

Report To: Education and Communities Committee **Date:** 3 September 2019

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Development **Report No:** EDUCOM/60/19/KM

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Subject: Education and Communities Corporate Directorate Improvement Plan
2019/22 Progress Report

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the delivery of improvement actions in the Education, Communities and Organisational Development (ECOD) Corporate Directorate Improvement Plan (CDIP) 2019/22. Details are provided in the Appendices. Appendix 1
Appendix 2
- 1.2 The report focuses on the improvement actions that sit within the Education Service and the Culture, Communities and Educational Resources Service.

2.0 SUMMARY

- 2.1 The ECOD CDIP 2019/22 was approved by the Education and Communities on 7 May 2019. This is the first progress report on the delivery of the year 1 actions within the Plan. Full detail of the progress that has been made is provided in Appendix 1. The latest performance information for the CDIP key performance indicators (KPIs) is provided in Appendix 2.
- 2.2 The status of the CDIP's improvement actions as at the end of August 2019 is shown below:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
August 2019	-	-	4	16

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Committee:
 - a. Notes the progress made in delivering the year one improvement actions contained within the Education, Communities and Organisational Development CDIP 2019/22.

Ruth Binks
Corporate Director

Education, Communities and Organisational Development

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key objectives.
- 4.2 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Corporate Plan 2018/22, as well as the wellbeing outcomes, which are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.3 The three year Education, Communities and Organisational Development CDIP 2019/22 was approved by the Education and Communities Committee on 7 May 2019.
- 4.4 Progress regarding delivery of the CDIP is reported to every second meeting of the relevant service Committee. This report aims to provide Members with a summary of progress with the CDIP's implementation and to give the Committee and officers the opportunity to make an appropriate judgement on where performance is improving, good or starting to decline.
- 4.5 This report focuses on improvement actions that sit within the Education Service and the Culture, Communities and Educational Resources Service. The CDIP improvement actions that sit within the Organisational Development, Policy and Communications Service will be reported via the Corporate Services Performance Report, which will be considered by the Policy and Resources Committee on 17 September 2019.
- 4.6 As shown in Appendix 1, improvement actions have been allocated a 'BRAG' status, i.e.:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.7 The CDIP also contains key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how the services within the Directorate contribute to the Council's strategic priorities. Information on indicators is gathered either quarterly or annually and performance reported to Committee at the appropriate time; the most recent performance data is provided in Appendix 2.

5.0 YEAR ONE IMPROVEMENT PLAN - PROGRESS 2019/20

- 5.1 This is the first progress report on the ECOD CDIP 2019/20. The status of the improvement actions at the end of August 2019 is summarised below:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
August 2019	-	-	4	16

Appendix 1 provides further information on each of the improvement actions, together with a commentary from the appropriate Service.

5.2 Improvement actions with green status – on track

Progress with a number of improvement actions is on track, examples of which include:

Culture and Heritage

The Inverclyde Heritage Strategy was approved by the Alliance Board at its meeting in June 2019. The Cultural Partnership will determine the next steps in August 2019.

Expansion of early learning and childcare

The approved early phase plan for 2019/20 will be implemented between August and October 2019. Additional projects have been developed and will be the subject of a separate report to the Education and Communities Committee.

Raising attainment and achievement in communities

The CLD service has supported partners to embed qualifications in their learning offer. New courses, qualifications and pathways have been developed and as a result, there has been an increase in the number of awards being offered. The number of SQA units achieved has increased year on year as has the number of recognised Youth Work awards.

Leadership in educational establishments

Strong progress continues to be made in relation to leadership development. A Regional Improvement Collaborative Leadership Officer is in place to support new Heads of Primary Schools.

Youth Consultation and Representation Structures

It has been agreed that the Inverclyde members of the Scottish Youth Parliament and members of the Inverclyde Youth Council will sit on the Inverclyde Alliance Board.

There was a 100% increase in the number of candidates at the Scottish Youth Parliament elections earlier this year and the number of votes cast was 2,724, an increase of 470%.

The Health and Wellbeing Survey was carried out with pupils during May / June 2019.

5.3 Improvement actions with amber status – slight slippage

There has been slight slippage with four improvement actions, the details of which are provided below:

Community Safety and Violence Prevention Initiative

The original timescale for the production of a community consultation report was originally planned for summer 2019 but has been rescheduled to September 2019. This has led to a slight delay in the roll out of the locality / community based community safety and violence prevention initiative.

Participation Measure

All elements of this improvement action are under review. The youth participation measure data is due to be published in August 2019. Work is ongoing with the current cohort of leavers from 2019 and those that are care experienced, through the HSCP.

