

# Lancashire Adult Learning

## Post Inspection Action Plan



RAG Key	
	Green action achieved
	Amber action on target
	Red milestone not achieved and behind schedule

Acronyms	
AP	Assistant Principal
CM	Curriculum Manager
ACM	Assistant curriculum manager
ADv.AP	Advanced Practitioner
CPD	Continuous Professional Development
LST	Learning Support Tutor
OTL	Observation of Teaching and Learning
LC	Lancashire College (Chorley site)
TACL	Adult College – Lancaster Site
SRI	Subject requiring improvement

### 1 LEADERSHIP AND MANAGEMENT:

- Improve the governance of the provision by introducing frequent scheduled opportunities for governors to support and hold managers to account
- Ensure clarity of roles and responsibilities within the senior leadership team

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
1.1	Ensure clarity of roles and responsibilities within the senior leadership team impacts upon effective quality improvement.	Senior leadership team established that impacts upon improvements of learner experience and outcomes	Jul 15	• Interim Principal in post by Jan 15	Asst. Chief Executive	Achieved. Leadership now in place to drive forward leadership strategy and governance.	
				• Interim Deputy in post by Jan 15	Asst. Chief Executive	Achieved. Leadership now in place to implement quality improvement arrangements.	
				• New interim senior leadership team appointed by July 15	Board of Governors	In progress. Draft outline structure for senior and middle management. Proposed new structure and consultation period announced on 30.4.15 Consultation period closes 22.5.15	
				• Appoint permanent SLT by	Board of	Proposed draft structure to be presented	

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				July 2016.	Governors	to Board Away Day 20.4.15	
				<ul style="list-style-type: none"> <li>Implement new middle management structure by July 15.</li> </ul>	Board of Governors	Draft outline structure for senior management and middle management costs within grant income and to go to staff for consultation w/c 20.4.15.	
				<ul style="list-style-type: none"> <li>Agree sustainable structure and model for delivery and structure by March 15</li> </ul>	Interim Principal	Structure proposed for costing against projected grant income. Structure to go to staff for consultation week commencing 20.4.15 See milestone 3 1.1	
1.2	Improve the governance of the provision by introducing frequent scheduled opportunities for governors to support and to hold managers to account for delivering high quality in all aspects of learners' experience and achievement.	Governing body has a detailed knowledge of the organisation and its priorities and holds the senior leadership team to account	Jul 15	<ul style="list-style-type: none"> <li>Identify Board Members, appoint Clerk, agree timetable of meetings by end March 15</li> </ul>	Interim Principal	Board members identified; Clerk appointed. First meeting arranged for 11 March. Timetable of meetings schedule for the academic year	
				<ul style="list-style-type: none"> <li>Agree roles and responsibilities of LAL Board and relationship with LCC by end March 15</li> </ul>	Asst. Chief Executive	Draft instruments and articles prepared. Governor Away Day to set vision and strategic objectives for the College on 20 April. Governor Away day agreed and outlined the principles and purpose of the College	
				<ul style="list-style-type: none"> <li>NLG identified to provide governance training for new board by April 15</li> </ul>	Interim Principal	External trainer identified for Governor Away Day.	
				<ul style="list-style-type: none"> <li>Approval of Board data sets to inform monitoring of progress by April 15</li> </ul>	Interim Principal	Draft KP Dashboard distributed to board for comment and approval at first board meeting. KPIs with a focus on teaching and learning distributed for board meeting 15.5.15	
				<ul style="list-style-type: none"> <li>Governors review quality improvement arrangements provide challenge to senior managers May 15</li> </ul>	Board of Governors	Data dashboard to be agreed at Governor Away day as the main source of monitoring improvements against key priorities. Agreed	
1.3	Ensure the rapid improvement of the quality of provision through accurate self-assessment	Rigorous self-assessment which accurately reflects	Jun 15	<ul style="list-style-type: none"> <li>Introduced revised self-assessment tool against the Common Inspection</li> </ul>	Interim Deputy	Self-assessment tool revised and shared with CMs and ACM team. Quality road shows commenced and	

