

1. Service Definition:	EDUCATION RESOURCES & COMMUNITIES A. Services supporting children & young people with additional support needs, their families and the educational settings they attend: Educational Psychology, SEBN team, ASN Education Support Officers, Sensory Education Service, English as an Additional Language, Autism Service B. Instrumental Instruction Service C. Business Support services for schools (including school administration) and central Education and Children's service D. Sport & Leisure service, including Active Schools and Community Sports programmes E. Community Learning & Development functions, including the Community Support Unit and Youth Work F. Library services, including Records Management and Information Services. G. Learning Estate Team
2. Service Resources:	Revenue Budget : £25,786,743 Capital Budget: £109,000 FTE: 274.36

What have we identified for improvement in 2020/21	Recovery & Renewal (tick if app)	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Learning Estate – taking forward the agreed Moray Approach to managing our Learning Estate	<input type="checkbox"/>	Condition & Suitability data Moray Council Strategic Approach to the Learning Estate Best Value Audit Report
Additional Support Needs services – reviewing our ASN services to ensure they are designed to support schools to support all our children and young people and all their needs.	<input type="checkbox"/>	Significant (above national average) increase in the number of children and young people identified as having additional support needs, including an increase in the complexity of needs Evidence that not all children who need additional support are being supported to flourish Morgan Report on Additional Support for Learning (June 2020)
Sport & Leisure – working to deliver a single leisure service for Moray, with consistent aims and seamless service delivery, regardless of provider.	<input type="checkbox"/>	Customer and staff surveys Leisure Review Board recommendations
Communities – Working with communities to ensure the readiness for any future crisis is embedded.	<input checked="" type="checkbox"/>	The COVID pandemic identified areas within service delivery and support provision that were unable to meet the needs of communities.

G> Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(L) Empowering & connecting communities. (CP) Our Place: Empower and support communities to build capacity	(CP) Enhance community participation in service delivery (e.g CATs)	(L) Develop stronger, more resilient, supportive, influential and inclusive communities (CP) Our communities' ability to address their own needs and aspirations is improved	Priority is given to groups and areas most affected by the pandemic	CATS and other community empowerment mechanisms contained in the legislation		Communities Team	1
	(CP) Develop and implement Participatory Budgeting	(CP) 1% of council budget allocated through PB by April 2021		(CP) 5 town halls/community centre CAT transfers complete 3 more completed CAT transfers	April 2021		
				(CP) PB Framework agreed	March 2021		
				(CP) % of council budget actively allocated through PB	December 2021(TBC)		
(CP) Improve our understanding of the issues in our communities based on the experience of local people	(CP) Develop engagement with the public on the future of council services	(CP) More of our activities, services and plans are influenced by the communities they serve		(CP) Council engagement strategy established for 2020/21 and corporate plan engagement complete	April 2022		
	(CP) Develop locality engagement – so that solutions are influenced by the experience of local people	(CP) We are more successful in developing a shared understanding between the council and communities that helps us to design the future together		(CP) Community action plans in place for 2 communities	October 2021		
(CP) A Sustainable Council: that provides valued services to our communities	(CP) Tackle the affordability and standard of our schools and the buildings they operate from, deal with changing demographics and demands.	(CP)Transforming Education: To have high performing schools that are fit for the future and financially sustainable. Children and young people in Moray are	The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced	Team in place Plan is developed and agreed	January 2021 December 2021	Head of Service Learning Estate Team	1

	<p>learning in the best learning environments</p> <p>(CP) Commercialisation and Alternative delivery options: Create a sustainable future for our services.</p>						
	<p>(CP) Leisure services review.</p> <ul style="list-style-type: none"> • Implementation of Business Plan for Sport & Leisure Service • Specification and implementation of Service Level Agreement (SLA) with Moray Leisure Centre • Development of Business Case for single management of Sport & Leisure services (MC & MLC) • Implementation of Sport & Leisure Business Case • Review of Adventurous Activities procedures and guidance 						
	<p>(CP) Review of approach to additional support needs (ASN)</p>	<p>(CP) Transformation of Children's Services: services are focussed on planned, early work with families to support better outcomes for children in their local communities.</p> <p>Children and young people with additional support needs are ambitious, confident, skilled and achieving</p>					
				% implementation of Business Plan actions	April 2023	Sport and Leisure Service	1
				SLA agreed	April 2021		
				Business Case approved by Committee	December 2021		
				% Implementation	December 2022		
				Evolve handbook in place with improved use. Training programme delivered to core groups. Management information is transparent and robust.	April 2021	Communities Team	
				Business Case approved by Committee	April 2021	ASN Services	
				% Implementation	April 2024	ASN Services	

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Ensuring Digital ways of working are embedded across our teams, maximising connectivity, collaboration and online service delivery.	Development and Implementation of School Business Admin Review	The benefits of digital administration approaches in schools are fully realised	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	% Implementation	April 2021	Business Support Admin	2
	Roll out Digital Youth Work	The youth work offer is accessible to all, despite Covid restrictions and including those living in our most rural communities.		100% of youth work staff are trained and effectively delivering digital interventions.	April 2021	Communities Team	
	Implement Online Music Instruction	Children and Young People are able to continue with their music instruction through Covid restrictions. Opportunities for future service delivery (post Covid) are explored.		Online service delivery is fully operational	December 2020	Instrumental Instruction Service	
	Improve Libraries digital offering (eResources, Libraries YouTube Channel, online Bookbug, online Learning).	Service users can continue to access library services. Residents are supported to ‘get online’ and learn new digital skills.		Numbers accessing: eResources Virtual learning sessions Online Tutorials		Library Service	
Restructure of service management to meet demands of the service	Complete review of third tier management arrangements	Service is fit for the future and has (management) capacity to continuously improve	Choose an item.	%Implementation	April 2021	Head of Service	1
Community Learning and Development	Development of Community Learning & Development Strategy (2021-2024)	Individuals and communities are empowered to make positive changes in their lives and their communities through learning		New CLD Strategic Plan (2021-24) is developed	March 2021		

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Empower and support communities to build capacity	Development of Community Resilience Plans Support for Community Anchor organisations	Community response to COVID is embedded for the future, ensuring readiness for any future crisis. Community Councils are supported in line with the Moray Council scheme for Community Councils	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	All communities have an identified community anchors, supported by Communities Team Community resilience plans developed in at least 8 geographical communities.	April 2021 December 2021	Communities Team	1