



**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 7 JUNE 2023**

**SUBJECT: PERFORMANCE REPORT - EDUCATION RESOURCES AND
COMMUNITIES – PERIOD TO MARCH 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 31 March 2023.
- 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 and notes performance in the areas of Service Planning, Service Performance and other related data to the end of March 2023; and**
- ii) **notes the actions being taken to improve performance where required.**

3. BACKGROUND

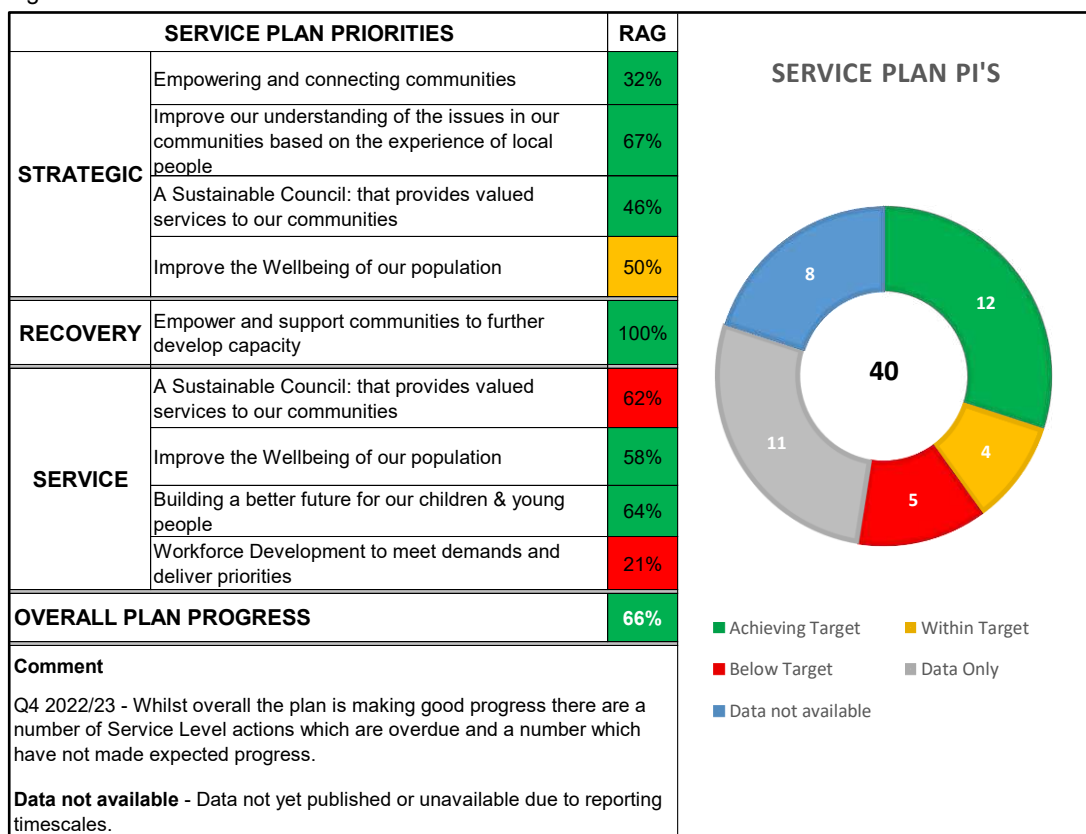
- 3.1 On 7 August 2019, the Council, approved a revised Performance Management Framework for services (para 5 of the minute refers).

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 can be accessed within the Background Papers section of this report.

Figure 1



Strategic Outcomes - successes

4.3 Development of Community Action Plans in Forres, Keith and Lossiemouth, in partnership with anchor organisations are all at either stage 7 or 8 of the 8-stage process. The Forres community plan is due for publication in quarter 1 2023/24. In Keith funding was secured and the process to recruit a Community Development Officer is underway. After public consultation on projects the Lossiemouth Community Development Trust are supporting plans to progress the 'Men's Shed' and the asset transfer of Station Park. The number of local residents engaged in the locality planning process has almost doubled to 425 during the course of 2022/23. (Action STRAT ERC 2.2, PI's ERC009, ERC009a)

4.4 Planned work on tackling the affordability and standard of Moray school estate has progressed in the second half of 2022/23. The annual update of the Learning Estate Strategy Plan will be presented for approval by the programme board in quarter 2 2023/24. Analysis of statutory consultation on the closure of Inveravon Primary School concluded with results informing the report submitted to this Committee on 19 April 2023 (para 16 of the minute refers) with the decision on the closure being considered by Full Council in May 2023 before review and ratification by the Scottish Government in July 2023. Following a decision at Full Council on 28 September 2022, Crossroads Primary school was 'mothballed' in January 2023. Consultation with parents

and the community will take place from May 2023 with an update report on next step options anticipated in June 2023.