Review of GIRFEC Model

The GIRFEC sub-group of the Children’s Services Plan is due to be reconvened and will identify the key professionals that will progress with the evaluation of the quality of the Child’s Plans. Work is also being undertaken with CELCIS to speak to practitioners and to evaluate planning.

Autism Strategy

The Council is currently engaging with a number of providers in relation to supporting the Autism Strategy. It has been agreed that responsibility for the Autism Strategy will move to the HSCP following the conclusion of these contracts. It is likely that this will take place in August / September 2019.

- 5.4 One improvement action ‘library services for children and young people’ has not yet started and there has been no significant slippage for any improvement action.

6.0 IMPLICATIONS

- 6.1 Financial implications - one-off costs:

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial implications - annually recurring costs/(savings):

Cost centre	Budget heading	With effect from	Annual net impact	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

- 6.2 **Human Resources:** There are no direct human resources implications arising from this report.
- 6.3 **Legal:** There are no direct legal implications arising from this report.
- 6.4 **Equalities:** There are no direct equalities implications arising from this report.

Has an Equality Impact Assessment been carried out?

<input type="checkbox"/>	Yes	See attached appendix.
<input checked="" type="checkbox"/>	No	This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

- 6.5 **Repopulation:** the provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council’s aim of retaining and enhancing the area’s population.

7.0 CONSULTATION

- 7.1 Updates on the progress of the implementation of the improvement actions within the CDIP have been provided by the nominated officer with lead responsibility for each action.

8.0 BACKGROUND PAPERS

8.1 ECOD CDIP 2019/22.

9.0 CONCLUSION

9.1 This is the first progress report on the year one improvement actions that sit within the Education Service and the Culture, Communities and Educational Resources Service sections of the ECOD CDIP 2019/22. It is presented for the Committee's consideration and approval.

Education and Communities Corporate Directorate Improvement Plan 2019/22 - Progress Report 2019/20

Corporate Improvement Actions

These improvement actions have implications for the whole Council or more than one Directorate

Corporate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
1.	<p><u>Autism Strategy</u></p> <p>Implementation of Autism Strategy continues.</p> <p>Autism Strategy Implementation Group (ASIG) framework re-established to overview delivery of outcomes.</p> <p>Commissioning process completed with contracts awarded to 3rd sector partners to deliver stated outcomes:</p> <ol style="list-style-type: none"> 1. Pre- and post-diagnosis support; 2. Transition to Adult Services; and 3. Raising Awareness in the Community <p>Programme of training and awareness raising will be delivered over 2019/20 to provide opportunities for front-facing staff (both Inverclyde and commercial) to participate.</p>	<p>Engage wider Inverclyde commercial organisations through Chamber of Commerce including Oak Mall/Gallagher Centre management, local transport providers, etc.</p> <p>Develop communication strategy to raise awareness of Autism Strategy across Inverclyde.</p> <p>Develop implementation plan to achieve 'Autism Friendly' status,</p> <p>Implement programme of assessment and support for organisations looking to Autism Friendly status.</p> <p>Assessment of Inverclyde Autism Friendly status.</p> <p>Educational establishments continue to work toward autism</p>	●	Slight slippage	<p>The Council is currently engaging with four providers of services in relation to supporting Autism Strategy and contracts will be established.</p> <p>It was agreed that responsibility for the autism strategy would move to the HSCP following the concluding of contracts referred to above. It is likely that these will be concluded in August / September 2019.</p>	OP5, OP6, OP9

Corporate Improvement Actions 2019/20

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
	Autism Officer continues to build support network across 3 rd Sector partners, schools and community organisations.	and communication friendly status. Autism Officer co-ordinates implementation of programme to deliver specified outcomes.				
2.	<p><u>Children's Services Plan Update</u></p> <p>Children's Services Partnership restructure will provide appropriate framework for multi-agency approach to planning, achieving outcomes and quality assurance across all partner agencies.</p> <p>Year 2 Delivery Plan to be implemented across all children support agencies.</p> <p>Governance framework provides overview of progress and service level accountability.</p> <p>Performance measures agreed across all service partners including Corporate Policy Team (LGBF).</p>	<p>Cross-service working will allow alignment of Children's Services Partnership work with review of GIRFEC Pathway Model to ensure consistency across partner agencies.</p> <p>Delivery of identified CSP outcomes by CS Partnership sub-groups. Priority Leads and sub-group Chairs will meet regularly to co-ordinate and monitor progress.</p> <p>Performance Management sub-group to link CS measures with service QA groups including Child Protection Committee, HSCP, Education and Corporate Policy Team</p>	●	On Track	The governance structure has been revised. Priority leads have been identified and sub-groups are now being more clearly identified.	OP5, OP6, OP9, OP10
3.	<p><u>Review of the Inverclyde GIRFEC model</u></p> <p>Evidence of quality planning both at single agency level and interagency with timely support being given to</p>	Multi-agency review of GIRFEC Pathway model takes account of changing education and HSCP landscape in terms of direct funding, support for mental	●	Slight slippage	The GIRFEC sub-group of the Children's Services Plan will be reconvened and will identify the key professionals to progress with evaluating the quality of Child's Plans. Work is being undertaken with	OP2, OP5, OP6, OP9, OP10

