Inverclyde council

AGENDA ITEM NO: 12

Report To:	**Education & Communities Committee**	**Date:**	**7 November 2023**
Report By:	**Ruth Binks, Corporate Director Education, Communities and Organisational Development**	**Report No:**	**EDUCOM/36/23/KM**
Contact Officer:	**Ruth Binks**	**Contact No:**	
Subject:	**Education and Communities Committee Delivery and Improvement Plan 2023/24 Performance Report**		

1.0 PURPOSE AND SUMMARY

1.1 ☐For Decision ☒For Information/Noting

1.2 The purpose of this report is to provide the Committee with an update on the progress made in the delivery of the Education and Communities Committee Delivery and Improvement Plan 2023/26.

1.3 This is the first progress report on the new Plan to be considered by the Committee. It includes details of the progress that has been made in the delivery of the Action Plan, performance data for KPIs, including new measures that have been added following the KPI workshop for Elected Members, and an update on the areas of highest Risk.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee consider the progress made in the delivery of the Education and Communities Committee Delivery and Improvement Plan 2023/26.

Ruth Binks
Corporate Director,
Education, Communities and Organisational Development

3.0 BACKGROUND AND CONTEXT

3.1 Committee Delivery and Improvement Plans 2023/26 are a key component of the Council's refreshed strategic planning and performance management framework. The Committee Plan enables scrutiny of:

- Strategic activity within the Committee remit; and
- How the Committee is helping to deliver the Council Plan outcomes.

3.2 The Education and Communities Committee Delivery and Improvement Plan 2023/26 was approved on 9 May 2023. A dedicated briefing session for all Elected Members was held in advance of the Committee meeting to provide the Committee with an opportunity to discuss the Plan in more detail. Committee Delivery and Improvement Plan has also been approved by the Environment and Regeneration Committee and the Policy and Resources Committee.

3.3 The Committee Plans will be refreshed annually to remove completed actions and capture new strategic activity and risk.

3.4 PERFORMANCE OVERVIEW

3.5 This is the first performance report on the new Committee Plan and covers the reporting period April to September 2023. It includes an update on the status of the action plan, KPIs and the management of key Risks. A summary of performance is provided below with the full performance report provided in the Appendix.

3.6 <u>Delivery and Improvement Action Plan 2023/26</u>

The following actions / sub-actions are now complete:

- Free school meal provision in primaries. This provision will be in place from August 2023.
- The school meal action plan for secondary schools has been implemented, with the next stage being the introduction of new ICT provision.

3.7 There has been slippage in the delivery of the following actions / sub-actions:

- The application to the National Heritage Lottery Fund, originally scheduled for early September is now planned for delivery by end October. Following feedback received from colleagues at the National Lottery Heritage Fund, work is ongoing to finalise the full application and associated project plan for a submission deadline at end October 2023. Both documents exist in draft form, with final revisions now underway.
- Implementation of the actions from the Historic Links to Slavery Working Group will continue to progress beyond the original September 2023 end date to ensure that learning from this group will continue to be shared, ultimately embedding learning resources, approaches and training into service delivery as relevant/when opportunities arise going forward.

3.8 The following actions / sub-actions have not yet started:

- The refresh and deliver of a new Scottish Attainment Challenge for year 3. Work on this is scheduled to begin next year.
- The development of Gaelic GME will progress following the outcome of the statutory consultation exercise. This will not be known until January 2024.

3.9 All remaining actions within the action plan are on track.

3.10 KPI Performance

A KPI workshop for Elected Members was held on 27 June 2023 to support the scrutiny of the new Committee Delivery and Improvement Plans. The feedback from the workshop has been reviewed by the CMT and the following measures have been added to the Committee Plan KPI scorecard:

- Number of organisations involved in the community asset transfer process
- Number of young people participating in accredited schemes - Duke of Edinburgh
- % of the school roll participating in active school delivery
- Initial school leaver destination results
- % of primary school pupils present taking school meals (free or paid for) P1 – P7
- % of secondary school pupils present taking school meals (free or paid for)
- Library service active borrowers
- Total number of in person visits for library purposes

In addition, a small number of LGBF measures have been removed from the Committee Plan:

- Average total tariff score in SIMD quintile 2
- Average total tariff score in SIMD quintile 3
- Average total tariff score in SIMD quintile 4
- Average total tariff score in SIMD quintile 5

The national LGBF data dashboard was refreshed at the end of September and performance data 2022/23 is provided in Appendix 2 for the following measures:

- Percentage of adults satisfied with libraries
- Percentage of adults satisfied with the museum
- Percentage of adults satisfied with leisure
- Percentage of adults satisfied with local schools
- Percentage of 16-19 year olds participating in education, training or employment

Performance was 5% or more below target (red status) in the previous quarter for the following:

- The number of adult learners achieving core skills qualification (SCQF level 2-4) was less than target. Reduced staffing levels and service capacity has had an impact on delivery. In addition, the loss of a major funding stream, the Attainment Challenge, has caused a drop in numbers.

3.11 Managing Key Risks

The effective management of risk is key in helping the Council successfully deliver its objectives. The Committee Plan contains a Risk Register which records the strategic risks. An assessment of these Risks has been recently carried out and the Risk Register is provided in Appendix 3.

4.0 PROPOSALS

4.1 The Committee is asked to note the progress that has been achieved in delivering the Education and Communities Committee Delivery and Improvement Plan 2023/26.

4.2 The Committee is also asked to note the inclusion of new KPIs within the Committee Plan following the feedback received at the Elected Member KPI Workshop, held on 27 June 2023.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 **Finance**

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 **Legal/Risk**

There are no legal implications associated with this report, whilst the key Committee risks are highlighted within the full Committee Plan 2023/26.

5.4 **Human Resources**

There are no human resources implications associated with this report.

5.5 **Strategic**

The Education and Communities Committee Delivery and Improvement Plan 2023/26 directly supports the new Council Plan 2023/28 and is closely aligned to the delivery of the Council Plan outcomes.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Strategic Theme: People

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ EDC001 Poverty related attainment gap	Targeted interventions will be put in place to reduce the poverty related attainment gap and support equity in education.	Implementation of the Scottish Attainment Challenge Refresh (year 2), including ongoing assessment and tracking development work.	30-Jun-2024	On track	A report has been considered by this Committee on the stretch aims for the next 3 year. These have been submitted to Scottish Government and are currently awaiting approval.
		Refresh and deliver the Scottish Attainment Challenge Plan (year 3).	30-Jun-2025	Not yet started	This work is scheduled to begin next year.
CMTE/ EDC002 Senior Phase Pathways	Enhance pathways for Senior Phase pupils via implementation of the Senior Phase Action Plan (year 2).	Develop improved pathways for ASN pupils.	30-Jun-2024	On track	This remains a key focus and priority as part of the Education Service Plan. The Senior Phase Governance Group continues to monitor this area.
		Implementation of a revised Transition Policy, in conjunction with children and adult services.	30-Jun-2024	Complete	The Transition Policy is now complete and a soft launch is planned to take place in November 2023.
		Refocus of importance of post school transitions to destinations such as college.	30-Jun-2024	On track	Post school pathways and options continue to be developed as part of the Education Service Plan, which builds on the Senior Phase Action Plan. Further work to secure existing Positive Destinations such as pupils moving into a college placement are underway e.g., better support for the transition process for identified pupils.
		Development of additional post school training opportunities.	30-Jun-2024	On track	Partnership working with colleagues in More Choices More Chances team continues, including to secure more training places for young people. A longer-term training strategy is now in place.
CMTE/ EDC003 Free school meal	Roll out of free school meals in primary schools.	Complete the necessary capital works to enable universal free school meal provision.	14-Aug-2023	Complete	Free school meals for all primary school pupils was in place from August 2023. This is an extension of the P1 to P5 meal provision already provided, to Primary 6 and 7s.