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	through thorough and frequent monitoring of challenging and measurable quality improvement plans which contain clear targets and milestones.	the provision, identifies actions for improvement and monitors progress		framework by Jan 15	Interim Deputy	booked until end April 2015.	Green
				<ul style="list-style-type: none"> <li>Staff understand how to apply judgements using key information by March 15</li> </ul>		External training consultant delivered training session 20/1/15 on producing robust self-assessment reports Coaching sessions with curriculum team managers booked. Follow up coaching post February half term and one to one surgeries.	
				<ul style="list-style-type: none"> <li>Curriculum SAR level action plans (QIPs) in place to enable monitoring improvements March 15</li> </ul>	Interim Deputy	External validation taken place 12 & 18 March. Feedback from scrutiny during March Ofsted monitoring visit suggests that the impact of actions carried out should be commented upon. Further work required and to be completed by end April 2015. SARs completed and additional work required on QIPs in terms of measuring impact.	Yellow
				<ul style="list-style-type: none"> <li>Source and introduce External validation of subject self-assessments by Apr 15</li> </ul>	Interim Deputy	SAR Validation panels booked for 12 and 18 March. External consultant (Ofsted AI) will attend the panel; governor representatives invited. External validation taken place 12 & 18 March, further amendments to be actioned w/c 23.3.15 on evidence against judgments and QIPs. External consultant coaching teams.	Yellow
				<ul style="list-style-type: none"> <li>Introduce whole organisation quality cycle identifying key quality measures, interventions and monitoring processes through the year by March 15</li> </ul>	Interim Deputy	NCC draft cycle used as a guide to inform LAL's Community Learning focused Quality Cycle. Quality Cycle currently under second revision. Quality Cycle shared and implemented with CMs and ACms. 13.3.15.	Green
1.4	Ensure safeguarding procedures are consistently applied across	Action plan implemented and	Jun 15	<ul style="list-style-type: none"> <li>Review current policies and procedures for child</li> </ul>	Asst. Principal	E-Safety Policy has been agreed and Child Protection; Safeguarding Adults to	Yellow

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	the provision and in particular address the needs of all learners.	meets the needs of all learners		protection and vulnerable adults by Feb 15		<p>be endorsed 19.4.15.            These policies are being communicated electronically and via training (on-going March until July) mandatory for all staff. Safeguarding topics have been incorporated into the college CPD plan. These include radicalisation and extremism; child sexual exploitation; e-safety; information assurance.            External Prevent Co-coordinator for North West delivering mandatory training for all managers and identified teachers on June 22 and 23<sup>rd</sup>.            Further development will include honour based violence awareness training and FGM)            New post of Welfare and Safeguarding Officer included in the new structure.</p>	Yellow
				<ul style="list-style-type: none"> <li>Central collation of risk assessments on vulnerable learners by Apr 15</li> </ul>	Asst. Principal	Central record is now housed in learning support office at the Chorley site. Protected passwords are available to DSPs.	Yellow
				<ul style="list-style-type: none"> <li>Establish reporting structure for regular reports regarding safeguarding by Feb 15</li> </ul>	Asst. Principal	Head of Learning Support provides regular updates on safeguarding incidents to the AP Community Learning. This is a regular agenda item at weekly SMT meetings	Green

## 2 QUALITY OF TEACHING AND LEARNING:

- Improve the quality of teaching learning and assessment to ensure that all learners benefit from high standards of teaching and learning

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
2.1	Improve the quality of teaching, learning and assessment to ensure that all learners benefit from high standards of teaching and learning.	Improved rigour and accuracy of the observation of teaching and learning assessment to assure high quality of teaching, learning and assessment to identify and share good practice, and common aspects of weak practice will be improved.	Jun 15	Review and up-skill the core observation team by Jan 15	Interim Deputy	Team identified and training carried out by external trainer Jan 15.	Green
				Lesson observation process revised, shared and introduced which accurately identifies actions following lesson observation grades Feb 15.	Interim Deputy	Process introduced and in use. Lesson observations being carried out March to end April 2015. Increased focus on lesson observations together with CPD action plans and across the week CPD activity following Ofsted monitoring visit in March. All red book teaching posts (including leadership and management team) in the new structure will be appointed based upon a good/outstanding micro teach session as part of the interview process.	Yellow
				Performance Management Process are revised and aligns with FE & April 15	Interim Deputy Principal	LCC HR project Officer assigned to the college. 3 part time teachers staff progressed to Stage 1 of the performance management process as a result of a second lesson observation; of those 3 2 are no longer teaching at the college.	Yellow
				Introduce baseline performance for OTL Profile; 33% Outstanding, 64% Good. July 15	Interim Deputy	Increased rigour in lesson observations demonstrates lesson observation profile is poor: of those targeted lessons (SRIs and re-observations) from 2013/14 the grade profile is 29% Good 56% Requires Improvement. 118 lesson observation carried out to date and the profile is improving. Overall 77% good or better (65% good 12% outstanding); 21% requires improvement and 2% inadequate.	Yellow

