



Education, Children's and Leisure Services Committee

Wednesday, 09 March 2022

NOTICE IS HEREBY GIVEN that a Meeting of the **Education, Children's and Leisure Services Committee** is to be held at **Remote Locations via Video Conference**, on **Wednesday, 09 March 2022** at **09:30**.

BUSINESS

1. Sederunt

2. Declaration of Group Decisions and Members Interests *

3. Resolution

Consider, and if so decide, adopt the following resolution:
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 13 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

4. Minutes of meeting - 26 January and 2 February 2022

7 - 18

5. Written Questions **

6.* Education Resources and Communities and Education Capital Budget Monitoring Report

19 - 30

Report by Depute Chief Executive (Education, Communities and Organisational Development)

- | | | |
|-------------|---|---------|
| 7. | Elgin Community Centre
Report by Depute Chief Executive (Education, Communities and Organisational Development) | 31 - 34 |
| 8.* | Education Resources and Communities Revenue Budget Monitoring to 31 December 2021
Report by Depute Chief Executive (Education, Communities and Organisational Development) | 35 - 40 |
| 9.* | Education Communities and Organisational Development Service Plans 2022 -23
Report by Depute Chief Executive (Education, Communities and Organisational Development) | 41 - 68 |
| 10.* | Education Revenue Budget Monitoring to 31 December 2021
Report by Depute Chief Executive (Education, Communities and Organisational Development) | 69 - 74 |
| 11.* | Allocation of Education Funding
Report by Depute Chief Executive (Education, Communities and Organisational Development) | 75 - 84 |
| 12. | Question Time ***
Consider any oral question on matters delegated to the Committee in terms of the Council's Scheme of Administration. | |
| | Item(s) which the Committee may wish to consider with the Press and Public excluded | |
| 13. | Moray Early Learning and Childcare Service Delivery Options [Para 1 and 11]
<ul style="list-style-type: none"> • Information relating to staffing matters; • Information relating to any consultations or negotiations in connection with any labour relations; | |

Summary of Education, Children's and Leisure Services Committee

To exercise all the functions of the Council as Education Authority within the terms of relevant legislation with regard to school education, nurseries and child care, Gaelic, children's services, leisure, libraries and museums, sport and the arts, CLD, life long learning, youth justice and child protection.

Only items marked * can be considered and determined by all members of the Committee

Moray Council Committee meetings are currently being held virtually due to Covid-19. If you wish to watch the webcast of the meeting please go to:
http://www.moray.gov.uk/moray_standard/page_43661.html
to watch the meeting live.

GUIDANCE NOTES

* **Declaration of Group Decisions and Members Interests** - The Chair of the meeting shall seek declarations from any individual or political group at the beginning of a meeting whether any prior decision has been reached on how the individual or members of the group will vote on any item(s) of business on the Agenda, and if so on which item(s). A prior decision shall be one that the individual or the group deems to be mandatory on the individual or the group members such that the individual or the group members will be subject to sanctions should they not vote in accordance with the prior decision. Any such prior decisions will be recorded in the Minute of the meeting.

** **Written Questions** - Any Member can put one written question about any relevant and competent business within the specified remits not already on the agenda, to the Chair provided it is received by the Proper Officer or Committee Services by 12 noon two working days prior to the day of the meeting. A copy of any written answer provided by the Chair will be tabled at the start of the relevant section of the meeting. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than 10 minutes after the Council has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he or she can submit it in writing to the Proper Officer who will arrange for a written answer to be provided within 7 working days.

*** **Question Time** - At each ordinary meeting of the Committee ten minutes will be allowed for Members questions when any Member of the Committee can put a question to the Chair on any business within the remit of that Section of the Committee. The Member who has put the question may, after the answer has been given, ask one supplementary question directly related to the subject matter, but no discussion will be allowed.

No supplementary question can be put or answered more than ten minutes after the Committee has started on the relevant item of business, except with the consent of the Chair. If a Member does not have the opportunity to put a supplementary question because no time remains, then he/she can submit it in writing to the proper officer who will arrange for a written answer to be provided within seven working days.

THE MORAY COUNCIL

Education, Children's and Leisure Services Committee

SEDERUNT

Councillor Sonya Warren (Chair)
Councillor Aaron McLean (Depute Chair)

Councillor George Alexander (Member)
Councillor James Allan (Member)
Councillor Frank Brown (Member)
Councillor Lorna Creswell (Member)
Councillor Tim Eagle (Member)
Councillor Ryan Edwards (Member)
Councillor Claire Feaver (Member)
Councillor Graham Leadbitter (Member)
Councillor Shona Morrison (Member)
Councillor Laura Powell (Member)
Councillor Derek Ross (Member)
Councillor Amy Taylor (Member)

Mrs Anne Currie (Non-Voting Member)
Reverend Tembu Rongong (Non-Voting Member)
Mrs Susan Slater (Non-Voting Member)
Ms Angela Stuart (Non-Voting Member)

Clerk Name:	Tracey Sutherland
Clerk Telephone:	07971 879268
Clerk Email:	tracey.sutherland@moray.gov.uk

**Minute of Meeting of the Education, Children's and Leisure Services
Committee**

Wednesday, 26 January 2022

Remote Locations via Video Conference,

PRESENT

Councillor George Alexander, Councillor Frank Brown, Councillor Lorna Creswell, Mrs Anne Currie, Councillor Tim Eagle, Councillor Claire Feaver, Councillor Graham Leadbitter, Councillor Aaron McLean, Councillor Shona Morrison, Councillor Laura Powell, Reverend Tembu Rongong, Councillor Derek Ross, Mrs Susan Slater, Councillor Amy Taylor, Councillor Sonya Warren

APOLOGIES

Councillor James Allan, Councillor Ryan Edwards, Ms Angela Stuart

IN ATTENDANCE

Also in attendance at the above meeting were the Depute Chief Executive (Education, Communities and Organisational Development), Head of Governance, Strategy and Performance, Head of Education, Head of Education Resources and Communities, Acting Head of Children, Families and Justice Social Work Services, Head of Financial Services, Quality Improvement Manager, Project Manager (Education), Senior Project Manager (Learning Estate) and Tracey Sutherland, Committee Services Officer.

