

To: Audit, Risk and Scrutiny Board

On: 6 November 2017

Report by: Director of Children's Services

Heading: Risk Management Plan 2017/18 – Mid Year Update

1. Summary

- 1.1 In keeping with 'Risk Matters', the Council's combined risk management policy and strategy, the service risk management plan is refreshed on an annual basis.
- 1.2 This paper presents a mid-year update on the service risk management plan presented to this Board in June 2017.

2. Recommendations

- 2.1 It is recommended that the Audit, Risk & Scrutiny Board:
- Notes the contents of this report.
 - Notes the progress made by Children's Services in relation to actions mitigating service risks.

3. Background

- 3.1 At the midyear review of the register there has been good progress made in the control and management of the identified risks.
- 3.2 There have been no changes in terms of the risk scoring for any risks on the Children's Services Risk Register. The service risk profile is therefore unchanged:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	1	9	3	0	13

3.3 Top Children's Services risks

The following provides a brief narrative update on the top Children's Services risks.

(1) Public Protection

Social work services, both in Children's Services and the Health and Social Care Partnership, have a public protection role relating to child protection, adult protection and protecting the public from offending behaviour. Effective partnership working with the police and other key agencies is critical to ensuring risk is appropriately managed.

(2) Disrupting the pattern that exists between poverty and attainment

Attainment is a highly complex subject where outcomes are influenced by many factors. We need to better understand these complexities and target our resources and efforts to disrupt the pattern in the relationship between poverty and attainment. This risk is also included on the Council's Strategic Risk Register.

(3) Workforce Planning and Organisational Development

Workforce Planning & Organisational Development: A flexible, skilled workforce is essential to the delivery of high quality social care services. If planning and development activity is not prioritised, it could lead to short- and long-term workforce difficulties. Recruitment of both permanent and supply teachers is a particular challenge.

Progress against planned actions

In relation to the 13 Children's Services Risks, there are 27 related actions to be undertaken. Updates on these are included in Appendix 1 to this report.

One action has been cancelled. This relates to the plans to introduce a minimum requirement of a degree-level qualification for residential staff. Nationally, the infrastructure is not in place to support this and the requirement has been postponed. All other actions are making good progress in relation to the agreed timescales.

Children's Services and the Corporate Risk Management Group continue to monitor the Children's Services Risk Register on a quarterly basis on behalf of the Corporate Management Team.

Implications of the Report

1. **Financial**

Recurring costs associated with the measures in place for each risk are considered proportionate to the level of risk, and new planned actions are also considered to be cost effective.

The financial requirements to support the service risk management plan should be met within the service budget allocations. Any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Chief Executive and the Director of Finance and Resources.

2. HR and Organisational Development

Any risks relating to HR and Organisational Development issues are reflected within Appendix 1.

3. Community Planning

Any risks relating to the Community Planning themes are reflected within Appendix 1.

4. Legal

Any risks that may have legal implications are reflected within Appendix 1.

5. Property/Assets

Any property-related risks are reflected within Appendix 1.

6. Information Technology

Any risks relating to ICT are reflected within Appendix 1.

7. Equality and Human Rights

The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health and Safety

Any risks relating to health, safety and wellbeing are reflected within Appendix 1.

9. Procurement

Any risks relating to procurement are reflected within Appendix 1.

10. Risk

For member assurance, all areas of the service have been consulted to ensure that the relevant risks have been identified.

The risk scores are believed to be as realistic as possible taking account of the type of risks recorded and the effectiveness of the measures in place to manage them.

The risk profile shows there are significant risks being managed by the service; however for assurance, the senior leadership team believe that this risk can be managed and contained (in relation to the Council's risk capacity and tolerance).

Although the risks require close monitoring and scrutiny throughout the year, many are longer term risks that are likely to be a feature of the risk management plan over a number of years.

11. Privacy Impact

Any risks relating to privacy matters are reflected within Appendix 1.