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
				<p>Introduce whole organisation CPD with a focus on improving and sharing best practice in teaching learning and assessment by June 15</p>	Interim Deputy	<p>Fortnightly Interim DP's Quality Briefings across 3 sites include focus on outstanding teaching and learning.</p> <p>Cross curricular staff attended sharing practice day in use of VLE at Nelson &amp; Colne College.</p> <p>Functional Skills CM shared assessment practice with Foundation Learning Manager at Nelson &amp; Colne College.</p> <p>Joint partnership with NCC made to the Education and Training Foundation for a mathematics graduate. This post based at NCC will release experienced functional mathematics teachers to share best practice in teaching mathematics with LAL.</p> <p>NCC Improvement Practitioner for LDD Programmes visited the college to conduct a professional discussion on the focus and purpose of LDD delivery. As a result a series of best practice meetings and peer observations schedule and in place.</p> <p>'Wonderful Wednesdays' TL&amp;A professional development schedule for every Wednesday until July disseminated. First session on Wednesday 15 April.</p> <p>NCC ILT Co-ordinator to work with teaching staff to support introduction of ILT in lessons; this will form part of the 'Wonderful Wednesday' sessions.</p> <p>External trainer identified to work closely with the manager responsible for</p>	

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						delivering the CPD programme to support and mentor teaching staff. Commences 20/4/15. External trainer delivering sessions Tues-Wednesday throughout the day and into twilight session. Attendance at some of the sessions is disappointing which is now picked up and reported on at CMT.	
				Introduce external validation and moderation activities by March 15	Interim Deputy	All lessons are dual observed and moderated. The Quality Manager moderates completed lesson observations and overseen by FE Consultant.	
2.2	Improve the learner experience through the use of learning technologies	A range of learning technologies are in place and used to enhance learning and progress	June 15	Upgrade college's VLE platform	Interim Deputy	The VLE (Moodle) is now upgraded to version 2.8 NCCs VLE Lead is assisting curriculum teams with transition onto new site.  NCCs VLE Lead is delivering training sessions for all teaching staff as part of Wonderful Wednesday CPD sessions. First session planned for 22.4.15	
				Complete audit of current use of ILT and source new ILT resources to address Gaps.	Interim Deputy	Learning technologies project bid written for additional funding to secure new technologies. <i>Learning Technologies bid unsuccessful.</i> Following 'out of the box' teacher training event delivered by NCC ILT Co-ordinator a list of ILT resources is going through LCC procurement with BTLS. <i>However this can take up to 6 weeks for purchases to come through</i>	
2.3	Improve employer engagement in employability programmes to ensure meaningful work experience is available	Learners on employability programmes have access to identified	June 15	Work related learning opportunities identified through current employer training providers. April 15	Asst. Principal	Learning opportunities have been identified; further collation is required by April 18 <sup>th</sup>	

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		work experience opportunities.		Pathways and signposting process from employability programmes in place April 15.	Asst. Principal	Pathways task and finish group set to be complete by April 15 <sup>th</sup> .  Clearer signposting is now in place and collation of impact of this process; 133 referrals of those 57 have work placements (23%); 12 have moved directly into employment (11%); 40 have progressed to further training (30%). A total of 64% have positive work related progression.	
				All Learners on level 1 employability programmes undertake work experience and/or work related activities that is appropriate to their learning outcomes. May 15	Asst. Principal	Learners on level 1 Customer Care and Business Administration courses undertake either 2 days per week throughout the duration of their course. Further work to be carried out to secure work experience for learners on social care courses. Level 1 learners are now assisted to secure substantial work experience prior to starting level 2 employability courses.	
2.4	Ensure that initial assessment collects key information on learners' starting points and aspirations and all tutors are skilled in the setting and use of clear, challenging and achievable targets for learners on accredited and non-accredited courses	Initial assessment clearly identifies starting points, sets achievable targets which are monitored and learners achieve their personal learning goals.	Jun 15	All learners access and complete an initial assessment which informs ILPs in place by March 15	Asst. Principal	ACMs and CMs completed RARPA training. Minimum standards for RARPA disseminated to tutors and followed up in team meetings. Attendance at national RARPA/Ofsted event attended by curriculum managers; dissemination through CMT team and disseminated through CPD event	
				Evaluate RARPA process to ensure fit for purpose March 15.	Asst. Principal	Internal verification of ILPS against RARPA process complete in Feb 15. Minor revisions taken place and fed back to teams to implement. Follow up moderation activity on 5 May	
2.5	Develop learning activities to widen learners' perceptions of	Equality and diversity is	Mar 15	Establish service-wide E&D group by March 15	Asst. Principal	Group established and first meeting taken place. Initial staff training taken place but	