1. Chair

The meeting was chaired by Councillor Sonya Warren. With the exception of item 13 where Councillor A McLean took over the role as Chair due to Councillor Warren having connection issues.

2. Order of Business

In terms of Standing Order 28, the Chair sought the Committee's approval to take confidential items 14 and 15 on the agenda following Written Questions. The webcast would be paused until the conclusion of Item 15 and would then be re-started before resuming with the agenda order.

This was unanimously agreed.

3. Commendation

The Committee joined the Chair in acknowledging the work of the entire Education Service during the Covid-19 pandemic in keeping the schools open and therefore allowing the children and young people to be able to attend.

The Committee also joined the Chair in congratulating the Council's Catering Team in being awarded the Food for Life, Third Tier at Bronze Level award which is awarded by the Soil Association. This means that over 75% of the dishes provided are produced using non processed food using ingredients from local suppliers.

4. Declaration of Group Decisions and Members Interests *

In terms of Standing Order 20 and the Councillors' Code of Conduct, there were no declarations from Group Leaders or Spokespersons in regard to any prior decisions taken on how Members will vote on any item on the agenda or any declarations of Member's interests in respect of any item on the agenda.

5. Resolution

The meeting resolved that in terms of Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 14 and 15 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act.

Para Number of the Minute	Para Number of Schedule 7a
10	Para 1 Information relating to staffing matters
9	Para 4 Information relating to any applicant or recipient of any financial assistance provided by the Authority

6. Minutes of meeting - 24 November 2021

The minute of the meeting of the Education, Children's and Leisure Services Committee dated 24 November 2021 was submitted and approved.

7. Written Questions **

The Committee noted that no written questions had been submitted.

8. Order of Business

In terms of Standing Order 28, due to the Acting Head of Children, Families and Justice Social Work Services having problems connecting to the meeting, the Chair sought the Committees approval to take Item 15 before Item 14 to allow the Acting Head of Children, Families and Justice Social Work Services time to connect to the meeting.

This was unanimously agreed.

9. Moray and Nairn Educational Trust - Disbursement 2021/22

A report by the Depute Chief Executive (Education, Communities and Organisational Development) provided information and to seek approval for the

payment plan to be used to assess applications to the Moray and Nairn Educational Trust and to consider applications to the trust.

Following consideration the Committee agreed to:

- i) approve grants at the rates provided in the payment plan, with a caveat that recommended grants for section 7b (to enable young people to participate in organised educational excursions) will not be paid out to the applicants unless the excursion takes place; and
- ii) notes that, due to Covid-19 travel restrictions affecting planned educational excursions, the recommended grants for section 7b (to enable young people to participate in organised educational excursions) will either be paid to the applicant to fund an excursion rescheduled within the next 12 months or withdrawn and the grant amount returned to trust funds for carry forward to financial year 2022/23.

10. Children's Services Transformation Proposal

A report by the Chief Officer, Health and Social Care Moray, sought approval from the Committee to drive forward the agreed Transformational Change Plan agreed on 26 May 2021 at Education, Communities and Organisational Development Committee through a re-investment to support changes to the Service. The Changes and additions to internal staffing structures will support necessary improvements, which align the service to national standards for the delivery of sustainable and effective services for our children, young people and their families across Moray. There is now evidence from the past year's financial outturn of the link between improving quality and efficiency and targeted investment will generate further savings as the further service improvements are embedded.

Following consideration the Committee agreed to:

- i) approve and support the re-investment of savings from the social work budget to allow for a new model of social work to be created to ensure sustainable, safe, robust services to children and families, subject to the agreement from Moray Council following the grading of the new posts; and
- ii) note the consultation with families and managed conversations with staff in the formation of the new social work model.

11. Improvement and Modernisation Plan - Raising Attainment Curriculum Breadth and Digital Progress Update

The Committee agreed to consider Item 11, ICT Strategy for Schools, which the Committee noted was an information report at the previous meeting of this Committee which had been called in by Councillors Eagle and Feaver, alongside this item as they were linked.

A report by the Depute Chief Executive (Education, Communities and Organisational Development) sought approval from the Committee to appoint a specialist ICT Education consultancy to support the development of the Raising Attainment: Curriculum Breadth and Digital Workstream within the Council's Improvement and Modernisation Programme (IMP).

Councillor Brown moved that the Committee agrees the allocation of £50,000 from general or covid reserves to fund the education consultancy to promote the four objectives set out in para 3.7 instead of the monies set aside for attainment in the Improvement and Modernisation Programme, this was seconded by Councillor Feaver.

Councillor Leadbitter, seconded by Councillor Warren proposed the recommendations as printed in the report.

On the division there voted:

For the Motion (5) Councillors Brown, Feaver, Eagle, Powell and Ross

For the Amendment (6) Councillors Leadbitter, Warren, Alexander, Creswell,
A McLean and Morrison

Abstentions (0)

Accordingly the Amendment became the finding of the meeting and the Committee agreed to the allocation of up to £50,000 from the earmarked reserves for transformation, for the appointment of a specialist ICT Education consultancy to assist Officers with the development of Raising Attainment: Curriculum Breadth and Digital workstream to enable the Council to make an informed decision in this area.

Councillor Taylor left the meeting during the consideration of this item.

