named Person and implementation of *Getting It Right For Every Child* in Perth and Kinross. The results are being analysed and will be used to inform service developments.

Progress against Performance Indicators and Improvement Plan

Over the six months from 1 April 2015 to 30 September 2015 Education and Children's Services has made significant progress in delivering the services and actions identified in the Business Management Improvement Plan (BMIP) agreed by the Lifelong Learning Committee on 27 May 2015.

Of the 77 key performance indicators and improvement tasks contained within the BMIP: 10% are exceeding target; 34% are on target; 9% are not on target; and 47% are not measurable at this six month point. Below is a summary of the progress against the targets within the BMIP.

Performance Indicators	Total	Exceeding Target	On Target	Not on Target	Information not Available
Giving Every Child the Best Start in Life					
Children have the best start in life	5	1	0	0	4
Nurtured and supported families	15	0	5	4	6
Developing Educated, Responsible and Informed Citizens					
Young people reach their potential	18	5	3	0	10
People are ready for life and work	6	0	1	0	5
Promoting a Prosperous, Inclusive and Sustainable Economy					
Thriving, expanding economy	11	2	4	0	5
Supporting People to Lead Independent, Healthy and Active Lives					
Longer, healthier lives for all	6	0	2	1	3
Creating a Safe and Sustainable Place for Future Generations					
Resilient, responsible and safe communities	4	0	1	0	3
Improvement Plan					
	Total	Exceeding Target	On Target	Not on Target	Information not Available
Place	2	0	2	0	0
Prevention	4	0	3	1	0
People	2	0	2	0	0
Performance	4	0	3	1	0
Total	77	8	26	7	36

Note:

The Service performance is determined from the current performance information available and not from projected data.

The following sections provide an update on Service performance where targets have been exceeded and where the Service is not on track to meet the target in the BMIP. Where performance is currently not on target, improvement actions have been identified to ensure the Service reaches the target by March 2016.

Performance Indicator Exceptions

Where we are exceeding our target

Strategic Objective	Local outcome (Lead responsibility)	Relevant Indicators (Source)	Target 15/16	Performance			Comments on performance
				13/14	14/15	15/16	
Giving Every Child the Best Start in Life	Children have the best start in life	Average number of placements (moves) experienced by Looked After 5 year olds in a rolling year	2.0	1.1	0.9	1.0**	There are a decreasing number of young people experiencing additional moves. This is an improving picture and concentrated effort will continue to match children with carers who are able to meet their needs. Overall this is a positive picture in terms of meeting statutory timescales and indicates the results of the work being done around permanence planning for children.
Developing Educated, Responsible and Informed Citizens	Young people reach their potential	% attainment of S4 pupils achieving - 5 or more subjects at level 5	41	43	45	-	
Developing Educated, Responsible and Informed Citizens	Young people reach their potential	% attainment of S6 pupils achieving - 1 or more subjects at level 6	59	58	66	-	
Developing Educated, Responsible and Informed Citizens	Young people reach their potential	% attainment of S6 pupils achieving - 3 or more subjects at level 6	44	45	51	-	All attainment indicators show improvement, placing Perth and Kinross consistently above our comparators and demonstrating positive progress by pupils at all levels.
Developing Educated, Responsible and Informed Citizens	Young people reach their potential	% attainment of S6 pupils achieving - 5 or more subjects at level 6	32	32	37	-	

* Three month figure (1 April 2015 – 30 June 2015)

** Four month figure (1 April 2015 – 31 July 2015)

*** Five month figure (1 April 2015 – 31 August 2015)

Strategic Objective	Local outcome (Lead responsibility)	Relevant Indicators (Source)	Target	Performance			Comments on performance
			15/16	13/14	14/15	15/16	
Developing Educated, Responsible and Informed Citizens	Young people reach their potential	Average educational tariff score ¹ for S4 pupils within 30% most deprived areas (SIMD)	261	265	307	-	The average total tariff score is one way of measuring overall attainment, and shows good progress for pupils living in areas identified as being among the most deprived.
Promoting a Prosperous, Inclusive and Sustainable Economy	Thriving, expanding economy	The number of virtual visits to/usage of Council funded or part-funded museums per 1,000 population	503	176	457	409*	With the ongoing digitisation of some museum collections and online access via AdLib to information about museum objects and exhibitions, the increase in virtual visits remains a strong trend. Increasingly customers also engage with museums via social media, with 35,660 Facebook and Twitter visits in this period.
Promoting a Prosperous, Inclusive and Sustainable Economy	Thriving, expanding economy	% of cultural services users reporting positive satisfaction	90	94	90	96**	2288 users of 2384 users responded that there were very satisfied or satisfied.

