

### **AGENDA ITEM NO. 10**

Report To: Education & Communities Committee Date: 5 November 2013

Report By: Corporate Director Education, Communities & Report No: EDUCOM/74/13/KM

**Organisational Development** 

Contact Officer: Karen McCready, Contact No: 712146

Corporate Policy Officer

**Subject:** Education & Communities Performance Report

#### 1.0 PURPOSE

1.1 The purpose of this report is to provide Committee with an update on progress towards the achievement of key objectives as set out in the Education, Communities & Organisational Development Corporate Directorate Improvement Plan (CDIP).

- 1.2 This report focuses on the improvement actions that sit within the Education, Inclusive Education & Culture and Safer Communities Services. The remaining improvement actions that sit within Corporate Policy and Organisational, Development, HR & Communications will be reported separately to the next meeting of the Policy & Resources Committee in a Corporate Services Performance Report.
- 1.3 The report also provides an update on performance in relation to meeting the performance targets as detailed within the Plan.

### 2.0 SUMMARY

- 2.1 Directorate Plans are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes identified in Invercive's Single Outcome Agreement and Corporate Statement.
- 2.2 The Council's new Corporate Directorate Improvement Plans were approved in May 2013 and cover the period 2013-2016. This is the first report detailing the progress that has been made in delivering the improvement actions within the Education, Communities & Organisational Development CDIP. Full details are provided in appendix 1. Further progress reports will be submitted to every second meeting of this Committee.
- 2.3 An update on the key performance indicators contained within the CDIP is also provided where new performance information is available (appendix 2).
- 2.4 KPI performance has improved in a number of areas, for example:
  - The percentage of pupils achieving 5 at level 3 by the end of S4 has increased
  - The percentage of S4 looked after children who achieved SVQ level 3 or better in English or Maths has increased
  - The percentage of pupils achieving 5 at level 6 by the end of S6 has increased

- 2.5 Since May 2013 progress has been made in implementing the projects and improvement actions contained within the Education, Communities & Organisational Development CDIP 2013/16, including:
  - The appointment of an Equalities Officer
  - The development of a draft Sports Framework
  - The establishment of an Inverclyde Nurturing Collaborative to take forward the Scottish Government's Early Years agenda.
- 2.6 Each improvement action has been designated with a 'BRAG' status, i.e. Blue means that the action is complete; Red means that the action has significant slippage; Amber means that the action has slight slippage; Green means that the action is on track. A commentary of performance is also provided where appropriate.

#### 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note:
  - a. That this report reflects the progress made by Education, Inclusive Education & Culture and Safer Communities Services in delivering the key objectives and performance targets as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan.
  - b. That progress in delivering the remaining CDIP improvement actions that sit within Corporate Policy and Organisational Development, HR & Communications will be reported to the next meeting of the Policy and Resources Committee in a Corporate Services Performance Report.
  - c. That further progress reports will be submitted to every second meeting of this Committee.

Albert Henderson Corporate Director Education, Communities & Organisational Development

#### 4.0 BACKGROUND

- 4.1 The Corporate Directorate Improvement Plan is a Directorate's key improvement planning document which sets out the projects and improvement actions that will be implemented to help the Council deliver the strategic wellbeing outcomes identified within the Single Outcome Agreement and Corporate Statement. These wellbeing outcomes are Safe, Healthy, Achieving, Nurturing, Active, Respected & Responsible and Included (SHANARRI).
- 4.2 The Council's Corporate Directorate Improvement Plans were approved in May 2013 and cover the period 2013-2016. Each CDIP contains a number of improvement actions to be delivered over the next three years.
- 4.3 The CDIP also contains a number of key performance indicators, consisting of a mixture of statutory performance indicators (SPIs) and local service or operations indicators. These indicators provide an important measure of how each service's individual performance contributes to the Council's overall strategic aims. A number of key performance indicators within the CDIP are gathered on an annual basis, whilst other are compiled on a more frequent basis.