12. Analysis of Secondary School Attainment Insight Benchmarking Measures 2021

Under reference to paragraph 7 of the Minute of the meeting of this Committee dated 24 November 2021 a report by the Depute Chief Executive (Education, Communities and Organisational Development) updated the Committee on the attainment of secondary schools in Moray for session 2020/21 following Initial Attainment Report for Secondary Schools 2021 further to the National Insight Benchmarking toolkit update in October 2021.

Following consideration the Committee agreed to:

- i) note the position in respect of attainment of the young people in Moray following insight benchmarking update;
- ii) note that post-Insight attainment meetings with secondary schools have taken place during November and December 2021 where Head Teachers and central officers have agreed actions for improvement at school level;
- iii) note that a future meeting of this Committee, a follow up Insight report will be presented in consideration of school leaver data including post-school destinations following data publication in February/March 2022; and
- iv) agree to acknowledge and commend practitioner commitment, preparation and support of young people as they prepare them for the SQA 2022 Examination diet.

13. Initial Analysis of Achievement of Curriculum for Excellence Levels 2021

In terms of Standing Order 80, agreement was sought to suspend Standing Order 75 in order to conclude the discussion of this item past 12.45pm. This was unanimously agreed.

A report by the Depute Chief Executive (Education, Communities and Organisational Development) provided the Committee with a summary of the Moray data collected in June 2021 and provided to the Scottish Government at the end of October 2021 regarding Teacher Professional Judgements (TPJ) on children achieving Curriculum for Excellence Levels (ACEL) at P1, P4 and P7. This data appears in the Scottish Government.

Following consideration the Committee agreed to:

- i) note the content of the report; and
- ii) to acknowledge the impact of Covid-19 on work to close the poverty related and wider attainment gaps and progress of Moray schools despite this considerable disruption.

14. Resumption of Meeting

The meeting resumed at 2.00pm.

PRESENT

Councillor George Alexander, Councillor Frank Brown, Councillor Lorna Creswell, Councillor Tim Eagle, Councillor Claire Feaver, Councillor Graham Leadbitter, Councillor A McLean, Councillor Shona Morrison, Councillor Laura Powell, Councillor Derek Ross, Councillor Sonya Warren, Mrs Anne Currie and Mrs Susan Slater.

APOLOGIES

Councillor James Allan, Councillor Ryan Edwards, Councillor Amy Taylor, Reverend Tembu Rongong, and Mrs Angela Stuart

ALSO IN ATTENDANCE

Depute Chief Executive (Education, Communities and Organisational Development), Head of Governance, Strategy and Performance, Head of Education, Head of Education Resources and Communities, Senior Project Manager (Learning Estate) and Tracey Sutherland, Committee Services Officer.

15. Allocation of Education Funding

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of the funding for Education in 2022/23 revenue grant settlement, to raise known budget pressures, the

ongoing impact of the Covid-19 pandemic and to ask the Committee to consider the allocation of the funding taking account of these issues.

Councillor Eagle joined the meeting during the discussion of this item.

Councillor Feaver sought clarification on what the £2.5m additional funding could be spent on and was there funding going forward.

In response the Depute Chief Executive (Education, Communities and Organisational Development) explained that the £2.5m was recurring funding and it was for the Committee to decide from the options in the report on how the money would be spent.

The Head of Financial Services further added that the Committee needed to give serious consideration to the increasing school rolls and stated that it would not be pragmatic to spend all the additional funding on new teachers.

Following further consideration Councillor Brown moved the following:

- i) notes ongoing impact of Covid pandemic on schools;
- ii) reviews and notes the update provided on the use of additional Education funding to date (Appendix 1);
- iii) notes the additional funding of £2.5m contained within the council's revenue grant that is available for Education
- iv) agrees that the first call on the above funding is to address the known budget pressures for 2022/23 relating to the increasing school roll in 2022/23, currently estimated £860,000 excluding ASN and any other support costs, which will be additional;
- v) That officers complete the detailed work to the scheme set out in Appendix 2, Option 2 – Targeted intervention to support attainment. That the detailed scheme should be constructed on the basis of a budget of £1.64m which is the balance of the additional funding for teachers from the Scottish Government minus the costs associated with 3.1 (iv) rising school roles and bring a report for scheme agreement back to this Committee at the earliest opportunity; and
- vi) This Committee recommends to Moray Council the cost in 2023/24 of the Scottish Government commitment to reduce teacher contact time committed by the Scottish Government and any other budget pressures could be met from either savings from the Education and DSM budgets or from additional budget allocation.

This was seconded by Councillor Eagle.

In response, Councillor A McLean, seconded by Councillor Warren proposed:

- i) notes ongoing impact of Covid pandemic on schools;

- ii) reviews and notes the update provided on the use of additional Education funding to date (Appendix 1);
- iii) notes the additional funding of £2.5m contained with the council's revenue grant that is available for Education
- iv) agrees that the first call on the above funding is to address the known budget pressures for 2022/23 relating to the increasing school roll in 2022/23, currently estimated £860,000 excluding ASN and any other support costs, which will be additional;
- v) Notes the options for education spend set out in para 4.22 of the report. From this further information in the form of a report for option (ii) Partial Allocation to DSM, (iii) Attainment Focus and (iv) System Wide Early Intervention be presented to a future meeting of this Committee; and
- vi) In terms of the use of the balance of funding once the budget pressure is met, the Committee is asked to note that there is a further significant anticipated budget pressure for 2023/24 arising from the planned reduction in teacher class contact time from August 2023 and in light of this to agree that the use of additional funding above should be on a temporary basis for the academic year 2022/23 pending investigation of the full implications of this change and that a further report is brought to committee to enable this to be considered in due course.