Corporate Improvement Actions 2019/20

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
	<p>children and families to improve outcomes.</p> <p>Multi-agency workforce confidence in development of Inverclyde's GIRFEC Model will continue to improve and develop</p> <p>Consistency of approach by all partners to using GIRFEC Pathways for development and implementation of plans for vulnerable children and families.</p> <p>Education service's procedures for school review to include the quality assurance of GIRFEC policy and procedures including:</p> <ul style="list-style-type: none"> • Wellbeing Assessments; Child's Plans; • Chronologies; and TAC meetings. Data analysis of outcomes and impact included in process. <p>QA procedures linked directly to compilation of Strategic Needs Analysis for Children's Services Planning.</p>	<p>health wellbeing of children and young people.</p> <p>GIFEC Pathway Model to align with restructure of both Children's Services Partnership and implementation of Locality ASN Forum.</p> <p>Identification of training needs will identify multi-agency approach to build capacity across partner services.</p> <p>Implementation of cross-service quality assurance procedures to be led by Children's Services Performance Management sub-group.</p> <p>Education's QA processes to reflect changes in Education Scotland model.</p> <p>Implementation of CSP sub-groups to develop improved outcomes for LAC/CE children and Young People. Alignment with Children Services Performance Management sub-group will ensure consistency across all partner agencies.</p>			<p>CELCIS to speak to practitioners and evaluate planning.</p>	

Corporate Improvement Actions 2019/20

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
4.	<p><u>Volunteering Strategy</u></p> <p>The quality and quantity of volunteering opportunities is increased.</p> <p>The number of people participating in volunteering is increased.</p> <p>Participation inequalities are addressed</p> <p>The role and contribution volunteers make to community planning, achieving key outcomes and the delivery of services is understood and quantified.</p>	<p>Carry out refreshed survey of volunteering across the directorate and CLD partnership to inform a volunteer action plan by June 2019.</p> <p>Community consultation carried out to inform the plan</p> <p>Draft action plan by end 2019. Final version by March 2020</p> <p>Developing in tandem with CVS Inverclyde. Working group in place and work taking place with HR.</p>	●	On Track	A Volunteering Survey has been developed and distributed across the council. The findings will be collated by the end of September 2019.	OP1, OP2

Cross-Directorate Improvement Actions 2019/20

These improvement actions are implemented by more than one Council Service

Cross-Directorate Improvement Actions 2019/20						
	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
1.	<p><u>Participation Measure</u></p> <p>The Annual Participation Measure reports on the activity of the wider 16-19 year old cohort, including those at school, and will help to inform policy, planning and service delivery. The Annual Measure takes account of all statuses for individuals over the course of the year, rather than focusing on an individual's status on a single day.</p> <p>The aim is to increase the participating figure, reduce the non-participating figure and reduce the number of 16-19 year olds whose status is unconfirmed.</p>	<p>Inverclyde Offer in school encourages pupils to remain on the school roll until the end of 6th year with the support of curricular PLP's.</p> <p>Inverclyde Offer post school meeting takes place weekly, all 16-24 year olds not currently participating, the partners check if they are or have in the past engaged with their services and the records are updated to reflect this then the appropriate partner is identified to support them.</p> <p>Greater planning and cooperation across the appropriate council services linked to improved partnership working through Inverclyde Regeneration and Employability Partnership to support the YEAP and availability of opportunities for those not participating</p> <p>Use of the 16+ tab, Inverclyde has the highest percentage of</p>	●	Slight slippage	<p>A review of all aspects of this improvement action is underway. Youth Participation Measure statistics are due in August 2019 and work is ongoing with the current cohort of leavers from 2019 and those that are currently care experienced through the HSCP.</p>	OP3, OP4

