Clackmannanshire Council

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**Kilncraigs, Greenside Street, Alloa, FK10 1EB
(Tel.01259-450000)**

Scrutiny Committee

Tuesday 20 December 2016 at 10.00 am

Venue: Council Chamber, Kilncraigs, ALLOA FK10 1EB

Contact Resources and Governance (Legal Services), Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa, FK10 1EB
Phone: 01259 452106/452004/452006 E-mail: customerservice@clacks.gov.uk Web: www.clacksweb.org.uk

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CLACKMANNANSHIRE COUNCIL - SCRUTINY COMMITTEE

The remit of the Scrutiny Committee is:

a. To monitor council services against agreed outcomes, standards and targets

b. To monitor the achievement of organisation-wide agreed outcomes, standards and targets

c. To monitor the achievement of agreed outcomes, standards and targets by the community planning partnership

d. The scrutiny of Council decision-making, with the ability to call in decisions

e. To initiate or undertake scrutiny reviews

f. To deal with matters referred by the Council for scrutiny purposes

The Scrutiny Committee will meet every 2 months on the third Thursday, the agenda alternating between items (a) and (b) at one meeting and item (c) at the next

12 December 2016

A MEETING of the SCRUTINY COMMITTEE will be held within the Council Chamber, Patons Building, Greenside Street, Alloa FK10 1EB, on TUESDAY 20 DECEMBER 2016 at 10.00 am.

GARRY DALLAS
Executive Director

B U S I N E S S

Contact Resources and Governance – Legal Services, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa FK10 1EB (Tel 01259 452106/452004) (email customerserivce@clacks.gov.uk) (www.clacksweb.org.uk)

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Scrutiny Committee – Committee Members (Quorum 4)

Councillors

Wards

Councillor	Les Sharp (Chair)	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Bobby McGill	2	Clackmannanshire North	LAB
Councillor	Graham Watt	3	Clackmannanshire Central	LAB
Councillor	Janet Cadenhead	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Irene Hamilton	5	Clackmannanshire East	SNP
Councillor	Alastair Campbell	5	Clackmannanshire East	CONS

Appointed Members (3)

Rev Sang Y Cha	Church of Scotland
Father Michael Freyne	Roman Catholic Church
Pastor David Fraser	Scottish Baptist Church

Nb.   Religious representatives (Appointed Members) only have voting rights on matters relating to the discharge of the authority's function as education authority.

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MINUTES OF MEETING of the SCRUTINY COMMITTEE held within the Council Chamber, Kilncraigs, ALLOA, FK10 1EB, on THURSDAY 26 OCTOBER 2016 at 10.00 am.

PRESENT

Councillor Donald Balsillie (Vice Convener) (In the Chair)
Councillor Janet Cadenhead
Councillor Archie Drummond *(S)*
Councillor Irene Hamilton
Councillor Ellen Forson
Councillor Bobby McGill
Councillor Graham Watt

IN ATTENDANCE

Garry Dallas, Executive Director
Stuart Crickmar, Head of Strategy and Customer Services
Ahsan Khan, Head of Housing and Community Safety
Gordon McNeil, Head of Development and Environment (Item 7)
Anne Pearson, Chief Education Officer (Item 7)
Celia Gray, Head of Social Services (from Item 7)
Andy Wyse, Acting Legal Services Manager, Clerk to the Scrutiny Committee
Cherie-Anne Jarvie, Strategy & Performance Service Manager
Chief Superintendent Stephen McAllister, Divisional Commander, Police Scotland
Chief Inspector Drew Sinclair, Police Scotland
Mervyn Almeida, Police Scotland
Gordon Pryde, Group Manager Stirling and Clackmannanshire, Scottish Fire and Rescue Service
Joe Andrews, Group Manager Stirling and Clackmannanshire, Scottish Fire and Rescue Service

SC(16)16   APOLOGIES

Apologies for absence were received from Councillor Les Sharp and Councillor Alastair Campbell. Councillor Archie Drummond attended as substitute for Councillor Sharp.

SC(16)17   DECLARATIONS OF INTEREST

None

SC(16)18   CONFIRM MINUTE OF MEETING HELD ON 18 AUGUST 2016

The minutes of the meeting of the Scrutiny Committee held on 18 August 2016 were submitted for approval.

Decision

The minutes of the meeting of the Scrutiny Committee held on 18 August 2016 were agreed as a correct record and signed by the Vice-Convener.

As Chief Superintendent Stephen McAllister had been delayed, the Vice Convener advised that he would take item 5 "Fire Performance Report - Quarter 1 2016/17" as the next item of business.

SC(16)19   FIRE PERFORMANCE REPORT – QUARTER 1 2016/17

A report, submitted by the Local Senior Officer Clackmannanshire and Stirling, provided the Committee with the 2016/17 quarter one performance of the Scottish Fire and Rescue Service in Clackmannanshire. The report is based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire 2014/17.

Motion

That the Committee agrees the recommendation set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

Having commented on and challenged the report, the Committee agreed to note the information set out in the Fire Performance Report Quarter One 2016/17.

SC(16)20   POLICE PERFORMANCE REPORT FOR CLACKMANNANSHIRE QUARTER 1 2016/17

A report was submitted by the Local Police Commander which presented to the Committee information relating to Quarter 1, 2016/17 Performance by Police Scotland.

The Committee heard a presentation on Policing Clackmannanshire Quarter 1 2016/17 from Chief Superintendent Stephen McAllister, Divisional Commander, Police Scotland, and had opportunity to put questions to Chief Superintendent McAllister.

Motion

That the Committee agrees the recommendation set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

Having commented on and challenged the report, the Committee agreed to note the information set out in the Police Performance Report for Clackmannanshire Quarter One 2016/17.

SC(16)21   HOUSING AND COMMUNITY SAFETY SERVICE UPDATE

A report was submitted by the Head of Housing and Community Safety which provided the Committee with an update on key areas of work in the service outwith the areas covered in the Performance Report or the Business Plan. The performance report will be presented to Committee at the next meeting.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Janet Cadenhead.

Decision

Having commented on and challenged the report, the Committee agreed to accept the recommendations made by the Clackmannanshire Scrutiny Panel (as set out in paragraph 4.3 of the report) and to note the remainder of the report

Action

Head of Housing and Community Safety

SC(16)22   CORPORATE PLAN 2012-17 PROGRESS REPORT

A report was submitted by the Head of Strategy and Customer Services which updated the Committee on the Council's Corporate Plan 2012-17; Taking Clackmannanshire Forward.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

Having commented on and challenged the report, the Committee agreed to note the information set out in the Corporate Plan 2012-17 Progress Report.

SC(16)23   COMMUNITY PLANNING UPDATE QUARTER 1 2016/17

A report was submitted by the Strategy and Performance Manager which updated the Committee on Community Planning matters in Clackmannanshire in Quarter 1 of 2016/17. The report summarised activity reported to the Clackmannanshire Alliance Board meeting of 2 September 2016.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Bobby McGill.

Decision

Having commented on and challenged the report, the Committee agreed to note the information set out in the Community Planning Update quarter 1 2016/17.

The meeting was adjourned for a 2 minute comfort break (12.20 pm). All 7 members remained present.

SC(16)24   SOCIAL SERVICES SCRUTINY REVIEW: PROGRESS REPORT

A report was submitted by the Depute Chief Executive which updated the Committee on activity since the scope document for the Social Services Scrutiny Review was agreed on 21 April 2016. The report also detailed progress against each of the key aspects detailed in the scope document and proposed the next steps for taking forward the review.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Bobby McGill.

Decision

The Committee agreed to:

1)   Note the scope, approach, resourcing and reporting arrangements as amended and agreed by the Resources and Audit Committee on 21 April (as set out in paragraphs 3.1 and 3.2 and Appendix 1 of the report)

2)   Note the activity and progress since April (as set out in paragraphs 3.4 to 3.13 of the report)

3)   Note progress against the agreed scope (Table 1 of the report)

4)   Note the complementary work being taken forward by the Service in its Recovery Plan reporting to the Audit and Finance Committee (as set out in paragraph 2.16 of the report)

5)   Note the realignment of management responsibilities for the review in line with the Chief Officer support provided to committees (as set out in paragraph 3.16 in the report)

6)   Provide feedback and further direction as appropriate in respect of the progress reported against the scope (Table 1 of the report)

7)   Provide feedback and further direction as appropriate in respect of the next steps (as set out in paragraphs 3.18 to 3.22 of the report)

Action

Executive Director

Ends 1255 hrs

CLACKMANNANSHIRE COUNCIL

Report to	Scrutiny Committee

Date of Meeting: 20 December 2016

Subject:	Update on Improving Outcomes: Attainment & Achievement

Report by:	Chief Education Officer

1.0   Purpose

1.1.   To update on activity and progress in relation to attainment and achievement in Clackmannanshire

1.2.   This paper covers the following: Summary of progress and key issues

- Attainment and Achievement status report *(appendices 1and 1a)*
- School improvement reports and progress on action plans
- Overview Early Learning and Childcare *(appendix 2)*
- Attendance and School Exclusions *(appendix 3)*

2.0   Recommendations

2.1.   It is recommended that the Scrutiny Committee note and comment on the improvement activity and progress underway.

3.0   Considerations

3.1   In line with the National Improvement Framework for Scottish education, the Education Service in in Clackmannanshire is focused on the following four priorities:
- Improving literacy and numeracy for all children;
- Closing the gaps in attainment and achievement;
- Improving the health and well being of all children;
- Increasing and sustaining positive destinations for all children.