#### 5.0 PROGRESS

- 5.1 Since May 2013 progress has been made in implementing the projects and improvement actions contained within the Education, Communities & Organisational Development CDIP 2013/16, including:
  - The appointment of an Equalities Officer
  - The development of a draft sports framework
  - The establishment of an Inverclyde Nurturing Collaborative to take forward the Scottish Government's Early Years agenda.
- 5.2 Full details of the progress that has been made from April to September 2013 are provided in Appendix 1.
- 5.3 Each improvement action has been designated with a 'BRAG' status, i.e Blue means that the action is complete; Red means that the action has significant slippage; Amber means that the action has slight slippage; Green means that the action is on track. A commentary of performance is also provided where appropriate.
- 5.4 Performance has been recorded and can also be viewed on the Council's electronic performance management system, Inverclyde Performs.

### 6.0 IMPLICATIONS

6.1 <u>Finance</u> None

Legal

<u>Human Resources</u> None

**Equality & Diversity** 

None

### Repopulation

None

### 7.0 CONSULTATION

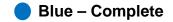
7.1 Information on the progress that has been made in delivering the ECOD CDIP has been provided by the lead officers of each improvement action.

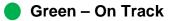
### 8.0 BACKGROUND PAPERS

8.1 Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013-16.

## Safe

Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
Data Protection  All CCTV installations and deployments controlled by the Council should operate to the same standards, be appropriately specified and maintained and should have a consistent approach and regard for privacy and data protection  Develop an overall corporate approach to image retention, maintenance, procurement and use	An overall review of all the Council's installations and deployments of cameras will be carried out in 2013/14 and a set of common standards agreed and implemented by April 2015.	Slight Slippage	Initial discussions on data protection issues with legal services. To be discussed at information governance meeting before going forward.
Tackling Violence & Knife Culture  Further reduction in the incidences of violence, knife crime and bullying - MVP embedded in all secondary schools	Roll out MVP to other secondary schools  Violence Prevention Programmes including No Knives Better Lives developed and sustained.  Anti bullying policy fully implemented	Slight Slippage On Track On Track	A Personal Development Day is being held on 26 & 27 November. The event is aimed at teachers, youth workers and other professionals who work face to face with young people in raising awareness around the issues of violence and risk taking behaviour.  All schools have been audited and asked to send in details of the anti-bullying policy in place.' See Me' representative visiting the Council in October to evaluate this information and help determine the way forward.
Health Protection / Food Safety  All businesses where there is a risk to food safety arising from cross contamination will have processes and procedures in place to	Fully implement the FSAs Cross Contamination Guidance across businesses in line with programme detailed in the Official Feed and Food Services Plan by March 2015	On Track	On track for completion ahead of March 2015 deadline





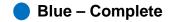


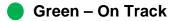


Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
eliminate or adequately control the risk in line with the guidance			
Health & Safety  The enforcement priorities of Inverclyde Council should be clear and understandable to local employers and those likely to be affected by their actions, both employees and others  Enforcement will be consistent with national policies but at the same time will give maximum protection to the community and maximum support to local businesses	Develop a new Health and Safety Strategy and Enforcement Policy for Inverclyde. Annual review to ensure it remains consistent with national policy	Slight Slippage	Slight delay to commencement of project whist awaiting further guidance from HSE / central government. Work has now commenced on strategy.
Anti-social behaviour  Anti-social behaviour and community safety services are aligned with current needs and are able to quickly react to changing circumstances  Match resources to community needs	Carry out a full review of anti-social behaviour which will cover strategy and partnership working; a reassessment of priorities and any reconfiguration of services required.  Review to be carried out by April 2014 with recommendations implemented over 2014/15 if approved	On Track	Review of service data complete , full review underway - completion target January 2014