Cross-Directorate Improvement Actions 2019/20

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
		<p>input to this not only in the West Region but across Scotland as a whole. This information is passed on to the Employability Engagement group and to Inverclyde Regeneration and Employability partnership to allow planning to take place re employment, FE, HE and training for transitions from school.</p> <p>Continue to deliver on Inverclyde's Developing Inverclyde's Young Workforce Strategy and ensure a progression of employability skills.</p>				
2.	<p><u>Raising Attainment and Achievement in Communities</u></p> <p>Raise levels of attainment and achievement in our communities.</p> <p>Individuals are supported in developing the skills, knowledge and attributes to achieve their full potential.</p>	<p>Increase the learning opportunities available to individuals.</p> <p>Support the work aimed at closing of the poverty related attainment gap.</p> <p>Continued provision and enhancement of high quality learning opportunities to young people, adults and the wider</p>	●	On Track	<p>The CLD service has supported partners to embed qualifications in their learning offer.</p> <p>New courses, qualifications and pathways have been developed.</p> <p>There is an increase in the number of awards being offered. The number of SQA units achieved has increased year on year for CLD from 262 in 2016/17 to 435 in 2017/18 and 503 in the first 9 months of 2018/19. The number of recognised Youth Work Awards</p>	OP1, OP2, OP3, OP4, OP5, OP9

Cross-Directorate Improvement Actions 2019/20

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
		community with a focus of those most in need. Ongoing over 2019/20			achieved has increased from 98 in 2016/17 to 570 in 208/19 (175 in 2017/18).	
3.	<u>Implementation of the CLD 3 year Plan</u> Delivery of the CLD priorities in relation to <ul style="list-style-type: none"> - Raising attainment and achievement - Develop of effective partnership - Effective community engagement structures - Health and Wellbeing - Poverty and deprivation 	Delivery of the key activities as set out in the 3 year plan. Strengthening of partnership working both within and outwith the Council. Reporting of progress to the Strategic Implementation Group. Delivery over the period 2018 / 2021	●	On Track	Activities are on track and partners are working together to produce an annual report.	OP3, OP4, OP6 OP9, OP10
4.	<u>Sport and Physical Activity Strategy</u> Strategy developed and launched in 2019	Public consultation Strategy is endorsed by Education & Communities Committee and Inverclyde Alliance Board Publish and launch of the strategy Establish a reporting mechanism through Inverclyde Alliance Board Operational group established.	●	On Track	A meeting with the Elected Member Health and Wellbeing Champion and the Elected Member Sports Champion is scheduled for August.	OP6

Service Improvement Actions 2019/20

These improvement actions are implemented by individual Council Services

Education					
	Where do we want to be?	How will we get there?	Status August 2019	Commentary August 2019	Corporate Plan priority
1.	<p><u>Scottish Attainment Challenge</u></p> <p>Attainment gap linked to deprivation has decreased.</p> <p>A skilled understanding and use of data to set targets and inform next steps in improvement.</p> <p>Parents are enabled to better support their children in Literacy, Numeracy and Health & Wellbeing</p> <p>Shared understanding of high – quality learning, teaching and assessment.</p> <p>Clearly articulated approaches to multi-agency professional learning to sustain collaborative and collegiate interventions.</p> <p>Continue to reduce exclusions.</p> <p>Approaches and initiatives which have impacted on attainment are embedded.</p>	<p>Continue to support and challenge staff in interpreting and using data to close the poverty related attainment gap.</p> <p>Continue to ensure that co-ordinated quality programmes are in place with partners which impact on attainment.</p> <p>Continue the culture of collaborative professional learning as demonstrated through highly effective implementation groups and professional learning communities.</p> <p>Evidence informed interventions which are positively impacting on the lives of children and young people.</p> <p>Through the continued implementation and evaluation of policies such as GIRFEC ,Positive Relationships Positive Behaviour Policy and the Attendance Policy</p> <p>Building practitioners capacity across all sectors by providing high quality professional learning.</p>	<p>●</p> <p>On Track</p>	<p>There has been a change in the membership of the teams following the original temporary appointments returning to school.</p> <p>The initial analysis of the Broad General Education attainment shows progress in closing the gap in most measures.</p>	<p>OP1, OP4, OP5, OP9, OP10</p>

Education

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
		Continue to review and embed the range of interventions focused on closing the poverty-related attainment gap.				
2.	<p><u>Broad General Education</u></p> <p>Schools will continue to develop tracking and monitoring of other aspects of BGE curriculum. Schools also developing report templates.</p> <p>Schools are accessing information independently</p>	<p>Revising the Quality Assurance Framework across the authority.</p> <p>Continue to work with schools so that they are able to articulate the rationale for their curriculum for all learners through both the BGE and the Senior Phase.</p> <p>Continue to develop the senior phase through enhanced pupil choice.</p>	●	On Track	<p>Schools will be developing their use of SEEMIS.</p> <p>The post of data officer is currently vacant.</p>	OP1, OP5, OP9, OP10
3.	<p><u>Leadership in educational establishments</u></p> <p>Enhanced leadership at all levels will ensure that educational establishments are able to take forward and implement improvements that have a positive impact for learners.</p>	<p>Further development of the Leadership Strategy to include a Framework for Early Years.</p> <p>Further develop the Leadership Framework to reflect new opportunities.</p> <p>Work within the RIC workstream Leadership and Succession Planning to share practice with a view to succession planning.</p>	●	On Track	<p>Strong progress continues to be made in leadership development. A Regional Improvement Collaborative Leadership Officer is in place to support new heads in the primary sector.</p>	OP10