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	equality and diversity and celebrate differences.	positively identified and promoted within all curriculum areas.				further training identified.	
				Monitor and measure impact of E&D opportunities by Jun 15	Asst. Principal		
				Introduce learner voice activities to measure effectiveness of E&D activities in the curriculum by Jun 15	Asst. Principal	E & D specific questions included in learner voice week commencing 27 April-1 May. Results being collated.	
2.6	Ensure learners receive effective support to overcome any barriers to their progress and achievement.	Improved retention of Level 1 learners from 90.0% to 96%	Jul 15	Review process for identifying timely support of learners at risk by Jan 15	Asst. Principal	New process in place. Impact yet to be assessed. MIS and Learning Support manager have now got a suite of data reports that reflect Pro-achieve, the following reports identify learner in receipt of support; their achievement in comparison to those who don't engage. The team are working on capturing timeliness information.	
				Include specific LST/teacher training within CPD plan by Mar 15	Asst. Principal	CPD Plan contains under section 4 planned staff development July 2015.	
				Measure impact of in-class support by Jul 15	Asst. Principal	Data collection meeting taken place to identify specific data reports to measure impact of learning support; draft reports to be produced by 20 April. Draft reports suggest those in receipt of support are achieving at a better rate than those not receiving support.	

### 3 OUTCOMES:

- Ensure the rapid improvement of learner outcomes through close monitoring of progress and achievement.

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
3.1	<b>Address declining success on qualifications.</b>	All success rates above national average and declining trends reversed	Aug 15	Introduce regular curriculum performance review meetings to monitor retention and progress by Jan 15	Asst. Principal	Weekly retention reports agreed and actioned for w/c 19 Jan. Performance monitoring meetings identified on Quality Cycle, first meetings taken place. SRIs identified through QSR reports and current potential at risk. SRI meetings attended by APs, CMs and ACMs.	
	L2 teaching and learning	from 71.1% (2013-14) to 83% (Nat av. 81.3%)		Clarify reporting responsibilities against subjects by Jan 15		Reporting responsibilities confirmed and re-coding taken place to reflect changes.	
	L2 Cert Prep to Work in Adult Social Care	from 66.7% (2013-14) to 85% (provider group average 78.4%)		Improve accessibility to key sets data through development of MIS by Feb 15		Successful trial of 'patch' on ILR enables APs to view primary source data and share with CMs. New ILR software now procured and in place.	
	L2 Award in Counselling Concepts	from 75% (2013-14) to 88% (Nat av. 85.3%)				Weekly retention reports emailed to all CMs and APs. Staff training taken place followed up by regular monthly meeting with MIS manager for support.	
	L2 Award in Support Work in Schools	from 71.1% (2013-14) to 85% (Nat av. 81.3%)				Trial KPI Dashboard available to be shared with governors for first governor meeting.	
	GCSE Science	from 78.6% in 2013/14 to 82% (Nat Ave. 80.2%)					
	GCSE Mathematics	78.9% in 2013/14 to 83% (Nat Ave. 78.9%)					
	L1 Functional Skills English	from 67.4%% in 2013/13 to 71% (Nat Ave 65.9%)					

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
	L1 Functional Skills Maths	from 67.2% in 2013/14 to 73% (Provider Group Ave 67.6%)					
	L 2 Functional Skills Maths	from 63.8% in 2013/14 to 69% (Provider group Ave 67.5%)					
	Timely success on L2 H&Soc Care Apprenticeships	from 11.1% in 13/14 to 50% (Nat Avve 49.3%)					
	Timely success on L3 H&Soc Apprenticeships	from 64% to 65% (55% Nat Ave)					
3.2	Better support the acquisition of English and mathematics in occupational teaching by ensuring that learners understand their relevance and value.	Learners understand the relevance and application of English and mathematics to their vocational studies	Jul 15	Introduce whole organisation strategy for English and mathematics by April 15	Asst. Principal	Draft strategy produced, further revision being carried out. Due for completion by 19.4.15 Strategy approved for CMT and approval at SMT.	
				Staff development programme implemented on embedding of English and mathematics by May 15	Asst. Principal	Embedding English and mathematics training for all community learning teachers completed. Further training focused on English and mathematics teachers to improve practice. Training for ESOL and FS ICT teachers planned to be completed by end of May. Joint ETF Project proposal submitted to appoint a graduate in mathematics based at NCC in order to increase capacity of NCC mathematics practitioners to share practice across the two organisations.	
				Introduce learner voice activities	Asst. Principal	Revised learner voice process identified	