## Healthy

Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, mber Green)	Comment
SHAHRP  Increase understanding of the impact of alcohol misuse across S2/3	Implement a teacher and training pack with young people through guidance and PSE teachers with S2 cohort. First part of the research to be completed by 2014.	On Track	Research is continuing in three establishments and is in year 2. The three secondaries that are part of the research are continuing to run PSE activities using the SHAHRP materials.
Fewer pupils involved in alcohol misuse		<u> </u>	
Housing Investment  Adequate funding is available to meet affordable housing needs	SLP project completion by 31 March 2015 to be achieved in partnership with Registered Social Landlords	On Track	RCH & Oaktree HA projects are currently on track. Link HA may have a completion date slippage by 4 months, however they have been requested to try and bring back the project on track.
	Contributions in kind (IC) and new innovative funding proposals (RSLs) will be developed	On Track	Council has permitted transfer of 3 areas of ground to RSLs at nominal cost to enable the construction of affordable housing.
	Regular project team meetings and monitoring by HSD	On Track	Have meet with Partner RSLs on 7th October with HSD. RCH & Oaktree HA projects are currently on track. Link HA may have a completion date slippage by 4 months. However they have been requested to try and bring back the project on track. The meetings will be held every 6 months.
Health & Wellbeing of Young People	Identify suitable premises	On Track	
Develop a similar facility to IYouthzone for the young people in Port Glasgow	Develop funding package for refurbishment and running costs	On Track	£75,000 contribution to match funding approved by P&R 24 Sept2013
Improved outcomes for young people of Port Glasgow	Establish new facility with range of programmes to meet the needs of young people of Port Glasgow	On Track	Consultation exercise with young people and other stakeholders underway



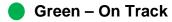






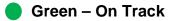
**Achieving** 

Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
External Funding Group  Establish development sessions for managers to support funding applications.  Work in closer partnership with community and voluntary sector	Development group and funding officer to be more proactive in setting up training sessions / events	Complete	New External Funding Officer in place. Responsibilities for action have transferred to post holder.
Literacy  Literacy Action Plan is in place and able to evidence improved practice and outcomes for literacy across all establishments and sectors	Use of evidence based approaches which lead to key improvements in literacy skills for all	On Track	Work in progress.
Learning Communities  Improve joint planning with partners including schools to create a network of learning communities with increased community use in schools	Pilot learning community in one identified area.  Set process in place in line with Education Scotland (HMIe) advice and guidance	On Track	Guidance note has been sent out and shared with partners and school based staff regarding learning community inspections.
Employability  Youth Employment Action Plan implemented and able to evidence improved practice and outcomes for employability across partner providers and partnerships  Employment component of Adult Learning and Literacy Action Plan integrated within Working for Growth: Refreshed Employability Framework	Implementation and robust evaluation of Inverciyde Youth Employment Action Plan  Implementation and robust evaluation of Employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth refreshed employability framework.	On Track	IYAP has been renamed Youth Employment Activity Plan. Awaiting confirmation that SDS may take this role.



Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
Continuous Improvement Team			
Embed core functions of continuous improvement work: professional dialogue, development and pastoral support  Ensure a more collective approach to continuous improvement and to improving outcomes for all learners further	Fully implement Continuous Improvement Team guidelines Implement plans to further develop and share an understanding of excellent practice across establishments and learning communities	Complete On Track	A full evaluation of the guidelines has been carried out and changes made as a result.
Consistent approach to self evaluation  A shared vision of what excellent self evaluation looks like	Better partnership working in regard to self evaluation	On Track	
Curriculum for Excellence			
Curriculum for Excellence is being fully and effectively embedded across all educational establishments by confident staff who are delivering all pupil entitlements. providing high quality learning experiences, developing children and young people as Successful Learners, Confident Individuals, Effective Contributors	Work in partnership with Education Scotland to support and develop the confidence of staff to effectively deliver the Curriculum for Excellence across all sectors and establishments	On Track	
	Work in partnership with SQA to support secondary teachers with delivery of the new National Qualifications	On Track	
	Fully embed the principles from the national 'Building the Curriculum' documents to deliver better outcomes for all children	On Track	

Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	and young people  Review our interim Senior Phase model involving extensive consultation with all stakeholders	On Track	
	Providing training and advice to primary and secondary teachers to enable them to support pupils with the production of P7 and S3 profiles	On Track	
Developing Leadership in Teachers  Schools and Early Years establishments are supported with the implementation of the recommendations from 'Teaching Scotland's Future' (Donaldson Report)	Take steps to improve leadership capacity across all establishments, including:  - Develop a new partnership with University where there is a shared responsibility for key areas of teacher education  - Review our PRD process to ensure that it needs the needs of all staff and will focus on professional needs	On Track	Reports have been considered by CMT. Leadership seminar to be held 9 October with inputs from GTC and Education Scotland on taking this agenda forward. All Heads of Establishment will be involved.
Teacher Employment  Implement recommendations and advice from national reviews relating to teachers' terms and conditions of service	Working closely with HR and teacher Trade Unions to ensure a smooth implementation of recommendations based on advice received from SNCT	On Track	Ongoing process
	Ensure planned changes are focus of work of informal LNCT		



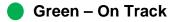
Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
Virtual School  Establish a 'virtual school' for pupils who have proved more challenging to track in terms of	Create a 'virtual school' which will be managed by a 'virtual team' at the centre	On Track	
progress and outcomes  These pupils will be regularly tracked and monitored	Identify pupils in out of authority placements	On Track	
through the ASN monitoring forum	Improved tracking and transition planning	On Track	
	Better support provided for pupils identified	On Track	
New Libraries  Improved library facilities in Central Greenock and Inverkip	Full refurbishment of ground floor of Wallace Plan to house Greenock Central Library by end 2014	Net yet started	
	Inclusion of library space within new community centre planned for Inverkip by end 2014	Not yet started	
Adult Learning Service (libraries)  A modern and innovative digital participation hub utilising new technology and wi-fi to get people online with a particular focus on employability	Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus and Skills Development Scotland - Development of outreach	On Track	Ipad and laptop classes delivered. Established links with JCP (making links to our classes and Job clubs drop-ins; welfare reform training for staff) and SDS
	techniques  March 2014	On Track	CLD run basic IT jobs club drop in. This started in Sept 2013
<u>Library Services for Young Adults</u>	Development of collection	On Track	New stock ordered for teenage book collections

Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
Improved library services for the 12-16 year age group	Increased collaboration with school libraries	On Track	Collaboration with Notre Dame, Inverclyde Academy and St Columba's school libraries on author visits in
	Establishment of a teen book club  Use of new media to further	On Track On Track	August reaching approx 300 12-14 year olds
	engage with teens	On Hack	Author visit scheduled for S3 pupils from St Stephen's & Port Glasgow HS
	A programme of author visits	On Track	to take place in November at PG library
	Involvement of teens in stock selection and planning of activities within libraries	On Track	Planning meeting held with Notre Dame staff to involve teens in stock selection
Env Health / Trading Standards  We are able to benchmark the services against those provided by both neighbouring and more comparable Scottish authorities to ensure that the services are performing as well as they can within the financial and structural circumstances they operate under.	Work with APSE and other Scottish Environmental Health and Trading Standards to develop a more meaningful basket of KPIs for these services to allow meaningful benchmarking. Initial KPIs to be agreed by March 2014.	Significant Slippage	Meeting with APSE at COSLA July 2013. Agreement to form small working group to take project forward but no updates from APSE since. Inverclyde volunteered to be part of working group if required.
Adult Learning  All adult learning provision is mapped. Processes are in place to ensure no learner completes a programme without being encouraged to continue their learning	Map all of adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement	On Track	

## Nurtured



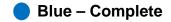
Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
Pupil Support  Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and teaching so that pupils needs are more effectively met	This will be taken forward by the Review Reference group and sub-groups and will include:  a. A full audit including a survey and consultation with all stakeholders b. Development of model options based on the proposed direction	Not Yet Started	
Volunteering Opportunities for volunteering are co-ordinated and quality assured.  Number of opportunities increased.  Numbers gaining accreditation for volunteering increased.	Co-ordinate planning for volunteering across establishments, CLD, Youth Employment Action Plan and voluntary sector and identify opportunities for accreditation.	On Track	Volunteers now active across CLD-Adult Learning and Literacies. SQA accredited training offered to all potential volunteers.
Strategic Guidance for CLD  Implementation Plan in place.  Progress made in realising outcomes of CLD strategic guidance specifically: (1) improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship (2) Stronger, more resilient, supportive, influential and inclusive communities	Develop implementation plan using process agreed at Education Committee with emphasis on SOA Delivery Groups  Establish priorities and baseline for measuring progress towards achievement of outcomes	On Track	Director has written to all SOA leads to progress implementation through Delivery Groups. M Mallon to present finalised plan to Alliance Board at their next meeting. Activity Plans with baseline against which progress will be measure in draft form.