List of Background Papers

None

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Risk Register

Generated on: 27 September 2017

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR16.01 Public protection Encompassing: 1) Adult and child protection 2) Effective risk management 3) Management of high-risk offenders 4) Multi-agency training and procedures	Social work services have a statutory public protection role relating to child and adult protection and offending behaviour. Effective partnership working with key agencies and the police is critical to ensuring risk to and from individuals is effectively managed.	Director of Children's Services	* Multi-agency child and adult protection committees well established, with independent chair in place for both. * Procedures developed and implemented across partnerships through the child and adult protection committees and through North Strathclyde Community Justice Authority. * Transition Plan in place to support the development of a Community Planning Partnership model for delivery of community justice services. * Chief Officers Group, comprising of leaders from all relevant partners agencies, meet on a regular basis to discuss key issues. Joint Communications sub-group now established. * Multi-agency child and adult protection training programme in place, facilitated by dedicated trainer. * Practice and service quality subject to regular external scrutiny by Care Inspectorate and other bodies as required. * Female offenders service operational. * Management and supervision policies in place and levels of management review established. * Lead officers for child protection, public protection and community justice.	03	05	15
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CHSRR17.01	Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible.	A range of training modules are available in a number of different formats, and the Council also offers training on adult and child protection to partners free of charge. The child protection training programme has been updated to include internet safety and child sexual exploitation. This work is ongoing throughout the year.		Director of Children's Services	31-Mar-2018	
CHSRR17.02	Work with community planning partners to embed the Community Justice Renfrewshire Plan.	Community Justice Scotland have provided positive feedback on the first local plan. The community justice approach is embedded and managed through the Renfrewshire Community Justice Strategic Group. Work is underway to develop a		Head of Childcare and Criminal	31-Mar-2018	

		commissioning strategy approach for our plan.	Justice		
CHSRR17.03	Implement local action plan in response to recommendations made from the independent review of the circumstances surrounding the death of Bailey Gwynne.		Head of Schools	31-Mar-2018	
CHSSIP17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.		Head of Childcare and Criminal Justice	31-Mar-2019	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR16.02 Workforce planning and organisational development Encompassing (1) Workforce planning: structural change and having a flexible, motivated and skilled workforce (2) Organisational development: management development, individual personal / employee development and performance management (3) Leadership and culture	A flexible and skilled workforce is essential to the future development of high quality services, and may lead to short and longer term workforce difficulties should this not be prioritised.	Assistant Director of Children's Services	* Representation on the Council's Workforce Development & Equality Group (WDEG) which is tasked on an ongoing basis with reviewing competency requirements for all job roles. * iLearn system in place providing online access to learning and development. * Dedicated training staff in place within the service. * Literacy Development Programme being rolled out.	03	04	12
Action Codes	Linked Actions	Latest Note				
CHS.SIP.17.02.03	Support and strengthen the professional capacity of staff through leadership and professional development.	A number of staff involved in the aspiring leaders programme have been appointed to substantive head teacher posts within Renfrewshire during the first quarter of 2017/18, and have taken up these posts. Professional learning programme for academic session 2017/18 has been established with enrolments demonstrating high levels of aspiration amongst staff, indicating a real desire for leadership input and opportunity. A social work supervision policy has been developed to support the new fitness to practice competencies required by the registering body SSSC. This is being rolled out on a phased basis.	Director of Children's Services	31-Mar-2020		
CHS.SIP.17.07.02	Ensure there is an appropriate level of staffing to deliver on the requirements of emerging policy developments relating to for example the Attainment Challenge, Pupil Equity Fund, and	Staffing levels in social work services are regularly monitored at regular management meetings. Staffing in schools remains challenging in relation to the availability of suitably qualified staff. An extensive recruitment exercise has been undertaken in order to	Assistant Director (Education)	31-Mar-2020		