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
provision (Primary)					
CMTE/ EDC004 School meal provision (Secondary)	Increase the uptake of school meals in secondary establishments.	Ongoing implementation of the Action Plan that was developed following the review of the school meal service.	30-Apr-2023	Complete	This is complete. The next stage is to install an ICT provision.
		Introduction of a new ICT solution to meet customer needs, improve the dining experience and reduce waste.	01-Apr-2024	On track	The ICT solution is now at the tender process stage and being progressed by the Council's procurement team.
CMTE/ EDC005 Library Services	Library Services will continue to reflect the needs of schools and local communities.	New Libraries Improvement Plan 2023/24 approved by Committee (and subsequent yearly plans).	01-Nov-2023	On track	The Libraries Improvement Plan is completed in draft form. Final cross reference with the agreed CCER Improvement Plan will now be taken forward. Thereafter, the Libraries Improvement Plan will be submitted for approval.
		Implement the new approach to school library provision during academic years 2023/24, amalgamating systems and processes.	01-Jun-2024	On track	New School Library Assistants are now in post, in line with the recent Libraries Service Review. Work is now underway, led by the Libraries Team Leader and the Library Service Development Officer (Children & Young People), to develop appropriate work and activity plans for the school libraries. Integration of the Library Management Systems across school and branch libraries is now progressing.

Appendix 1

Classification : Official

Strategic Theme: Place

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ EDC006 Gaelic GME Secondary Provision	Development of Gaelic GME secondary provision in Inverclyde.	Undertake statutory consultation.	31-Jan-2024	On track	At its meeting on 5th September, the Education and Communities Committee approved the formal consultation process which will run from 2nd October to 10th November 2023. Two public meetings are also scheduled. The proposal, if accepted, will be implemented from the start of term August 2024.
		Prepare for the start of the academic year.	30-Jun-2024	Not yet started	This is dependent on the statutory consultation outcome and will not be known or action until January 2024 at the earliest.
		Provision of Gaelic GME secondary provision commences.	14-Aug-2024	Not yet started	This will be dependent on the outcome of the statutory consultation and will not be known until January 2024.
		Implementation of year 1 provision.	30-Jun-2025	Not yet started	This will not be reviewed until year 1 is underway.
CMTE/ EDC007 Culture and Heritage Strategies	Strategies for Culture and Heritage will be delivered across the Council and as part of wider partnership planning.	Develop a proposal for the Heritage Lottery Fund as part of the Heritage Strategy.	01-Sep-2023	Slippage	Following feedback received from colleagues at the National Lottery Heritage Fund, work is ongoing to finalise the full application and associated project plan for a submission deadline at end October 2023. Both documents exist in draft form, with final revisions now underway.
		Implement the actions from the Historic Links to Slavery Working Group.	01-Sep-2023	Slippage	The Historic Links to Slavery Working Group will continue to meet beyond the anticipated September 2023 end date of this workstream. This will ensure that learning from this group will continue to be shared, ultimately embedding learning resources, approaches and training into service delivery as relevant/when opportunities arise going forward.

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ EDC008 Heritage Asset Management	Implement a strategy that sets out the Council's approach to asset management.	Continue to develop and implement a Heritage Asset and Archiving Strategy.	31-Mar-2025		Museums Galleries Scotland attended the Watt Institution in early October to undertake a site visit in support of the McLean Museum and Art Gallery's Accredited Museum status. Accreditation requires review of all relevant strategies - this is complete for the museum service and actions arising from the site visit will be taken forward in due course. A review of archiving strategies is underway, aligned to the Council's wider Records Management Plan. Funding has been secured via Creative Scotland to retain the Culture Collective Creative Producer in Inverclyde. The Creative Producer will now work with Cultural Services to deliver a refreshed Arts and Creativity Strategy.
		Complete a review of Heritage Assets.	31-Mar-2025	On track	A review of heritage assets has been built into the project plan supporting the upcoming NLHF funding application. This will ensure the review of heritage assets is taken forward as a key element of the refreshed Inverclyde Heritage Strategy Implementation Plan.
CMTE/ EDC009 CLD Strategic Plan	In partnership, develop a new three-year CLD Strategy for 2024/27.	Establish the key strategic priorities for the Inverclyde CLD Partnership and the actions that will be taken to achieve them.	30-Sept-	On track	The current strategy has 1 year remaining and is due to end on 30th September 2024. A self-evaluation is currently being undertaken with a view to presenting a report to the Alliance Board meeting in December. Scoping is being carried out to revise the Strategy as necessary. Year three will be concerned with the preparation of the 2024/27 CLD Strategy.