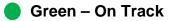






Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
Children and Young Person's Bill	Implementation of GIRFEC	On Track	Multi-agency implementation group have benchmarked where we are in terms of the
Fully implement GIRFEC model and use of wellbeing outcomes through GIRFEC Champions approach  Business processes across the Education,	Consultative approaches adopted	On Track	maturity model for GIRFEC. The groups have been set up to work on practice guidance and procedures for GIRFEC re. The Child's Plan, Lead Professional National Practice Model.
CHCP and partners to support the implementation of the Act	Training Strategy delivered	Not yet started	This will follow having completed the
·	Training Strategy delivered	140t yet started	above actions
A training strategy, both single and multi agency in place			
Fully implement by 2016 additional extra years hours			
Early Years / Nurturing Collaborative  We are delivering tangible improvements in outcomes and reducing inequalities in vulnerable children in Inverciyde	Establishment of the Nurturing Collaborative	On Track	A cross-agency Nurturing Collaborative Group has been established and meets regularly. A programme manager post will be advertised to lead on this.
vallerable of maron in involving as	Engagement in the Early Years Collaborative learning sessions run by the Scottish Government	On Track	Full uptake of available places on Learning Session 1 & 2. 20 places at LS3 to be held in October have been reserved.
	Development of an action plan focused on early intervention and prevention in relation to the EYC 'stretch aims'	On Track	13 potential 'Tests of Change' identified across 3 workstreams relating to the 'stretch aims'. A meeting has been held with Scottish Government to discuss this and how to take these forward.
Museum Accreditation	Fulfil the requirements of the ACE/ MGS Scheme in the areas	On Track	Accreditation application made in July 2013. Awaiting results.









Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
Maintain McLean Museum accredited status under the ACE/ MGS scheme	of organisational health; collections; users and their experiences		
New Cultural Hub  A new Cultural Hub for Inverclyde. This requires successful Round 1 HLF bid plus development funding for Round 2.	Complete round 1 bid and submit by March 2013. Round 2 bid submitted September 2014	Slight Slippage	Some slippage due to various factors. Round 1 bid due to be submitted October 2013.
Archives Improved storage and preservation of, and access to, the Watt Library archives	Development of a better storage facility to protect the archives  Use of preservation materials to prolong its life  Cataloguing of materials for improved access	On Track On track On Track	Unable to install new shelving due to dry rot in building. Archival materials have been acquired resulting in improved access, storage and preservation.  Cataloguing has increased to around 7,500 records.
Community Councils  All community representatives are skilled and confident in meeting the challenges of their changing role	Enhanced programme of training and support for community representatives, including embedding of training in ongoing activities and meetings	On Track	
Young Scot Cards  Young Scot Card system extended to include Kidz cards for all children aged between 4 and 11 resident or attending school in Inverclyde	Negotiate with Young Scot to introduce Kidzcards in Inverclyde.  Establish systems and quality assurance procedures	On Track On Track	

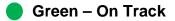
### Active

Improvement Action	Performance Measure	BRAG Status (Blue, Red, Amber Green)	Comment
PE Provision  100% of primary schools achieving two periods	PE co-ordinator recruited by May 2013	Significant Slippage	Co-ordinator appointed and accepted in May 2013. School unable to release until August. In the interim, the appointee accepted
per week of quality PE	PE Plan implemented		alternative post as acting PTPE. Uncertainty over extension of funding nationally, however
	Number of schools providing minimum 2 hours PE to be increased by June 2014		will appoint to June 2014. Process underway.
Community Sports Hub  A minimum of 3 Community Sports Hubs will be established and fully operational in Inverclyde	First hub fully operational by August 2013	Complete	First CSH identified as Parklea CSH. All existing club users identified and invited to initial information meeting at St Stephen's High School. Interested clubs opted to engage in Parklea CSH. Executive management committee & constitution established. Several events and Coach Education days hosted by the Parklea CSH.
	Second hub fully operational by April 2014	On Track	Second CSH identified as Ravenscraig CSH incorporating Inverclyde Academy and Ravenscraig Sports Centre & Athletics Stadium. All clubs & schools invited to initial information evening hosted at Inverclyde Academy.
	Third hub fully operational by April 2015	On Track	Initial groundwork completed to identify potential sites for 3rd CSH in Inverclyde. Potential sites for the 3rd CSH will be submitted to the Sports Framework Steering group for consultation.

