

REPORT TO: CITY GOVERNANCE COMMITTEE – 1 SEPTEMBER 2025

REPORT ON: CHILDREN AND FAMILIES SERVICE PLAN 2023-27

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 241– 2025

1.0 PURPOSE OF REPORT

- 1.1 This report provides the City Governance Committee with the second 6-month update on progress with the Children and Families Service Plan 2023-27 (Appendix 1). The plan was approved by Elected Members on 4 September 2023 (report number 185-2023).

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the City Governance Committee notes the continued progress being made in respect of the Service Plan and requests the Executive Director to provide a further update in 6 months.

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications arising from this report.

4.0 BACKGROUND

- 4.1 The Children and Families Service Plan aligns with the City Plan 2022-32 and Council Plan 2022-27. As such, it outlines 6 strategic priorities which aim to contribute towards reducing child poverty and inequalities in income, education and health.
- 4.2 The report attached as Appendix 1 provides an update on the actions and performance indicators for each broad priority area. Where required, it offers some context on opportunities and challenges and outlines further activity to fully implement initiatives and achieve targets.
- 4.3 In relation to the range of activity, out of the 51 actions in the plan a total of 19 have already been completed; 30 are in progress; and 12 are overdue having not been implemented within timescales initially set by the service.
- 4.4 Of the 12 actions marked as overdue, several are now complete or close to completion but remain flagged due to missed original deadlines. In some cases, plans were adapted to allow more time on high-priority areas, delaying lower-risk actions with minimal impact.
- 4.5 Examples include the Foster Care Review and Advocacy Review, which are well progressed; Free School Meal Uptake, which is already exceeding targets; and Community Justice pre- and post-Order questionnaires, for which a short-life working group has been established.
- 4.6 Overall, good progress is being made and as this is a four-year plan to 2027, the service remains confident of full delivery. Some key updates in relation to activity under each strategic priority includes:

Voice: Listening and responding to children, young people, and families

- 4.7 Under this priority, key actions include embedding and scaling up of What Matters to You in partnership with the Hunter Foundation, BBC Children in Need, Columba 1400, Community Learning and Development, NHS Tayside, Police Scotland and the Third Sector; and all schools working towards bronze, silver or gold Rights Respecting Schools accreditation.
- 4.7.1 The WM2U approach is now being delivered via 3 Local Community Planning Partnership areas, where it includes Cafe Conversations to actively listen to communities and coordination of a Make it Happen Fund to promote community empowerment and help to meet their identified needs.

- 4.7.2 The approach is informing approaches towards prevention, community capacity building and integrated whole family support, including to priority groups. Some initial feedback from people who have so far participated includes:
- 4.7.3 *"The welcome that you get from people at the top. You can speak to them about stuff you never thought you would speak to them about . . . it gives you the confidence...we are leaders in our community".*
- 4.7.4 *"Before this, I struggled with confidence and had never taken part in anything like this. I've experienced postpartum depression and even with a 12-week-old baby, I've been able to come."*
- 4.7.5 The WM2U Oversight Board is Chaired by the Children and Families Service and is coordinating scaling across the city. A formal evaluation being carried out by the Dartington Social Research Unit will inform these developments.
- 4.7.6 All Dundee schools are now engaged in the Rights Respecting Schools accreditation programme. All are on track to achieve a minimum of Bronze Award by the end of March 2026, with 11 schools having already achieved the Silver Award and 3 the Gold Award.

Health and Wellbeing: Improving health and wellbeing from early years to adulthood

- 4.8 Under this priority, actions include increasing uptake of free school meals, extending the rollout of Planet Youth, delivering the Child Healthy Weight Strategy, strengthening of local family based and residential care for care experienced children and young people through extended support in Kinship Care, Foster Care, Children's Homes and support to vulnerable adolescents.
- 4.8.1 Key developments include enhanced therapeutic input from two Clinical Psychologists to support birth parents and kinship carers, a new trauma-informed training programme for Foster Carers, and leadership development for Children's Home managers. A multi-disciplinary hub for young people has been established to improve access to coordinated support. In addition, schools and early years settings have continued to promote and improve wellbeing through initiatives such as the "Best Foot Forward" programme in 10 primary schools, which supports family learning around healthy habits, sleep, screen time, and dental hygiene. Staff across the city have also received targeted training on healthy weight, fussy eating, and children's rights, coordinated through a multi-agency Food and Health Group and supported by a digital Padlet platform for resource sharing.
- 4.8.2 A Whole School Approach to Food and Health has been piloted in four primary schools, integrating nutrition education, physical activity, and family engagement. Two of these schools received positive recognition in HM Nutrition Inspections. In early years settings, the "Eat Well, Play Well" programme has enhanced healthy food provision and supported parental confidence through interactive learning and staff training. Schools have also introduced a Healthy Snack Policy and implemented food education projects such as school kitchens and food-growing activities. This work is being delivered in close collaboration with Public Health colleagues, particularly NHS Tayside, and are supported by national programmes including Food for Thought and the SOIL Foundation. The uptake of Free School Meals (FSM) continues to improve, driven by targeted promotion, pupil engagement, and collaborative work with Tayside Contracts to ensure menus meet national nutritional standards.

Education: Enhancing educational outcomes and narrowing attainment gaps

- 4.9 Key actions included the rollout of training for the new Broad General Education attainment tracking system, expansion of the Digital Schools Award, and delivery of targeted support to over 15 schools. The ASN Review concluded with a new Inclusion & Wellbeing Strategy now underway. Strategic initiatives such as "Read Dundee" (a 10-year partnership developing a place-based Literacy Hub with the National Literacy Trust) and the "Promoting Presence" attendance policy were implemented. These actions are aligned with the wider Inclusion Strategy and the Scottish Attainment Challenge, supporting a more equitable and data-informed education system.
- 4.9.1 These actions contributed to improved literacy and numeracy attainment in P1, P4 and P7, with Dundee now ranked 4th and 3rd respectively in our Local Government Benchmarking Framework (LGBF) family group. The attainment gap between SIMD 1 and SIMD 5 school leavers (Tariff Points) narrowed from 53% to 45%, and attendance for SIMD 1 pupils rose to

88%. Over 4,000 books have been gifted citywide through the NLT partnership, and family programmes such as Talk and Play Together and Literacy Champions have been successfully launched. Next steps include embedding the Broad General Education tracking system, expanding targeted support to additional schools, and progressing the Inclusion and Wellbeing Strategy through its three workstreams: Policy & Procedures, Capacity Building, and Leadership & Quality Assurance.