Education

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
		<p>Continue to roll out Leadership training opportunities across the authority.</p> <p>Interview Leadership: A Practical Guide participants at the end of the training to identify those actively seeking promotion.</p>				
4.	<p><u>Implement the findings from the Additional Support Needs Review</u></p> <p>Further embedding of the changes implemented through the ASN review are further embedded in practice to deliver the priorities outlined in the revised Children's Service Plan. This will be underpinned by a robust and comprehensive Inverclyde GIRFEC model (see below)</p> <p>Educational performance, attendance and exclusion rates for LAC and ASN continue to improve. BGE and SQA monitoring data is included in data packs.</p> <p>Three locality ASN forums operating from August 2019. Protocols and procedures will improve direct access to Tier 1 and Tier 2 mental health & wellbeing support.</p>	<p>Continue to monitor and improve attendance and reduce exclusions across schools and establishments, particularly linked to deprivation, care experienced and those with barriers to learning</p> <p>Improve the monitoring and tracking of care experienced pupils to support their educational performance pupils and increase the number of looked after pupils entering a positive destination upon leaving school</p> <p>Education Service's revised Management restructure will more effectively support work at locality level.</p> <p>Inverclyde ASN Forum will continue to be mechanism for advice and support to locality forum.</p>	●	On Track	<p>Education services continues to monitor attendance and exclusions across all of our establishments. In session 2018/19 there were small improvements in attendance in all sectors.</p> <p>Our MCMC team has been meeting with HSCP colleagues on a six weekly basis to monitor the support for care experienced pupils both in school and post school situations. The team is now targeting these pupils at an earlier stage in S3 to ensure that the support to a reach positive destination is in place. Increased involvement in F.E. and employment is now evidenced.</p> <p>A team of Education Officers, Educational Psychologists, CLD workers and ICOS support staff have been identified for each locality.</p>	OP5, OP6, OP9

Education

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
	<p>Learning from pilot programme disseminated over session 2019/20. Assessment. ICOS Coaching and Modelling approach continues to be embedded.</p> <p>Programme disseminated across Inverclyde schools over session 2019/20. Teachers and support staff better trained in supporting anxiety in children and young people.</p>	<p>Access to support from partner services more readily accessible through locality forum arrangements.</p> <p>Planned programme of capacity building and support developed by ICOS team.</p> <p>Planned programme of capacity building and support developed by LIAM team.</p>			<p>A clearly defined structure of advice and support, available within each locality is in place. Establishments are able to more readily direct refer to partner services.</p> <p>The pilot of the Port Glasgow locality ASN Forum was undertaken in Session 2018/19. Protocols and procedures were established and shared with establishment leaders across the authority. The procedures need to be further developed now that support staff have been allocated to the three localities. All three localities will operate from August 2019.</p> <p>The calendar of ICOS planned capacity building activities is in place and will be delivered throughout session 2019/20. ICOS delivered support information to all establishment leads towards the end of session 2018/19.</p> <p>Throughout 2018/19 IEPS staff have been working collaboratively with NHS staff to deliver the LIAM project pilot in Inverclyde East Locality. The LIAM project aims to</p>	

Education

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
					<p>increase access to an evidence-based intervention for mild to moderate anxiety presentations in children and young people. To that end, LIAM develops practitioner skills in the delivery of a Cognitive Behaviour Therapy-informed approach. The programme is suited to a range of professionals who work with children and young people, e.g. School Nurses, Teachers, Pastoral Care/Guidance Teachers, Social Workers.</p> <p>As with the Communication Friendly School LIAM project will be available across all schools over session 2019/20.</p>	
5.	<p><u>1140 hours expansion in early learning and childcare</u></p> <p>By August 2020, Inverclyde Council will be offering the entitlement of 1140 hours of early learning and childcare</p>	<p>The strategic work group will continue to monitor the implementation of the expansion plan.</p>	●	On Track	<p>The approved early phase plan for 19/20 will be implemented from August to October 2019. Additional projects have been developed and will be presented to the Education Committee in September 2019. The closure of a 3rd sector organisation caused a shortfall in the delivery, this has now been addressed.</p>	OP4, OP5, OP9, OP10