Improvement Action	Performance Measure	BRAG Status	Comment
		(Blue, Red, mber Green)	
Sports Framework  Sports Framework will be drafted, consulted on and finalised. Group established to monitor	Draft for consultation prepared by April 2013 with final Plan reported to Committee and launched in August /	On Track	Draft available. Public consultation completed. Full steering group to meet again to approve framework and then move towards design and print of framework.
implementation	September 2013  Annual review of implementation from May 2014		

## Respected & Responsible

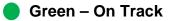
Where Do We Want To Be?	How Will We Get There?	BRAG Status	Comment
	(improvement action)	(Blue, Red, Amber Green)	
Teenage Pregnancy	Health and Wellbeing Programme universally	On Track	SHRE materials are rolled out across all primary, secondary and ASN schools. A
Teenage pregnancy is below national average in target areas	available		self assessment exercise has been undertaken using a multi agency
Supports in place to continue education if pregnant			approach using a toolkit developed by NHS Health Scotland and former LTS. Results of this will be fed back to the
Effective and meaningful self assessment which informs planning / delivery to successfully support young people			authority's sexual health local implementation group.
Museum Services for Young People (16-24)	Liaise with NMS Project Manager and Steering Group to	Complete	Museum has completed the exhibition phase of the project. Three work
Work in partnership with the National Museum of Scotland on a project for this age group entitled 'Scotland Creates' with theme 'A Sense of Place'	create exhibitions / event programmes in Greenock by Aug/Sept 2013 and Edinburgh July/December 2014		experience students worked on it, five volunteers who created all aspects of the show from researching texts to supplying graphics and photographs for the panels and a further two who assisted with some works. Around 25 young people attended presentations about the Clyde Pottery, the subject of the show. Further creative work with Scottish Ballet for around 20 young people is being planned as part of this project and there is further collaboration with National Museums Scotland to come in the second year of the project.
Housing Repairs Enforcement	Review Housing Enforcement Policy	On Track	Review underway
Homeowners take on their responsibilities with the appropriate information and guidance available to	Provide a range of information		



Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
them for common properties etc. which assists in leading to reduced levels of disrepair.  Minimum formal enforcement role for the Council in the future	and signposting via various formats to householders to inform, advise and guide them in attending to matters of disrepair to their property		
Home Energy Efficiency (private)  Better take up of grants by private owners More use of new available measures for 'difficult to treat' houses	Promote grant availability and improved energy efficiency to owners  Continue to target 'difficult to treat' houses for investment  March 2016	Not yet started	The liquidation of our Delivery Partner (SOLAS) has caused a delay in starting the new programme (HEEPS), currently arranging for a replacement delivery partner.
Parking Management & Enforcement  Parking is decriminalised and enforcement transferred to Safer and Inclusive Communities	Transfer of enforcement following decriminalisation with fully trained team in place likely to commence in August 2014	On Track	New and Consolidated Traffic Control Orders process has commenced. Hearings by Transport Scotland are now required and this may delay the August 2014 full implementation date by a couple of months depending on the outcome of the hearings and when they take place.