	increasing early years provisions.	secure teachers to permanent contracts wherever possible. Vacancies are monitored on an ongoing basis.			
CHSRR17.02a	Implement a new supervision policy to support staff to register with the Scottish Social Services Council to consistently deliver high standards of practice	A social work supervision policy has been developed to support the new competencies required by the registering body, SSSC. This is being rolled out on a phased basis.	Head of Childcare and Criminal Justice	31-Mar-2018	
CHSRR17.02b	Prepare for the proposed introduction of degree level qualification minimum standards for residential childcare workers.	There has been a change in national policy on this and the action is therefore cancelled.	Head of Childcare and Criminal Justice	31-Mar-2018	
CHSRR17.02c	Undertake proactive programmes of work to attract and retain teaching professionals to roles in Renfrewshire.	A variety of measures have been put in place, many led by the workforce planning group, to maximise the attraction and retention of high quality teaching staff within Renfrewshire establishments. These have included: - Steps taken to increase awareness of our support programmes prior to students indicating their authority preferences by for example - Ensuring positive and supportive experiences for student placements - Participation by Renfrewshire head teachers in events within partner universities for prospective teachers; - Collaboration with higher education establishments delivering initial teacher education; - Feedback from former NQTs used to ensure enhanced support programmes for NQTs; - Participation in new routes to teaching eg involving STEM subjects; - Ambitious recruitment process for primary sector and targeted subjects in secondary to retain high quality newly qualified teachers within the authority; Enhanced advertising and promotional materials for teaching staff vacancies within Renfrewshire including promoted posts eg TESS contract; Communications team support to enhance the online profile of teaching vacancies in Renfrewshire;	Assistant Director (Education)	31-Mar-2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.03 Unaccompanied Asylum Seeking Children	Providing care and support to unaccompanied asylum seeking children arriving from Europe and elsewhere	Director of	* Decision making founded on legal advice. * Regular strategic and operational meetings in place to manage the process. * Civil Contingencies Team actively involved in planning * Regular meetings of senior staff in place to deal with issues and take decisions.	03	03	9

	has associated risks which differ in some respects from the risks associated with business as usual. Specialist support and strong partnership working is critical to ensuring the safety and wellbeing of these children and young people. Providing this support may incur an additional financial risk for the council.	Children's Services	* Strong partnership working arrangements. * Constructive ongoing dialogue with Care Inspectorate. * Staffing model agreed and contingencies in place. * Corporate Management Team fully engaged.		
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date
			No linked actions; risk tolerated.		Status

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.04 Integrated service arrangements Encompassing: (1) Establishing strong links between services which remain the responsibility of Renfrewshire Council and those transferred to the Integration Joint Board. (2) Ensuring a smooth transition for those services delegated to the Integration Joint Board from 1 April 2016.	If the Council does not establish strong links between those services transferred to the Health and Social Care Partnership and those which remain with Renfrewshire Council, there is a potential risk to service users, employees, the community and the reputation of the services involved.	Director of Children's Services	* Programme Board overseeing arrangements for integrating services. * Children's Services management structure in place and Extended Senior Management Team meeting regularly * Chief Social Work Officer continues as professional lead for social work practitioners in both Children's Services and the Health and Social Care Partnership and will chair six monthly meetings of social work senior managers working in both services. * Heads of Service Liaison Group meeting 6-weekly to discuss operational and strategic issues.	03	03	9
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CHS.SIP.17.01.05	Further extend and develop our approaches to integration across children's services to best support the	Opportunities for redesigning services in family support areas are being explored, and options developed.		Director of Children's Services	30-Apr-2018	

	well-being of our children, staff, parents and carers.				
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.05	Development of early intervention and preventative services for children, whilst seeking to maximise opportunities for all.	If the service did not develop early intervention and prevention services whilst continuing to develop and modernise existing care services for children, there is a risk that plans to improve longer-term outcomes for children will not be achieved and that future demand for social work services will increase.	Director of Children's Services	* Ongoing development of in-house fostering service. * Introduction of evidence-based programmes with partners e.g. Triple P, Functional Family Therapy, Incredible Years. * New approach to permanency planning supported by CELCIS. * Redesign of social work fieldwork teams.	03	03	9
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date	Status
CHSRR17.05a	Implement the Children's Services actions from the Tackling Poverty Strategy.	The literacy programme is proving to be highly effective and has been extended as a result of new funding as part of the Scottish Attainment Challenge.		Director of Children's Services		31-Mar-2018	
CHSRR17.05b	Continue to extend provision of the Promoting Positive Thinking Strategies (PATHS) programme	An additional 14 schools are now participating in this programme.		Head of Early Years and Inclusion		01-May-2018	
CHSRR17.05c	Developing the 'Family Firm' model to provide employment and training opportunities for looked after children.	The Family Firm approach has been identified by our looked after young people as an approach they would wish to see developed, in order to assist them in securing positive destinations. A short-term post has been established to develop the pathways and information for partners to ensure the sustainability of the approach.		Head of Childcare and Criminal Justice		31-Mar-2018	