Strategic Theme: Performance

Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
CMTE/ EDC010 **Continuous Improvement in Education Services**	Implement the Education Improvement Plan to deliver continuous improvement in Education Services.	Further embed the Play Pedagogy Project across early learning and childcare to Primary 2.	30-Jun-2024	On track	Three HT's have been appointed into the Role of Play Associate and have started initial engagement to support leadership of play and enquiry using the West Partnership Principles. This is providing an opportunity for Head Teachers to plan the individualised Play Journey for their schools, quality assure their progress and embed this practice in their schools.
		Carry out a review of Early Learning and Childcare.	30-Jun-2024	On track	A review of ELC is currently underway which includes consideration of the models of delivery. A Consultation exercise to seek the views of parents/carers who use the ELC service will take place in December 2023. This will align to the principles for 1140 delivery which were quality, flexibility, affordability, and accessibility.
		Roll out of the Literacy Strategy, with a focus on highly effective teaching of reading.	30-Jun-2024	On track	New Literacy Framework was launched on 9th September 2023. Coaching and Modelling Officer support from the Attainment Challenge is in place for 2023/24 to support the roll out of the strategy.

Action Status	
	Cancelled / not delivered
	Not started
	Slippage
	On track
	Complete

Appendix 2: EDUCATION AND COMMUNITIES KPI SCORECARD

Classification : Official

The measures below have been added to the KPI scorecard following the Elected Member KPI workshop and data is shown where available. As a new indicator, status and trend arrows are not currently available, however a target for 2023/24 is provided.

NEW INDICATORS

Title	2020/21	2021/22	2022/23	2023/24	Latest Note
	Value	Value	Value	Target	
NEW: Library Services Active Borrowers	2,824	4,265	5,266	6,055	These measures replace 'total number of library visits (online and in person) that was previously reported to this Committee. Quarterly performance data for 2023/24 is provided below.
NEW: Total number of in-person visits for library purposes	16,377	83,860	172,649	198,546	
NEW: Percentage of the school roll participating in Active Schools delivery	No data (Covid)	48%	51%	51%	Target reflects the increased focus of sportscotland around Equity, Diversity and Inclusion which will be more labour intensive initially and potentially focus on a smaller number of children and young people and also a reduced number of sports leaders this year.
NEW: Number of young people participating in accredited schemes - Duke of Edinburgh	100	250	500	600	
NEW: Number of organisations involved in the community asset transfer process	0	8	4	8	
NEW: % of primary school pupils present taking school meals (free or paid for) P1 – P7	**2020** 68.9%	Not collected due to Covid	**2022** 61.4%	70%	This data is sourced from the Healthy Living Survey. Local uptake in 2023 was the 13th highest in Scotland.
NEW: % of secondary school pupils present taking school meals (free or paid for)	**2020** 53%	Not collected due to Covid	**2022** 55.8%	60%	This data is sourced from the Healthy Living Survey. Local uptake in 2022 was the second highest in Scotland.
NEW: Initial School Leaver Destination Results	95.4%	94%	Due Feb 2024	96%	Initial snapshot taken 3 months after leaving school. 2022/23 data will not be available until next year. The comparable Scottish figure for 2021/22 is 95.7%.

Appendix 2: EDUCATION AND COMMUNITIES KPI SCORECARD

Classification : Official

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK

Following a refresh in September 2023, Local Government Benchmarking data 2022/23 has been published for the following indicators. Targets were not established in 2022/23 therefore a performance status is not available however performance trends are shown:

Title	2020/21	2021/22	2022/23	2023/24	Short trend	Long trend	Latest Note
	Value	Value	Value	Target			
Percentage of 16-19 year olds participating in education, training or employment	93.3%	93.8%	94.0%	94%	↑	↑	National ranking 2022/23 – 22nd Family Group: 93.6% Scotland: 94.3%
Percentage of adults satisfied with libraries	**(2017/20)** 75.2%	**(2018/21)** 76.5%	**(2019/22)** 74.3%	78%	↓	↓	National ranking for period 2019/22 – 17th Family Group: 68.8% Scotland figure: 74%
Percentage of adults satisfied with museum	**(2017/20)** 54.9%	**(2018/21)** 59.6%	**(2019/22)** 59.7%	61%	↑	↓	National ranking for period 2019/22 – 25th Family Group: 61.1% Scotland: 73%
Percentage of adults satisfied with leisure facilities	**(2017/20)** 80.0%	**(2018/21)** 78.7%	**(2019/22)** 77.0%	82%	↓	↓	National ranking for period 2019/22 – 7th Family Group:69% Scotland: 72.3%
Percentage of adults satisfied with schools	**(2017/20)** 78.0%	**(2018/21)** 78.7%	**(2019/22)** 76.7%	80%	↓	↓	National ranking for period 2019/22 – 16th Family Group: 74.7% Scotland: 75%

SERVICE PERFORMANCE

Quarterly performance data is provided for the following indicators. The long trend arrow will be added as more data is gathered.

Title	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Performance 2023/24				Latest Note
	Value	Value	Value	Value	Value	Quarter Target	Quarter Status	Short Trend	Long Trend	
Number of adult learners achieving core skills qualification (SCQF level 2-4)	-	-	-	8	Data being gathered	37	●	-	-	The full year figure achieved last year was 126. Quarterly reporting commenced at the

Appendix 2: EDUCATION AND COMMUNITIES KPI SCORECARD

Classification : Official

Title	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Performance 2023/24				Latest Note
	Value	Value	Value	Value	Value	Quarter Target	Quarter Status	Short Trend	Long Trend	
										start of the financial year. Trend performance will be reported once more data is added.
New: Library Service Active Borrowers	-	-	-	1,327	1,411	1,513			-	These two indicators replace the previous measure 'total number of visits to libraries (in person and online). The quarterly target is set as a proportion of the annual target provided above.
New: Total number of in person visits for library purposes	-	-	-	41,157	45,510	49,636			-	
Number of visits to the museum	-	-	-	Data being verified	Data being verified	21,250				Visitor numbers are under review. Quarterly reporting commenced at the start of the financial year. Trend performance will be reported once more data is added.
Attendance in Inverclyde primary schools	T2 2022 90.1%	T3 2022 92.6%	T4 2022 92.5%	T1 2023 94.63%	Available Jan '24	93%				Attendance is presented by term time quarters. Long term trend is taken over 5 years.
Attendance in Inverclyde secondary schools	T2 2022 85.17%	T3 2022 88%	T4 2022 89.6%	T1 2023 89.5%	Available Jan '24	90%				Attendance is presented by term time quarters. Long term trend is taken over 5 years.
Number of exclusions in Inverclyde primary schools	T2 2022 6	T3 2022 5	T4 2022 8	T1 2023 *	Available Jan '24	Targets are not set for exclusion				*Term 1 2023 exclusion numbers are less than 5. The upward arrow represents an improvement from the previous quarter. This is a data only KPI with no target set. Instead, the aim is to reduce the number of exclusions and the direction of travel is monitored.
Number of exclusions in Inverclyde secondary schools	T2 2022 160	T3 2022 121	T4 2022 65	T1 2023 66	Available Jan '24					This is a data only KPI with no target set. Instead, the aim is to reduce the number of exclusions and the direction of travel is monitored. Data is presented by term time quarter

Appendix 2: EDUCATION AND COMMUNITIES KPI SCORECARD

Classification : Official

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

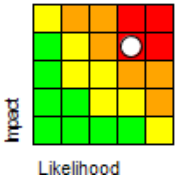
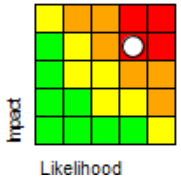
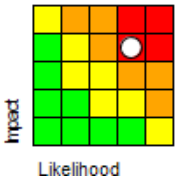
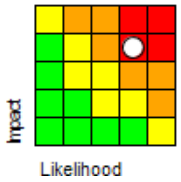
Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

Appendix 3

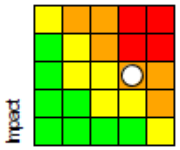
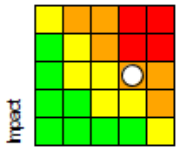
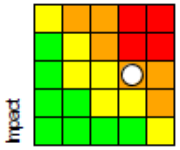
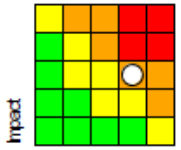
Classification : Official

