EDUCATION SERVICE PLAN

1. Service Definition:	Delivering Education across Early Learning and Childcare, Primary, Secondary Education and support and challenge via a small central team of Officers
2. Service Resources:	Service Resources: 939 fte teaching staff; 557.4 fte local government employees; Total 1496.4 FTE Budget: DSM; Revenue Central Budget Early Years, Education and ASN (£101m – OOA £3.5m)

3. What have we identified for improvement in 2024/25	**What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.**
Focus on equity and improving outcomes for all	
Further progress the ASN review with focus on learners	Attainment data including LGBF measures, Insight for Senior Phase and Achievement of Curriculum for Excellence data
Develop curriculum – senior phase offer, project based learning, early years progressions and tracking	Attendance data Exclusion data Stretch aims for Scottish Attainment Challenge
Continued focus on learning, teaching and assessment	HMIe and Care Inspectorate inspection results Self-evaluation profiles
Focus on leadership of change	Risk matrix for school improvement ICEA report and various Education reform reviews Moray Quality Improvement Framework visit re
Further improve approaches to support and challenge	

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4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold)
(L) Building a better future for our children & young people. (CP) Tackle Poverty and Inequality	Early intervention addressing whole family well-being to ensure than children can reach their full potential	Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures	Literacy and numeracy attainment gap (P1, P4 and P7 combined – percentage point gap between the least and most deprived pupils (LGBF CHN14a / CHN14b) (Corp. Plan)	June 2025	SMcL	1
			Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy and numeracy (LGBF CHN13a / CHN13b) (Corp Plan / Core Stretch Aim)	June 2025	SMcL	1

(L) Building a better future for our children & young people. (CP) Tackle Poverty and Inequality	Getting it right for every child so that we continue to improve attainment for all	Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures	Percentage of school leavers gaining 5+ awards at levels 5 and 6 (LGBF CHN6 / CHN7) (Corp Plan)	Feb 2025	SMcL	1
			Leavers achieving 1+ @ SCQF Level 5 / Level 6 (Core Stretch Aim)	Feb 2025	SMcl	1
			Overall average total tariff (LGBF CHN12a) (Corp Plan)	Feb 2025	SMcL	1
			Percentage of pupils entering positive destinations (LGBF CHN11) (ASN leavers / LAC leavers) (Corp Plan)	Feb 2025	SMcL	1
			Annual Participation Measure (Core Stretch Aim)	Feb 2025	SMcL	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Equity and improving outcomes for all	Through renewed focus on the Scottish Attainment Challenge Logic Model with specific regard to outcomes at school/community and regional levels,	Continue to accelerate progress towards core outcomes and Stretch Aims with focus on: leadership, professional learning, collaboration, data and evidence, culture and ethos, learning and teaching, readiness to learn and engagement	Meet stretch aims Increased attendance Reduced exclusions	June 2025	SMcL	1
	Further develop Supporting all Learners strategy to incorporate ASN review	Strategy rolled out and adopted as reference for all establishments	QI 3.2 ratings in inspection or self-evaluation increase	June 2025	SC	2
Reviewing Additional Support Needs	Continue to progress areas within ASN review	Better meet the needs of learners with ASN Flexible provisions set up and evaluated	QI 3.1 ratings ASN forecast tool Increased attendance for those on part-time timetables	June 2025	DD/CF/JS	1

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	Roll out staged intervention training model	Further upskill staff to support learners with a range of needs	Feedback from training QA visit feedback Review of no named discussion consultations QI3.1 ratings	June 2025	JS/DD/CF	1
	Continue to focus on attendance including those on part-time timetables	Increase attendance, participation and engagement in learning for all Review attendance policy and guidance	Attendance improved for those on parttime timetables Stretch aim met	June 2025	SMcL/JS/CF	1
	Reduce Exclusions through well planned partnership interventions and approaches	Reduction in exclusions particularly for care experiences children and young people		June 2025	LS	1
	Expand information sharing work with Health colleagues	Greater knowledge of children coming in to ELC's needs	ASN forecast tool	June 2025	HS/DD	2
Curriculum	Further develop the curriculum in the BGE and Senior Phase taking account of the national review and international research including project based learning	Improved curriculum offer in line with national advice	School visit evaluations	June 2025	SMcL	2
	Further develop curriculum offer in senior phase including consortia arrangements	Increase in subjects, courses and accreditation	Tarriff points as above	June 2025	SMcL	1

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Learning, Teaching and Assessment	Build on early work with Power up your Pedagogy to improve consistency in high quality learning and teaching experiences for all	Improve quality of learning, teaching and assessment	QI 2.3 evaluations	June 2025	SMcL/HS	1
	Ensure pace, challenge and differentiation is improved to improve learner progression with greater focus on future pathways	Improve quality of learning, teaching and assessment	QI 2.3 evaluations	June 2025	SMcL/HS	1
	Continue to develop approaches to assessment and moderation to improve outcomes for learners	Improve quality of learning, teaching and assessment	QI 2.3 evaluations	June 2025	SMcL/HS	1
	Continue to support and improve approaches to data literacy for all staff to identify and address achievement gaps	Improved ownership of pupil progress across the system	QI 2.3 evaluations	June 2025	SMcL/HS	1
Leadership and Empowerment	Ensure all establishments have a shared vision and values of whole school community, aspirational and relevant, underpinning the life and work of the school and Curriculum	Ensure all establishments have clear vision and values linked with curriculum rationale	VVA statements Curriculum rationales	June 2025	SMcL/HS	2
	Strengthening leadership and empowerment at all levels	Improve leadership	QI 1.3 evaluations	June 2025	SMcL/HS	2
	Improve self-evaluation for improvement at all levels to guide change and improvement	Improved self-evaluation profiles leading to change	SE profiles	June 2025	SMcL/HS	2

	Increase opportunities to lead learning by staff and pupils	Improve leadership of learning	SIF evaluative statements	June 2025	SMcL/HS	2
Support and Challenge Improvement	Further review of our Moray Quality Improvement Framework (MQIF), with development of Family Improvement Groups across our schools in order to strengthen peer support and challenge of school improvement, networking and sharing of resources and good practice	Improve support and challenge across system	Inspection reports SE profile gradings	June 2025	SMcL	2
	Further review approaches to data for improvement including information management systems, approaches and data interrogation, building on good practice gathered through Association of Directors of Education (ADES) Performance and Improvement Networks, Scottish Attainment Challenge leads meetings and wider good practice gathered from looking outwards	Greater ownership of improving outcomes for all	SIF reports from inspection with evidence to support staff taking greater ownership of data School visit evaluations	June 2025	SMcL	2
Health and Wellbeing	Ensure revised operational implementation of absence management procedures are applied by managers	Absence is managed effectively and levels of absence are reduced efficiently and timeously	Reduction in number of days absence per employee	March 2025	HoS	2