¹ The total number of tariff points for the awards they achieve, taking account of only their latest and best attainment in each subject. Subject courses and individual units are awarded tariff points. The number of tariff points awarded depends on: the SCQF level of the course or unit; whether the full course has been undertaken and assessed; and the grade achieved for the course.

* Three month figure (1 April 2015 – 30 June 2015)

** Four month figure (1 April 2015 – 31 July 2015)

*** Five month figure (1 April 2015 – 31 August 2015)

Where we are not on target

Strategic Objective	Local outcome (Lead responsibility)	Relevant Indicators (Source)	Target		Performance			Comments on performance and improvement actions
			15/16	13/14	14/15	15/16		
Giving Every Child the Best Start in Life	Nurtured and supported families	% of initial child protection case conferences within timescales (in line with revised national guidance)	65	31	49	59*	10 out of 17 Initial Case Conferences were held within timescales, with only 1 conference being delayed by longer than 4 days. Timescales have improved in this area due to the continued management and monitoring systems which is having a positive impact.	
Giving Every Child the Best Start in Life	Nurtured and supported families	% of child protection review case conferences within agreed timescales	90	79	85	43***	Factors which impact on meeting this timescale include meeting chairs scheduling Child Protection reviews to accommodate a date when all key agencies and parents can attend, as well as enabling the same chairperson to chair the review which provides continuity Improvement actions are in place including monitoring, on a weekly basis, the scheduling of CP review conferences by the Improvement Officers and Service Manager Fieldwork Services.	
Giving Every Child the Best Start in Life	Nurtured and supported families	% of children on child protection register over 9 months	8	-	-	20***	This is a new, and challenging, target with the aim of reducing the time children are on the Child Protection register. Registrations were previously measured against a target of 18 months.	
Giving Every Child the Best Start in Life	Nurtured and supported families	% of children with fewer than 3 placements in care in a care episode (accommodated children)	90	83	89	81*	There is ongoing work to recruit carers and ensure that initial placements meet the child's needs.	

* Three month figure (1 April 2015 – 30 June 2015)

** Four month figure (1 April 2015 – 31 July 2015)

*** Five month figure (1 April 2015 – 31 August 2015)

Strategic Objective	Local outcome (Lead responsibility)	Relevant Indicators (Source)	Target	Performance			Comments on performance and improvement actions
			15/16	13/14	14/15	15/16	
Supporting People to Lead Independent, Healthy and Active Lives	Longer, healthier lives for all	Indoor facilities - Number of attendances per 1000 population	4,838	4,971	4,790	1,530***	Some drops in numbers due to reduction in access at North Inch Community Campus and Loch Leven Community Campus and closure of play and play access at Community School of Auchterarder, as well as a general decrease in usage of gyms in Perth City. Recent months show more positive trends, due to improved class programmes and a successful membership sales campaign and holiday programme.

Improvement Plan Exceptions

Where we are not on target

Improvement Area (Prevention, People, Place Performance)	Improvement action (Lead responsibility)	Delivery timescales	Comments on progress and improvement actions
Prevention	Develop consistent multi-agency approaches to creating a Child's Plan. (Head of Education Services – Early Years & Primary/Head of Children and Families' Services).	June 2016 (original date: March 2016)	Implementation of the shared Child's Plan format across ECS has been delayed in the light of a delay in issuing national guidance; currently expected in spring 2016. The Tayside GIRFEC Strategy Group's reconvened short life working group to produce a Child's Plan format for use across Tayside by August 2016 It is also the case that on-going multi-agency engagement in relation to this action has facilitated the development of further integrated working between ES and CFS colleagues, leading to improved service efficiency.
Performance	Review the Devolved School Management Scheme (Heads of Education).	November 2015 (original date: July 2015)	The review task group has met on a number of occasions and the recommendations are due to be reported to Lifelong Learning Committee in November 2015.

* Three month figure (1 April 2015 – 30 June 2015)

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*** Five month figure (1 April 2015 – 31 August 2015)