On the division there voted:

- | | |
|-----------------------|--|
| For the Motion (5) | Councillors Brown, Eagle, Feaver, Powell and Ross |
| For the Amendment (6) | Councillors A McLean, Warren, Alexander, Creswell, Leadbitter and Morrison |
| Abstentions (0) | |

Accordingly the Amendment became the finding of the meeting and the Committee agreed

- i) note ongoing impact of Covid pandemic on schools;
- ii) note the update provided on the use of additional Education funding to date (Appendix 1)
- iii) notes the additional funding of £2.5m contained within the Council's revenue grant that is available for Education;
- iv) agrees that the first call on the above funding is to address the known budget pressures for 2022/23 relating to the increasing school roll in

2022/23, currently estimated £860,000 excluding ASN and any other support costs, which will be additional;

- v) Notes the options for Education spend set out in para 4.22 of the report. From this the Committee would like further information in a report to this Committee for option (ii) Partial Allocation to DSM; and remainder to Quality Improvement team for leadership and curriculum/attainment and (iii) Attainment Focus – targeted intervention to address specific attainment issues; (iv) System Wide Early Intervention be presented to a future meeting of this Committee; and

- vi) In terms of the use of the balance of funding once the budget pressure is met, the Committee is asked to note that there is a further significant budget pressure for 2023/24 arising from the planned reduction in teacher class contact time from August 2023 and in light of this to agree that the use of additional funding above should be on a temporary basis for the academic year 2022/23 pending investigation of the full implications of this change and that a further report is brought to Committee to enable this to be considered in due course.

16. Moray Education Early Learning and Childcare Expansion Project Update

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Committee of the projected financial pressures on the Early Learning and Childcare (ELC) expansion budget, taking account of rising demand and changing Scottish Government grant settlement.

During consideration of the report Councillor Brown moved that Officers are instructed to take immediate steps to reduce the provision to bring it in line with the available budget, this was seconded by Councillor Feaver.

Following further consideration, with the re-assurance from Officers that work is being carried out by Officers and Internal Audit on the reasons for the overspend which will be reported back to Committee with information on what is required to bridge the funding gap, Councillor Brown withdrew his motion.

Following consideration the Committee agreed to note:

- i) the projected financial pressures within the ELC sector and the potential implications for Moray to maintain the legislative requirement of 114 hours;

- ii) that detailed work including investigation led by Internal Audit will be undertaken to provide greater clarity on the financial position for 2022/23 and work will progress through Cosla in relation to the grant allocation and the phasing of the new approach to funding ELC;

- iii) the initial options identified to accommodate the budget pressures in Moray and that work will continue to develop options to be reported back to Committee for consideration against the various scenarios that may emerge;

- iv) that the situation outlined in this report may have significant policy and service implications for the Early Learning and Childcare service in 2022/23 and future years and this will require further consideration by Committee once a final position on the grant settlement is known and can be factored into the local position; and
- v) that in light of the above, and the lead in time required to clarify the financial position and development and implement options to address any possible funding gap should that be required by the Council, that the budget pressures will be reported to and considered by the Council on 22 February 2022 as part of the budget setting process.

17. Suspension of Standing Orders

In terms of Standing Order 80, agreement was sought to suspend Standing Order 75 in order to continue the meeting past 5:00pm. This was unanimously agreed.

18. Universal Free School Meals - Primary Schools - Implementation

The Committee noted that the report had been submitted to the previous meeting of this Committee as an information report and had been called in by Councillors Eagle and Feaver in terms of the concerns in the paper over how this is funded, they believed there needed to be debate to ensure this will be fully funded and ensure the role out work to attract young people to the offer. Is PEF still linked to free school meals?

Councillor Brown moved that:

- i) Committee recommends to Council that Moray Council will not provide universal school meals for all primary children in the absence of full funding (inflation proofed) from the Scottish Government; and
- ii) That the Leader of the Council writes formally to the Education Secretary confirming this decision and that the Chief Executive writes formally to the Permanent Secretary to report this decision.

This was seconded by Councillor Feaver.

In response, the Head of Governance, Strategy and Performance said he would look at the Governance Documents around motions and amendments in respect of Information Reports and would come back to the meeting. He further suggested moving onto the next agenda item to allow him time to consider the issue.

19. OECD Report on Curriculum for Excellence and Working Paper etc

A report by the Depute Chief Executive (Education, Communities and Organisational Development) provided the Committee with an oversight of the two published Organisation for Economic Co-operation and Development (OECD) reports which were instructed by the Scottish Government.

The Committee noted that the report had been submitted to the previous meeting of this Committee as an information report and had been called in by Councillors Eagle and Feaver in terms of it being a major report on the curriculum for

excellence with potentially huge changes for Moray councils policies moving forward, they believed Councillors should have a chance to understand, debate and question the plans being highlighted.

Following consideration the Committee agreed to note the contents of the report.

20. Universal Free School Meals - Primary Schools - Implementation

During the further consideration of this item the live webcast cut out. It was agreed to resume the meeting at a different date.

21. Resumption of the Meeting - 2 February 2022

PRESENT

Councillor George Alexander, Councillor Frank Brown, Councillor Lorna Creswell, Councillor Tim Eagle, Councillor Ryan Edwards, Councillor Claire Feaver, Councillor Graham Leadbitter, Councillor A McLean, Councillor Shona Morrison, Councillor Laura Powell, Councillor Derek Ross, Councillor Amy Taylor, Councillor Sonya Warren.

APOLOGIES

Councillor James Allan, Councillor Ryan Edwards, Mrs Anne Currie, Reverend Tembu Rongong, Mrs Susan Slater and Mrs Angela Stuart

ALSO IN ATTENDANCE

Depute Chief Executive (Education, Communities and Organisational Development), Head of Governance, Strategy and Performance, Head of Education, Head of Education Resources and Communities, Senior Project Manager (Learning Estate) and Tracey Sutherland, Committee Services Officer.