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				to measure learner understanding of the relevance of English and mathematics by Apr 15		and include English and mathematics questions.	

#### 4 DATA:

- Improve the use of data and feedback as an effective tool to manage and improve the provision and to provide frequent measures of learner achievements, and, in particular the wider impact of Community Learning.

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
4.1	Introduce accessible key data sets to manage and monitor the provision	Data is used effectively by senior and curriculum managers to monitor manage and improve provision.  Accessible data is used effectively by governors to monitor provision and hold senior managers to account.	June 15	Introduce new ILR software	Interim Deputy	Successful trial patch of software completed Jan 19. Procurement and introduction of pro-achieve software Feb. All CMs and ACMs complete initial training. MIS manage holds 1:1 MIS meetings with curriculum managers.	
				Complete a needs analysis identifying data and the purpose of collection by February 27	Interim Deputy	External education consultant appointed; needs analysis completed and report shared with SMT.	
				Identify data solution software and support managers in using data reports by May 15	Interim Deputy	Decision to procure EBS software. Tribal Solutions meeting arranged for 26 March to agree implementation plan.  External consultant identified to produce 'EBS type' data reports for managers using existing Terms until EBS is in place.  Case conference meeting held 13 April to with BTLS, Tribal, LAL MIS & Resources manager and external consultant to agree	

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						a timescale for implementation by July. BTLS Project Manager appointed - David Broughton. Estates & Resources Manager identified as the link person to bring different members of the project teams together and report to SMT on progress. Implementation timeline agreed; BTLS building the server to house the software, early indications are that the timescale will be tight.	
				Introduce KPI Data scorecard for use by Governors	Interim Deputy	Draft data scorecard distributed to Governors for comment and approval at first governor meeting 12 March.  Data Dashboard – Key Objectives and their associated headline KPIs for future reporting and monitoring to be agreed at Governor Away Day April 20	
4.2	Ensure the comprehensive collection of data	Data is collected effectively monitor manage and improve the provision	June 15	Exit interviews systematically completed as part of summative assessment on programmes by Mar 15	Asst. Principal	Exit interview survey created and set up on web based survey tool ready for use. Initial reports scheduled for March. Staff training completed Feb 15. Report presented to CMT 6.5.15.	
				Follow up destination surveys to be rolled out across all programmes and to be completed to measure sustainability of positive destinations by Mar 15	Asst. Principal	Revised post-learning destination survey created and set up on web based survey tool ready for use. Initial reports scheduled for March. Revised ILP to capture destination in place. Revised sub-contracting information to capture impact on local communities in place. Revised course planning pro-form to capture impact on community learning in place.	

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
				Identify priority groups for external survey and agree survey tool with external company by Mar 15.	Asst. Principal	Learner survey group details sent via CVS file to J2 Profit. Survey completed Initial report due March10. Headline report received 30.4.15.	
				Business Planning Process in place that reflects strategic planning of the curriculum offer and meets the needs of the community	Interim Deputy	Business Planning Template shared with senior management team and external Finance Consultant.  Business Planning Process begins w/c with emphasis on Public Programmes in order to meet deadlines for Marketing. Planning of wider curriculum offer to commence following Governor Away Day April 20 <sup>th</sup> . Business Planning process underway with curriculum managers. Deadline for first draft 14 May.	
4.3	Monitor and evaluate learner achievement against the wider impact of community learning	Data is used effectively evaluate the provision to ensure the offer meets the needs of learners and accurately assesses the impact of the provision on the community.	July 15	Develop Community Impact Measuring Tool to match LEAFEA Impact measure by March	Asst. Principal	1 <sup>st</sup> Draft Impact Measures completed Feb. A review of the impact measures has been undertaken and simplified to focus on positive destinations which are collated through exit interviews and the post exit survey via J2 Profit.	
				Impact measured against community learning objectives by Jun 15.	Asst. Principal		