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CHSRR17.06	Failure of major providers	Failure or loss of a major service provider may impact on our capacity to protect vulnerable children and adults.	Director of Children's Services	* Appraisal of providers conducted as part of procurement process. * Purchasing patterns monitored by finance managers and senior operational managers within the service. * Programme of reviews of all service providers. * Main providers registered and inspected by the Care Inspectorate, with reports accessible for review. Participation in local and national contingency arrangements relating to providers facing financial uncertainty to ensure minimal impact on local service users.		03	03	9
Encompassing (1) Monitoring of external commissioning / procurement activity								
Action Codes		Linked Actions	Latest Note		Assigned To	Due Date	Status	
No new actions; risk tolerated.								

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CHSRR17.07	Financial and demographic pressures	If the service's financial and demographic pressures were not effectively planned for and managed over the medium to longer term, this would impact on the ability of the service to deliver services to the most vulnerable people in Renfrewshire.	Director of Children's Services	* Long term financial planning processes, including roll out of strategic commissioning approach. * Budget monitoring processes in place and subject to ongoing review. * Client group budget management meetings held. * Programme of financial management training in place for budget holders. * Eligibility criteria established as appropriate. * Programme of service reviews in place. * Investment in service redesign opportunities to improve efficiency and effectiveness.		03	03	9
Encompassing (1) Medium and longer term financial planning (2) Corporate and service review activities (3) Strategic commissioning approach (4) Development of cost care models								
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status		
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.	Work is underway in terms of planning the expansion of early learning and childcare from 600 hours to 1140 by 2020. A phased approach is currently being developed. A plan which outlines Renfrewshire's expansion proposal has been submitted to the Scottish Government. Governance arrangements have been established to support the expansion, this includes a steering board, workforce, infrastructure and policy groups. Renfrewshire is also an active member of the West inter-authority partnership group on the expansion of 1140 hours of early learning and childcare. The focus for this group relates to quality, workforce and delivery models.		Head of Early Years and Inclusion	31-Mar-2020			

CHSRR17.07.a	Implement change activities and associated savings targeted through the Better Council Change Programme.	The service continues to progress this programme.	Director of Children's Services	31-Mar-2018	
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.08 Data Protection Encompassing (1) Subject Access Requests (2) Data sharing agreements		Failure to develop and implement robust procedures around data protection could lead to inappropriate sharing of sensitive information and potential sanctions from the Information Commissioner.	Director of Children's Services	* Process developed for responding to requests for personal data. * Process developed for managing electronic and manual record containing personal data. * Data protection training and awareness sessions offered to relevant staff within the service.	03	03	9
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
No new actions; risk tolerated.							

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.09 Continuous Improvement Encompassing 1) Programme of self-evaluation in educational establishments based on How Good Is Our School? 2) Supported self-evaluation with the Care Inspectorate 3) Case file auditing	Self-evaluation of performance and practice is key to the continuous improvement of the service. There is a risk that insufficient development of this agenda will impact on service development activity and increase the burden of external scrutiny.	Director of Children's Services	* Registered services subject to regular inspections by Care Inspectorate * Schools subject to regular inspection by Her Majesty's Inspectorate of Education. * Regular programme of external scrutiny by Care Inspectorate and HMIIE for the whole service. * Inspection activity reported to Policy Board and Council as appropriate.	03	03	9
Action Codes	Linked Actions	Latest Note	Status			
CHS.SIP.17.03.01	Broaden our approach to self-evaluation to ensure a consistency of rigour which will support the ongoing cycle of review and improvement planning.	Our approach to self-evaluation, standards and quality and establishment improvement planning was revised for session 2017/18. Revisions include better focus on the core QIs used by Education Scotland and also the requirements of the national improvement framework. Changes to our review and external quality assurance processes have been made, in collaboration with head teachers, in the new school session which will facilitate greater support and challenge for our	Assigned To	Assistant Director (Education)	Due Date	30-Jun-2018
						