3.2   Attainment gaps exist in all of our schools and early years establishments in Clackmannanshire. There is deep rooted poverty and inequality in many of our communities with 32% of our children living in the Scottish Index of Multiple Deprivation (SIMD) deciles 1 and 2. In some of our schools in the most deprived areas this figure is 80-90%. There is also a higher than national average percentage of children with Additional Support Needs.

3.3 Following the re-establishment of the education service in Clackmannanshire, detailed planning and activity is underway to secure ongoing improvement throughout a child's learning journey from Early Years, through the Broad General Education and into and beyond the Senior Phase of Secondary. Key to achieving these priorities is ensuring that all establishments are demonstrating consistently excellent learning and teaching , that families are engaged and supported, and that educators are inspired and motivated to do their best. Plans are being developed to support improvement in all of these areas.

3.4 The key focus for improvement are our six Big Goals:

Children enjoy their learning; they thrive and achieve	Learning and teaching is consistently excellent
Decisions are based on evidence	Families are engaged and supported
Educators are inspired and motivated	Ongoing improvement is the norm

National Improvement Framework

3.5 The new Education Service is using the National Improvement Framework, with activity planned under each of the six drivers to support ongoing improvement in all establishments.
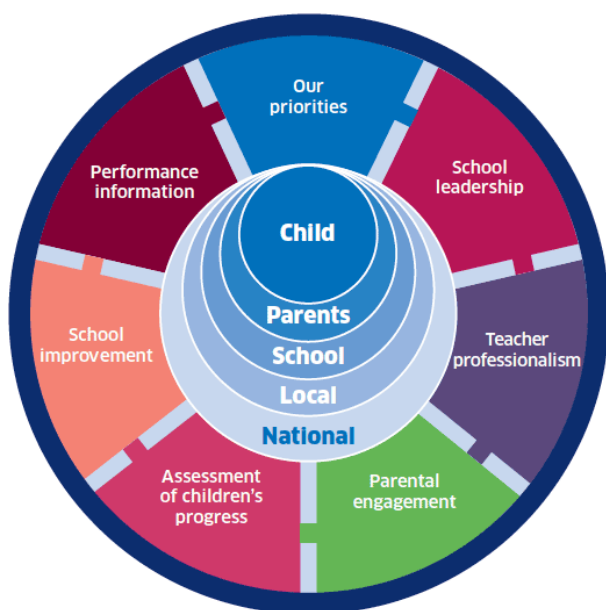
Key driver activity

1. School Leadership
   - Leadership development
2. Teacher Professionalism
   - Career Long Professional Learning
3. Parental Engagement
   - Parent and Family support Strategy
4. Assessment of children's progress
   - Teacher Professional Judgement Collection
5. School Improvement
   - NIF Guidance
6. Performance Information
   - Improving data literacy at school and authority levels

Scotland's Attainment Challenge

3.6 This is strongly supported by Clackmannanshire's involvement in Scotland's Attainment Challenge (SAC) which is now underway across both Primary and Secondary schools.

Main strands of SAC activity

Primary
- Leadership capacity
- Literacy and Numeracy
- Support for communities and parents
- Health and wellbeing
- Sport and leisure

Secondary
- Targeted interventions on mental wellbeing
- Sport and leisure
- Support for families

3.7 Extensive liaison and discussion has taken place with Scottish Government and Education Scotland, as well as with the other Challenge Local Authorities on Scotland's Attainment Challenge. A successful bid to extend the Programme to cover all three Secondary schools, with a specific focus on health and wellbeing, was approved by Scottish Government in November. Detailed project plans are now being developed with the Secondary Schools and key partners.

3.8   Attainment Progress and Results
Analysis of a range of data has been used to illustrate the current picture of children's attainment and achievement 3-18 in Clackmannanshire overall and by learning community as set out in Appendix 1.

Standardised test scores indicate that children in Clackmannanshire schools are below the national average in Reading, Arithmetic, Maths. There is a further gap for children in SIMD deciles 1 and 2 where the percentage of children's average Maths attainment declines further by P7 with the gap widening. Positive Destinations for school leavers is below the virtual comparator[1] for SIMD deciles 1 and 2.

Pre-appeal Insight data is set out in Appendix 1a. Specific analysis of a range of standardised testing, including SQA results and positive destinations will be presented in March 2017.

4.0   School Improvement Reports and Progress on Action Plans

4.1   Following inspection and reporting by Education Scotland, targeted support was put in place for St Mungo's RC Primary, Coalsnaughton Primary and Abercromby Primary. Progress is as follows:

4.2   **St Mungo's Primary** had a follow-through visit from Education Scotland on 8th and 9th November. The team reported that overall there had been good and some very good progress from their last visit. The record of visit and letter for parents will be issued by Education Scotland.

4.3   **Coalsnaughton Primary School** received a return visit from Education Scotland on 21st and 22nd November to follow up on the inspection carried out in December 2015. The team recognised the considerable improvements that the school had made and reported substantial progress in all of the areas identified for improvement.

In particular, they found:
• good progress in the nursery in relation to staffing, planning and the quality of the children's learning experience
• strong improvements in curriculum planning of literacy and numeracy across the whole school
• collaborative approaches to self-evaluation approaches and good partnership working.

[1] The virtual comparator consists of a sample group of school leavers from schools in other local authorities who have similar characteristics to the school leavers from the school in question.

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As a result, Education Scotland have agreed that they do not need to return for a follow-up visit but have asked the authority to provide a report on further progress in 12 months time.

4.4   **Abercromby Primary School** received a joint Education Scotland/ Clackmannanshire visit on 1st December. The school continues to make good progress and recognition was given for interventions and activities that have been introduced. The team were confident that the school is well place to continue improving and will require no further input from Education Scotland. Clackmannanshire Education Service will agree the content of a letter to parents with Education Scotland summarising the findings and actions. Ongoing support for the school will continue to be provided by Clackmannanshire.

5.0   Overview Early Learning and Childcare.

5.1   There is ongoing improvement and many examples of good practice. Areas for improvement and emerging challenge are set out in Appendix 2.

6.0   Secondary School Improvement Meetings (SIMs)

6.1   Relevant links took place between the Chief Education Officer, Improving Outcomes Manager and the Senior Management teams of Lornshill, Alloa and Alva Academies in November.

6.2   All three Secondary Improvement Plans reflect latest Education Scotland and Scottish Government guidance on the National Improvement Framework. The following outcomes were noted:

6.3   **Lornshill Academy**

Areas of strength

Pupil voice and participation within the core business of the school is emerging. This is demonstrated by the number of young people involved, the high level turnout for policy consultation and voting and the feedback from young people and parents regarding the value of the approach now being adopted within the school.

Emerging skills for work and career pathways within the school including rigorous monitoring and tracking, high levels of engagement with partners and businesses and the significant support offered to all senior phase pupils in terms of securing a positive destination.

Area for improvement

Learning pathways through the curricular model structure and processes to support pupil choice and transition to maximise attainment and align with

interest and destination ambitions, supported by highly effective learning and teaching.

6.4 Alloa Academy

<u>Areas of strength</u>

The intelligent use of attainment and performance data to inform next steps and areas of improvement, both in terms of staff and their work and students and their individual targets.

Early identification of pupil need and creative approaches to meeting those needs across the curriculum.

<u>Area for improvement</u>

Build the capacity of pupils to reflect on and articulate their own progress in order to support their employability. The school is approaching this across all subjects with an organised and defined approach to profiling, which builds on what has been done across our Learning Community.

6.5 Alva Academy

<u>Areas of strength</u>

More vocational pathways now available related to Developing the Young Workforce. Much greater knowledge of pupil intended destinations at an early stage allowing for increased targeted support

Self Evaluation procedures including tracking and monitoring performance information in the Senior Phase being used more effectively and universally to improve individual targeting of pupils to close gaps and ultimately raising attainment

<u>Area for improvement</u>

Continue to reduce literacy and numeracy gaps. This requires an improved Broad General Education (BGE) tracking system to be in operation.

More Curricular pathways required to cater for the needs of the more vulnerable pupils from S1-6. Additional support measures required for pupils in the transition phases to supplement existing arrangements.

7.0 School Leadership

7.1 Education Service's Senior Management Team has visited every establishment, and is currently engaging with each Headteacher via Professional Review and Development (PRD). We will continue to support ongoing improvement in all establishments and learning communities, working closely with partners across and outwith the authority, and with schools, Headteachers and families.

7.2 Future reports to Scrutiny will include analysis of teacher professionalism requirements.

8.0 Attendance and School Exclusions

New arrangements for monthly reporting on attendance and exclusions to the Education Senior Management Team have been put in place. The current Exclusion Policy is being revised taking account of the latest guidance from Scottish Government Better Relationships, Better Learning, Better Behaviour. This will be implemented and supported in all schools to ensure consistent approaches. Current data is set out in Appendix 3.