### Included

Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
Equalities  Requirements of the General Duty and Specific Duties are embedded in service delivery across	Continue to provide appropriate guidance and support to Directorates	On Track	
all Directorates  Service delivery better meets the needs of people with protected characteristics	Appoint an equalities officer to progress the Council's commitment to Equalities consistently across all services to ensure better outcomes	Complete	Interviews took place on 25 March and an officer is now in post.
	Increase representation on Corporate Equalities Group to include a wide range of people with protected characteristics	On Track	This work will be taken forward by the new Equalities Officer. A separate Equalities Forum will also be established.
Welfare Reform Bill  All educational establishments to have full understanding and be prepared for the potential impact of the Bill.	Continue implementation of Financial Learning component of Financial Inclusion Strategy	On Track	An input has been provided to head teachers about the impact of Welfare Reform. Actions have emerged from this which will be followed up.
Range of community based learning programmes available to meet needs identified	Liaise with RSLs regarding the impact of Welfare Reform	On Track	RSLs represented on Financial Inclusion Partnership, Support and Connect Bid being submitted by RCH to provide one stop shop for financial advice, RSLs have funded Financial Fitness to work specifically with their clients who are struggling.
Engagement with Young People  Young people across Inverclyde have a range of co-ordinated opportunities to be involved in	Incorporate Young Citizens' Panel within the Youth Participation Strategy identified in SOA 6	Slight Slippage	Officer responsible for this improvement action has been on long term absence therefore capacity issue within team to progress action.





Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
decision making affecting their schools, services for young people and communities  Young people's voices are heard and their issues taken into consideration in service development and delivery  Communication Friendly Schools  Signage in and around Port Glasgow Shared Campus will accommodate the communication needs of all learners  Learners and adults in the new campus will have access to good quality information relating to the diversity of need across the campus  All children and young people will be appropriately prepared for transition to the new campus. Cross campus events will be a regular occurrence and these also involve the local community	An Action Plan will be formulated by the Communication Friendly Working Group based on a needs analysis of the developments required to take forward the aims identified	Complete	The Action Plan is complete. The next step is the implementation of the actions.
LAAC Reduce the number of LAAC exclusion Improved attainment for LAAC	Roll out Positive Relationships and Positive Behaviour Policy	On Track	Positive Relationships and Positive Behaviour Policy has been issued to all Head Teachers. The Strategic Leadership Development Group is continuing this session with a focus on improving outcomes for all looked after young people and has developed a Action Plan.

Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
Museum Services for Young People (16-24)  Work in partnership with the National Museum of Scotland on a project for this age group entitled 'Scotland Creates' with theme 'A Sense of Place'	Liaise with NMS Project Manager and Steering Group to create exhibitions / event programmes in Greenock by Aug/Sept 2013 and Edinburgh July/December 2014	Complete	Museum has completed the exhibition phase of the project. Three work experience students worked on it, five volunteers who created all aspects of the show from researching texts to supplying graphics and photographs for the panels and a further two who assisted with some works. Around 25 young people attended presentations about the Clyde Pottery, the subject of the show. Further creative work with Scottish Ballet for around 20 young people is being planned as part of this project and there is further collaboration with National Museums Scotland to come in the second year of the project.
Outreach activities for ethnic minorities  Barriers to participation in ESOL and adult learning programmes are overcome	Enhanced programme of outreach and engagement developed and in place	On Track	CLD have conducted extensive outreach and engagement activities under the ESOL workstream

The Education, Communities & Organisational Development Directorate has a core set of key performance indicators that help to demonstrate its performance in terms of its strategic and operational objectives. These indicators include Statutory Performance Indicators and Local Performance Indicators. Some of these indicators are gathered on an annual basis and performance will be reported to Committee following the end of this financial year. Other indicators are gathered on a more frequent basis and the most recent performance information is provided here. Performance for academic year 2012/13 is also now available and is provided below.