		establishments.				
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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.10 Property	Children's Services continues to review and improve the condition of schools. It is essential that we manage risks and take steps to address the deterioration of the estate through a school estate management plan which considers financial risk and aims to mitigate against health and safety concerns and disruption to school life.	Head of Schools	School Estate Management Plan (SEMP) being implemented. Consultative processes are in place to ensure stakeholders contribute to the design and upgrade of new and refurbished properties. Liaison with the corporate asset management section in relation to the corporate asset management strategy. Health and safety monitoring and liaison groups established where appropriate. School disruption management plans are in place where appropriate.	02	04	8
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CHS.SIP.17.07.01	Manage and deliver the modernisation of the school and early years estate to improve the environment that supports learning and teaching for children and young people.	The delivery of the School Estate Management Plan is ongoing: The new St Fergus' Primary School opened to pupils in April 2017 with the official opening ceremony in September 2017; The refurbishment of Mossvale and St James' Primary Schools is now complete with both schools fully operational in the refurbished shared site; Riverbrae School opened in August 2017; The construction phase for the new Bargarran and St John Bosco Primary Schools commenced in early 2017 with the project on programme for completion in June 2018; The construction phase for the new St Paul's Primary School and Foxlea Pre 5 Centre commenced in May 2017 with the project on programme for completion in June 2018; The planning phase for St Anthony's Primary School and Spateston Pre 5 Centre continues to be developed; and		Head of Schools	31-Mar-2020	

			The expansion of early years provision necessitates a review of existing accommodation and consideration of new buildings to provide the additional spaces required. A feasibility study is being undertaken to establish the infrastructure adaptations required to deliver 1140 hours of early learning and childcare.			
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.11 Lifelong Learning	The Council provides services to assist schools in the delivery of the curriculum. It is essential to manage risk as failure to do so might impact on our capacity to promote effective learning and teaching and provide access to learning opportunities which support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens. In addition The Council provides a range of programmes to develop the skills young people need for adult life. It is essential to manage risk as failure to do so might impact on our capacity to support young people into positive destinations.	The Council provides services to assist schools in the delivery of the curriculum. It is essential to manage risk as failure to do so might impact on our capacity to promote effective learning and teaching and provide access to learning opportunities which support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens. In addition The Council provides a range of programmes to develop the skills young people need for adult life. It is essential to manage risk as failure to do so might impact on our capacity to support young people into positive destinations.	Director of Children's Services	*Community learning and development services working in partnership with schools. *Opportunities for continuing professional development in approaches and method. *High quality professional development opportunities through leadership development programme for teachers at all levels. * Recognition of learners' achievement. * Establishments and services engage in self evaluation to improve learning and teaching. * Establishment review teams monitor performance. * Increased focus within schools on employability skills * Monitoring of pupil participation in vocational programmes and award schemes.	02	03	6
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date	Status
CHSRR17.11a	Improve outcomes for families through community based adult learning opportunities focused on literacies, ESOL, and Work.	The team continues to support families and adult learners and has a particular focus on family learning initiatives centred on literacy and numeracy. New programmes centred on Family Learning are being delivered and progressed through the Scottish Attainment Challenge Fund. Support for refugees or new		Head of Early Years and Inclusion		31-Mar-2018	

		Scots is ongoing.			
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHSRR17.12 Potential Fraud	The council implements a range of measures to prevent and detect serious organised crime and corporate fraud. Should measures not implemented and monitored effectively there would be increased threat to resources and security of information.	The service is mindful of activities that could be open to potential fraud. If these activities are not sufficiently scrutinised there could be financial and reputational impacts to the council.	Director of Children's Services	* The service is represented on the council's Integrity Group *Fraud specific controls are not in the public domain and are recorded elsewhere.	01	03	3
Action Codes		Linked Actions	Latest Note	Assigned To	Due Date	Status	
No new actions; risk tolerated.							

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.06.07 Disrupting the pattern that exists between poverty and attainment	Attainment is a highly complex subject where outcomes are influenced by many factors. We need to better understand these complexities and target our resources and efforts to disrupt the pattern in the relationship between poverty and attainment. Otherwise, there will be a risk that: • We don't raise attainment or break the poverty cycle • We raise attainment	Assistant Director (Education)	Control Measures Attainment Challenge Plan for Renfrewshire, including • Additional staffing resource to support schools • Monitoring and tracking of data on attainment • Use of standardised assessments • Establishments and services engaging in self-evaluation to improve learning and teaching • Establishment Review Teams monitoring performance and linking to inspection activity • Investing in the Education Workforce plan • Compliance with the provisions of the Children and Young People (Scotland) Act 2014	03	05	15