Future reports to Scrutiny will also include:

- Number of times a child has been excluded
- Length of Exclusion
- Number of days lost per sector
- Relationship with attendance
- Data for Looked After Children, Additional Support Needs
- Breakdown by gender and by areas of deprivation (SIMD deciles)
- Analysis, including reasons for exclusion

9.0 Sustainability Implications

9.1 *No*

10.0 Resource Implications

10.1 *Financial Details - No*

10.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☐

10.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☐

10.4 *Staffing*

11.0 Exempt Reports

11.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☑

12.0   Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1)   **Our Priorities** (Please double click on the check box ☑)

The area has a positive image and attracts people and businesses	☑
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☑
Our communities are safer	☐
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☐
The Council is effective, efficient and recognised for excellence	☑

(2)   **Council Policies** (Please detail)

13.0   Equalities Impact

13.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☐   No ☑

14.0   Legality

14.1   It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.   Yes ☐

15.0   Appendices

15.1   Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendices 1 and 1a - Attainment and Achievement progress
Appendix 2 – Overview Early Learning and Childcare
Appendix 3 – Attendance and Exclusion data

16.0   Background Papers

16.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☑ (please list the documents below)   No ☐

NIF

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Improving Outcomes Manager	2425

Approved by

NAME	DESIGNATION	SIGNATURE
Anne Pearson	Chief Education Officer	█████████████
Garry Dallas	Executive Director	█████████████
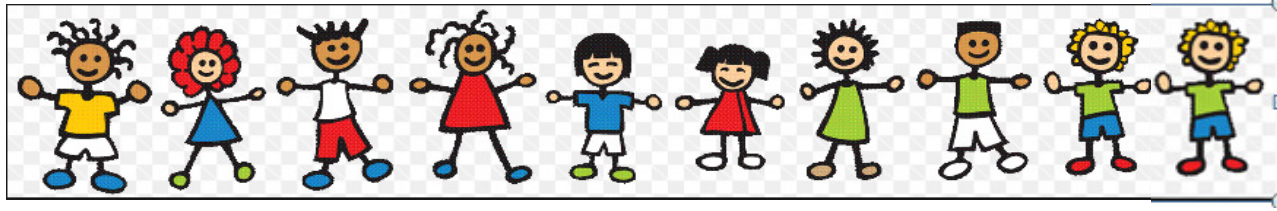
100 young people in an Alloa Learning Community Nursery

40 will live in two of the most deprived deciles in Scotland

By the end of Primary 1, teachers judge that:

71 will be at level or above for Reading

71 will be at level or above for Writing

82 will be at level or above for Listening & Talking

76 will be at level or above for Numeracy

By the end of Primary 7, teachers judge that:

67 will be at level or above for Reading

60 will be at level or above for Writing

75 will be at level or above for Listening & Talking

51 will be at level or above for Numeracy

15 will leave school at the end of S4

28 will leave school at the end of S5

57 will stay on at school until the end of S6

94 will go on to a position destination upon initially leaving school:-

23 will go on to Higher Education

25 will go on to Further Education

33 will go into Employment

9 will go on to Training

5 will be involved with Activity Agreements or Voluntary Work

6 will not enter a position destination upon initially leaving school

42 will leave school having achieved Literacy and Numeracy at Level 5

80 will leave school having achieved Literacy and Numeracy at Level 4

24 will leave school with five or more Highers at Grades A-C

40 will leave school with five or more Highers at Grades A-D

86 will now be in a position destination nine months after leaving school

14 will not be in a position destination nine months after leaving school
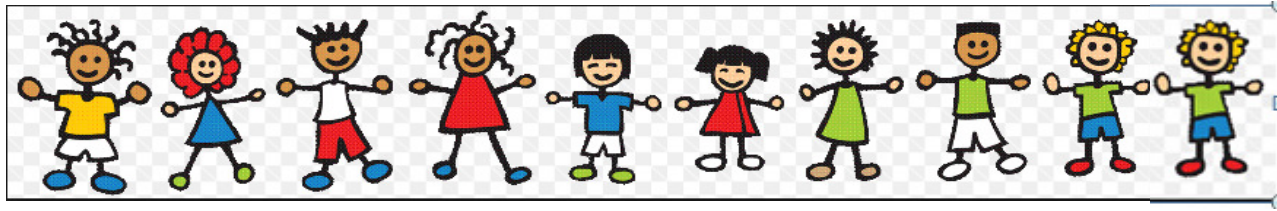
100 young people in an Alva Learning Community Nursery

7 will live in two of the most deprived deciles in Scotland

By the end of Primary 1, teachers judge that:

89 will be at level or above for Reading

85 will be at level or above for Writing

88 will be at level or above for Listening & Talking

85 will be at level or above for Numeracy

By the end of Primary 7, teachers judge that:

80 will be at level or above for Reading

72 will be at level or above for Writing

84 will be at level or above for Listening & Talking

67 will be at level or above for Numeracy

16 will leave school at the end of S4

20 will leave school at the end of S5

64 will stay on at school until the end of S6

92 will go on to a position destination upon initially leaving school:-

34 will go on to Higher Education

22 will go on to Further Education

28 will go into Employment

6 will go on to Training

3 will be involved with Activity Agreements or Voluntary Work

8 will not enter a position destination upon initially leaving school

48 will leave school having achieved Literacy and Numeracy at Level 5

75 will leave school having achieved Literacy and Numeracy at Level 4

58 will leave school with five or more Highers at Grades A-C

92 will leave school with five or more Highers at Grades A-D

89 will now be in a position destination nine months after leaving school

11 will not be in a position destination nine months after leaving school
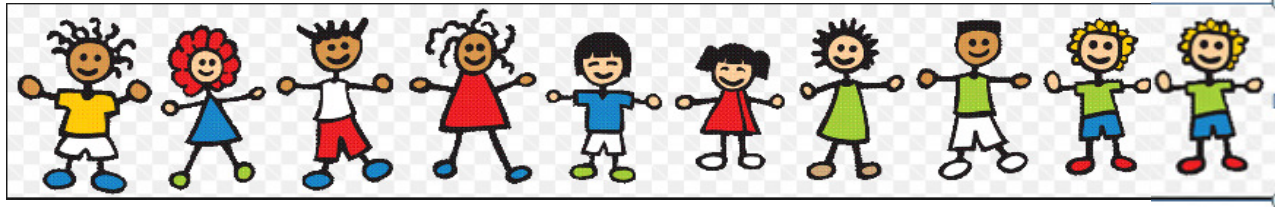
100 young people in a Lornshill Learning Community Nursery

42 will live in two of the most deprived deciles in Scotland

By the end of Primary 1, teachers judge that:

72 will be at level or above for Reading

66 will be at level or above for Writing

81 will be at level or above for Listening & Talking

71 will be at level or above for Numeracy

By the end of Primary 7, teachers judge that:

60 will be at level or above for Reading

45 will be at level or above for Writing

64 will be at level or above for Listening & Talking

47 will be at level or above for Numeracy

19 will leave school at the end of S4

33 will leave school at the end of S5

49 will stay on at school until the end of S6

92 will go on to a position destination upon initially leaving school:-

23 will go on to Higher Education

32 will go on to Further Education

26 will go into Employment

8 will go on to Training

4 will be involved with Activity Agreements or Voluntary Work

8 will not enter a position destination upon initially leaving school

50 will leave school having achieved Literacy and Numeracy at Level 5

81 will leave school having achieved Literacy and Numeracy at Level 4

29 will leave school with five or more Highers at Grades A-C

48 will leave school with five or more Highers at Grades A-D

87 will now be in a position destination nine months after leaving school

13 will not be in a position destination nine months after leaving school
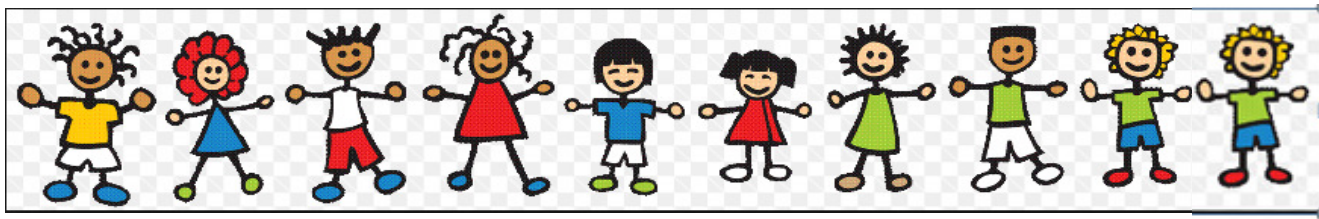
100 young people in a Clackmannanshire LA Nursery

32 will live in two of the most deprived deciles in Scotland

By the end of Primary 1, teachers judge that:

77 will be at level or above for Reading

73 will be at level or above for Writing

83 will be at level or above for Listening & Talking

77 will be at level or above for Numeracy

By the end of Primary 7, teachers judge that:

68 will be at level or above for Reading

58 will be at level or above for Writing

73 will be at level or above for Listening & Talking

55 will be at level or above for Numeracy

17 will leave school at the end of S4

27 will leave school at the end of S5

56 will stay on at school until the end of S6

93 will go on to a position destination upon initially leaving school:-

26 will go on to Higher Education

26 will go on to Further Education

28 will go into Employment

8 will go on to Training

4 will be involved with Activity Agreements or Vol Work

7 will not enter a position destination upon initially leaving school

47 will leave school having achieved Literacy and Numeracy at Level 5

78 will leave school having achieved Literacy and Numeracy at Level 4

37 will leave school with five or more Highers at Grades A-C

61 will leave school with five or more Highers at Grades A-D

87 will now be in a position destination nine months after leaving school

13 will not be in a position destination nine months after leaving school

24

S4	CLACKMANNANSHIRE LA				Alloa Academy				Alva Academy				Lornshill Academy		
	2014 Post App	2015 Post App	2016 Pre App		2014 Post App	2015 Post App	2016 Pre App		2014 Post App	2015 Post App	2016 Pre App		2014 Post App	2015 Post App	2016 Pre App
5@N3	93.7%	84.9%	72.8%		88.5%	85.4%	81.5%		100.7%	85.3%	77.3%		91.8%	84.4%	63.7%
5@N4	84.7%	75.8%	64.1%		74.8%	74.6%	72.6%		94.1%	73.1%	66.2%		84.0%	78.5%	56.9%
5@N5	33.7%	26.7%	29.8%		16.0%	31.5%	26.7%		47.7%	25.6%	43.5%		34.5%	24.4%	21.6%
S5															
5@N5	46.3%	46.5%	46.2%		33.8%	33.6%	45.4%		59.2%	59.1%	47.4%		43.7%	45.3%	45.9%
1@6	39.4%	45.5%	46.2%		34.6%	31.4%	42.3%		53.4%	60.4%	50.6%		31.0%	43.3%	45.4%
3@6	21.4%	23.7%	21.2%		17.6%	10.2%	21.5%		32.8%	37.7%	21.2%		14.6%	21.9%	21.0%
5@6	8.8%	11.1%	5.9%		5.9%	3.6%	5.4%		17.2%	18.2%	6.4%		3.8%	10.4%	5.9%
S6															
1@6	52.2%	46.6%	51.3%		50.0%	42.4%	40.1%		59.5%	60.0%	62.9%		48.3%	38.8%	49.8%
3@6	34.9%	30.8%	32.4%		28.4%	28.5%	19.7%		43.8%	45.1%	44.7%		32.7%	21.0%	31.3%
5@6	21.5%	20.6%	22.7%		17.9%	17.4%	13.9%		24.8%	33.1%	32.7%		21.3%	12.9%	20.9%
1@7	17.1%	14.4%	14.1%		14.2%	11.1%	8.8%		26.8%	28.6%	23.9%		11.8%	5.4%	10.0%

these two measures will increase with backfilled Nat 5's

Blues lines show a 3 yr trend.
Also there is no trend line shown in S4 for Nat 3 or Nat 4 as these figs will increase when pupils who did not achieve Nat 5 get backfilled accreddited with Nat 4.

Overview on Early Learning and Childcare

Background

A key element of the Scottish Governments vision is to:
"make Scotland the best place in the world to grow up in by improving outcomes and reducing inequalities for all babies, children, mothers, fathers and families across Scotland to ensure that all children have the best start in life and are ready to succeed".

The Children and Young People (Scotland) Act 2014 was passed by the Scottish Parliament in February 2014, and received Royal Assent in March 2014. Since August 2014 the Act has strengthened the role of early learning and childcare in Children's and families lives. The Act has increased the amount of funded early learning and childcare from 475 to 600 hours a year for all 3 and 4 year olds.

Since August 2014, this has included those who are, or have been at any point since their second birthday, looked after, under a kinship care or guardianship order, and those with a parent in receipt of out of work benefits, reaching around 15% of all 2 year olds.

From August 2015, the offer has been extended further to those who meet the free school meal criteria, this includes families on low incomes.
It is planned that early learning and childcare entitlement will increase to 1140 hours per year by 2020. The aim is to develop high quality, flexible early learning and childcare (ELC) and out of school care which is affordable and accessible for all.

In preparation for the expansion to 1140 hours of ELC a number of elements have been explored in Clackmannanshire.

Capital Investment

An exercise has taken place to project how many places will be required across the council area. If local authority nurseries were the only option being open in term time only an additional 526 places would be required.

Early discussions are taking place regarding increased provision in Tullibody Sauchie and Alva.

If some nurseries opened longer children would be able to access their hours for shorter days across more months of the year. This is also being considered.

Partner Providers

Currently there are four partner nurseries who offer funded places to children in Clackmannanshire. Some families use childminders to provide childcare and none of the childminders are partnership with the local authority therefore families do not receive their 600 hours entitlement. With this in mind, we have established links with Scottish Child Minders Association (SCMA) to consider delivery of funded ELC

Example from Abercromby Nursery Class

We encourage our learners to play and learn outdoors in all kinds of weather. We aim to improve children's health and wellbeing and develop their skills for the 21st century. Our learners have a wide range of opportunities to explore, problem solve and investigate in an imaginative and meaningful way. Educators and learners work together to create a stimulating and fun environment and explore with 'risk' on a daily basis. We believe there is a benefit to every risk and support our learners to develop a good understanding of how to keep safe while playing and learning within the outdoor environment. Families are encouraged to get involved in our outdoor play as we believe this will strengthen relationships and equip parents and carers to provide stronger support for their children. Learners, educators and families are constantly developing different skills and learning how to make the best use of our natural surroundings. We can never stop learning!

Sauchie Nursery is celebrating the success of their Rhyme Time Challenge and Library Book Challenge.

Over the last 5 weeks the 4 year old morning children have been selecting a new nursery rhyme each week to learn with family members at home. Children and families have been motivated by the challenge and children have demonstrated developing confidence in sharing their newly learned rhymes with their peers.

To demonstrate engagement in the challenge the children have recorded participation in a run chart (Informal introduction to graphs).

In the afternoon the children have participated in a Library Book Challenge where families have been encouraged to talk to their children about the author, the title and the characters of the stories. Children have been encouraged to talk about their stories and their thoughts were recorded.

Feed back from families was sought and the staff team were delighted with the responses, showing positive engagement of children and family members.

My Child "really enjoyed learning her nursery rhymes. I think the fact that the cards had pictures on them and were colourful made her more enthusiastic."

places for three and four year olds and eligible two year olds. As at October 2016, there are 71 childminders in Clackmannanshire, with an approximate number of 213 children accessing these services.

Local childminders are being invited to an information session in January 2017 where some childminders will be invited to take part in a small test of change. The trial will involve a few childminders becoming partners and parents being able to access their 600 hours entitlement with the childminder. Procedures will be tested out in how this partnership will work and how the quality of the service can be monitored.

Increased workforce

There is a commitment to provide a framework for early years training requirements to facilitate the implementation of the Children and Young People (Scotland) Act 2014. In order to grow and develop the workforce funding is available for existing staff to work towards a range of early years qualifications. All staff considered as support workers in daycare of children within early years establishments are now registered with Scottish Social Service Council and are now required to undertake a SVQ level two qualification as a condition for registration. This is currently being undertaken in partnership with Forth Valley College.

It is proposed that in August 2017 there will be more capacity in the team to deliver an increased number of Modern Apprenticeships to ensure there will be enough early learning and childcare workers to staff the increased nursery provision.

Parenting Support

The Psychology of Parenting Project (PoPP) is aimed at improving the availability of high quality evidence-based parenting programmes for parents and carers of three and four year olds with elevated behaviour issues. The two evidence based programmes in this project are The Incredible Years and level four Group Triple P.

Stirling and Clackmannanshire Community Planning Partnerships became Popp site in October 2013. The first stage of the implementation of PoPP has involved 14 practitioners from the Council, Health and Third Sector services engaged in training for The Incredible Years and Triple programmes. A small amount of funding was received to support the delivery of 4 Incredible years groups and 3 Triple P groups, this includes costs for venues, childcare, transport and books for parents in the first year. Future delivery will be managed within the core budget. An independent analysis of the

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PoPP national dataset in January 2016 confirmed that the PoPP initiative is having a positive impact on the well being of children and their families. Significantly 60% of children whose behaviour was recorded to be in the clinical range of the Strength and Difficulties Questionnaire at the start of the group had moved out of this high risk range when their parents finished attending a group.

The delivery planning for January to July 2017 has started and it is proposed that we will deliver to more that 40 families.

Training is also being arranged for early years practitioners to deliver the evidence-based Learning Together Programme (PEEP). This is a universal family learning programme which values and extends what parents and carers already do. Using the ORIM framework (Opportunities, Recognition, Interaction, Modelling), it helps strengthen adult-child relationships, building children's self-esteem and emotional self-regulation. The Programme offers information and activities that practitioners can share with parents and carers and their children, based on five main strands of children's development.

The main aims of the programme is to improve the home learning environment and help parents develop secure attachment relationship with their babies and young children. There are five key strands to the programme:

- Personal, social and emotional development
- Communication and language
- Early Literacy
- Early maths
- Health and Physical Development

This programme fits with the Scottish Attainment Challenge providing an evidence based approach that makes a difference to the home learning environment.

It is our intention that a member of staff will be trained in each establishment to extend the groups across the whole council area at a cost of £22,000.

Quality of provision

From May 2015 Education Scotland carried out inspections in three nursery classes. Fifteen grades were awarded as follows five good, six satisfactory and four weak.

In Abercromby Nursery Class inspectors reported that "Children in the nursery class learn and achieve well. In the nursery, children are motivated by a range of experiences".

Coalsnaughton received a follow through visit on 22 November 2016 the report has not yet been received however considerable improvements in performance were noted by inspectors.

Education Scotland Inspection Grades

Grades	Unsatisfactory	1	Weak	2	Satisfactory	3	Good	4	Very Good	5	Excellent	6

Date of Inspection	Nursery	Improvements in Performance	Children's Experiences	Meeting Learning Needs	The Curriculum	Improvement through Self-evaluation
25/8/15	Abercromby NC	4	4	4	2	3
19/1/16	Coalsnaughton NC	2	3	3	2	3
12/5/15	Sunnyside NC	4	4	3	2	3

From April 2015 eight nursery classes and four partner provider nurseries were inspected by the Care Inspectorate. Forty four grades were awarded as follows three excellent, 30 very good and 11 good.