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<b>5 The Further Education Commissioner: Recommendations for action</b>							
5.1	Lancashire Adult Learning Service restricts it's activities to Adult and Community learning	Adult and Community Learning is the core purpose of the Lancashire Adult learning Service activities	August 15	Develop the vision and strategic direction of the Service. May 15	Governors	First meeting of Governors arranged for 12 March at which will be agreed a Board 'visioning away day'. Governor away day planned for 20 April. External consultant booked to facilitate the day.	
				Communicate the vision and values with key stakeholders. June 15	Governors		
				Develop the curriculum offer to reflect the community learning objectives within New Challenges New Chances June 15	Interim Deputy	Governor Away Day (20 April) will focus on identifying vision and strategic objectives against the community learning objectives set against the Lancashire Profile.	
				Identify current skills programmes that can be delivered as part of the meet the needs of the community learning offer	Asst. Principal	Business Planning process underway with curriculum managers. The plans are based up key documents set including SOA reports for 12 districts, CYP Outcome Profile for Lancashire; health Profiles for Lancashire. Deadline for first draft 14 May.	
				Complete costing exercise to ensure offer can be delivered within the community learning grant	Interim Deputy	This activity will be carried out post first draft of business plan – MIS manager and Finance consultant.	

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				LAL and LCC to confirm with the to the SFA that the college will no longer be delivering ASB funded provision in September 2015. April 15	Interim Principal & Assistant Chief Executive	Letter of confirmation sent	
5.2	The SFA to consider more appropriate ways of delivering the skills programmes currently being offered through the Lancashire Adult Learning Service by using colleges and providers with greater experience and success in the delivery of this provision	Lancashire Adult Learning Service skills' provision is successfully devolved to continue the skills offer in Lancashire	July 15	Identify the programmes and learners whose planned learning programmes are set beyond July. March 15	Asst. Principal	Spreadsheet populated which identifies learners proposed end dates up and beyond July 15 and forwarded t SFA 8.4.15  Further work required to identify learners who are full fee paying and whose planned end dates are beyond July 15.	
				Identify providers in the region who are best placed to support existing learners to ensure they achieve.	SFA		
				Communicate to pre-start learners their options with other providers	SFA	Draft letter agreed by SFA and sent ot employers, their learners 10.4.15. Letter sent by SFA to employers w/c 13.4.15.  Pre-start learners signposted to other providers according to their location and programme by IAG team. w/c 13.4.15	
				Develop new and extend existing partnerships across the County to meet the needs of ACL learners	Asst. Principal	Draft Business Planning Pro-forma distributed to management team to build in planned activity for scrutiny in 15/16 against CYP Outcomes, SOAs and Lancashire Health Profiles; Draft Governor Dashboard to be distributed at Governor Away day identifies Potential KPIs against CYP Outcomes, SOAs and Lancashire Health profiles.	



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5.3	Governance arrangements for the Service to involved both council and non-council representatives to determine the strategy for the service and provides suitable monitoring and challenge for the executive involve	Effective Governance arrangements are in place which determines the strategy for the service and provides monitoring and challenge.	April 15	See milestone 1 under 5.1	Governors	First meeting of Governors arranged for 12 March at which will be agreed a Board 'visioning away day'.	
				See milestone 5 under 1.2	Governors		
				See milestone 4 under 4.1	Interim Deputy	Draft data scorecard distributed to Governors for comment and approval at first governor meeting 12 March. Revisions with a focus on TL&A to be presented to Board 15.5.15	
5.4	The council ensures that there is sufficient management time and an appropriate structure to deliver a high quality Adult and Community Service	An effective structure is in place that delivers a high quality service	July 15	See milestone 4 under 1.1	Governors		
				Ensure all establishment teachers are fully utilised against contract. October 2015	Interim Deputy Principal	Restructure proposals include establishment teachers and managers with identified contractual teaching requirements.  New data management system procurement underway which will have a timetabling module in order to calculate planned utilisation against contracts.	
				See milestone 5 under 1.1	Governors		

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5.5	Ensure post inspection action plan aligns with the weaknesses identified by Ofsted and contains clear responsibilities, actions, milestones and monitoring arrangements.	The PIAP is fit for purpose and contains measurable milestones, actions and outcomes		<i>See action plan</i>			
5.6	The FE Commissioner undertakes a monitoring visit at the end of the summer term to review progress	The FE Commissioner completes a review of the service's progress.	End July 15		SFA	Preparations in hand	