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**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES  
COMMITTEE ON 28 NOVEMBER 2023**

**SUBJECT: PERFORMANCE REPORT (EDUCATION) – PERIOD TO  
SEPTEMBER 2023**

**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 2023.
- 1.2 This report is submitted to the Committee in terms of section III (A) (4) of the Council's Scheme of Administration in relation to monitoring performance in accordance with the Council's Performance Management Framework.

**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 2023; and**
- (ii) **notes the actions being taken to improve performance where required.**

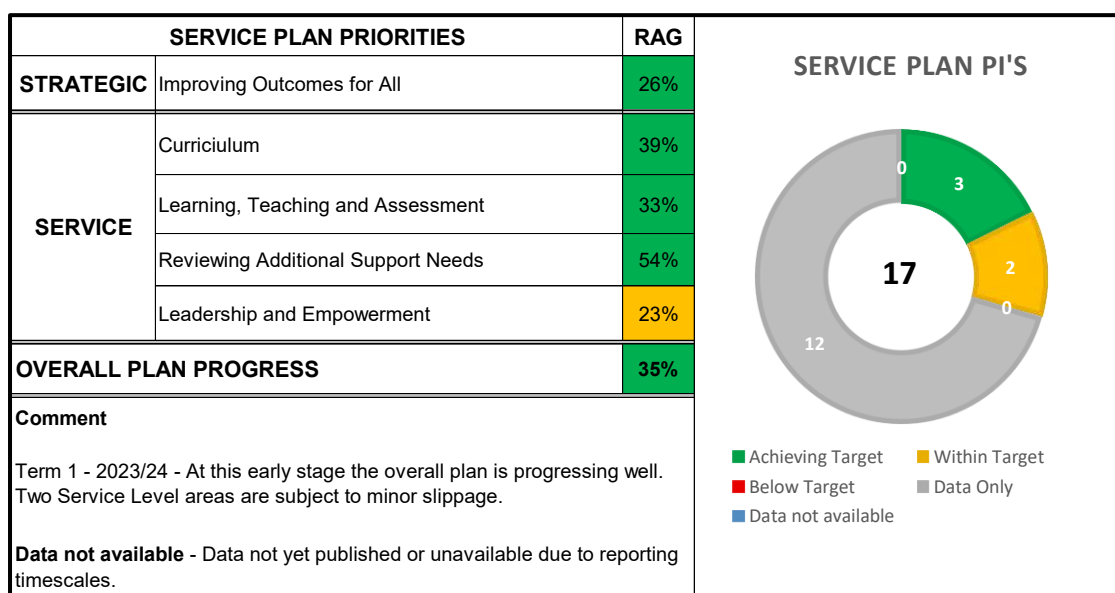
**3. BACKGROUND**

- 3.1 On 7 August 2019 the Council approved a revised Performance Management Framework (PMF) 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, links to Service Plan Actions and Performance Indicators can be accessed within the Background Papers section of this report.
- 4.3 Unlike other services Service Plans the Education plan is reported by School Term as an alternative to quarters. Strategic and Service Level progress within this report reflects progress made during Term 1 (August – September) of the current school year.
- 4.4 As a result of a Collaborative Improvement visit a review of Education priorities was undertaken, the result of which identified key priorities as detailed within the Education National Improvement Framework Report and Plan submitted to this committee on 19 September 2023 (Para 10 of minute refers).
- 4.5 It is noted that the management of Additional Support Needs (ASN) services has temporarily transferred to the Education service and this will be reflected fully in future reporting, however for this period, for technical reasons, tracking tables and plans in hyperlinks remain within the Education Resources and Communities backing documents and tables. However progress narrative on the ASN review work is reported in the Education performance report below.



### Strategic Outcomes - successes

- 4.6 Work to develop widened curriculum approaches and broader delivery models has progressed well during term 1. A termly overview of subject groups is in place supported by Deputy Headteachers and subject group chairpersons. Term 1 meetings focussed on Senior Phase. Term 2 will focus on work around Broad General Education (BGE) and content adjustments to Senior Phase assessment/Course. (Action EDU 2023-24 CUR 1.14)