Sauchie Nursery School was awarded three grades of excellent for the quality of care and support inspectors praised the staff team and reported they "had an excellent approach to supporting children's individual needs. The child centred approach which valued children's individuality and promoted their rights continued to be a key strength within the service".

An excellent was also awarded with "The inclusive and stimulating environment a particular strength of the service as well as the use of community facilities. The indoor and outdoor areas were very well organised and carefully planned to take account of and reflect the different needs, stages and interests of children attending".

The quality of the manager was also praised "The manager was passionate and committed about providing an excellent service to families. As a result of her leadership, we found highly effective systems for consultation with parents, children and partners were firmly embedded in practice.

Care Inspectorate Inspection Grades

Grades	Unsatisfactory	1	Weak	2	Adequate	3	Good	4	Very	5	Excellent	6

		Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Date of Inspection	Nursery				
5/2/16	Alva NC	4	4	4	4
5/11/15	Banchory NC	5	5	5	5
28/8/15	Clackmannan NC	5	4	5	5
31/5/16	Park NC	5	5	5	5
23/4/15	Redwell NC	5	5	5	5
28/4/15	St Serf's NC	5	5	5	5
16/5/16	Strathdevon NC	5	5	5	5
21/6/16	Sauchie Nursery	6	6	5	6
5/6/15	Dollar Nursery School	5	5	5	5
19/7/16	Flying Start Nursery	4	Not Assessed	Not Assessed	4
20/8/15	Kidz World Nursery	5	4	4	5
29/7/16	Little Stars Nursery	4	Not Assessed	4	Not Assessed

Emerging Challenges

From the inspection information it is clear that improvements are required in the area of curriculum. This will be addressed through staff training including the group work training. The need for improved parental engagement in children's learning is also evident this can be addressed through the delivery of family learning programmes.

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1. **INTRODUCTION**

This report examines the temporary exclusion of pupils from Clackmannanshire Council schools during the 2015/16 academic year.

2. **EXCLUSION DETAILS**

During the 2015/16 school year there were 242 exclusion incidents in Clackmannanshire Council schools. This was lower than in 2014/15, but higher than some previous years. Table 1 shows the number of exclusions, broken down by sector, for the past 5 years. In 2015/16 exclusions from both primary and secondary schools decreased by up to 29% from the previous year. This trend is being maintained in the current session.

Table 1

Number of exclusions	2011/12	2012/13	2013/14	2014/15	2015/16 Full year	2015/16 to end November	2016/17
Primary	41	45	52	135	97	50	22
Secondary	192	108	155	184	130	53	29
Special	25	14	24	25	15	2	5
TOTAL	258	167	231	344	242	105	56

The exclusion rate in Clackmannanshire Council schools was almost double the Scottish average in 2014/15. Clackmannanshire rates however have dropped in 2015/16. Table 2 shows this data from 2011/12. Comparisons are not available for 2011/12, 2013/14 and 2015/16 as the Scottish Government have recently reduced the collection of exclusion data from local authorities to every 2 years.

Table 2

Exclusion per 1,000 pupils	2011/12	2012/13	2013/14	2014/15	2015/16
Clacks	39	25	34	51	36
Scotland	n/a	33	n/a	27	n/a

3. **TOTAL DAYS LOST THROUGH EXCLUSION**

During the 2015/16 session, a total of 613 school days were lost through exclusion. This is the equivalent of 123 weeks of schooling. The number of days lost is broken down by sector in table 3

Table 3

Sector	Number of days lost	Equivalent in weeks
Primary	224	45
Secondary	340	68
Special	49	10
Total	613	123

4. **ATTENDANCE**

Attendance levels have remained constant at 95% for Primary, 91% for Secondary and 85% for Special. The majority of absences are authorised absences mainly due to pupils being absent for medical reasons. Table 4 provides more information on attendance levels.

Table 4

Year	Primary	Secondary	Special
2016/17 to end of November	95.2%	91.1%	88.47%
2015/16	94.5%	90.9%	85.4%
2014/15	94.9%	91.17%	85.6%
2013/14	95.4%	91.6%	90.4%
2012/13	95%	91.3%	91.9%
2011/12	95.3%	91.5%	86.3%

5. **WHAT ARE WE DOING ABOUT THIS?**

New arrangements for monthly reporting on attendance and exclusions to the Education Senior Management Team have been put in place. The current Exclusion Policy is being revised taking account of the latest guidance from Scottish Government Better Relationships, Better Learning, Better Behaviour.   This will be implemented and supported in all schools to ensure consistent approaches.

Future reports to Scrutiny will also include:

- Number of times a child has been excluded
- Length of Exclusion
- Number of days lost per sector
- Relationship with attendance
- Data for Looked After Children, Additional Support Needs
- Breakdown by gender and by areas of deprivation (SIMD deciles)
- Analysis, including reasons for exclusion

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 20 December 2016

Subject: Strategy and Customer Services: Half Year Performance

Report by: Head of Strategy & Customer Services

1.0   Purpose

1.1.   This report updates committee on the performance for Strategy & Customer Services for six month period from April-September 2016/17.

2.0   Recommendations

2.1.   It is recommended that Committee notes the report, commenting and challenging as appropriate.

3.0   Service Activity - Key Issues

3.1.   Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific.   Strategy and Customer Services supports the vision of Finance and Corporate Services to;

> *achieve excellence in the delivery of corporate, support and customer services and be recognised for our first class people, first class customer service and first class results.*

The main objectives of the Service, in supporting this vision, are to;

- Support the strategic positioning of the Council;
- Enhance corporate performance and service delivery; and
- Deliver excellent services in local communities.

A full performance report from the Covalent system is attached at Appendix 1, however, key service activity for the year is outlined below.

3.2   Civic Events - There were a number civic events supported during this period including:-

Her Majesty the Queen's 90th Birthday Beacons
Centenary of the Battle of the Somme

Armed Forces Day

3.3 <u>Customer Services</u> - The Service worked with staff, Trade Union representatives and communication colleagues to plan the changes involved in the removal of cash payments from local offices in August 2016 as approved by Council.

3.4 The Speirs Centre and Library Service developed a range of new partnerships with local and national organisations including Alloa BID's (kids events), World Book Night with the Reading Agency, Bookbug Day with BookTrust Scotland, PlayTalkRead mobile service, the Alloa Family Centre for a Family Fun Day' and a 'Tracing Your Family Tree' 6-week course undertaken in partnership with Tullibody Heritage Centre. The service continues to actively engage with local Primary Schools to develop pupil's reading and literacy in contribution to the Attainment Challenge.

An exhibition at the Speirs Centre, and an associated series of lectures, on Alloa's brewing heritage was well received, with many positive and nostalgic comments recorded in the visitor's book.

3.5 <u>Scottishcertificates.org.uk</u> – Scottish Certificate's income was slightly below the income target set in February's budget. Income is sensitive to seasonal fluctuations.

3.6 <u>Community Planning</u> – The key areas of community planning activity during this period have included raising awareness of the Community Empowerment Act and the impact on the Council and partners of the new legislation and its regulations.   The other main area of development is Community Justice Transition. Activities have included the development of a Community Justice Strategic Assessment and offender profile for Clackmannanshire and development of new partnership governance and arrangements.   A Community Justice partners event was also held at HMP Glenochil in June 2016 which was attended by 40 plus partners.

The Community Planning Partnership Board met in June. Partners received reports on Realigning Children's Services; Community Empowerment; Community Justice; Strengthening the role of Communities; Community Safety and Wellbeing Action Plan; Public Protection Forum and Third Sector Update.

3.7 <u>Community Consultation & Engagement</u> - The Clacks 1000 survey was undertaken during this period. The public consultation on the creation of a Tullibody South Campus concluded and the consultation report was published. Customer Satisfaction Surveys were carried out for the Registrars, Contact Centre, Library and Community Access Point services. Clacksweb was utilised to support consultations on behalf of Social Services, Roads and Transportation and Alva Community Council. The service also supported a major consultation on local services.

3.8 <u>Communications</u> - The team continued to implement the actions related to the Communications and Marketing Strategy including a significant review of the internal website, CONNECT. On external communications the period was dominated by the Scottish Parliamentary election and European Referendum

with publicity on voting registration and voting information published, plus real time results published on social media live from both counts. ClacksWeb has achieved a 3 out of 4-star rating in the SOCITM Better Connected Report, and we also reached 7,500 followers on the corporate Twitter account. Editions of the Grapevine and View were published, with customer feedback continuing to be largely positive.

3.9 Counter Extremism and Serious and Organised Crime - The Council launched a Prevent E-learning course, providing a basic awareness of Prevent counter extremism statutory duties for staff. More in depth training is being provided to staff who work with vulnerable people (teachers and social workers). A Risks and Integrity forum has been established to oversee the Council's Serious and Organised Crime action plan.

3.10 Transformational Progress - The Service is providing ongoing programme management support for the Council's Transformational Programme as well as implementing a number of service projects. The Income Management System (ParentPay) introduced within the three Secondary Schools continues to be promoted, most recently through the P7/S1 induction process. Parent/carer engagement remains positive. The income for the period March-September was:-

Lornshill Academy - £80,833
Alloa Academy - £33,535
Alva Academy - £67,106

The Schools are looking at other ways of utilising ParentPay, e.g. to pay for uniforms and technical and home economics subjects.