Education

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
					<p>Workforce plan continues to be implemented and reviewed. Bespoke course (1) has 15 participants and is scheduled to finish in May 2020. Bespoke course (2) has 23 participants and is scheduled to finish in February 2021. There are currently 9 modern apprentices across the service, with an additional 10 places available from August 2020. Training / work placements for internal staff with a qualification is underway. Recruitment to early phase projects for 19/20 is nearing completion. 2019/20 infrastructure projects are underway however not all planned works will be complete for August 2019.</p> <p>The current projections are that Weymss Bay and Kilmacolm will complete in August, subject to final certification / registration (Building Standards / Care Inspectorate); Rainbow and Blairmore registration is complete with part works anticipated to be complete by August (overall work completion will not impact registration – awaiting PPP Funder approval at Blairmore and Building Warrant at</p>	

Education

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
					<p>Rainbow (Contractor Design Element)). Gibshill registration will be impacted by project works completion (currently awaiting Building Warrant for WC extension post alteration of design to reflect points list) – likely completion October 2019 subject to site start being made during current holiday period. 2020/21 projects being progressed – Larkfield new build via hub West Scotland, planning submission made and working through hub stage 2 towards market testing and financial close – behind programme with completion anticipated Nov 2020. Rainbow (Park Farm) extension via hub West Scotland, planning submission imminent and working through hub stage 2 towards market testing and financial close – behind programme with completion anticipated Nov 2020. Remaining projects at Craigmarloch / Gourrock YAC briefed/commissioned and being programmed for completion by August 2020.</p>	

Culture, Communities and Educational Resources

	Where do we want to be?	How will we get there?	Status August 2019	Commentary August 2019	Corporate Plan priority
1.	<p><u>Culture & Heritage</u></p> <p>The Watt Institution to be recognised as the key heritage asset in Inverclyde.</p> <p>Heritage services to be operating efficiently and adhering to modern best practice.</p> <p>Implementing the recommendations and action plan of the Heritage Strategy and adopting new working practices and services developed as part of the <i>Stories Frae the Street</i> project.</p>	<p>Full service review including: staffing structure, opening hours, services offered, and income generation opportunities.</p> <p>Service review to take account of emerging themes and priorities from the Heritage Strategy consultation.</p> <p>Subsequent Watt Institution service improvement plans to include aspects of the Heritage Strategy Action Plan.</p> <p>Timescale: 2019/20</p>	<p>● On track</p>	<p>The Heritage Strategy was approved by the Inverclyde Alliance in June 2019. The Cultural Partnership will determine the next steps in August 2019. The Watt Institution service review is about to start.</p>	<p>OP1, OP8, OP9, OP10</p>
2.	<p><u>Library Services for Children and Young People</u></p> <p>Joined up library services for children and young people, making best use of all available resources across public, school and “pop-up” libraries.</p> <p>Implementing the recommendations and action plan of the National Strategy for School Libraries and ensuring that Inverclyde’s schools are in a good position to apply for School Library Improvement Funding from the Scottish Government.</p>	<p>Review of children and young people’s library services across Inverclyde to ensure that public library services, secondary school libraries, and outreach work are operating efficiently, in tandem, and adhering to modern best practice.</p> <p>Review of existing library provision within primary schools.</p> <p>Timescale: 2020/21</p>	<p>- No RAG status</p>	<p>This project is not yet started.</p>	<p>OP1, OP2, OP8, OP9, OP10</p>

Culture, Communities and Educational Resources

	Where do we want to be?	How will we get there?	Status August 2019	Commentary August 2019	Corporate Plan priority
3.	<p><u>Facilities Management</u></p> <p>To promote and increase the level of free school meal provision to increase levels to 80%.</p>	<p>Through monitoring and assessing the provision and promotion of the initiative to parents and children through each school.</p> <p>Through monitoring and assessing the provision and promotion of the initiative to parents and children through each school.</p>	<p>●</p> <p>On track</p>	<p>The free school meal provision for Inverclyde school children has been extended to primary 4 children. In addition, the qualifying criteria for clothing grant / free school meal has been increased to support the council's corporate priorities and will form part of the council's Child Poverty Action Plan.</p>	<p>OP4, OP6, OP9</p>
4.	<p><u>School Transport</u></p> <p>Work with school communities to implement changes to school transport provision over session 2019/20.</p> <p>Revised arrangements ready for implementation August 2020.</p>	<p>Consultation with secondary school Parent Councils and wider school community on equity of provision.</p> <p>ParentPay arrangements to be put in place for those young people accessing transport provided by Inverclyde Council.</p> <p>Partnership working with transport providers.</p> <p>Work with communities to support implementation of revised arrangements.</p>	<p>●</p> <p>On track</p>	<p>A series of parental consultation events took place in June 2019 in relation to proposals of the use of bus passes for pupils entitled to free school transport.</p> <p>A report will be considered by the education and communities committee in 3 September 2019 seeking approval for the next phase of the review of school transport.</p>	<p>OP9</p>
5.	<p><u>Develop and improve Adult Learning Pathways</u></p> <p>All adult learning provision is mapped and processes are in place to ensure no learner completes a</p>	<p>Improve progression pathways for both young people and adult learners.</p>	<p>●</p> <p>On track</p>	<p>The clearer articulation and strengthening of pathways is a key focus for the Adult Learning and Literacies sub-group. Approaches are being discussed and trialled, mainly themed, e.g. employability and care or family learning or between partners or</p>	<p>OP1, OP2, OP3, OP4, OP5, OP9</p>