22. Universal Free School Meals - Primary Schools - Implementation

The Head of Governance, Strategy and Performance addressed the Committee to clarify the position from the last meeting on 26 January 2022. He confirmed that if the Council were to not implement the Free School Meals, the Council would be in breach of its statutory duty. He further added that since the last meeting of the Committee an update from the Cosla Leaders Meeting had been received and he confirmed it would be acceptable for the additional information to be considered.

Councillor Leadbitter confirmed, following his attendance at the Cosla Leaders meeting on 28 January 2022, that the money will be distributed based on the number of children within each Authority's primary school, however he was unclear whether the figures were taken from census day or registration day. Each authority will submit the numbers of children in P1 - 5 to Cosla and the money will be allocated pro rata by Cosla.

Following the update and the guidance from the Head of Governance, Strategy and Performance, Councillor Brown moved an amended motion:

- i) To recommend that Council determines that the Moray Council will be unable to fully provide universal school meals to all primary school children in

the absence of the full funding promised to all Councils by the Scottish Government in delivering this Scottish Government policy; and

- ii) That the Leader of the Council write to the Education Secretary and the Chief Executive to the Head of the Scottish Government to inform them both of the Council's inability to deliver this policy in the absence of the necessary specific funding.

The amended motion was seconded by Councillor Feaver

Councillor Leadbitter, in response proposed, seconded by Councillor Warren, that the Committee is asked to consider and note the information contained in the report. A further update will be provided following a response from the Scottish Government on the funding allocation for P6-7 Free School Meals implementation.

On the division there voted:

For the Motion (8) Councillors Brown, Feaver, Alexander, Edwards, Eagle, Powell, Ross and Taylor

For the Amendment (5) Councillors Leadbitter, Warren, Creswell, A McLean and Morrison

Abstentions (0)

Accordingly the Motion became the finding of the meeting and the Committee agreed to:

- i) to recommend that Council determines that the Moray Council will be unable to fully provide universal school meals to all primary school children in the absence of the full funding promised to all Councils by the Scottish Government in delivering this Scottish Government policy; and
- ii) that the Leader of the Council write to the Education Secretary and the Chief Executive to the Head of the Scottish Government to inform them both of the Council's inability to deliver this policy in the absence of the necessary specific funding.

Councillor Warren left the meeting at the conclusion of this item.

23. Question Time ***

Under reference to paragraph 19 of the minute of the Education, Children's and Leisure Services Committee of 24 November 2021, Councillor Brown sought an update on whether the Chair had discussed with Officers, the running order of future meetings of this Committee.

As Councillor Warren was no longer in the meeting, Councillor A McLean confirmed he would ask Councillor Warren to respond to Councillor Brown in writing with her response.

Councillor Brown sought an update on how much money has been spent to date, on CO² monitors and ventilation in our schools.

In response, the Programme Manager (Learning Estate) confirmed that £36,000 has been spent on equipment and orders awaited. He further added that there has been some additional revenue spend allocated to look at ventilation issues, modelling of certain areas within schools. Costs for this work are still being assessed as this spend needs to be reported back to Scottish Futures Trust as that will come out of the overall £124,000 that has been set aside by Moray Council for CO² monitoring.

An additional £83,000 has been added to next financial year's budget to look at improved ventilation in areas where standard ventilation i.e. opening of windows is not possible.

Monitoring of levels in all teaching spaces and classrooms will be starting on Monday 7 February 2022 at least 1 day per week.

He further confirmed that he is confident that all measures will be covered by the funding from the Scottish Government.

Councillor Ross asked whether a report could come to a future meeting of this Committee.

In response the Programme Manager (Learning Estate) confirmed a report could be presented to the March meeting of this Committee.

Councillor Feaver sought clarification on what the Council is doing to prepare for the estimated 30% rise in energy costs and how much money has been put aside to heat and light our schools in preparation for the rise and if no money has been put aside, what cuts are the Administration planning on making to meet the increased costs.

In response, Councillor A McLean confirmed that he had received assurances from the Head of Financial Services that the Council's energy is purchased 6 months in advance but acknowledged that energy costs could become a budget pressure in the future.

The Depute Chief Executive (Education, Communities and Organisational Development) confirmed that she would be happy to pick this up with the Head of Financial Services and provide information to Members following the meeting but confirmed that there will be provision within the budget pressures for fuel costs across the Council.

Councillor Alexander sought clarification on when the Early Learning and Childcare Budget Report will come before Committee.

In response, the Depute Chief Executive (Education, Communities and Organisational Development) confirmed that work had already started on the report and the intention is to bring the report to the March meeting of this Committee. Officers are aware of the tight deadline and if a report is not available an update will be provided to Members.



**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 9 MARCH 2022**

**SUBJECT: EDUCATION RESOURCES AND COMMUNITIES AND
EDUCATION CAPITAL BUDGET MONITORING REPORT 31
DECEMBER 2021**

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

1. REASON FOR REPORT

- 1.1 This report is to inform Committee of projects and proposed expenditure for Capital Budgets within Education, Children's and Leisure Services for 2021/2022 and seek approval for the proposed programme of Schools BB projects for financial year 2022/23.
- 1.2 This report is submitted to Committee in terms of Section III (A) (2) of the Council's Scheme of Administration relating to the consideration of Capital and Revenue Budgets and long term financial plans.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

- i) scrutinises and notes the contents of the report; and**
- ii) approves the proposed programme of projects for financial year 2022/23 under the Schools BB budget heading detailed in APPENDIX II.**

3. BACKGROUND

- 3.1 It is the practice of this Committee to receive regular reports both providing an update on the current financial position of the capital programme and seeking approval to implement projects when they arrive at a suitable point of development.
- 3.2 At the meeting of the Moray Council on 3 March 2021 (paragraph 2 of the minute refers) Council approved the Capital Plan for 2021/22.