Positive Destinations: Supporting sustained positive destinations for young people

- 4.10 This priority focuses on ensuring that young people—particularly those who are care experienced or living in areas of deprivation—transition successfully into education, employment or training after leaving school. It supports the Council’s strategic aim to reduce inequalities and improve life chances through sustained positive destinations.
- 4.10.1 A Positive Destinations Framework has been developed for schools, supported by a seconded Depute Head Teacher working with local and national partners including Dundee and Angus College, Skills Development Scotland and Developing the Young Workforce. Core Implementation Groups have been established in almost all schools and bespoke referral processes to Third Sector organisations are now in place. The Developing Young Workforce programme is well integrated and strategic partnerships with Skills Development Scotland and City Development are actively progressing as planned.
- 4.10.2 Positive destination outcomes for care experienced school leavers improved significantly, reaching 100% in 2023/24, with most entering further education or training. Participation in education, training or employment among care leavers receiving aftercare rose from 40% to 46%, and the participation rate for 16–19-year-olds in SIMD 1 areas reached 86.3%, narrowing the gap with SIMD 5 to 10.4%. Next steps include finalising and embedding the Positive Destinations Framework, expanding mentoring and career education programmes, and continuing collaboration with key partners to sustain and build on these outcomes.

Community Justice

- 4.11 The Community Justice priority involves whole system approaches towards reducing re-offending, including through the effective delivery of community-based alternatives to imprisonment. Over the last 6 months, the service has completed a self-evaluation exercise with the Care Inspectorate on approaches towards alternatives to custodial remands and implemented new requirements under the Bail and Custody (Scotland) Act 2024.
- 4.11.1 The self-evaluation is informing an Improvement Plan, full details of which will be outlined in the Community Justice Outcome Improvement Plan Annual Report due to be submitted to the City Governance Committee in December 2025. Details of other activity will also be included in the Community Payback Order Annual Report due to be submitted to the same City Governance Committee.

Workforce

- 4.12 The service continues to promote learning and workforce development both jointly across Early Years, Education and Social Work settings and within individual nurseries, schools and teams. Whole service development sessions have been held; all Nursery, School and Social Work staff have completed Trauma Informed Practice Level 1 and 2 training; and leadership development has been coordinated via various methods.
- 4.12.1 Leadership development includes collaboration with Columba 1400 to embed values-based leadership across the service. This work has supported Head Teachers, Deputy Head Teachers, and registered managers of Children’s Homes to develop and implement trauma-informed Improvement Plans across all seven houses. Evaluations of Columba 1400’s academies show increased confidence, clarity of purpose, and positive cultural shifts within participating schools. The approach is rooted in six core values—Awareness, Focus, Creativity, Integrity, Perseverance, and Service—and is designed to foster personal growth and professional impact. The service is also supporting bespoke leadership academies for young people, parents, and educators, with further cohorts planned for 2025.

Performance Indicators

- 4.13 In relation to the performance indicators, 18 out of 29 where data is available are either on target or within 5% of target. The remaining 11 are informing key priorities over the next 6-12 months. In total, 17 are showing long-term sustained improvements. As some highlights:
- The proportion of Social Work internally audited as Good or better has improved from 71% to 94%.
 - The total number of care experienced children and young people has reduced from 441 to 398.
 - Over 90% of care experienced children and young people live in family-based care arrangements, above the national average of 89%.
 - The take-up of free school meals has risen to 59% and is now above the target of 54%, with 5% annual increases over the last 3 years.
 - The % gap in attainment tariff scores between school leavers living in SIMD 1 and SIMD 5 areas continues to see a steady decrease from 53% in 2019/20 to 45%.
 - The % of P1,4 and 7 pupils achieving their expected levels in literacy and numeracy have improved to 74% and 80% respectively.
 - The literacy attainment gap between the least and most deprived areas for P1, 4 and 7 combined has fallen from 20% to 17%, now ranking the city 7th nationally.
 - School attendance for pupils from the most deprived SIMD quintile has improved from 86% to 88%.
 - The proportion of people successfully completing Diversion from Prosecution schemes has increased from 77% to 95% and Community Payback Orders from 65% to 70%.
- 4.14 Over the next 6 to 12 months, the service will prioritise improving school attendance for at-risk groups; supporting sustainable positive destinations for care leavers up to the age of 26 and other vulnerable young people; raising attainment in the Senior Phase; and delivering the Inclusion Strategy. Plans will continue to be adapted where needed—for example, by extending work on high-impact priorities and delaying lower-risk actions where this will not affect overall delivery. The service remains confident in achieving the aims of the plan by 2027.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been subject to the pre-IIA screening tool and does not make any recommendations for changes to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 CONSULTATIONS

- 6.1 The Council Leadership Team have been consulted in the preparation of this report and agree with its content.

7.0 BACKGROUND PAPERS

- 7.1 None.

Audrey May
Executive Director of Children and Families Service

29 July 2025

APPENDIX 1

Detailed Updates by Priority Theme

The tables below provide an update on progress towards targets and the actions being taken within each theme of the Service Plan. The following legends are used within the tables.

Performance Indicator RAG Status		Short Term Trends		Long Term Trends	
	Outwith 5% of target		Improving		Improving
	Within 5% of Target		No Change		No Change
	On Target (Within 1% of, or exceeding target)		Getting Worse		Getting Worse

Actions Legend	
	Unassigned – The action has been created on the system but hasn't yet had the required relevant officers assigned to it.
	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined and agreed by relevant partners/stakeholders 40% - Necessary tasks planned and implementation in early stages 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway 80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.
	Alternative Action Identified - When the action will not reach its due date or/and an alternative has been initiated

Voices

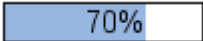
Performance Indicators

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of care experienced children and young people giving positive responses about where they live								As this question is not currently asked directly in planning and review meetings, it is being incorporated into standard processes from September 2025. In January 2026, an audit will then be completed to provide a baseline indicator and inform any improvement actions and targets. It is possible, for instance, that different cohorts of children and young people in different types of care arrangement, such as kinship, foster and residential care, or different age groups such as under 11's and adolescents, provide different responses.
	% of child's plans where the voice of children was recorded	63%	60%	61%	80%				In the first audit of 380 plans/reviews completed in June 2025 to provide a baseline for further improvement, 50% of children aged under 5 years either attended or had their views represented to inform decisions at the planning meeting. In relation to children over 6 years old, 81% either attended or had their views represented. For children and young people with Additional Support Needs, 61% either attended or had their views represented. Overall, therefore, 64% of children and young people either attended or had their views represented. Methods used were informed by age/stage of development and included Mind of My Own statement, written statements, wellbeing wheels and advocates. These findings have informed an action plan which includes the development of a bank of resources to enable children and young people's voice to be heard whether or not they directly attend meetings to create or review plans.

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% where the child's views that were sought were meaningful to the Plan's development								Please see above.