Culture, Communities and Educational Resources

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
	<p>programme without being encouraged to continue their learning.</p> <p>There is a better awareness of appropriate pathways for learners.</p> <p>There are new progression opportunities for learners and additional support at transition points for those most in need.</p>	<p>Raise awareness to CLD providers of the pathways available on the learner journey.</p> <p>Work in partnership with wider CLD partners to identify appropriate pathways for learners.</p> <p>Consult with learners on their experience and expectations of their learning pathway.</p> <p>Work across the partnership to identify and target the most vulnerable learners and develop additional support arrangements where needed.</p>			<p>groups of partners but a more systematic approach, which is partnership wide is being developed.</p> <p>Transitions from community-based adult learning to further education is an area for development. It has been agreed that Inverclyde Life will be the one repository for all service delivery/offers. A guide has been produced and sent to partners and training events organised for August 2019.</p> <p>A pilot phase will be developed and delivered September 2019 - March 2020.</p> <p>Information from partners and WCS partner consultation re gaps in provision to inform this process. Areas previously identified were coding industry including the opportunities for self-employment and childcare.</p> <p>An ESOL pathway has been developed from community based to FE, which is flexible and better meets the needs of learners.</p> <p>National Lottery Awards for All bid from the Adult Literacy and Learning sub-group will support new opportunities to uncover need, support an asset based/social practice approach which will better articulate the strengths and needs of individuals and communities.</p>	

Culture, Communities and Educational Resources

	Where do we want to be?	How will we get there?	Status August 2019	Commentary August 2019	Corporate Plan priority
6.	<p><u>Youth Consultation and Representation Structures</u></p> <p>Community engagement structures are in place that enhance the participation levels of our young people.</p> <p>The voices of our young people have an appropriate platform to be heard.</p>	<p>Develop a new structure for Youth Representation through the establishment of a Youth Cabinet.</p> <p>Develop plans for nominated young people to sit on local committees to ensure their voices are heard on an appropriate platform.</p> <p>Carry out a review of the Youth Participation Strategy, achieve our LGBT Charter Mark from LGBT Youth Scotland for our Clyde Pride Group & create a peer education group to tackle issues affecting young people on a peer level.</p> <p>Deliver the Inverclyde YOYP Plan for 2018.</p> <p>Ensure effective arrangements are in place for the Scottish Youth Parliament Elections in 2019 and 2021.</p> <p>Carry out a young person's Health and Wellbeing Survey in 2019.</p> <p>Ongoing until 2021</p>	<p>● On track</p>	<p>It has been agreed that our members of the Scottish Youth Parliament and members of the Inverclyde Youth Council will sit on the Alliance Board.</p> <p>A bronze LGBT Charter Mark has been achieved. Peer education group plans have been developed and should be launched following the schools return in August.</p> <p>The Year of the Young Person Plan has been fully delivered. The Scottish Youth Parliament elections have been fully delivered and 2 MSYPs have been elected. There was a 100% increase in the number of candidates and the number of votes cast was 2,724, an increase of 470% from the last by-election.</p> <p>The Health and Wellbeing Survey was carried out with pupils during May / June 2019.</p>	OP2, OP9
7.	<p><u>Community Safety and Violence Prevention Initiative</u></p>	<p>The creation of a profile to identify the most appropriate locality/community for delivery of the pilot by summer 2019.</p>	<p>● Slight slippage</p>	<p>The Community Engagement Consultation report will now not be available until September 2019.</p>	OP1, OP2, OP5, OP6, OP7, OP9