3.11 Third Sector – The Service continued to support, monitor and advise Third Sector organisations funded by the Council. We engaged with Third Sector partners in a range of policy areas but predominantly Community Justice and Equality and Diversity.

Rape Crisis were supported in recruiting new staff and establishing new premises and are now continuing to provide services locally. Clackmannanshire Women's Aid have changed their organisational status from management co-operative to a registered Charitable Trust which has allowed them to continue to access Scottish Government funding.

A third sector partnership funding application was successfully submitted to the Scottish Government by the service relating to Participatory Budgeting, a key component of our developing community empowerment and engagement approaches.

A £2M regeneration and economic development bid from the Scottish Government for Clackmannan was also successful. Engagement and support was provided to a number of communities and voluntary groups in regard of community development, potential community asset transfers or lease arrangements.

3.12 Emergency Planning – National involvement in converting counter terrorism threats into "normal" risk processes has been on-going for a number of months, with Clackmannanshire acting as East of Scotland representative on

that Committee.

Clackmannanshire have lead responsibility within Scotland for production of the national plan for failure of telecoms. This is the first plan of its kind in Scotland. The Major Emergency Operation Plan was reviewed and updated during the period. Numerous workshops were delivered in relation to Care for People, specifically in regard to rest centre provision.

The Council has been involved in creating new plans both for responding to rabies and oil pollution events. Business continuity workshops were run for head teachers and Asset Management staff. Council Incident Officer training was continued in partnership with the Police College.

3.13 Business Support: - Three customer surveys were circulated within Criminal Justice, Secondary Schools and Member Services. Feedback from these surveys was positive with 100% of respondents satisfied with the service they receive.

3.14 Strategy and Policy – The Service has supported a number of policy areas during the period.. These have included the development of a number of briefings, reports and analysis across a range of themes including Community Empowerment; Community Justice; Deprivation and Poverty, Child Care and Adult Care and Equality and Diversity. Corporate reports including the Corporate Performance Report 15/16 and Corporate Risk and External Audit Actions 15/16 were also completed. The service also continues to play a significant supporting role in the scrutiny review of social services.

4.0 Business Performance

4.1. Strategy and Customer Services performance contributes to the overall achievement of corporate priority outcomes, but is primarily focussed on;

- Our communities are more cohesive and inclusive; and
- The Council is effective, efficient and recognised for excellence.

5.0 Achievements

5.1. A Business Support Officer in Development and Environmental Services led on the successful local introduction of E-building Standards, along with support from his team member and worked closely with external agencies as well as internal customers to ensure the Project was delivered within timescale.

5.2. Successfully securing external funding for Clackmann and for a Participatory Budgeting pilot.

6.0 Opportunities, Challenges & Risks

6.1. The service management team reviews risk on a regular basis. The service risk register, which is recorded on the Covalent performance management system, is detailed within Appendix 1.

7.0 Sustainability Implications

7.1. There are no direct sustainability implications arising from this report.

8.0 Resource Implications

8.1. Financial Details

8.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☑

8.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☑

8.4. Staffing

8.5. There are no staffing implications associated with this report*.*

9.0 Exempt Reports

9.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☑

10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☑)

The area has a positive image and attracts people and businesses	☐
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☐
Vulnerable people and families are supported	☐
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☐
The environment is protected and enhanced for all	☐
The Council is effective, efficient and recognised for excellence	☑

(2) **Council Policies** (Please detail)

11.0 Equalities Impact

11.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☐   No ☑   not applicable.

12.0 Legality

12.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.   Yes   ☑

13.0 Appendices

13.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1: Covalent Performance Report

14.0 Background Papers

14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☑ (please list the documents below) No ☐

Strategy & Customer Services Business Plan 2016/17

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alison Bryce	Business Support Manager	2433

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	████████████████
Garry Dallas	Executive Director	████████████████
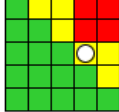
Strategy & Customer Services

Business Plan 2016-17

Quarter 2 Progress Report

Key to symbols used in this report

PIs		ACTIONS		RISKS	
Short Trend Compares this quarter's performance with last quarter		**Expected Outcome**		**Current Rating** Likelihood x Impact (1 - 5)	**Status**
	Performance has improved		Already complete		Rating 16 and above
	Performance has remained the same		Meet target/complete within target dates		Rating 10 to 15
	Performance has declined		Will complete, but outwith target		Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	
			Cancelled		

MCB1 Having Clear Policy Priorities

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 001	Support the Provost to plan & deliver a sustainable programme of civic events in 2016/17 within budget	31-Mar-2017	85%	✔	Kirkin' Of the Council took place on 10th October at Sauchie and Fishcross United Church. The Council were represented at the Remembrance Service on 13th November organised by the Royal British Legion Scotland.	Alison Bryce
SCS 16 002	Provide support for election & referendum in 2016/17	31-Mar-2017	100%	✔	Support was given to Elections Team for the ballot for Muckhart Community Council in October 2016.	Alison Bryce
SCS 16 003	Support consultations on major priorities: . explaining MCB transformations to stakeholders . budget . significant corporate strategies	31-Mar-2017	50%	✔	A large scale corporate consultation completed relating to Tullibody Campus was supported during this period. Significant consultation on local services supported. A consultation on the future of local services was supported. The service continues to support a range of consultation undertaken by Council services through Citizen Space.	Cherie Jarvie
SCS 16 004	Implement Community Justice Transition arrangements	31-Mar-2017	40%	✔	Community Justice transition will come to an end on the 31st March 2017 with CPPs taking responsibility for Community Justice from 1st April 2017. Clackmannanshire's Transition Plan sets the delivery framework over the transition year. Progress is on track at this stage and the outcome is expected to be completed within target.	Cherie Jarvie
SCS 16 005	Develop new Corporate Communications Strategy to support transitional priorities	31-Mar-2017	10%	✔	Desk review of good practice has been undertaken to date.	Cherie Jarvie
SCS 16 006	Refresh Single Outcome Agreement (LOIP) and consult and/or refine locality plans as per requirements of the CE Act 2015.	31-Mar-2017	10%	✔	The LOIP is required to be in place by the 1st October 2017. The LOIP will replace the SOA. Early analysis work undertaken to profile levels of inequality and poverty in Clackmannanshire. Briefings provided to staff and partners on the CEA and LOIPs however detailed guidance is expected in November 2016.	Cherie Jarvie
SCS 16 007	Implement corporate Workforce Planning actions in support of MCB programme	31-Mar-2017	0%		Organisational Development has now transferred to Resources and Governance.	Cherie Jarvie
SCS 16 008	Support the development of Clackmannanshire CLD Strategy	31-Dec-2016	0%	⚠	This work has not yet commenced. This was previously a joint strategy with Stirling and will need to be revisited with Education within the context of new operating arrangements.	Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 009	Implement Year 2 Gaelic language plan actions	31-Mar-2017	50%	✔	The service has responsibility for delivering corporate actions contained in the Gaelic Language Plan. We are progressing these actions - many on a new/replacement basis. Next steps are to raise awareness of Gaelic opportunities and training for staff and communities.	Cherie Jarvie
SCS 16 010	Report annual reviews as part of corporate Public Performance Reporting Framework	28-Feb-2017	5%		Reports will be submitted to committee in February 2017.	Cherie Jarvie
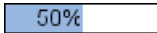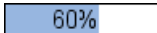
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 010-1	SOA	31-Dec-2016	10%	✔	Report will be submitted to committee in February 2017.	Cherie Jarvie
SCS 16 010-2	Local Government Benchmarking Framework	28-Feb-2017	0%	✔	Report will be submitted to committee in February 2017	Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 011	Implement Corporate Leadership and Development Programme	31-Mar-2017	0%		Corporate Leadership and Development has now transferred to Resources and Governance.	Cherie Jarvie
SCS 16 012	Develop new Leisure Strategy, in partnership with Education Services	31-Dec-2016	20%	✔	Work on strategic framework has commenced. This work will need to tie-in with budget consideration in regard of the shape of local services and affordability; therefore this work will delayed until Q1 of 2017/18.	Brian Forbes

MCB2 Increasing Income & Savings

Code	Description	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Target	Q2 2016/17 Value	Q2 2016/17 Short Trend	Q2 2016/17 Note	Lead
BUS AB1 GOV	Average FTE Days Sickness Absence (Business Support)		8.83	12.54	7	2.56	⬇	A slight rise in comparison with Q2 last year. This is attributable to long-term sickness absence. The Service continues to work with staff to support them back to work wherever possible.	Alison Bryce
CUS AB1 GOV	Average FTE Days Sickness Absence (Customer Services)		18.13	11.22	8	2.63	⬆	Similar level to Q2 last year, whilst slight reduction in Q2 2016/17 of 2.63 compared to 3.29 in Q1 of this year.	Brian Forbes
SAP AB1 GOV	Average FTE Days Sickness Absence (Strategy & Performance)		8.93	3.88	8	3.21	⬇	An increase when compared with quarter 2 of last year. This is attributable to long-term sickness absence and the service continues to support staff back to work as per Council policy.	Cherie Jarvie
SCS AB1 GOV	Average FTE Days Sickness Absence (Strategy & Customer Services)	9.1	11.3	10.62	8	2.64	⬇	There is a slight increase in absence compared with Q2 last year. This is attributed to long-term sickness absence. The Service continues to implement the Corporate Absence Management Policy and support staff in their return to work.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS BUD	Budget savings (£000)	272.83	310.00	220.00	898.00	707.00	⬇	At this stage we are forecasting approximately 80% of savings will be achieved. Unachievable savings are largely due to TVR rejections and, to a lesser extent, less than predicted income for Scottish Certificates. Whilst there is little we can do about TVR rejections, a marketing plan is being developed to improve certificates income.	Alison Bryce; Brian Forbes; Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 013	Ensure robust deployment of approved Leisure price increases as agreed by Council so that principles of full cost recovery and transparency of any subsidies are upheld	31-Mar-2017	100%	✅	30-Sep-2016 New prices implemented from 1 April 2016.	Brian Forbes