	but widen the poverty-related attainment gap, meaning that younger people find it more difficult to compete with their peers and move into positive and sustainable destinations. There is an additional and high reputational risk associated with the accountability and responsibility for targeted government funding.						
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status		
CHS.SIP.17.02.01	Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.	Four development officers are now in post and are progressing developments in the four key areas of literacy, numeracy, assessment and transition. Analysis and the depth of the work being progressed is included in the reporting arrangements for the Attainment Challenge Plan.	Assistant Director (Education)	31-Aug-2018			
CHS.SIP.17.02.02	Develop our approaches to the curriculum in the Broad General Education to meet the needs of all.	Work is underway to continue to improve attainment in literacy and numeracy. The attainment challenge development officers have action plans in place in terms of training programmes and approaches. This session a focus will be on improving transitions for children and young people at P7 and in the early years.	Assistant Director (Education)	30-Jun-2019			
CHS.SIP.17.03.02	Support all establishments in developing effective approaches in the analysis of data to affect improvement in learning and teaching and the quality of care.	Through the Scottish Attainment Challenge we have enhanced our support to establishments in the analysis of data to support planning an improvement. Through 17/18 some of the tasks we will be completing will include: • Supporting the handling and analysis of data at school level; • Better reporting to corporate management team and board on attainment; • Building school 'profiles' to better support the quality assurance process; and • Implementing the new national standardised assessments in P1, P4, P7 and S3.	Assistant Director (Education)	31-Mar-2020			
CHS.SIP.17.03.03	Further develop reporting of management information to inform policy and practice including meeting the needs of the National Improvement Framework.	A data workflow has been developed as part of our approach to the attainment challenge which brings with it enhanced capacity for gathering and reporting data to support equity and excellence in our schools. Also, two research assistants have been appointed to our educational psychology service to assist the service and schools evaluate the impact of interventions which	Assistant Director (Education)	31-Aug-2018			

			will be made as part of the attainment challenge.			
CHS.SIP.17.04.01	Provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups.	A full analysis now exists to allow us to identify where the gaps are, determine baseline figures and therefore enable measures of change as we progress. Significant work is taking place as detailed within the Attainment Challenge planning and reporting.	Assistant Director (Education)	31-Mar-2020		
CHS.SIP.17.04.02	Continue to develop the Senior Phase to ensure appropriate pathways for our young people are giving them the best opportunity to achieve qualifications and awards at the highest level.	Initial discussion and analysis of performance has taken place with all Secondary Heads and deputies to improve understanding of where we are and what steps need to be taken to support improvement. Schools have been asked to reflect this in their planning and this will be followed up through forthcoming attainment visits.	Assistant Director (Education)	31-Mar-2020		
CHS.SIP.17.04.03	Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	The team continues to target youth work activities to young people in schools and communities and offers a comprehensive youth work programme in support of the action. A recent Youth Assembly enabled young people to identify and focus on key issues and resulted in the creation of a youth commission looking at Bullying and its impacts on Health & Wellbeing.	Assistant Director (Education)	30-Jun-2018		
SRR17.06.07b	Appropriate progress throughout session 17/18 on agreed priorities highlighted on Renfrewshire's Scottish Attainment Challenge bid which has been submitted to Scottish Government.	The Attainment Challenge strategy has increased in pace significantly due to key personnel being recruited and in post. As an authority we have developed short, medium and long term outcomes for each project. We are able to present initial evidence demonstrating the positive impact that projects are having on pupils, families and communities in Renfrewshire.	Assistant Director (Education)	31-Mar-2018		
SRR17.06.07c	Schools to make appropriate progress on priorities highlighted in individual Pupil Equity Funds	All PEF plans were subject to review by education managers and through peer review sessions with head teachers to ensure that plans were adhering to the conditions set out in the national guidance. An education manager has now been allocated PEF coordination within their remit and has begun the process of looking at the plans in the context of recruitment and procurement and the articulation with the priorities of the attainment challenge. Links have also been made with our corporate services business support to ensure schools are well supported in terms of recruitment and the management of their PEF budget. It is likely that plans will be amended through the course of the year if interventions are found to have minimal impact or if issues with recruiting appropriate staff arise.	Assistant Director (Education)	31-Mar-2018		