- 4.5 An updated position on the Findrassie Primary School new build project was provided to this Committee on 25 January 2023 (item 18 of the Minute refers) noting the change in projected pupil numbers and challenges impacting on affordability and delivery. Projected pupil numbers show capacity within current catchment schools, bi-annual monitoring will ensure, if projections change, any action required can be taken timeously. The Scottish Futures Trust and Scottish Government Learning Directorate have agreed to transfer Learning Estate Investment Programme Phase 2 project to the extension of Elgin High School.
- 4.6 LEIP Phase 3 bids have been submitted for future Forres Academy and Buckie High School projects however a Scottish Government decision has been delayed by 5 months. Meantime work around option appraisals and site identification in Forres is progressing,
- 4.7 Suitability surveys have been carried out in 51 of 52 schools, the remaining secondary school survey will be completed in quarter 1 2023/24. All schools surveyed have achieved B (Satisfactory) or better.
- 4.8 Works on Elgin High School temporary accommodation were completed on time and cost. The feasibility study on the permanent extension commenced in January 2023 and is anticipated to complete by June 2023.
- 4.9 Further requirement analysis underway and due to complete by June 2023 to inform Universal Free School Meal scheme expansion to P6 / P7 (Action STRAT ERC 3.1, PI's EdS100, ERC011)

Strategic Outcomes – challenges and actions to support

- 4.10 Of the £1.975m Participatory Budget (PB) potential, based on the indicative 1% of overall council budget, £474k of spend / commitment has been identified to date. Whilst showing improvement in comparison to 2021/22, the 24% achieved falls significantly below target. With just 36% of council services devolved to participatory budgeting processes, the limited participation of budget managers across services is a contributory factor. A number of projects are ongoing within Moray communities; however, all involve relatively small amounts of funding (5k - £85k). (Action STRAT ERC 1.2, PI's FS214, ERC005)
- 4.11 An evaluation report relating to the Wellbeing Support pilot project is expected in May 2023. The Intensive Family Support and Mental Health and Wellbeing Partnership projects, continue to be impacted by staffing priorities and the withdrawal of quality improvement and service redesign support by national bodies. Support is now in place from Health Improvement Scotland (HIS) for a workshop in May to develop and agree next steps for the Mental Health and Wellbeing Partnership Project. (Action STRAT ERC 4.1)

Service Level Outcomes - successes

- 4.12 The development and expansion of performance opportunities for everyone involved in music programmes completed during quarter 4, culminating with the Moray Music Centre spring concert. Moray ensembles competed in various regional festival competitions and the inaugural Moray Young Musician final competition took place as well as numerous gradings and exams. A target to deliver 20 musical performance opportunities in 2022/23 was exceeded by a significant margin with 90 delivered, quarter 3 witnessed the biggest increase with 67. (Action SERV ERC 3.3, PI ERC024)

Service Level Outcomes – challenges and actions to support

- 4.13 The implementation of the Sport and Leisure Business Plan did not complete by the target due date of 31 March 2023. A review of the Business Plan is to take place in quarter 1 of 2023/24 to determine next steps for the future plan. The development of a marketing plan struggled to progress due to resource pressures. During quarter 4 a marketing company was engaged to create and implement service delivery tools. Despite some slippage, recovery of admissions continues, with a significant increase of 24.5% reported in comparison with 2021/22, resulting in a 42.6% rise in revenue over the period. (Action SERV ERC 1.2, PI's ERC018, ERC018b, SCC1, SCC2)
- 4.14 Planned engagement with communities to further develop programmes did not complete by 31 December 2022 as expected, progress is currently at 89%. Community engagement was hampered by access to available funding streams, other service elements being prioritised and a more reactionary than proactive approach to community requests. More focussed engagement is planned for 2023/24 with an emphasis on providing services to communities not currently engaged. (Actions SERV ERC 2.2, PI SCC5c)
- 4.15 Partnership programmes to support positive transitions from secondary school did not complete as planned by 31 March due to no activity taking place during quarter 3. The delivery of Health and Wellbeing interventions are seen as a significant driver for enhancing employability of young people. 80 young people took part in the programmes which were built around resilience and confidence building. A further 151 young people have engaged through detached work and community-based projects during quarter 4. (Action SERV ERC 3.2)
- 4.16 Undertaking ERDP's (Employee, Review and Development Process) for all staff has proved challenging due to workload pressures for senior managers. It is estimated that 65% of ERDP's were carried out within timescales. This estimate does not include school or early learning and childcare based staff funded through the Additional Support Needs (ASN) budget. (Action SERV ERC 4.1, PI ERDP.ERC3)

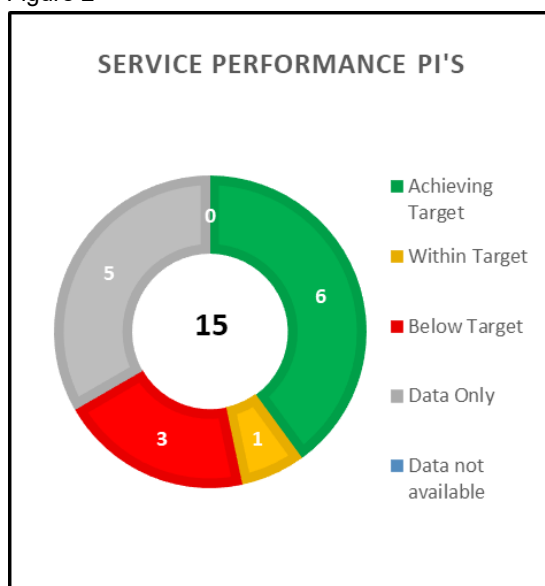
Recovery and Renewal Actions

- 4.13 Although work to support community councils develop resilience plans has completed as planned by the end of March 2023, support will continue for groups expressing an interest in developing resilience plans. A total of 12 groups are currently supported. Further training events for volunteer groups are being developed, one example of which is a basic life-saving skills course in the use of an external defibrillator. (Action REC ERC 1.1, PI ERC026)