Education and Communities Risk Assessment 01/10/23

Title	Description	Risk assessment 01/04/23	New Risk Assessment 01/10/23	Current Controls	Additional Controls
Financial Risk: Budget Cuts	There is a financial risk that capacity to provide services to the community and to other Council services in the face of current and ongoing cuts to budgets is reduced. Further reductions in staff in service delivery areas will result in an impact to length of time for work completion to increase. There is an increased likelihood that deadlines will be missed with resultant reputational damage and potential regulatory sanctions.	 **16**	 **16**	**Current Controls** Identifying extra income taking out unnecessary work and ensuring operational continuity; Increased cross training and reliance on technology; Review working process and look at what we need to do against what is expected; Regular workload/ performance monitoring; Implement Workforce Development Planning; Prioritisation of modernisation projects; Use of Graduate Training and employment schemes.	**Additional controls** Early warning system operated within the services to flag to relevant senior officers where deadlines may be missed and focus is required; Cross Directorate working to improve capacity; Prioritisation of the strategic priorities as outlined in the Committee Plan; and Flag to CMT if unable to meet timescales or requests due to capacity.
Customer/ Operational/ People /Financial Risk: ASN	ASN: Increased needs and numbers of young people with ASN means that the service cannot support the provision. There is a risk to allocation of staffing - including skills and training as well as increased costs. There is a risk to finance because of increasing costs for educational and transport provision. There is a risk to capacity within ASN schools to meet the increased need.	 **16**	 **16**	**Current Controls** Recognition of statutory obligations; ASN review has taken place for staffing. Ongoing training for staff and increased support from centre. Regular monitoring of provision. Networking as part of Regional Improvement Collaborative.	**Additional Controls** Ongoing review of pupil cohort and level of need via ASN forum and new more regular Authority Screening Group (ASG – from Apr 23) to better ensure appropriate use of resource beyond the universal offer. Implementation of actions from reviews of services such as ICOS. Officer strategic review group of need for more ASN provision such as CLB base. Ongoing training programmes to support staff expertise

Appendix 3

Classification : Official

Title	Description	Risk assessment 01/04/23	New Risk Assessment 01/10/23	Current Controls	Additional Controls
People Risk: Attraction & Retention	Inability to attract or retain appropriately skilled personnel threatens the service's ability to deliver core services. It is difficult to attract and retain professional staff within certain areas of the service e.g. libraries and museums and CLD.	 **12**	 **12**	**Current Controls** A Service-wide workforce development plan is in place.	**Additional Controls** Temporary budgets can make it difficult to appoint permanent staff. Competition for workforce with other authorities is an issue. Refreshed recruitment process High quality support to staff through HR policies and line management support outlined in the People and Organisational Development Strategy Reductions in the use of temporary posts Incentives to support commitment to employee development
Strategic Planning Risk	**Strategic Planning Risk** There is a risk that outcomes and targets are not achieved due to national reform or changing policy direction, changing Alliance partner strategic direction or reduced Alliance partner resources. For example this could be in relation to the Children's Service Plan, LAC outcomes, Arts/Cultural and Heritage, Community Learning and Development 3 Year plan Child Poverty, Participatory Budgeting and anti-poverty initiatives.	 **12**	 **12**	**Current Controls** Appropriate review of progress against identified priorities at scheduled SMT and Team meetings; Analysis of data as appropriate; Development of detailed delivery/action plans through CDIP and Delivering Differently; Working with the Scottish Government to ensure minimum interventions and trying to ensure continuity through reform/partnership changes; Close partnership working through the Alliance with Memorandum of Understanding on partner roles, and new Partnership Plan from 2023 which recognises the challenging operating environment and had buy-in from partners throughout its development.	**Additional Controls** The directorate was heavily involved in the humanitarian efforts during the COVID-19 pandemic and its subsequent recovery. As a result, there has been a delay to the implementation of some of the improvement actions detailed in our improvement plans. The service is now refocusing its efforts to reprioritise these actions. A number of service reviews will be undertaken across the Council. This is being considered currently by CMT.