Actions

	Action Title	Progress Bar	Due Date	Latest Note
	Mind of My Own	95%	31-Oct-2025	The service now routinely operates Mind of My Own in the context of other engagement and participation methods. MOMO is also being used in a current pilot with the Children's Reporter for children and young people attending or presenting their views at Children's Hearings. Further details on the impact of MOMO and the extent to which it informs plans and support will be provided in the next 6-monthly update.
	Champions Boards	90%	30-Sep-2025	All Care Experienced Young People in secondary schools have an identified Pupil Support Worker and are invited to join school-based Champions Boards (CBs). The city-wide CB continues to grow. Pupils are encouraged to attend and are regularly accompanied by their PSW. As an example, the pupils from Baldragon Academy hosted a CB in November 2024 and highlighted how they are using Mind of My Own.
	Advocacy Arrangements	80%	31-Oct-2024	A partnership led by Dundee Independent Advocacy Services has been funded by Whole Family Wellbeing Funding to develop an Advocacy Strategy and Action Plan in 2025-26. A draft has been prepared and is due to be presented at the WFWF Steering Group in September 2025 for approval. In the interim, all children and young people in the Children's Hearing system have access to a Partners in Advocacy advocate and all care experienced children and young people have access to a Who Cares? Advocate.
	Implement learning from "What matters to you"	75%	31-Mar-2026	The WM2U initiative has now been scaled to 3 locality areas and an implementation plan will extend this to others via LCPPs in 2025-26. Some key features of the approach involve supporting families via Columba 1400 Leadership Academies, listening and responding to families via Community Cafes and administering a Make it Happen Fund. The approach is also being formally evaluated by the Dartington Social Research Unit. Going forward, there are further opportunities for system re-design through integrated funding deployed to and by local communities.

	Action Title	Progress Bar	Due Date	Latest Note
	Rights Respecting Schools		30-Jun-2027	An audit has been completed in relation to UNICEF's Rights Respecting Schools Awards (RSSA). All Dundee schools are now signed up to UNICEF's RRSA with all schools on track to achieve a minimum of Bronze Status by the end of March 2026. 11 Schools have achieved Silver and 3 have achieved Gold by June 2025.
	Team Around the Child		30-Jun-2026	Currently the Children & Families Service are undertaking a review of their inclusion strategy and Team Around the Child processes sit firmly within this framework. Progress in ensuring schools continue to ensure parents and children have their voice heard at these meetings continues but not at the pace first predicted because of staff changes. Recruitment has now taken place and the Inclusion Strategy as well as a refreshed GIRFEC group are being prioritised. TATC processes remain a priority as we strive to make appropriate assessments of need ensuring that all children and young people have access to appropriate support at home, in school and/or in the wider community.

Health and Wellbeing Performance Indicators

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of care experienced children and young people in care settings within Dundee postcodes	58%	61%	66%	70%	70%	↑	↑	This is a clear and sustainable improvement since a low point in March 2023 of 58% as Children's Services continue to return children and young people to Dundee. A further 17% are living in Tayside or Fife, some on the very boundaries of Dundee, leaving a further 17% further afield. Increases in internal Foster Carers will contribute further.
	Number of children and young people placed in external foster or external residential placements	132	97	91	n/a	n/a	↑	↑	The service is successfully reducing the number of children and young people in external residential placements, where numbers reduced by 18 from 35 to 17 over the past two years. Reducing the number in external Foster Care is similarly dependent upon increasing the number of internal Foster Carers.
	Child protection re-registrations within 24 months	9.5%	1.5%	7.6%	3%		↓	↑	A total of 7 children who were re-registered during 2024/25 had been on the Child Protection Register within the previous two years. The Child Protection Committee receives regular updates about re-registrations. The aim is to ensure progress is sustained but if risks re-emerge further registration may be required.
	Total number of children in care at any one time	441	379	398	410		↓	↑	Continued progress is being made and the city is now on a par with other local authorities in Scotland as % of population of 0–17-year-olds.
	% of case files audited rated overall as good or better	83%	71%	94%	95%		↑	↑	Due to other improvement activities, the number of files audited were smaller in 2024/25 but 94% is an excellent improvement and close to a very ambitious target

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of Young People's Houses inspected with good or better indicators in all areas of inspection	82%	83%	71%	100%	100%			In their most recent Care Inspectorate inspections, 5 out of 7 Children's Homes have received results of Good or better. One of those received an Excellent grade. The remaining two had a "weak" each in one category due to challenging circumstances either shortly before or at the time of inspection. All requirements have since been met.
	% Care Experienced Children with more than one placement within the last year*	28%	26.1%	28.4%	16%	15%			Nationally, Dundee has the highest number of children and young people with more than one placement, closely followed by Angus, East Renfrewshire, Highland and Inverclyde. This is due to two factors: 1. The number of the looked after population who recently entered care. At the beginning of statutory involvement, children may be briefly in one or two short-term placements until a longer-term home is identified. 2. The service has focused on reducing the number of children living out with Dundee by returning to them to houses or families within Dundee. This necessitated moves and all had more than one placement. Both reasons relate to the service finding the most suitable long-term home for children and young people, whilst using some short-term solutions until children are settled or return to their family.
	The % take up of free school meals	48.4%	52.5%	58.6%	54%	54%			Historic data back to 2021/22 has been revised to account for the change in the calculation of this indicator. Yr1, Yr3 and Yr 5 targets have also been adjusted to reflect the 2021/22 baseline, based on a 5% annual increase based on the 2021/22 figure.

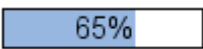
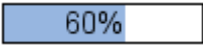
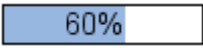
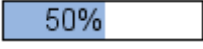
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	Percentage of Primary 1 Children Classified as Obese or Overweight*	26.6%	23.8%	25.1%	23.5%	21.2%			The Service continues to make steady progress in delivering the Child Healthy Weight Strategy, aimed at reducing childhood obesity through preventative, multi-layered action. While obesity levels remain a concern, recent data shows 74.3% of Primary 1 children are a healthy weight, reflecting modest improvement. Key developments include: • Infant Food Insecurity Pathway: Launched in February 2025 to provide families with food support, income advice, and community referrals. • Food and Health Padlet: A digital hub with curriculum resources and planning tools, accessed by over 450 users. • Whole School Approach: Piloted in four primary schools, integrating nutrition, physical activity, and parental engagement, with positive HMIE feedback. • Eat Well, Play Well: Delivered in early years settings, supporting healthy eating through play, staff training, and family workshops. • Food and Health Framework: A citywide framework in development with NHS Tayside and partners, aligned to national policy including the Good Food Nation (Scotland) Act 2022 and the Population Health Framework 2025. Challenges such as food inflation and cost-of-living pressures continue to affect access to healthy food. However, the service remains committed to progress through integrated planning, targeted funding and community collaboration.

* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

Actions

	Action Title	Progress Bar	Due Date	Latest Note
	Free School Meal uptake	100%	30-Jun-2024	The strategy for increasing free school meals uptake has been developed. Work continues with Tayside Contracts and schools to promote free school meals. Menu sampling/taster sessions are in place between April and May. Schools are asked annually to involve young people in menu developments. Secondary schools continue to encourage young people eligible for a free meal to take this free meal. Each primary pupil attending secondary school induction days are provided with a free snack at break and lunch.
	Connected Tayside	100%	30-Jun-2025	Connected Tayside was launched in November 2023 and the work continues to be implemented within Dundee through several Health and Wellbeing initiatives. The TRIC work has ceased and is being replaced with a more localised model through an alliance with NHS and the Children & Families Service, including DEPS.
	Care Setting Improvement Plans	100%	31-Dec-2024	All Council managed and delivered care settings, including Kinship Care, Foster Care and Young People's Houses, now have Improvement Plans. The teams also oversee specific Individual Placement Agreements with External Residential Care and Secure Care providers.
	Kinship Care	90%	31-Mar-2025	A dedicated team continues to assess and support kinship carers, alongside Locality Teams supporting the children and young people in their care. This includes: • Welfare Rights assessments to maximise income • Parenting support including an online parenting programme • Psychologically/trauma-based parenting input via 2 clinical psychologists • Partnership with Tayside Council on Alcohol Kith n' Kin Service Currently, a key priority is to promote the school attendance of young people in kinship care through targeted support from Pupil Support Workers.
	Foster Care External Review	90%	31-Dec-2024	This review has been completed and Care Inspectorate inspections show the Fostering and Adoption Service has improved from Grades of Weak and Adequate to Good and Very Good across multiple categories. The recommendations and requirements of the most recent inspection relating to Fostering Panels have also now been implemented within timescales. However, although both Scotland-wide and local recruitment campaigns have been coordinated, the service continues to struggle with increasing recruitment and this is mirrored nationally. The only action from the review to be completed relates to fees and allowances. They are being reviewed in the context of available budget and the service management team will consider recommendations in autumn 2025.

	Action Title	Progress Bar	Due Date	Latest Note
	Planet Youth	80%	30-Jun-2027	City overview action plan in place with actions happening at school, community and city level. Focus continues to be on increasing protective factors and reducing risk factors. Plan to deliver the survey in all 7 mainstream secondary schools in September 2025. Funding secured from ADP to extend one Planet Youth development officer post to end March 2026.
	Whole Family Wellbeing Funding	80%	30-Sep-2025	All WFWF has been allocated and Scottish Government has also recently announced an extension of and increase to funding to March 2027. The Steering Group continues to meet to oversee spend, delivery of services and sustainability. The partnership is exploring options on the allocation of the additional £252k funding, including its possible addition to other funding streams and a possible focus on the development of local multi-disciplinary teams providing targeted support to families most in need.
	Family-based Care Capacity	75%	31-Mar-2025	The balance of family-based versus residential care is now over 90%, with 18 children in external residential care and a further 7 identified to return this year. The service is exploring additional local capacity with The Vardy Trust and reviewing fees/allowances for Foster Carers.
	Approaches Towards Adolescents	75%	30-Sep-2025	A comprehensive partnership review of approaches towards vulnerable adolescents has been finalised and WFWF funding has been secured to develop a co-located multi-agency team by January 2026. Further developments to enhance support to vulnerable adolescents include: • Risk assessment, risk management and defensible decision-making training for multi-agency staff • Growth Mindset, CALM and Trauma Informed Practice training in Young People's Houses • Implementation of a Care and Risk Management (CARM) Protocol • Internal auditing of practice within Adolescent Social Work teams • Maintained funding for the delivery of Functional Family Therapy for vulnerable families with adolescents • Development of Reid Square and Fairbairn Street supported accommodation • Revised Continuing Care and Transitions Protocol for care experienced young people The service is also implementing Contextual Safeguarding to enhance approaches towards Child Protection; contributing towards the wider Council approach towards Youth Participation; and has implemented legislative requirements associated with the Care and Justice (Scotland) Act 2024.
	Personal and Social Education Review	65%	30-Jun-2026	Low uptake of CLPL offerings has led to an alternative approach to gain feedback on the PSE re-write. A secondary school has indicated that a review of their PSE curriculum is needed to support a wider universal offering in an effort to support growing anxiety behaviours in the pupil population. Meeting with the school to take place 2024/25 T4.

	Action Title	Progress Bar	Due Date	Latest Note
				Increased interest in an expansion in the re-write to include primary curriculum.
	School Age Childcare		30-Jun-2025	• We continue to support a total of 76 families and 97 children, enabling households to reduce barriers to accessing childcare. This has included working with various School Age Childcare providers and community partners to offer tailored assistance and resources. • We have enhanced our support by providing families with access to benefits entitlements to help with childcare costs. • We continue to build on our established partnerships with Community Partners and the Pathfinder. We collaborate with these providers to gather valuable feedback and input from families, children and staff members regarding their experiences, needs, and suggestions for improving school-age childcare service.
	Emotional Health and Wellbeing		31-Mar-2026	Work continues to deliver Connected Tayside. The Glasgow Motivation and Wellbeing Profiling (GMWP) tool is being utilised by some schools to identify need and increase universal support. The tool is underpinned by self-determination theory and supports schools to address underlying factors which impact overall wellbeing. Targeted support is taking place with two primary schools to effectively use the tool and implement positive change. A 'Whole school approach to Wellbeing' guide has been developed and is ready to be shared with schools to support the connection of various strategies and areas of work, including Connected Tayside.
	Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach.		31-Mar-2032	As of July 2025, 128 secondary pupils have been matched with a mentor through the MCR Pathways programme, with a further 69 in the pipeline and 12 mentors awaiting matching. Groupwork sessions are also underway, with 53 S1 and 84 S2 pupils participating, though some are pending consent. Engagement varies across schools, with strong uptake in Harris, St Paul's, and Morgan. The programme is currently under review to ensure it remains targeted and effective, with groupwork being phased out to focus resources on one-to-one mentoring. A planning meeting with MCR Pathways leads is scheduled for 12 August to agree next steps, including recruitment strategies and maximising support for participants.
	Welfare and Debt Advice Provision		30-Jun-2027	A range of work continues to be carried out on income maximisation initiatives across the city to ensure citizens are receiving all benefits and support payments they are entitled to. The Dundee Child Poverty Pathfinder has increased employability opportunities for an increasing number of families in Linlathen affected by a range of inequalities. This provides the support to enable parents to secure incomes to address child poverty that may be experienced by the 256 children living in these households.

	Action Title	Progress Bar	Due Date	Latest Note
				In Stobswell West, greater money and benefit advice is being provided in partnership with the Stobswell Forum at the Connect shop, greater community and intergenerational activities, and efforts to tackle quality in private rented properties in the area. There is a co-located Welfare Officer in 3 Secondary schools - Morgan, Baldragon and the new school, Greenfield Academy offering advice regarding welfare rights and benefits to families in a stigma-free environment. There are plans to roll this out across the city and to look at opportunities in Primary schools for a similar co-located approach. This will also be part of the work towards the Cost of the School Day and reducing child poverty. There will also be a Leadership for Equity programme initiated in the next school session 2025-26 to raise awareness of the need for this provision.
	Deliver on the Child Healthy Weight Strategy.		31-Mar-2032	The service continues to make steady progress in delivering the Tayside Child Healthy Weight Strategy. While levels of childhood obesity remain a concern, recent data show that 74.3% of Primary 1 children are a healthy weight. A new Infant Food Insecurity Pathway was launched in February 2025 to ensure families can access timely, sustainable support, and a Food and Health Padlet has been developed to support schools and early years settings, with over 450 users to date. A multi-agency group is now developing a citywide Food and Health Framework. Although progress on the whole systems approach has been slower due to reduced national support and local capacity, the service is committed to building momentum. National developments such as the Good Food Nation (Scotland) Act 2022 and the Population Health Framework (2025) will further support local delivery and long-term impact.