Culture, Communities and Educational Resources

	Where do we want to be?	How will we get there?	Status August 2019		Commentary August 2019	Corporate Plan priority
	The introduction of a locality/community based community safety and violence prevention initiative.	<p>The creation of a community consultation document to highlight the views of the chosen locality/community (existing and new consultations).</p> <p>An evaluation of the project after 3 months to identify successes/areas for improvement and the opportunity to roll out to other areas.</p> <p>An evaluation of the initiative after 12 months.</p>			This has led to a slight delay in the public role out of the initiative.	
8.	<p><u>Community Safety and Engagement</u></p> <p>Community engagement structures are in place that maintain high feelings of safety and low experiences of antisocial behaviour in Inverclyde.</p>	During the period the department will identify a range of community safety engagement messages that supports the reduction of violence, crime and disorder in our communities, the reduction of unintentional harm in our communities and promotes community resilience.	●	On track	The Community Safety Data Analyst provides regular reports to officers, partner agencies and the community of community safety based issues which fit within the Community Safety Partnership overarching themes. The promotion of community activities are scheduled in our social media outputs which includes thematic promotion of Inverclyde issues and promotion of national campaigns.	OP1, OP2, OP5, OP6, OP7, OP9,

Education and Communities Corporate Directorate Improvement Plan 2019/22 - Progress Report 2019/20
Performance Indicators

The Council's key performance indicators help demonstrate performance against strategic objectives. These indicators include statutory performance indicators and local performance indicators. Full year performance figures for 2016/17, 2017/18 and 2018/19 are shown below along with data on the first financial quarter in 2019/20, where this information is available.

Key Performance Indicators						
Key performance measure	Performance 2016/17	Performance 2017/18	Performance 2018/19	Financial Quarter 1 2019/20	Target 2019/20	Commentary
Culture, Communities and Educational Resources						
Libraries: total number of visits	418,079	428,785	671,212	N/A	423,000	The performance data for these measures is calculated on an annual basis.
McLean Museum: number of visits to/usages of the Museum	70,256	57,053	57,076	N/A	70,000	
Adult learners:						2019/20 targets have been adjusted to reflect other modes of delivery.
<ul style="list-style-type: none"> • the number achieving core skills qualifications 	250	246	261	55	186	
<ul style="list-style-type: none"> • the number improving their literacies 	601	616	750	160	457	

Key Performance Indicators					
Key performance measure	Performance 2016/17	Performance 2017/18	Performance 2018/19	Target 2019/20	Commentary
Education Services					
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening)	-	73.5%	Awaiting data	75%	Information for this indicator will be published by the West Partnership Regional Improvement Collaborative once ratified
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy	-	80%	Awaiting data	82%	As above
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening)	-	90.5%	Awaiting data	91%	As above
% of S3 pupils achieving third level or better in numeracy	-	85.6%	Awaiting data	89%	As above
% of S3 pupils achieving fourth level or better in literacy (based on reading, writing and talking and listening)	-	42.8%	Awaiting data	45%	As above
% of S3 pupils achieving fourth level or better in numeracy	-	42.2%	Awaiting data	45%	As above

Key Performance Indicators					
Key performance measure	Performance 2016/17	Performance 2017/18	Performance 2018/19	Target 2019/20	Commentary
% of leavers achieving 1 or more awards at SCQF Level 6 or better	64.8%	68%	Awaiting data	70%	As above
% of leavers achieving 5 or more awards at SCQF Level 6 or better	32.5%	35.6%	Awaiting data	36%	As above
% of leavers achieving SCQF Level 5 or better in literacy	83.2%	84.9%	Awaiting data	86%	As above
% of leavers achieving SCQF Level 5 or better in numeracy	73.9%	73.5%	Awaiting data	76%	As above
% Attendance rates:					
<ul style="list-style-type: none"> primary schools 	94.3%	93.8%	94.2%	95%	There was an 0.4% improvement in the attendance rate in primary schools in 2018/19
<ul style="list-style-type: none"> secondary schools 	90.1%	89.6%	89.8%	92%	There was a small improvement, 0.2% in the attendance rate in secondary schools in 2018/19
<ul style="list-style-type: none"> additional support needs schools 	90.1%	91.8%	91.5%	92%	There was a small decline, 0.3% in the attendance rate in additional support need schools
Exclusions from school per 1,000 pupils:					
<ul style="list-style-type: none"> primary 	2.7	5.0	Awaiting data	No target set	
<ul style="list-style-type: none"> secondary 	35.8	45.6	Awaiting data	No target set	
<ul style="list-style-type: none"> additional support needs 	12.7	12.1	Awaiting data	No target set	

Key Performance Indicators					
Key performance measure	Performance 2016/17	Performance 2017/18	Performance 2018/19	Target 2019/20	Commentary
<ul style="list-style-type: none"> looked after children – primary 	10	10.9	Awaiting data	No target set	
<ul style="list-style-type: none"> looked after children – secondary 	108.9	126.1	Awaiting data	No target set	
<ul style="list-style-type: none"> looked after children – additional support needs 	47.6	55.6	Awaiting data	No target set	