- 3.3 The capital budgets covered in this report and a list of the major projects from this financial year are contained within the Education Resources and Communities and Education Capital Plan under **APPENDIX I**.

4. BUDGET FOR 2021/22

- 4.1 The total approved Capital Budget for Education Resources and Communities and Education for financial year 2021/22, including carry forwards from 2020/21, is as follows:-

	20/21 £000
Land & Buildings	11,000
Vehicles, Plant & Equipment	114
Totals	11,114

- 4.2 Actual expenditure up to 31 December 2021 is £7.019m.

5. MAJOR PROJECTS

Schools Essential Maintenance Programme 2021/22

- 5.1 The total budget for this programme of work is £4.655m which is made up of a carry forward of £1.655m from last year and £3m from 2021/22 Capital Plan. This programme of work is a single line within the Capital Plan. However, the programme has been split into separate budgets for each individual project as detailed in **APPENDIX I** for budget monitoring purposes. The majority of this work programme is the phased work begun under the Make Do and Mend criteria, which was to address elements of schools in Condition D that have the possibility of failing. The scope of each of the projects is developed in consultation with the school and the contractor. The reactive nature of this programme does mean that individual project budgets do vary during the year of the programme.
- 5.2 Work to upgrade the mechanical and electrical systems at Speyside High School, Cluny Primary School, Forres Academy, New Elgin Primary School, and Anderson Primary school was completed during the school summer holidays.
- 5.3 Work to replace the heating system at Burghead Primary School was unable to progress while discussions were ongoing with a local distillery to establish if waste heat from the facility could be used at the school. To allow the pipework replacement to begin the heat source needed to be known because the lower temperature of the waste heat directly affects radiator sizes. Those discussions were concluded in October 2021 and the heating option appraisal has now been updated. The delay while negotiations were concluded is the main reason for the overall underspend on the B-B programme of work.
- 5.4 Work to upgrade the drainage systems at Andersons Primary School, Forres Academy and Applegrove Primary School was completed during the school summer holidays.

5.5 Work to replace defective render with a new insulated render system at Hythehill Primary School has begun on site and is programmed to complete on 25 March 2022. Work has been delayed on site because of adverse weather conditions and the availability of skilled workforce. A projected overspend of £323k has been a result of unforeseen work which resulted in a re-measurement of the insulation. Unforeseen work included the condition of the light fittings and fixings which when removed could not be reattached to the new wall surface. There were considerable areas on the three-storey block which were out of level that needed additional work to square off the surfaces. An out building was damaged by fire in a bin area. A re-measurement of two of the elevations required additional insulation material to be added to the contract value. The revised completion date for the project is now 25 March 2022.

Schools Essential Maintenance Programme 2022/23

5.6 A programme of planned works for the Learning Estate has been developed for 2022/23. The programme will consist of a continuation of current phased works carried out during school holiday periods and works on building elements that are in condition D and at the end of their life.

5.7 During the 2021/22 year there have been pipework failures at the following schools where temporary emergency repairs have been carried out to prevent prolonged school closures:

- Kinloss Primary School- pipework failure
- West End Primary School- pipework failure
- Forres Academy- pipework corrosion

Approval by Committee is sought to include phased pipework and heat source replacements at these schools for the 2022/23 programme.

5.8 At Forres Academy corrosion of a mains water pipe within the building has recently been identified which is considered an immediate risk, therefore assessments are being carried out to ascertain if repair work can be carried out ahead of the school holiday period. Approval by Committee is sought to include phased pipework and heat source replacements at these schools for the 2022/23 programme.

5.9 The Maintenance Team have assessed Mosstodloch Primary School Roof as beyond economic repair and approval is sought to include design work for the replacement roof within the 2022/23 programme.

5.10 The next identified drainage improvement projects are at the following Primary Schools:

- Millbank Primary School
- East End Primary School
- Seafield Primary School

Approval by Committee is sought to include drainage works at these schools to the 2022/23 programme.

6. NEW BUILD (SCHOOLS)

Lossiemouth High Replacement Project

- 6.1 Demolition of the old school and leisure building has been completed. Work is ongoing to complete the artificial pitch and new pedestrian access footpath. The project is on programme to complete on 21 March 2022.
- 6.2 Lossiemouth Community Council have been in communication with officers to raise concerns regarding the remoteness of the public car park to the entrance of the Community facilities. They have received reports from the community that users are choosing to use facilities in Elgin where they have felt the walk to the entrance is too great. The approved design of the facility has the car parking in the current location to avoid the additional remediation and cost of locating the parking closer to the building where poor ground conditions are present. The Service have reported problems with members of the public not using the disabled access road, parking spaces and pedestrian plaza in accordance with the design intention.
- 6.3 Officers propose to monitor usage of the car parking and access arrangements once the new pedestrian access footpath has been completed and in use. Should there be any evidence that the parking location is detrimental to the usage of the facility then any straightforward mitigation measures will be implemented, however should any technical studies be required additional budget would need to be approved.
- 6.4 COVID-19 costs have been agreed with the contractor and submitted to the Scottish Government as indicated in previous Reports to this Committee. The Scottish Government have acknowledged receipt of our documentation and have confirmed they are currently reviewing the claim.

Linkwood Primary School

- 6.5 COVID-19 costs have been agreed with the contractor and submitted to the Scottish Government as indicated in previous reports to this Committee. The Scottish Government have acknowledged receipt of our documentation and have confirmed they are currently reviewing the claim.
- 6.6 The Scottish Government are not funding the project, but have been provided with the agreed COVID-19 costs to determine if they will contribute to the costs.