- 4.7 The development of moderation practice based on intelligence data, Achievement of Curriculum for Excellence Levels (ACEL) findings, national and wider assessments has made good progress during term 1. From the May 2023 'Pan-authority' moderation sessions with Associated School Groups (ASGs) further meetings have been arranged to drive this action forward. In terms 2 and 4 time has been allocated within inset days to focus on moderation and targeted ASG action plans. (Action EDU 2023-24 LTA 1.7)
- 4.8 Using a draft identification framework, the assessment of Additional Support Needs (ASN) across Moray is ongoing. During June 2023 a pilot moderation process was undertaken to establish a needs baseline. Work continued during term 1 across Early Years and school settings and is due to complete within term 2. ASN practices used in other Local Authorities were explored to gain an understanding of models of good practice. The dedicated ASN Quality Improvement officer attends regular Association of Directors of Education Scotland (ADES) ASN network meetings working in partnership at a national and local government level to inform and influence policy decision making. On a practice-based level the Education Support Officer (ESO) attended a Pupil Support Assistant (PSA) training workshop, the knowledge gained will be cascaded to PSA's throughout Moray. (Actions EDU 2023-24 ASN 1.1 & EDU 2023-24 ASN 1.2)

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

- 4.9 Progress to explore and extend learner pathways for pupils to advance through the BGE and onto Senior Phase has been limited during term 1. It is anticipated that once improvement group meetings dates are agreed, and meetings take place, progress will accelerate. (Action EDU 2023-24 CUR 1.9)
- 4.10 Work to review the existing BGE curriculum content and approaches is at an early stage. An outline plan has been developed and is tabled for discussion at the beginning of term 2. (Action EDU 2023-24 CUR 1.12)
- 4.11 Undertaking ASN 'Visioning' exercises to road map a new provision and delivery model is subject to slippage against an anticipated due date of December. An initial 'Visioning' exercise took place with officers, following on from which a further exercise was organised for Headteachers with enhanced provision, nursery managers and the learning estate team, supported by Education Scotland. (Action EDU 2023-24 ASN 1.10)
- 4.12 In terms of planned actions for ASN review work (please see tables in the Performance Report Education Resources and Communities report also reported to ECLS Committee on 28 November 2023): Resource allocation, location and staffing structure have not been agreed by the planned date of end of August. This work will be informed by the moderation process above which will provide a more complete understanding of levels and type of need in Moray schools to inform consideration of a new approach for resource allocation and the structure of ASN support systems. It is planned to have a model identified to take forward the planned Resource Allocation action by early 2024.

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

- 4.13 The convening of the Moray Curriculum Strategy and the Moray Improvement groups took place during term 1. Reporting structures are in place and future meetings of both groups have been scheduled for terms 2 to 4. (Action EDU 2023-24 CUR 1.2 & Action EDU 2023-24 CUR 1.3)
- 4.14 The action to invest in a key 'Back to Basics' core reference text completed during term 1 as anticipated. Teachers were provided with books prior to the summer term and new staff and newly qualified teachers in August. All schools have created either collegiate sessions as part of working time agreement or created professional learning communities. A few Headteachers shared their approaches with the system and progress will be monitored during term 2. (Action EDU 2023-24 LTA 1.4)
- 4.15 With support from His Majesty's Inspectorate Education (HMIE) and Education Scotland, planning and co-delivery of professional learning activities and development sessions were secured, allowing this action to complete as scheduled. The 'Vision' session attended facilitated input at a strategic meeting and will provide ongoing advice and guidance with a focus on ASN. (Action EDU 2023-24 ASN 1.3)
- 4.16 Agreement was reached on refocussing Strategic Education meetings around Inclusion and supporting all learners in meeting their needs, completing this action as scheduled. The first strategic meeting included a session on inclusion in Scotland/Moray, Getting it Right For Every Child (GIRFEC) principles and values, the four pillars of inclusion and two sessions to identify core universal training offer as well as the vision for ASN service moving forward. (Action EDU 2023-24 ASN 1.4)

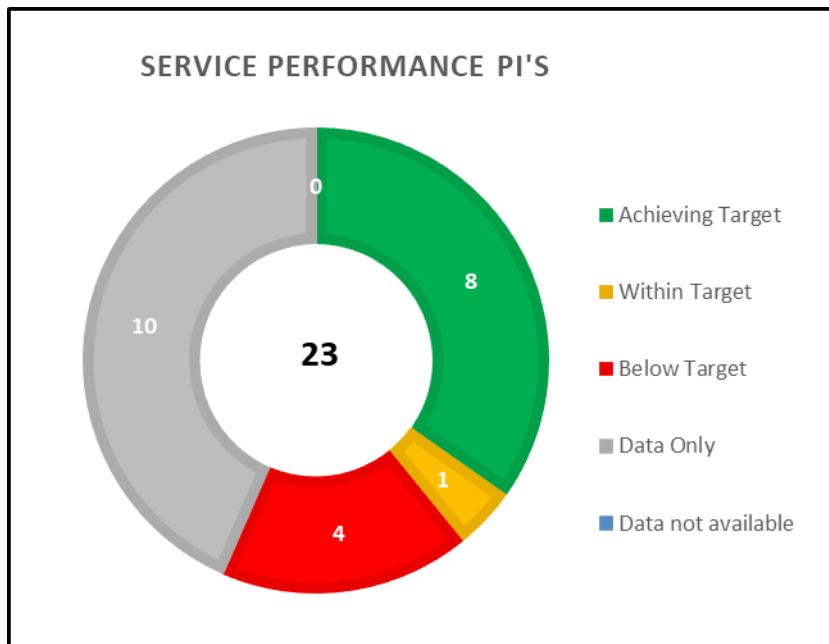
### **Service Level Outcomes – challenges and actions to support**

