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**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES  
COMMITTEE ON 24 NOVEMBER 2021**

**SUBJECT: PERFORMANCE REPORT (EDUCATION RESOURCES AND  
COMMUNITIES) – PERIOD TO SEPTEMBER 2021**

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND  
ORGANISATIONAL DEVELOPMENT)**

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of the performance of the service for the period to 30 September 2021.
- 1.2 This report is submitted to the Committee in terms of section III (D) (1) of the Council's Scheme of Administration in relation to the functions of the Council as an Education Authority.

**2. RECOMMENDATION**

**2.1 It is recommended that Committee:**

- i) scrutinises performance in the areas of Service Planning, Service Performance and other related data to the end of September 2021; and**
- ii) notes the actions being taken to improve performance where required.**

**3. BACKGROUND**

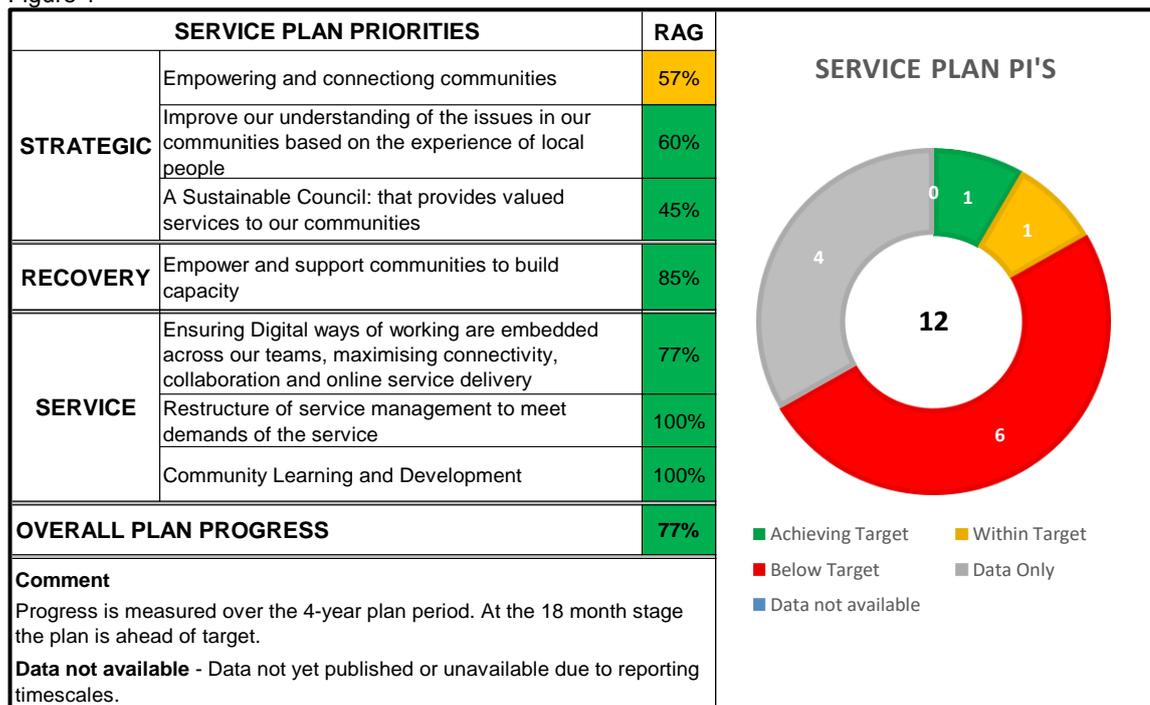
- 3.1 On 7 August 2019, the Council, approved a revised Performance Management Framework for services (para 5 of the minute refers).

**4. SERVICE PLANNING**

- 4.1 Each service plan sets out the planned strategic and service level priorities and outcomes it intends to deliver in the coming year aligning closely with financial planning, corporate and community planning partnership strategic priorities. This report provides an interim update on progress on the service plan, key outcomes and performance indicators. Committee is invited to review progress to secure assurance that is satisfactory and to provide scrutiny and further direction where performance requires attention.

- 4.2 The narrative included is by exception, however links to backing tables for all [Service Plan Actions](#) and [Performance Indicators](#) are provided.