Findrassie Primary School

- 6.7 Stakeholder consultation on the project within the Elgin Academy ASG has completed. Consultations with both educational and community users has been ongoing and is expected to conclude during February 2022. Procurement options are currently being evaluated with the Scottish Procurement Alliance and Hubco North. The time required to recruit the Project Manager (Learning Estate) and arrange the consultation process has delayed expenditure on professional fees during 2021/22.

7. EARLY LEARNING CHILDCARE EXPANSION

7.1 The Early Learning Childcare (ELC) Capital Programme includes 4 new build nurseries and 7 refurbishments. In addition to the 8 projects reported as completed to the ECOD committee on 11 August 2021, 2 further projects are now complete at Strathisla Nursery, Keith and Mosstodloch Primary, making the full list of completed projects:

- Lady Cathcart, Buckie;
- Lhanbryde Primary;
- Burghead Primary;
- New Elgin Primary;
- Cullen Nursery;
- Mortlach Primary, Dufftown;
- Linkwood Primary School;
- Pilmuir Nursery;
- Strathisla Nursery Keith; and
- Mosstodloch Primary.

Aberlour Primary School Nursery

7.2 Planning and Listed Building Consent has been approved to carry out a full refurbishment and extension to the existing nursery. Temporary decant accommodation has been manufactured for both the school and private nursery. The intention was that the school nursery be decanted to accommodation on the primary school site and the private nursery to a site adjacent to Speyside High School. Meetings have been held with the Head Teachers at Speyside High School and Aberlour Primary school and further options for the location of the temporary units are being considered. The programme of work at Aberlour has been paused in order to carry out option appraisals at each school which will then be considered by the ELC Project Board before being reported to this Committee.

7.3 The budget pressure identified in this financial year's ELC budget for construction projects has been addressed with the reallocation of central funding from the Scottish Government to maintain the requirement that funding for this programme is met externally. A review of the processes and procedures for the management of Revenue budgets being used for Capital programmes is being undertaken by Finance, Internal Audit and Housing & Property Services.

8. LEISURE AND LIBRARIES

Gladstone (Leisure Management System) Integration Project

8.1 This project remains at final sign off stage, with a single outstanding task relating to the approval of financial reconciliation reports by both Moray Council and Moray Leisure Centre. This has not progressed due to system issues on the supplier side. This has been escalated to Gladstone senior management with a resolution date of no later than end March 2022.

8.2 Underwater Swimming Pool Camera Replacements

Pool camera replacements to be completed by end of February 2022. Buckie and Forres pools completed, Keith outstanding but due to complete within target.

9. SUMMARY OF IMPLICATIONS

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

This report supports the Council's corporate working principles of efficiency, effectiveness and economy.

(b) Policy and Legal

Future programmes of work funded from the Capital Programme will require policy decisions to help inform how schools' projects will be prioritised and in the case of refurbishments, to what standard.

(c) Financial Implications

There are no financial implications other than those detailed in the report.

(d) Risk Implications

The school estate (excluding new build) continues to deteriorate. The level of investment that the Council is able to afford is insufficient to maintain all schools to B/B standard. The risk of building failures, temporary closures and/or health and safety risks continue to be a concern. The programming of work within schools is subject to change as government guidance is issued in relation to COVID-19 restrictions. The latest construction sector guidance is indicating that manufacturing lead in times and costs for building products are increasing rapidly due to the effects of COVID restrictions and Brexit. This will in turn impact tender prices received for construction projects, therefore additional budget may be required for projects after they return from tender or projects postponed.

(e) Staffing Implications

There are no staffing implications associated with this report.

(f) Property

There are no property implications other than those detailed in the report.

(g) Equalities/Socio Economic Impact

There are no equalities or socio economic implications associated with this report.

(h) Climate Change and Biodiversity Impacts

Where heat source replacements are planned a Heating Option Appraisal in accordance with current procedures will be carried out that includes renewable heating options. Where wall or roof replacements are programmed additional insulation to improve the performance of the fabric will be considered.

(i) Consultations

Consultations have been undertaken with Paul Connor, Principal Accountant; the Property Asset Manager; the Design and Construction Manager; the Legal Services Manager; the PPR and Communications Officer; Equal Opportunities Officer; Head of Education Resources and Communities, Head of Education and Tracey Sutherland, Committee Services Officer. Where comments have been received, these have been included within the report.

10. CONCLUSION

10.1 This report presents the Education Capital Works budget to 31 December 2021. It clarifies the status of a number of capital projects and the financial implications associated with each of them where appropriate. This report also seeks approval for the proposed programme of Schools BB projects for the financial year 2022/23.

Author of Report: Moray Macleod, Design and Construction Manager
Background Papers: Education Capital Budgets 2021/2022
Ref: SPMAN-1285234812-1030

Moray Council Capital Programme 2021/22

APPENDIX I

Projected Expenditure

	Current Capital Plan 2021/22 £000	Actual Expenditure £000	Total Projected Expenditure £000
Land & Buildings			
<i>Schools - BB - Investment to bring all schools to B for condition and B for suitability</i>			
Cluny Primary School Mechanical and Electrical Works	477	307	383
Hyhehill Primary School External Insulated Render	999	609	1,261
Milnes HS Roof Covering Replacement	200	1	1
New Elgin PS Mechanical and Electrical Works	342	310	366
Speyside High School Mechanical and Electrical Works	279	233	256
Speyside High School Security Doors	0	17	17
St Gerardines Drainage	121	126	133
Pilmuir Primary School Roof Covering Replacement	250	95	108
Forres Academy Drainage	225	242	272
Forres Academy Mechanical and Electrical Works	524	494	533
Burghead PS Heating and Pipework Upgrade	442	1	31
Applegrove Primary School Drainage	220	249	272
Andersons Primary School Mechanical and Electrical	315	334	346
Andersons Primary School Drainage	209	345	411
Kinloss Primary School Pipework Replacement	0	213	213
Hythehill Primary School Window Replacement	0	4	4
Balance	52		0
<i>Schools - New Build</i>			
Lossiemouth High School	3,827	1,706	3,076