Key Performance Measure	Current Performance	Target 2013/14	Frequency of monitoring	Trend (up or down on previous year)	Analysis of performance
Community Wardens High priority calls - % responded to within 30 minutes	96.3% (financial quarter 2 2013/14)	95%	Quarterly	Improving – 95.1% same period last year	Performance is above target
Community Wardens Medium priority call - % responded to within 60minutes	100% (financial quarter 2 2013/14)	95%	Quarterly	Level – 100% same period last year	Performance is above target
Number of library visits (actual and virtual) per 1000 population	2291 (6 monthly total)	4182 (year end total)	6 monthly	Not available	On target
Number of library issues per 1000 population	1433 (6 monthly total)	2945 (year end total)	6 monthly	Not available	On target
No of library PC Users per 1000 population	78 (6 monthly total)	86 (year end total)	6 monthly	Not available	On target
No of Adult Learners in Inverclyde Libraries	957 (6 monthly total)	1300 (year end total)	6 monthly	Not available	On target
No of museum visitors in person per 1000 population	282 (6 monthly total)	498 (year end total)	6 monthly	Not available	On target
% of all looked after children who achieved SVQ level 3 or better in current diet of examinations	61.9% (2012/13 academic year)	63.6%	Annual (August)	Improving	Improved performance compared to last year (59.2% in 2011/12) but slightly below

Key Performance Measure	Current Performance	Target 2013/14	Frequency of monitoring	Trend (up or down on previous year)	Analysis of performance
					overall target
% of S4 looked after children who	86.8% (2012/13	75%	Annual	Improving	Improved performance
achieved SVQ level 3 or better in	academic year)		(August)		compared to last year (72.3% in
English or Maths					2011/12) and above target
% of pupils reaching level 3 in	97% (2012/13	95%	Annual	Level	Performance is the same as in
English & Maths by end of S4	academic year)		(August)		2011/12 but above target.
% achieving 5 at level 3 by the end	97% (2012/13	95%	Annual	Improving	Improved performance
of S4	academic year)		(August)		compared to last year (95% in
					2011/12) and above target.
% achieving 5 at level 5 by the end	35% (2012/13	35%	Annual	Improving	Improved performance
of S4	academic year)		(August)		compared to last year (33% in
					2011/12) and meeting target.
% achieving 1 at level 6 by the end	45% (2012/13	40.0%	Annual	Declining	Performance has fallen from last
of S5	academic year)		(August)		year (48% in 2011/12), however
					remains is above target.
% achieving 3 at level 6 by the end	25% (2012/13	22.0%	Annual	Declining	Performance has fallen slightly
of S5	academic year)		(August)		from last year (26% in 2011/12),
					however remains is above
					target.
% achieving 5 at level 6 by the end	10% (2012/13	10.0%	Annual	Declining	Performance has fallen from last
of S5	academic year)		(August)		year (13% in 2011/12), however
					remains in line with target.
% achieving 3 at level 6 by the end	38% (2012/13	30.0%	Annual	Improving	Improved performance
of S6	academic year)		(August)		compared to last year (37%) and
					above target.
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% achieving 5 at level 6 by the end	24% (2012/13	22.0%	Annual	Improving	Improved performance
of S6	academic year)		(August)		compared to last year (22%) and
					above target.
% achieving 1 at level 7 by the end	17% (2012/13	15.0%	Annual	Improving	Improved performance
of S6	academic year)		(August)		compared to last year (17%) and

Key Performance Measure	Current Performance	Target 2013/14	Frequency of monitoring	Trend (up or down on previous year)	Analysis of performance
					above target.
Attendance in Inverclyde Primary Schools	94.8% (2012/13 academic year)	95%	Annual (August)	Declining	Attendance in primary schools fell from 96.4% the previous year to 94.8% and is just below the target of 95%.
Attendance in Inverclyde Secondary Schools	91.9% (2012/13 academic year)	92%	Annual (August)	Declining	Attendance in secondary schools fell from 93.3% the previous year to 91.9% and is just below the target of 92%.
Attendance in Inverclyde Special Schools	93.3% (2012/13 academic year)	92%	Annual (August)	Marginal Decline	Attendance in special schools fell very slightly from 93.9% in 2011/12 to 93.6%, however attendance is above the target.
LAAC Pupil Attendance rates	87.4%		Annual (August)	Baseline 2012/13	
Pupil Exclusion rates (rate per 1000 pupils) Primary Secondary Special	4.97 38.5 12.99	n/a	Annual (August)		
LAAC Pupil Exclusion Rates (based on LAC/LAAC population) Primary Secondary Special	66.2 405.9 76.9	n/a	Annual (August)		