Educational Outcomes

Performance Indicators

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% S3 pupils achieving CFE 3rd Level or better in Literacy	79%	81%	82%	90%				Current year is interim data, to be finalised September 2025. Considering performance, targets for 2025/26, and beyond will need to be reviewed.
	% S3 pupils achieving CFE 3rd Level or better in Numeracy	76%	79%	79%	87%				Current year is interim data, to be finalised September 2025. Considering performance, targets for 2025/26, and beyond will need to be reviewed.
	School attendance rate for care experienced children and young people at home or in kinship care	n/a	n/a	78%	88%	88%	n/a	n/a	The overall average hides significant differences between the two placement types and between primary and secondary school. Overall, children in kinship care attended 84% and those on Compulsory Supervision Orders at home 60%. During early primary school (P1-P4) both groups were around 90% but by secondary school, attendance by pupils in kinship care had deteriorated to 73% and for CSOs at home to 40%. This is partially due to CSOs at home being sought because pupils have not been attending school - further analysis is being carried out to check if attendance improves after social work support is established, which would not yet be reflected in annual averages.
	Average Total tariff SIMD Quintile 1*	629	577	593	605	660			Dundee's average total tariff score for learners living in SIMD quintile 1 has increased by 16 points since 2022/23. Over the same period our LGBF Family Group has declined by 13 points.

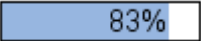
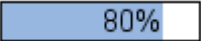
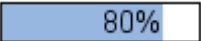
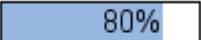
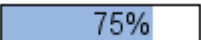
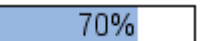
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
									There have been different approaches to awarding in sessions since 2019/20. Comparisons of attainment between years should be treated with significant caution and do not allow for conclusions to be drawn on changes in education performance during this time.
	% gap in attainment tariff scores between school leavers living in SIMD 1 areas and SIMD 5 areas*	48%	49%	45%	47%				Dundee City Council has seen a steady decrease in the percentage gap in tariff scores from 53% in 2019/20 to 45% in 2023/24. The percentage gap in 2023/24 is now the same as that seen nationally.
	% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5.	4.3	4.3	4.3	3.1	3.1			Trend has been noted and is a priority for service.
	Improve the overall attendance of all children and young people living in SIMD Quintile 1	86%	87%	88%	95%	95%			Attendance has seen steady improvement over the past three years but still falls short of our target.
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy*	70%	72.4%	73.8%	76%	82%			Data published by Improvement Service as part of LGBF. Dundee is higher than family group average benchmark of 73% and is now ranked 4th in the family group, an improvement on 5th in 2022/23. Dundee is ranked 16th nationally.
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy*	77%	78.9%	80%	80%	83%			Data published by Improvement Service as part of LGBF. Dundee is higher than family group average benchmark of 78.9% and is now ranked 3rd in the family group, an improvement on 5th in 2022/23. Dundee is ranked 17th nationally.
	Literacy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived*	19.9%	19.9%	16.6%	17.5%	11.2%			Data published by Improvement Service as part of LGBF. Dundee has a smaller attainment gap than family group average benchmark of 17.1% and is ranked 4th in the family group, maintaining on 4th in 2022/23. Dundee is ranked 7th nationally.

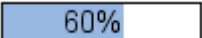
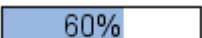
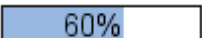
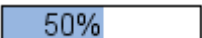
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	Numeracy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived*	13.6%	16.3%	14.3%	14%	10%			Data published by Improvement Service as part of LGBF. Dundee has a smaller attainment gap than family group average benchmark of 15% and is ranked 3rd in the family group, maintaining on 3rd in 2022/23. Dundee is ranked 5th nationally.

* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

Actions

	Action Title	Progress Bar	Due Date	Latest Note
	Secondary School Improvement Plan		30-Jun-2025	This improvement action has been completed. Any outstanding or ongoing actions have been taken over by the Learning, Teaching and Assessment Group and the recently renewed Curriculum Collaborative Learning Networks.
	College Curriculum Offers		30-Jun-2025	We have an excellent relationship and meet monthly with the college link. She attends working groups linked to DYW as well as our college partnership strategy group, which is now well established. This has developed the Standard for school and college, the ongoing curriculum review, improved portal for communication, tracking and monitoring of attendance and progress, and ongoing improvement discussions.
	Secondary School BGE Moderation		30-Jun-2025	The action research project with Education Scotland has been completed. Any outstanding or ongoing actions have been taken over by the Learning, Teaching and Assessment Group and the recently renewed Curriculum Collaborative Learning Networks with a focus on moderation at all levels.
	ASN Review		30-Jun-2025	The ASN Review has been completed, and the Inclusion & Wellbeing Strategy is being developed with the vision to create an inclusive, equitable, and nurturing education system in Dundee. The Inclusion Strategy Oversight Group has been established, and the strategy will be delivered through three interlinked workstreams: Policy & Procedures, Capacity Building and Implementation, and Leadership & Quality Assurance.
	Read Dundee – the Literacy Hub		30-Jun-2027	Dundee Reads is in year 3 of a 10-year project. Current programmes include Talk and Play Together, Library Work, Book Distribution, and Literacy Champions. The Talk and Play Together programme consist of 6 weekly