SCS 16 014	Increase income levels from Scottish Certificates replacement certificate service	31-Mar-2017	50%	⚠	Income target of £130k plus staff operating costs of 2 FTEs (£50k) ie £180k was set in 2016/17 budget. Income in first 6 months was £81.5kk - giving annual outturn of £163k – leaving a potential deficit of £17k.. A marketing plan is currently being developed in partnership with Stirling University to help increase income.	Brian Forbes
SCS 16 015	Deliver a programme of approved budget savings	31-Mar-2017	60%	✔	This update is now provided separately to Audit & Finance Committee. It is not likely that all savings will be delivered on basis on rejected TVR.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

MCB3 Making Efficiencies

Code	Description	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Target	Q2 2016/17 Value	Q2 2016/17 Short Trend	Q2 2016/17 Note	Lead
SCS FOI GOV	% FOI enquiries responded to within timescale - Strategy & Customer Services	85.7%	97.1%	90.6%	100.0%	86.7%	⬇	21 enquiries received in Q1 and Q2, with 18 being dealt within timescale. The three enquiries responded to outwith timescale was due to the level of detail required in responding to enquiries which required discussion with other Services, hence the delay. Nevertheless we will are reviewing our approaches to ensure we meet these targets.	Brian Forbes
BUS BUS 002	Customer satisfaction with overall experience of Business Support	85.2%	100.0%	99.7%	95.0%	100.0%	▬	In Q2, one Customer Survey was undertaken in Criminal Justice. 100% of customers who completed the survey were satisfied with the Service provided. There was a response return of 69%.	Alison Bryce
CUS CAP 001	Satisfaction with overall experience of Community Access Points	97.6%	98.5%	98.7%	99.0%	DIV/0	❓	Given staff capacity issues, it has been agreed to undertake surveys every 6 months as opposed to every 3 months. Data not yet available.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	90.4%	89.8%	97.6%	98.0%	DIV/0	❓	Given staff capacity issues, it has been agreed to undertake surveys every 6 months as opposed to every 3 months. . Data not yet available.	Brian Forbes
CUS LIB 005	% of population who regularly use the library (based on recorded footfall)	12.10%	8.90%	7.90%	8.00%	17.7%	❓	This indicator was updated in 2016/17 to measure total footfall of local offices, as opposed to simply book borrowing. This explains the increase in % value and better reflects the usage of local offices.	Brian Forbes
SCS CNQ BUS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale	69.2%	72.6%	100.0%	100.0%	33.3%	⬆	Three enquiries received and two responded to outwith timescale. This was due to extensive investigation into one enquiry relating to risk assessments and the need to analyse a significant amount of data regarding the other. We are not happy with this performance, therefore closer monitoring will result to ensure quicker turnarounds.	Stuart Crickmar
SCS CUS C01	Number of formal complaints received by Strategy & Customer Services	14	12	17	9	4	⬆	1 complaint was upheld, 1 complaint was partially upheld and 2 complaints were not upheld.	Brian Forbes

Code	Description	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Target	Q2 2016/17 Value	Q2 2016/17 Short Trend	Q2 2016/17 Note	Lead
SCS CUS C03	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld	64.3%	92%	76.5%	50%	50%	⬆	1 complaint upheld/1 complaint partially upheld	Brian Forbes
SCS CUS C10	Percentage of formal complaints closed within timescale during period - Strategy & Customer Services			94.1%	100.0%	100%	?	All complaints closed within timescale.	Brian Forbes
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale		55.5%	75.0%	100.0%	100.0%	?	100% of MP/MSP enquiries dealt within timescale.	Alison Bryce; Stuart Crickmar

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 016	Strategy & Customer Services will demonstrate high standards of people management	31-Mar-2017	100%	✔	Regular team meetings are held across all areas of Strategy & Customer Services. Line managers have been tasked with ensuring all PRDs are completed timeously, regular 1-1s are carried out and support and guidance provided to staff, where required. Council and Service updates are communicated via 1-1s and through the Council's agreed cascade process. HR advisers regularly attend Management Meetings and Team Meetings, as well as meeting Service Managers on a regular basis.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 016-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	31-Aug-2016	100%	✔	PRD's are now complete with appropriate training and development having been identified. Training bids have been submitted. Further work to be undertaken to identify future skills required in line with the workforce plan.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS 16 016-2	Sample assess 10% PRDs to ensure all are done and high standards are maintained	31-Aug-2016	100%	✔	All PRD's complete and sample assessment undertaken in each area.	Alison Bryce; Stuart

						Crickmar; Brian Forbes; Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 017	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2017	56%	✔	See above.	Alison Bryce; Brian Forbes; Cherie Jarvie

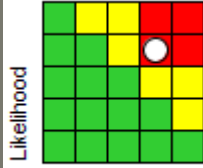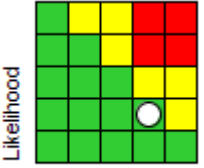| Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 017-1	Complete review of service information and records management, including data security and anti-fraud processes & improve staff awareness & development	31-Oct-2016	100%	✔	The Service have reviewed records and continue as an on-going process to e-destroy files in line with the Records Management Policy. A Corporate File Structure will be rolled out in December 2016.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 16 017-2	Complete detailed workforce planning exercise as part of corporate arrangements	30-Jun-2016	100%	✔	A Workforce Plan has been completed and this is informing the services strategic development.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 16 017-3	Ensure full deployment of H&S policy and procedures	30-Jun-2016	100%	✔	Health and Safety including risk assessments are discussed at monthly Service Development Meetings. Risk Assessments are reviewed on a regular basis ensuring staff are aware of these.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 16 017-4	Review corporate deployment of Equality & Diversity approaches	31-Oct-2016	50%	✔	A review of progress against Equality Outcomes agreed in 2013 is underway and work to establish new outcomes has commenced. Evidence of both areas of work is required to be submitted to the Scottish Government by April 2017.	Cherie Jarvie
SCS 16 017-5	Review corporate Community Engagement approaches in light of the CE Act and hubs development	31-Dec-2016	50%	✔	This action relates to the review of community engagement approaches in light of implementation of the Community Empowerment Act. The Council and partners contributed to the national consultation on CEA and the service has prepared briefings on the impact of CEA. Draft policy documents to support implementation are in place and have been shared with Alliance partners.	Cherie Jarvie
SCS 16 017-6	Deploy robust service approaches to project management	31-Mar-2017	50%	✔	The service provides programme support for the Corporate Transformation project. Project Management skills has been included in the service Learning and Development training bid for 16/17.	Cherie Jarvie
SCS 16 017-7	Ensure deployment of the corporate Prevent delivery plan	31-Mar-2017	40%	✔	Progress is being made against the Prevent delivery plan. In the past 6 months an elearning course was implemented via OLLE and WRAP training continues to be provided for those staff identified in the Training Needs Analysis.	Stuart Crickmar

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 017-8	Ensure deployment of the corporate Serious Organised Crime delivery plan	31-Mar-2017	50%	✔	Progress continues to be made against the Serious Organised Crime Plan. This has included completion of the Serious and Organised Crime Risk self-assessment and implementation of a new Risks and Integrity Forum tasked with taking forward implementation of the plan.	Stuart Crickmar
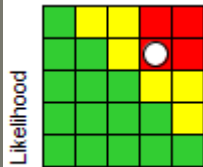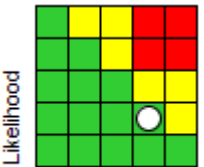
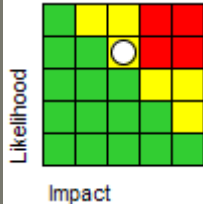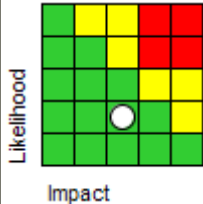| Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 018	Secure corporate approval on a sustainable improvement framework	30-Jun-2016	100%	✔	Corporate self assessment has been completed in 16/17	Stuart Crickmar