Figure 1



### Strategic Outcomes - successes

- 4.3 The leisure services review has made good progress and is ahead of target. As COVID restrictions have lifted facilities began to open allowing an acceleration of progress for the implementation plan. Outdoor education officers have provided training to youth workers previously not possible. Similar opportunities were offered to schools but as yet there has been no uptake. A Sports and Leisure strategic group has been established in collaboration with partners to progress leisure services business plans across Moray. The group's main focus will be to promote and develop health & wellbeing and community/customer engagement. Once legal matters are finalised the service level agreement between Moray Council and Moray Leisure Centre will be complete. Levels of attendance at swimming pools and indoor sports and Leisure facilities have shown notable increases and are already significantly higher than those for the entire 2020/21 year. (Action STRAT ERC 3.2, PI's SCC1, SCC2)
- 4.4 Reviewing the approach of Additional Support Needs (ASN) provision has progressed well with the business case being approved at committee on 11 August 2021. The IMP Project Manager (Education) has been appointed and as part of their remit, will support the programme as it develops. Next stages will involve establishing a governance structure and stakeholder groups for the duration of the plan and recruitment of staff into additional posts. Milestone achievements will be considered as the implementation plan moves into years three and four. These will allow progress to be measured more effectively. (Action STRAT ERC 3.3)

### **Strategic Outcomes – challenges and actions to support**

- 4.5 Enhancing community participation in service delivery did not complete by 31 March 2021 as planned. The completion date was in hindsight ambitious with the period of restrictions due to the COVID pandemic having a serious detrimental effect on the progress of Community Asset Transfers (CAT's). There are a number of CAT's and CAT leases ongoing currently at different stages of the process. In the first half of 2021/22 eight prospective transfers/leases have been approved but are yet to complete. After a period of deferment, the transfer of Buckie Fisherman's Hall has progressed and the consultation process has now completed. Once the response to feedback has been undertaken this CAT will move to the final stage of formal transfer. (Action STRAT ERC 1.1, PI ERC002).
- 4.6 Works on participatory budgeting projects has been positive with good community engagement but the financial value of these projects means there is limited progress towards meeting the 1% of council budget target. Progress was significantly hampered by the COVID pandemic whereby most of the planned work was cancelled. Services have been encouraged to identify potential spends that lend themselves to a PB approach, however, lead in times can limit some options where funding is time limited. The CONSUL site is now fully operational and was used during the participatory budgeting process with the Rothies Play-park development. This process has now completed with a finalised design being approved. Work continues on further play-park developments with the intention of using the CONSUL site to both promote the projects and manage voting on the final proposals. (Action STRAT ERC 1.2, PI FS214)
- 4.7 The completion timeline for two strategic actions have been extended to September 2022 to allow sufficient time for meaningful engagement as Covid restrictions ease. Engaging with the public on the future of council services will progress through a refresh of Community Engagement Strategy as well as development of community action plans in two areas. (Actions STRAT ERC 2.1 & 2.2, PI ERC003).
- 4.8 The percentage of schools rated B or better remains unchanged at 45.3%, below the target set at 50.9%. Improvement in condition is a long-term aim and the target has been set to allow progressive annual improvement. Tackling affordability and standard of schools progresses through Findrassie Primary School Project which has outline business case approval and the Learning Estate Programme where updated school roll forecasting will be used to support recommendations. Latest national data shows that 90% of Scottish schools are rated B or better for condition. (STRAT3.1, PI EdS100).
- 4.9 Active-Schools participant sessions were suspended from March 2020 but are anticipated to commence as restrictions ease. (SDA001)

### **Service Level Outcomes - successes**

- 4.10 Improvement of planned libraries digital offerings completed with the transfer of eResource services to the new supplier in April. Digital Bookbug sessions were provided during lock down and recovery periods, support offered to those receiving Connecting Scotland devices and digital help hubs in Buckie and Elgin were restarted.

- 4.11 The review of third tier management arrangements completed ahead of the October target date. A new service manager for Sport and Culture services was appointed taking up post in quarter 2. (Action SERV ERC 2.1).
- 4.12 The Community Learning & Development (CLD) Plan (2021-24) was approved by the Community Planning Board and published on 31 August. (Action SERV ERC 3.1).

**Service Level Outcomes – challenges and actions to support**

- 4.13 The review of school business admin has made slow progress during the first half of 2021/22. The commencement of phase 2 of the project was delayed until August 2021 due to ongoing staff capacity challenges during the COVID period. The service is now working towards a completion target date of March 2022 as approved by the Transforming Learning Board. (Action SERVICE ERC 1.1)

**Recovery and Renewal Actions**

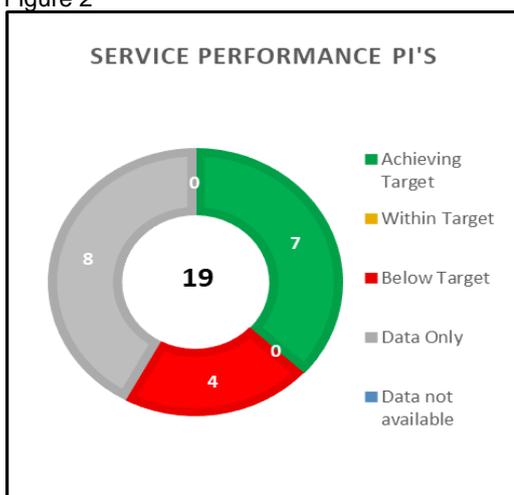
- 4.14 Development of community resilience plans remains on target to complete by 31 December 2021. Initial plans have been completed by Findhorn and work is ongoing in Keith, Garmouth and Speyside. Community Council elections were the priority during the second quarter of the period, as a consequence little time was afforded to the further development of community resilience plans. An inauguration process is in place for the new community councils and that will include an input on their role in producing resilience plans over the lifetime of the new Partnership Community Learning and Development (CLD) Strategy. (Action COVID ERC 1.1)