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 The finalised publication of 2021/22 Local Government Benchmarking Framework (LGBF) are not expected until late May 2023. Where indicators for 2021-22 have been published for this service they have been incorporated within the relevant sections of this report if results are used to evidence progress against strategic, service plan or service performance priorities. LGBF indicators for Education, Resources and Communities are identifiable with the CLS prefix.
- 5.3 The narrative included is by exception, links to Service Performance Indicators can be accessed within the Background Papers section of this report.

Figure 2



Operational Indicators - successes

- 5.4 The cumulative number of individuals attending holiday and term-time sports coaching programme sessions at the end of quarter 4 (8,443) exceeded target of 8,000 and shows a 40% increase in comparison to 2021/22. (PI EdS006.2)
- 5.5 Attendances at indoor leisure facilities have risen by 30% in comparison to the same period of 2021/22 continuing to show increased public confidence in service provision. (PI's EdS407.1, EdS407.2 & EdS409.2)
- 5.6 £1,761,262 in revenue was raised from admissions to leisure service in 2022/23, an increase of £346,912 from 2021/22 and exceeding target of £1,485,068. (PI's ERC018a)

Operational Indicators – challenges and actions to support

- 5.7 Whilst the number of attendances at staffed community centres (133,705) have increased in comparison to 2021/22 (73,849) they fell short of target (176,250). With the future of Elgin Community Centre uncertain several, previously regular, group bookings have chosen to use alternative facilities. (PI EdS407.5)
- 5.8 The proportion of borrowers (13.3%) showed a small increase from 2021/22 (10.6%) but did not achieve target of 20%. During the COVID period readers found other methods of accessing materials such as Amazon and it would appear that many have remained using these methods. The new marketing plan will seek to encourage readers to return to accessing free library materials. (PI EdS511.2)
- 5.9 80% of data protection requests were responded to within 30 calendar days during quarter 4, contributing to a 2022/23 average of 81.3%, well below the target set at 95%. Throughout 2022/23 there has been a number of staff changes, placing pressure on the service. It is envisaged the response times will improve during 2023/24. (PI CE037)

6. OTHER PERFORMANCE RELATED DATA

Complaints and 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. Detailed tables can be accessed within the Background Papers section of this report.
- 6.2 A total of seven complaints were received during the second half of 2022/23 and seven complaints closed. Of those, five were at frontline stage (71%), four were upheld and one was not upheld. Four (80%) of frontline complaints were closed within the 5-day target timescale.
- 6.3 One investigative complaint was closed in the same period, this complaint was not upheld. Time to resolve the complaint was within the 20-day target timescale.
- 6.4 Of the seven complaints resolved five were regarding leisure services, three of which concerned Forres and two concerning Buckie facilities. Four of these complaints were upheld, the remaining complaint was not upheld. During 2022/23 there were a total of six complaints made regarding Forres swimming facilities, 42% of all complaints resolved within 2022/23. The nature of the complaints related mainly to staffing issues, lessons have been learned and actions taken to redress the issues raised.
- 6.5 Fifteen MP/MSP enquiries were received during the second half of 2022/23, 14 of which were resolved within the period. Half of all enquiries related to leisure services.

Other Performance (not included within Service Plan)

- 6.6 The service contributed to a national HMI thematic review on community development approaches to the Covid pandemic, work relating to local resilience groups was mentioned as good practice.

Case Studies

- 6.7 Resilience planning progressed with community councils and other stakeholders. £207k of external funding secured for local resilience groups and a successful community conference delivered by the Joint Community Councils of Moray

- 6.8 The Community Support Unit (CSU) had significant involvement in generating £309k of external funding for community groups – with a further £20k from other Community Learning and Development (CLD) teams. In addition, a further £290k was leveraged with CSU support. Examples of this funding include community councils resilience funding (£207k), play parks (£55k), Fisherman's Hall (£33k).

Consultation and Engagement

- 6.9 Long-term engagement in support of learning estate strategy and programme is ongoing. Customer engagement has been a key part of the journey towards decision making around the learning estate. Feedback will inform options development over the next 2-3 years.

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) Climate Change and Biodiversity Impacts

None

(i) Consultations

The Head of Education Resources and Communities, Depute Chief Executive (Education, Communities and 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 31 March 2023, Service Plan actions are 66% complete with most actions progressing well. Two Strategic actions and two Service actions are subject to slippage, it is anticipated that these actions will make progress during of 2023/24 to bring them back on schedule. Three further Service Actions did not complete within agreed timescales.**

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

Ref: SPMAN-9425411-238