- 4.17 Initial public engagement session in relation to the development of an alternative curriculum and strategic commissioning framework for children and young people in mainstream schooling who may need alternative support was held in Elgin Town Hall during term 1. The procurement process is moving forward at speed to achieve the due date December of 2023. (Actions EDU 2023-24 ASN 1.5).
- 4.18 Review of ASN to establish scale and level of need within Moray is subject to slippage ahead of November 2023 completion date. The moderation process is underway with identified Early Learning and school settings. Once complete the process will provide a baseline and inform future resource allocation. (EDU 2023-24 ASN 1.6)

## **5. SERVICE PERFORMANCE**

- 5.1 In line with the PMF, 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. Regular attainment reports are presented at Committee as and when local and national data is available.

- 5.2 The narrative included is by exception, links to Service Performance Indicators can be accessed within the Background Papers section of this report.



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

- 5.3 Nothing to report. Benchmarking indicators were incorporated in 2022-23 quarter 4 report with updates not due until December 2023.

#### **Operational Indicators - challenges**

- 5.4 Nothing to report. Benchmarking indicators were incorporated in 2022-23 quarter 4 report with updates not due until December 2023.

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

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

- 6.1 In line with the PMF, complaints are reviewed quarterly by departmental management in terms of time taken to respond, outcome and learning points. Detailed tables can be accessed within the Background Papers section of this report.
- 6.2 A total of 43 complaints were received during the first half of 2023/24, with 31 complaints closed during the period. Of those, 17 were dealt with at frontline stage (55%), with 3 being upheld or part upheld and 14 not upheld. The average time to resolve frontline complaints was 7 working days, an improvement on the same period last year (11 days), however remaining above the 5 working day target. Ten of the 17 (59%) frontline complaints were responded to within that 5 working day target.

- 6.3 Due to their complexity, a number of complaints require further investigation in order to achieve a resolution. A total of 14 investigative complaints were closed in the first half of 2023/24, with 5 complaints either upheld or partially upheld and 9 not upheld. The average time taken to resolve investigative complaints was 24 days, an improvement on the same period last year (35 days), although still above the 20 working day target. 4 complaints were resolved within the 20-day timescale, and of the 10 not resolved within timescale, 9 were granted an extension.
- 6.4 Complaints range across nursery, primary and secondary settings and of the 8 complaints upheld or part upheld related mainly to process/procedure and poor communication - appropriate reinforcement actions were taken.
- 6.5 A total of 25 MP/MSP enquiries were received during the first half of 2023/24, well up on the 10 received in the first half of 2022/23. All enquiries were resolved.

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

- 6.6 The annual National Improvement Framework Plan return was submitted to the Scottish Government as required in September 2023 and reported to the last meeting of this committee on 19 September 2023 (item 8 of the agenda refers). The return reported on the successes and challenges through 2022-23.

**Consultation and Engagement**

- 6.7 Nothing 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 (Chief Education Officer), Depute Chief Executive (Education, Communities & Organisational Development), Service Managers, Legal Services, the Equal Opportunities Officer, and Caroline O'Connor, Committee Services Officer have been consulted with any comments received incorporated into this report.

**8. CONCLUSION**

- 8.1 As at September 2023, overall progress against the service plan for 2023/24 was 35% complete. Three Strategic Actions are subject to some slippage but have time to make up ground ahead of completion dates. Five Service Level Actions completed during term 1 as anticipated. With exception of Leadership and Empowerment all other Service Level areas are ahead of target at this early stage of the plan.**

Author of Report: Neil Stables, Research & Information Officers

Background Papers: [Service Plan Actions](#)  
[Service Plan Performance Indicators](#)  
[Service Performance Indicators](#)  
[Service Complaints](#)

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