**5. SERVICE PERFORMANCE**

- 5.1 In line with the Performance Management Framework, operational performance is reviewed quarterly by departmental management. Areas performing well and/or areas subject to a decreasing trend or where benchmarking results show performance significantly below comparators will be reported to this committee for member scrutiny.
- 5.2 Initial publication of Local Government Benchmarking Framework Indicators in February 2021 will be refreshed in early May. The full suite can be viewed using the [My Local Council](#) tool.

- 5.3 Report is by exception, however links to backing tables for all [Service Performance Indicators](#) is provided.

Figure 2



#### **Operational Indicators - successes**

- 5.4 The percentage of schools that are rated B or better for suitability remains at the same level as 2019/20 (98.1%) exceeding the target of 95% and above the national average of 87%. (PI EdS101)
- 5.5 Leisure services attendance targets have been adjusted to compensate for COVID restrictions with two of three indicators exceeding anticipated attendance levels and further improvement expected in quarters 3 and 4, providing no further restrictions to opening are imposed. (PI's EdS407.1, EdS407.2)
- 5.6 The number attending holiday and term-time sports coaching sessions at 2,083 is significantly above target due to funding secured for the summer programme enabling enhanced provision. (PI EdS006.2).

#### **Operational Indicators – challenges and actions to support**

- 5.7 There has been a significant drop-off in the numbers attending coach education and training courses as COVID restrictions forced virtual delivery. In the later part of 2021/22, it is hoped to return to traditional methods of delivery. (PI EdS006.4).
- 5.8 Attendances at Community Centre leisure facilities is beginning to increase, albeit not achieving target with some centres still offering a limited provision. It is predicted that attendances will increase further in the remaining quarters. (PI EdS407.5).
- 5.9 As at September 2021, 7.4% of the population borrowed from the libraries, below target (18%). As recovery continues, awareness increases and confidence grows, results are expected to improve. (PI EdS511.2).
- 5.10 One Data Protection request was answered out with target timescales due to school closures over the summer holiday period. (PI CE037).

## **6. OTHER PERFORMANCE RELATED DATA**

### **Complaints & MP/MSP Enquiries**

- 6.1 In line with the Performance Management Framework, complaints are reviewed quarterly by departmental management in terms of time taken to respond, outcome and learning points. Links to backing tables for all [Service Complaints](#) is provided.
- 6.2 A total of 10 complaints were received during the first half of 2021/22 with nine complaints closed. Of those, five were at frontline stage (56%), one being upheld, two not upheld and two closed as a result of a resolution being agreed. The average time to resolve frontline complaints achieved target of 5 working days.
- 6.3 Four investigative complaints were closed in the same period, one complaint was partially upheld and the remaining three were not upheld. One of the four closed complaints was resolved within the target 20-day timescale.
- 6.4 Of the nine complaints resolved seven were regarding processes/procedures at leisure facilities but were differing in nature, corrective actions and learning points were applied to each complaint. Three of these complaints were upheld and one was partially upheld. Changes in practice as a result of upheld complaints have been communicated to managers across all relevant facilities.
- 6.5 Eight MP/MSP enquiries were received during the first half of 2021/22. All enquiries were resolved.

### **Other Performance (not included within Service Plan)**

- 6.6 No information to report.

### **Case Studies**

- 6.7 No information to report.

### **Consultation and Engagement**

- 6.8 No information to report.

## **7. SUMMARY OF IMPLICATIONS**

### **(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in both the Corporate Plan and the LOIP.

### **(b) Policy and Legal**

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

**(c) Financial implications**

None.

**(d) Risk Implications**

None.

**(e) Staffing Implications**

None.

**(f) Property**

None.

**(g) Equalities/Socio Economic Impact**

An Equality Impact Assessment is not required as this report is to inform the Committee on performance.

**(h) Consultations**

The Head of Education Resources & Communities, Deputy Chief Executive (Education, Communities & Organisational Development), Service Managers, Legal Services, the Equal Opportunities Officer, and Tracey Sutherland, Committee Services Officer have been consulted with any comments received incorporated into this report.

**8. CONCLUSION**

**8.1 By 30 September 2021, the Service Plan is 77% complete with most actions progressing well. Two actions subject to slippage are as a consequence of the COVID pandemic, as restrictions ease, it is hoped that progress against these can progress at pace.**

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Background Papers: Held by Author  
Ref: SPMAN-1315769894-184