	Action Title	Progress Bar	Due Date	Latest Note
				sessions for families, followed by additional sessions with resources and books until March 2026. The Library Work programme is making links with libraries in the East of the city and is interested in connecting with the new Drumgeith Campus Library. To date, over 4,000 books have been gifted in the city through the Book Distribution programme. The Literacy Champions programme involves volunteers working in schools and across community settings
	School Estate Strategy		31-Mar-2027	• Consultation was undertaken in relation to St Pius X RC and St Francis RC Primary Schools. <i>The proposal has now been referred to the School Closure Review Panel for independent scrutiny.</i> • Braeview Academy and Craigie High School were closed on 27 July 2025. Braeview Academy and Craigie High School were closed on 27 July 2025. Drumgeith Community Campus, which includes the new Greenfield Academy, has officially been handed over the Dundee City Council. The campus will now serve as a central hub for education, sport, and community activities in the north and east of the city, with enhanced pupil support provision and extensive facilities for both school and public use. • Planned property maintenance work is being undertaken during the July/August 2025 summer break.
	Digital Schools Award		30-Jun-2026	• 19 out of 33 primary schools have achieved the award, with a further 3 actively engaged. In Secondary, 5 of the 8 schools have achieved the award, along with Offsite Education. In Early Years, 6 out of 12 establishments have achieved the award.
	Scottish Attainment Challenge Strategy Group		30-Jun-2026	• A Strategic Equity Fund plan for 2024-26 has been created, with a review in August 2025. There are regular monthly meetings with the Attainment Adviser for Dundee.
	Attendance Strategy Group		29-Aug-2025	• A new Promoting Presence policy has been developed. Early next term, managers and attendance leads will have the opportunity to come together to discuss improvement journeys, learn from practitioners, and consider next steps at both school and cluster level. Schools are taking part in the first cohort of a national Improving School Attendance programme.
	Reducing Energy Usage		31-Dec-2026	• Senior and middle leaders continue to encourage staff to be aware of energy usage. Solar PV panels have been fitted to a number of schools, and the delivery of Drumgeith Community Campus will contribute to a reduction in energy usage.
	Every Dundee Learner Matters		30-Jun-2026	• This strategy aims to create a sustainable self-improving system, led by school leaders, to improve outcomes for all learners in presence, participation, and progress. A dedicated group of key partners, including headteachers and central officers, drives the implementation. Significant progress has been made in sharing knowledge and expertise across schools. Quality Improvement Education Officers are assigned to each partnership to monitor progress and provide support. The next steps involve building on this progress to bring about impactful changes for all Dundee pupils as evidenced in national attainment and achievement data.

	Action Title	Progress Bar	Due Date	Latest Note
	Support for Targeted Schools		30-Jun-2027	The DCC Pedagogy Team offers support in schools through Professional Learning, Additional whole school support, and Intensive Support. The team works closely with the Quality Improvement Central team to identify schools that would benefit from this support. Currently, core support is provided through in-person sessions at the end of the school day, with over 25 sessions available across nine different pedagogical themes. Additionally, e-learning modules are available for staff to complete at their convenience. More than 15 schools are receiving additional support, with three cohorts of primary schools participating in an improving writing project and four schools beginning their Curriculum Innovation and Design journey. Eight schools are engaged in intensive support, covering various improvement priorities such as pupil voice/participation, using data to inform learning and teaching, differentiation to meet learner's needs, and project-based learning. All of this work is measured using evaluations related to the HGIOS Quality Indicators and Dundee's stretch aims is measured using evaluations in relation to the HGIOS Quality Indicators and Dundee's stretch aims.
	Broad General Education Tracking System		30-Jun-2026	Following a delay in procuring the new toolkit, this has now been purchased and the implementation of the tracking tool in all schools is underway. There is a programme of training planned for staff in the first term of session 2025/26 and it is anticipated that all schools will be using the toolkit by October 2025 to track progress in the Broad General Education. The Learning, Teaching and Assessment Group are taking forward this work with Head Teacher reps, Education Officers and members of the Pedagogy team.
	Estate Expansion		30-Jun-2026	- Fairbairn House refurbishment was completed and multiple occupancy signed off by building control in winter of 2024. The house now supports young adults transitioning into independent living. Plans for future houses are being considered. - Project initiation of an additional primary school in the west of Dundee is under consideration following the completion of Drumgeith Campus in August 2025. - An accommodation review of St Ninian's Primary School has retained co-location of Dundee Educational Psychology Service whilst increasing the classroom and group room provision for the school. - St John's HS capacity has increased with the delivery of 4 permanent portacabin classrooms and redevelopment of Balmerino block to accommodate an expanding school ESA provision. - Further estate review and rationalisation is ongoing including further co-location of SW within school estate and expansion of specialist support accommodation within Primary and Secondary schools.
	Reducing and Responding to		30-Jun-2025	Development of the inclusion strategy:

	Action Title	Progress Bar	Due Date	Latest Note
	Behaviours of Concern			Relationships and behaviour for learning is now one of the three foundational pillars of our Inclusion Strategy along with learning and teaching and inclusive environments. The strategy will be developed through four workstreams: policy and guidance, implementation, quality assurance, and leadership. Aggression and Violence at Work Oversight Group: The oversight group has been re-established and has met twice since October 25 to draft terms of reference, consider existing data, and create an implementation plan. Three working groups will focus on reporting and data collection, de-brief, and professional learning. Data and recording: Inconsistencies in reporting across schools and nurseries were identified. A new app is being developed for better reporting and data collection, with a pilot planned for the end of the school year and a wider launch in August 25. Emphasis is placed on the importance of data collection to inform interventions. The de-brief process: The group aims to simplify the de-briefing process guidance for easy implementation. The new guidance will be shared with Education-Senior Leadership Team and consulted with schools and nurseries, with a launch planned for the next academic year. Career Long Professional Learning (CLPL) A needs analysis event was held, and a small group is developing a CLPL framework to support practice in schools and nurseries. The framework will be accessible on the Supporting Inclusive Practice website and aligned with the National Action Plan.
	Support Services Review		01-Apr-2026	The Support Services Review project is progressing, with key achievements this period including the development of a draft three-tier structure for support roles for children, young people and families and proposed re-aligned job descriptions from current posts across Children & Families Service and Community, Learning & Development The benefits framework has been reviewed and there has been further engagement with non-education services across Children and Families. Some slippage has occurred around the review, largely due to term-time sensitivities and the need to integrate recent structural proposals. Early benefits modelling indicates potential economic and efficiency gains through role rationalisation and reduced duplication. Risks related to consultation timing and job evaluation processes are being actively monitored. A key learning has been the value of individual engagement sessions in progressing role design work. Next steps include finalising the Terms of Reference, advancing one-to-one meetings and preparing the September proposal paper.

Positive Destinations

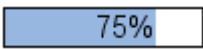
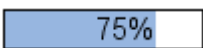
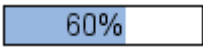
Performance Indicators

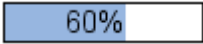
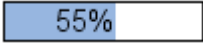
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of Care Experienced Leavers Entering a Positive Destination*	83%	71%	100%	93%	95%			The number of care experiencing school leavers in any one year is small, for 2023/24 it was 15. The majority went on to Further Education, with two taking up Training/Personal Skill Development destinations. Nationally there were 1,016 care experiencing school leavers and 87% went on to positive post-school destinations.
	% of care-leavers receiving aftercare up to the age of 26 years who are in education, training or employment	38%	40%	46%	60%	70%			This is an improvement compared to last year but it remains difficult to find sustainable education, training or employment opportunities for care experienced young people. The national average is 55% so Dundee's target of 60% remains ambitious; results for other local authorities range from 21% in similar demographic areas to 86% in others.
	% of 16-19 Year Olds participating in Education, Training or Employment**	89.4%	90.5%	89.9%	92%	93%			From Interim Participation Snapshot , shows half-year figure of 89.9%. Dundee is ranked 30th out of 32 local authorities.
	16 - 19 year olds living in SIMD 1 participating in education, employment or training**	84.1%	87.3%	86.3%	90%	90%			Interim Participation Snapshot shows a 86.3% participation rate for 16-19 years olds in SIMD 1 (20% most deprived) for 1st half of 2024/25. There is a 10.4% gap between SIMD1 and SIMD5 (96.7%).

* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

** Indicates data is mid-year 2024/25, target is for 2024/25

Actions

	Action Title	Progress Bar	Due Date	Latest Note
	Metaskills Practitioners' Network		30-Jun-2025	The Meta Skills Mentors network had 5 planned meetings over the course of academic session 2024-25. The Padlet is live, which contains links to resources, support tools and case studies. Uploading to this will continue as new approaches are attempted. The Pedagogy Team will now take this forward with the QAMSO network, and this will be linked to the Skills & Profiling group. The network will be amalgamated with the QAMSO network to support the citywide development of meta skills.
	Profiling and Skills		30-Jun-2026	Strategic group now chaired by Ed Scotland (Graeme Wallace) and representatives from SDS, Dundee primary and secondary schools, Central officer (QIEO). They meet every term and SDS are developing MYWOW however it still does not offer what Globalbridge does. The group meet with them as and when required and are pursuing schools to ensure they maximise the offer they have to this free for this year. The Cabinet Secretary favours Globalbridge and what it offers with SDS saying they are developing this. This is a difficult landscape to navigate and ensure we are transparent about trying both platforms. New QIEO should be allocated to keep this conversation going and plan for future of the portals so clarity can be given to schools. Andy Creamer and offer of IBM/ Social security pilot on Digital skills curricular offer. As part of the Social security social enterprise pledge they have partnered with IBM who offer free Digital qualifications made for industry. We have had initial meetings consulting all stakeholders, College, Uni's, employers, schools and IBM. All agreed it is an industry with entry level jobs and beyond with a deficit in numbers meeting the requirements. IBM happy to pursue matching qualifications to SQA framework. Also discussions about a model like Pathway to Success Programme to be progressed. Raymond Perry taking the lead for this. College and Globalbridge keen to be involved- target sustained positive destinations and pupils realising ambition in the industry through a better understanding of jobs on offer. Business breakfast arranged for 19th August – all schools and central team have been invited.
	Skills Development Scotland		30-Jun-2026	Data reviewed monthly with schools on engagement with young people. New appointment being made to replace Connie Calvo as Area Manager. Key contacts for Dundee – Anne Marie Downie and Liz O'Carroll who manage the career advisers in schools. All secondaries have allocation of career advisers. New offer to schools being launched in August – Anne Marie and Liz will liaise with schools.
	Improve Participation Rates (sustained positive destinations)		30-Jun-2026	A Seconded Depute Head Teacher – working closely with the Chief Education Officer – is working in partnership with City Development colleagues and other key partners to implement the agreed actions in the Improvement Plan. Progress includes: • Positive Destinations Framework for schools to use is almost finalised. • Stars Charter in place for use. • DHT Network established and mostly well attended. • All but one school have established a 'Core Implementation Group'. • DCC Employability and Skills Development Scotland managers are really working in partnership.

	Action Title	Progress Bar	Due Date	Latest Note
				• Bespoke referral process to the 3rd sector is in place and ready to go – created for schools to use. • Developing Young Workforce now working really well with the Service and other partner.
	Career Education Standard		30-Sep-2026	New QIEO to join local area board for Career Ready. Liaise with Kirsty Turnbull for LA mentors and placements. Recruitment will commence August 2025 (approximately 8 pupils per school); launch event November 2025 (usually held in Invercarse Hotel); Graduation event March 2026 usually held in Apex Hotel. Internships planned for June/July 2026.
	Volunteer and Modern Apprenticeships		30-Jun-2026	Continue to work with Globalbridge and DYW to offer opportunities to young people for work experience and employment. Currently Grove Academy are matching work experience placements with the skills and interests of young people through Globalbridge.

Community Justice

Performance Indicators

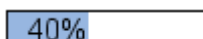
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of Community Payback Orders Completed Successfully*	72%	65%	70%	75%				In 2023-24, a total of 553 Community Payback Orders were imposed by the Sheriff Court, up from 447 the previous year and now above a pre-pandemic high of 532. 70% of CPOs were successfully completed, an increase from 65% the previous year. This returns the successful completion rate to be in line again with the national average.
	Custody as a main outcome of a CJSW report*	71	162	79	150				In 2024-25, 79 CJSW reports resulted in a custodial sentence. This equates to 6.3% of all CJSW reports, compared with 17% the year before. Analysis of reports shows that where a community sentence was available, custody was imposed due to the seriousness and/or persistence of the offence(s) and or previous non-compliance.
	Percentage of recipients satisfied with UPW placements*	100%	100%	100%	100%	100%			All feedback from the recipients of the Unpaid Work service has continued to be extremely positive with organisations and individuals reporting they are happy with the work done.
	Percentage of those on UPW satisfied with the support provided	100%	100%	100%	100%	100%			Of those Service Users that completed a questionnaire, all indicated that they were happy with the support provided whilst carrying out UPW.
	% of adult short-term prisoners commencing Voluntary Assistance*	57%		92%	65%				In 2024/25, the service received 126 referrals for Voluntary Throughcare of which 116 people started. This equates to 92%, well above the 65% target.

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
✓	% of 16–20-year-old short-term prisoners taking up Voluntary Assistance			86%	65%				In 2023-24, the service received 6 referrals for Voluntary Throughcare for young people aged 16-20. Only 1 refused. The service continues to work with Children's Services with this cohort.
✓	% of Diversion from Prosecution cases successfully completed*	77%	68%	95%	79%		↓	↓	In 2024-25, COPFS referred 185 people for Diversion from Prosecution. Of those, 100 cases were started, with 95 being successfully completed (95%).

* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

Actions

	Action Title	Progress Bar	Due Date	Latest Note
✓	Diversion from Prosecution	100%	01-Jun-2025	The service continues to work with the Crown Office to increase the number of young people and adults subject to a Diversion from Prosecution scheme. In 202-25, there were 185 referrals resulting in 100 people starting and 95 successfully completing. By far the largest age group represented are 16 to 17-year-olds. Revised national guidance on Diversion from Prosecution is currently being developed and local implementation will be overseen by the Community Justice Partnership.
✓	Bail Supervision	100%	31-Mar-2025	The service has continued to provide the Court with reports in connection to Bail Supervision and in 2024-25, provided 6 Bail reports to the Court with all 6 resulting in Bail Supervision. The service has also continued to work with the Sheriffs to increase the use of Bail with Electronic Monitoring. Since the introduction of Part 1 of the Bail and Released from Custody Act this year, the service has been providing more Bail Assessments to the Courts and monitoring outcomes monthly. Further details will be provided in the Community Justice Outcome Improvement Plan report.
✓	Community-based Sentence Options	100%	31-Mar-2025	The service continues to provide the Court with a full option of Community Based Sentencing, which is defensible and which can deal with the issues regarding offending behaviour and other issues that service users face.