MCB4 Transforming Services
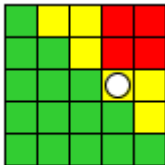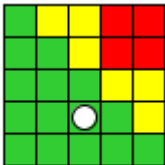
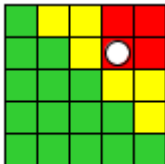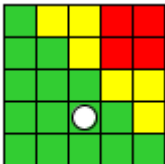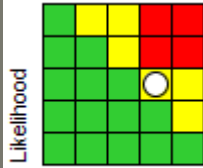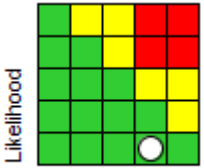| Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 16 019	Transform CAP/Leisure service provision in Clackmannanshire as per the approved Year 1 Community Investment Programme	31-Mar-2017	50%	✘	Staff related savings have been largely implemented and achieved. Community Investment related activity has been superseded as per Council decision in August pending further public consultation of the model for local public services.	Stuart Crickmar
SCS 16 020	Implement Service workforce planning review to ensure sustainable service provision	31-Dec-2016	100%	✔	The workforce plan has been developed and budgetary plans are now closely linked with it.	Stuart Crickmar
SCS 16 021	Implement Council aspects of approved action plan from Partners for Change approach to enable 3rd sector integration with concept of integrated public services in Clackmannanshire	31-Dec-2016	50%	⚠	The Alliance asked for further revisions to the plan, which was delayed as a result. However, the plan is now finalised and good progress has been made on many aspects. Given the delay, a December completion date is not likely.	Stuart Crickmar
SCS 16 022	Transform arrangements for storage and presentation of Council Archives & Local Collections in Lesser Speirs Hall	31-Oct-2016	50%	⚠	An unforeseen issue relating to floor strengthening means initial timescale will not be met. However, this has now been resolved and an updated timescale is complete move by March 2017.	Brian Forbes

Service Risk Register 2016-17

ID & Title	SCS 15 001 Corporate Governance non-adherence	Approach	Treat	Status	🛑	Managed By	Alison Bryce; Brian Forbes; Cherie Jarvie	Current Rating	16	Target Rating	8

Description	Corporate governance requirements not adhered to

Potential Effect	Reputational damage; loss of confidence, legal action

Related Actions	SCS 16 017	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Internal Controls	Governance Strategy
				Staff induction and development

Latest Note	25-Nov-16 All managers and team leaders have attended training on specific areas of governance through the Corporate Leadership Programme. In addition the Service has monthly Service Development and Risks meeting attended by managers and team leaders where key governance risk areas such as health and safety and Risk Assessments are discussed.

ID & Title	SCS 15 006 Loss of key skills, knowledge or capacity	Approach	Treat	Status	🛑	Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	Current Rating	16	Target Rating	8

Description	Loss of key skills, knowledge or capacity due to contraction of service and staff base

Potential Effect	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction

Related Actions	SCS 16 016-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	Internal Controls	Workforce Planning Process
	SCS 16 019	Transform CAP/Leisure service provision in Clackmannanshire as per the approved Year 1 Community Investment Programme		
	SCS 16 021	Implement Council aspects of approved action plan from Partners for Change approach to enable 3rd sector integration with concept of integrated public services in Clackmannanshire		

Latest Note	25-Nov-2016 The service endeavours to take a managed contraction approach to reducing budgets and staffing levels. Regular engagement is undertaken with the Trade Unions in respect of workforce planning and succession planning over the short and medium term. Despite these approaches, this remains a significant risk to the Service, with ongoing pressures as the workforce contracts during a time of rising demand and expectation.

ID & Title	SCS 15 002	Community engagement/communications failures	Approach	Treat	Status	⚠️	Managed By	Cherie Jarvie	Current Rating	12	Target Rating	6
Description	Community engagement/communications failures											
Potential Effect	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence											
Related Actions	SCS 16 005	Develop new Corporate Communications Strategy to support transitional priorities	Internal Controls		Community Engagement Process							
	SCS 16 017-5	Review corporate Community Engagement approaches in light of the CE Act and hubs development			Single Outcome Agreement							
Latest Note	25-Nov-2016 We have deployed Citizen Space for engaging/consulting with communities and have developed a consultation toolkit for staff to help improve consistency in consultation activity. We continue to develop mechanisms for consulting/engaging with customers. We have implemented face to face engagement through Community Councils and continue to focus our engagement efforts through Community Councils and Tenants and Residents Federations. This risk has increased in score as a result of fewer resources available to support this work in 16/17 and Clacks 1000 feedback. Engagement continues across a number of communities on a regular basis with good progress being made on several community development and empowerment initiatives.											

ID & Title	SCS 15 007	Failure to ensure effective partnership working	Approach	Treat	Status	⚠	Managed By	Cherie Jarvie	Current Rating	12	Target Rating	6

Description	Failure to ensure effective partnership working to support Community Planning

Potential Effect	SOA objectives not met Breakdown in trust and reputational damage Loss of confidence Lack of joined up services and budget savings not met

Related Actions	SCS 16 004	Implement Community Justice Transition arrangements	Internal Controls	Community Engagement Process
	SCS 16 006	Refresh Single Outcome Agreement (LOIP) and consult and/or refine locality plans as per requirements of the CE Act 2015.		Single Outcome Agreement
	SCS 16 017-5	Review corporate Community Engagement approaches in light of the CE Act and hubs development		
	SCS 16 021	Implement Council aspects of approved action plan from Partners for Change approach to enable 3rd sector integration with concept of integrated public services in Clackmannanshire		

Latest Note	27-Sep-2016 A review of governance has taken place with a new CPP Board meeting for the first time in March 2016. The Board is supported by the Alliance Executive Group which meets on a quarterly basis. The Memorandum of Understanding was updated in March 2016 to reflect the governance changes. Furthermore the CPP Executive Group developed guidance and priorities for each partnership team for 16/17. Detailed Action Plans for each partnership have now been received and approved by the Alliance Board.

ID & Title	SCS 15 003	Failures of communication with staff	Approach	Treat	Status	✓	Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	Current Rating	9	Target Rating	6

Description	Failures of communication with staff

Potential Effect	Loss of morale Loss of efficiency

Related Actions	SCS 16 016	Strategy & Customer Services will demonstrate high standards of people management	Internal Controls	Communications Strategy

Latest Note	25- Nov-2016 A number of communication tools have been implemented in the Service including formal cascade, extended management meetings and regular team meetings in each service area with agreed standing agenda items. The focus of Service communication over Q1/Q2 has been on the change and budget reductions.

ID & Title	SCS 15 004 Failure to meet required budget savings	Approach		Status	🛑	Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	Current Rating	16	Target Rating	4
Description	Failure to meet required budget savings										
Potential Effect	Financial loss; Reputational damage										
Related Actions	SCS 16 015 Deliver a programme of approved budget savings		Internal Controls	Budget Challenge & Financial Monitoring							
	SCS 16 017-6 Deploy robust service approaches to project management										
Latest Note	25-Nov-2016 This is now a reality. The service has been unable to achieve all identified budget savings for 16/17 as a result of a lower than anticipated uptake of TVR. Given the current outturn on budget, compensatory savings are very unlikely.										

Internal Audit and Fraud Progress Report: Strategy & Customer Services

Information Governance

AUDIT FINDING	IAF IGA 06	Officers involved in the administration and management of documentation and records have only received limited training.				Priority	2	Sign-off	No	

Agreed Action		Original Due Date	Due date	Status	Progress	Latest Note	Lead
SCS IGA 06	This will be considered in phase 2 of the Records Management Project. Phase 2 is yet to be scoped.	31-Mar-2016	31-Mar-2016	✅	100%	HR Services have prepared a revised induction programme which includes records management and data protection. A draft competency framework for records management has been prepared for inclusion in the Records Management Plan, to be submitted to the Keeper of Records in November.	Cherie Jarvie

Leisure Income

AUDIT FINDING	IAF LIA 01	Special Agreements have not yet been cancelled.				Priority	3	Sign-off	No	

Agreed Action		Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG LIA 01	The letters to cancel the special agreement letters have not been sent out.	31-Mar-2016	31-Mar-2016	🛑	95%	30-Sep-2016 All historical Special Agreements have been identified and action taken to terminate these arrangements where we legally can. Significant progress has been made in all areas, although this has been significantly more resource-intensive than first envisaged. There are now a very few follow up actions required to conclude termination of historical arrangements.	Brian Forbes

AUDIT FINDING	IAF LIA 02a	Some lack of control over the use of the Fitness Suite at the three Academies.				Priority	3	Sign-off	Yes	03-Oct-2016

Agreed Action		Original Due Date	Due date	Status	Progress	Latest Note	Lead
RAG LIA 02a	Supervisors should carry out spot checks when they carry out monthly checks on the cash floats.	31-Mar-2016	31-Mar-2016	✅	100%	30-Sep-2016 Supervisors now tasked with undertaking spot checks as part of their role.	Brian Forbes

AUDIT FINDING		IAF LIA 02b	There is currently no budget provision for repair or replacement of fitness suite equipment.				Priority	3	Sign-off	No	
Agreed Action				Original Due Date	Due date	Status	Progress		Latest Note		Lead
RAG LIA 02b	Budget issues will be addressed by service			31-Mar-2017	31-Mar-2017	▶	100%		Small budget of £1k per annum per PPP school is available for consumables and repairs. Consideration given to submitting Capital bid for future years..		Brian Forbes

AUDIT FINDING		IAF LIA 04	The interim 2013-15 Leisure and Sports Strategy is now out of date.				Priority	3	Sign-off	No	
Agreed Action				Original Due Date	Due date	Status	Progress		Latest Note		Lead
RAG LIA 04	Draft Leisure Strategy			31-Mar-2016	31-Mar-2016	⬤	20%		25-Nov-2016 This work is inextricably linked with the future of local service provision, which has recently been the subject of a major public consultation. Work on strategic framework has commenced. This work will need to tie-in with budget consideration in regard of the shape of local services and affordability; therefore it will be delayed until Q1 of 2017/18.		Brian Forbes