	Action Title	Progress Bar	Due Date	Latest Note
				In a recent audit of 40 Court Reports where community-based options were the preferred sentence outcome, 20 resulted in a custodial sentence. The service continues to work with the Sheriffs and COPFS to reduce the number of people on Remand or Short-term Custodial Sentences.
	Voluntary and Statutory Support		31-Mar-2025	The service continues to be committed to providing both Statutory and Voluntary Throughcare in CJS. As at 31/03/25, it was supporting 267 people subject to Statutory Throughcare and 116 people subject to Voluntary Throughcare. The service has also worked with the Scottish Prison Service, Police Scotland and other partners to implement the emergency Early Release Scheme to ease pressures in the national prison population. Locally, this involved 20 people successfully released back to their home community. Nationally, Home Detention Curfew Guidelines are currently being revised and local implementation will be overseen by the Community Justice Partnership, particularly in relation to information sharing and joint assessments with the Scottish Prison Service.
	Pre- and Post-sentence Questionnaires		31-Mar-2025	Currently, CJS teams are expected to complete a questionnaire with Service Users at the start and end of their Order looking at various areas of need including health, housing, employment etc to illustrate the level of progress. As this has not been applied consistently, the service has established a short life working group to review requirements and relaunch a new questionnaire. Data from this will also be triangulated with the findings of case file audits and information obtained from risk assessment reviews.

Workforce Actions

	Action Title	Progress Bar	Due Date	Latest Note
✓	Community HUBs	100%	01-Apr-2026	This action is now being reported on under P2.1 Kirkton Community HUB trial (see below).
✓	ELC Professional Development	100%	30-Jun-2024	A core programme of CLPL (Career Long Professional Learning) has been developed, planned and is being delivered by the Early Years Team across the academic year. The training materials from the core programme are available as a resource to be utilised as part of separate in-house professional learning sessions. Core CLPL has been delivered to Local Authority and Funded Provider settings through a series of face-to-face sessions, including twilight sessions for Funded Providers in: • Quality Observations in Nursery • Environment as Third Educator • Schematic Play and Learning • ABC and Beyond Plans are in place to deliver the following prior to end of June 2024: • Quality Framework and Self-evaluation • Responsive Planning Understanding the Golden Thread CLPL programme for Senior Early Years Practitioners and Nursery Teachers is being delivered termly. Under 3's Learning Group Continued work around UNCRC Article 12 within the context of Under Three's provision. Each setting is engaging in professional reading, self-evaluation and reflection and providing a range of staff development activities within their own team. Each service is currently carrying out a small case study and plans are in place to share this learning

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✓	Trauma-informed Workforce	100%	01-Jun-2024	All nursery and school staff have now completed Trauma training 1 and 2. Level 3 training is reported separately by learning organisational development (Sarah Hart). The Education team support this through the Trauma Strategy Group.
✓	Robert Owen Centre Professional Learning	100%	30-Jun-2024	The work with Robert Owen Centre has concluded in relation to the establishment The Every Dundee Learner Matters strategy and the implementation of School Improvement Partnerships across all schools. Every school now has at least one school inquiry group taking forward an area of improvement in the school improvement plan and aligned with the 3 Ps - Presence, Participation and Progress.
✓	Support and Protection Training	100%	31-Mar-2024	There are currently a range of child protection and adult support and protection learning opportunities available to all teams and schools which can be accessed via the Protecting People Learning Framework These include training, e-learning and self-directed learning.
✓	Risk Assessment Training	100%	31-Mar-2025	Together with Learning and Organisational Development, Education Psychology and Children and Families, we have created a basic Risk Assessment programme which is run over 2 half days. Following a Pilot, we are now running this programme several times a year, and the intention is for it to be a mandatory course for all C&F workers. We are also looking at creating a 3rd session specifically for C&F Social Workers.
✓	Quality Conversations	100%	31-Oct-2023	Head of People attended Children and Families Service (CFS) SLT and follow up meeting at Education - SLT. Work been done to ensure that not just HT can undertake LGE staff Quality Conversations (at the moment nobody else can save the QC paperwork other than post-to-post manager). This will reflect on stats.
🛑	Kirkton Community HUB trial	98%	30-Jun-2025	The Governance Group continue to meet regularly to ensure the completion of the action plan and the work to move groups and services out of Kirkton Community Centre. The temporary move has been completed with the centre now having closed to all service users on 28 April 2025. The building is being prepared for demolition. All Local Management Group activities are using interim locations pending some building works in proposed new locations. Services already identified as being delivered from the school estate have already moved successfully. Work has been completed on required building modifications in St Paul's and the library service for the community and the school has now opened and is in operation. There are also monthly updates to the Assurance Board. A communications plan and timeline have been developed, and a press release has been issued. There are no plans for any further community hub models and this will be discussed at the Assurance Board once the new Drumgeith Community Campus is open and Kirkton moves have been completed.
▶	Service Wide Forums	85%	30-Jun-2027	The last service wide forum occurred in autumn 2024 and involved a focus on values based leadership, integrated approaches and data driven priorities. It included input from Kaizen Consulting and Glasgow HSCP.

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	Leadership and Management Training.	80%	30-Jun-2026	Leadership development continues to be a key priority for Children & Families Service. There have been 2 joint leadership sessions for leaders in both Education and Children's Services. There have been 5 Head Teacher Learning Together Days during session 2024/25 which include central officers, leaders and centre managers from all education sectors and DEPS. Officers from the service attend and input to the Corporate Leadership events. There is an investment in values based leadership working in partnership with Columba 1400 and communities. The Leadership and Professional Learning Strategy group have a portal within the padlet for Leadership at all levels, signposting all staff to professional learning opportunities. There is a planned programme of leadership events for session 2025/26.
	Regular Audits	50%	30-Jun-2027	The plan was to begin regular audits across schools of existing Child's Plans following a successful pilot with Craigie High School however this was put on hold with the introduction of the review and audit of our ASN and Inclusion strategy. As of April 2025, there is a plan to form a group to moderate Coordinated Support Plans.
	ELC ASN Training Programme	40%	30-Jun-2027	Training materials and resources have been redistributed to all early years' settings in order to provide professional learning inputs based on self-evaluation undertaken at the end of session 2023-24. The collation of the agreed priorities for improvement across the service has been analysed and further training materials and resources are under construction. The materials are being designed by colleagues in Educational Psychology, Accessibility and Inclusion Service and Speech and Language Therapy. The Standard for Inclusive Practice in Early Years is in draft format and has been distributed to settings for initial feedback and once agreed, an accompanying audit tool will be finalised. The tools will be used to self-evaluate and audit practice to address consistency of approach in support for children with additional needs. Aspects of training and/or support to assess, plan and address the needs of children is ongoing for individual early years settings, provided by Educational Psychology, Accessibility and Inclusion Services and Allied Health Professionals.
	Climate Change Learning Modules	20%	30-Jun-2027	The completion of climate change modules will be taken forward throughout session 25/26 led by the identified Net Zero Champion in each setting.