Findrassie Primary School Elgin	498		5
Glassgreen Primary School	40	18	24
School Learning Estate - LEIP	25		25
<i>Other Schools</i>			
Legionella works - Schools	15	4	15
Schools - Fire, Safety and Security - Minor Works	225	132	225
Schools - Accessibility	40	12	40
Resurface & rejuvenate 3G pitches in Moray	0	1	1
New 3G Pitches	50		50
Early Learning Childcare	1,555	1,501	2,453
<i>Libraries & Leisure</i>			
All public facilities	10		0
Condition Surveys - Other Leisure Facilities	60		34
Refurbishment & upgrade of pools	0		0
<hr/>			
Total Education Resources and Communities Committee	11,000	6,954	10,555
Vehicles Plant & Equipment			
Libraries & Leisure			
Swimming pool equipment	109	57	109
Moray Leisure Dehumidifiers		3	3
Les Mills Equipment	5	5	5
Total Education Resources and Communities Committee	114	65	117

**Current Capital Plan
2022/23 £000**

Land & Buildings

***Schools - BB - Investment to bring all schools to
B for condition and B for suitability***

Cluny Primary School Mechanical and Electrical Works	49
Hyehill Primary School External Insulated Render	319
Milnes HS Roof Covering Replacement	900
New Elgin PS Mechanical and Electrical Works	406
Speyside High School Mechanical and Electrical Works	370
St Gerardines Drainage	3
Pilmuir Primary School Roof Covering Replacement	9
Forres Academy Drainage	5
Forres Academy Mechanical and Electrical Works	617
Burghead PS Heating and Pipework Upgrade	296
Applegrove Primary School Drainage	5
Andersons Primary School Mechanical and Electrical Works	206
Andersons Primary School Drainage	7
West End Primary School Heating Upgrade	305
Kinloss Primary School Heating and Pipework Upgrade	900
Hythehill Primary School External Fencing	94
East End Primary School, Windows and External Walls	30
Mosstodloch Primary School Roof Replacement	30
Millbank Primary School Drainage Works	178
East Primary School Drainage Works	189
Seafield Primary School Drainage Works	156



**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 9 MARCH 2022**

SUBJECT: ELGIN COMMUNITY CENTRE

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

1. REASON FOR REPORT

- 1.1 To provide the Committee with an update in relation to Elgin Community Centre (Elgin CC) and agree to defer a decision on the future of this facility until the end of 2022.
- 1.2 This report is submitted to Committee in terms of Section III (D) (13) of the Council's Scheme of Administration relating to exercise of the Council's statutory functions to provide facilities and support activities related to the development of recreation, sport, culture and social activities.

2. RECOMMENDATION

2.1 It is recommended that the Committee:-

- i) consider and note the information in relation to the current operation of Elgin CC; and**
- ii) agree to extend the period for review work on the future of Elgin Community Centre until the end of 2022.**

3. BACKGROUND

- 3.1 At the meeting of Moray Council on 23 January 2019, the Council agreed to implement increased charges and reduce cost measures at Elgin CC. The aim was to reduce the overall running costs of this facility with a 4-month review period identified to assess whether the required savings were emerging and whether to continue to operate the Centre (paragraph 9 of the Minute refers).
- 3.2 At the meeting of Moray Council on 27 February 2019, the Council further agreed to the increased charges and cost saving requirements for Elgin CC as part of the budget financial plan (paragraph 4 of the Minute refers).

- 3.3 At the meeting of Policy and Resources Committee on 3 September 2019, the Committee were advised that the potential savings for Elgin CC were still being assessed (paragraph 6 of the Minute refers).
- 3.4 At the meeting of the Education, Communities and Organisational Development Committee on 18 November 2020, Committee agreed with the recommendation that VIP Childcare be offered a 5 year lease from 2 August 2021 to allow continued occupancy of Elgin Community Centre and to provide a sufficient amount of time for the VIP Childcare Management Committee to secure alternative accommodation (paragraph 34 of the Minute refers).
- 3.5 As part of this same meeting, Committee were also made aware that as a result of the rental and property charge arrangements, there would be a consequent loss of income to the Council of £13,776 for the first year. It was proposed that this shortfall would be met from a transfer of funds from the Early Learning and Childcare revenue budget. This would also include the shortfall in rental charges at Elgin Community Centre. The Early Learning and Childcare budget is now under severe pressure and this is no longer a solution for the shortfall in rental income.
- 3.6 At the meeting of Education, Communities and Organisational Development Committee held on 26 May 2021, Committee agreed to maintain the status quo in regards to the operation of Elgin CC with a review in 12 months subject to confirmation that appropriate budget was in place to continue the status quo (paragraph 28 of the Minute refers).
- 3.7 The planned 12 month review period coincides with the Local Government Elections in May 2022. It has also proved challenging to take the planned work forward during the covid pandemic and further time to assess the recovery impact would be useful and so taking these into account, it is proposed to consider deferring a decision on this matter until after the election period.
- 3.8 Since May 2021, Elgin CC has continued to operate as a community facility with the main points to note as follows;
- A café franchise has not been operational throughout 2021/22 which has affected income generation and admission levels. Marketing for a new franchise has not progressed due to uncertainty in the future of the facility.
 - A 5 year lease was approved for usage of this facility by VIP, which will run up to and including academic year 2025/26. Main lease terms have been provisionally agreed with VIP and it is expected the lease will be concluded shortly.
 - Elgin CC has recovered 91% of their pre-Covid Fit Life Membership levels.
 - Elgin CC has been regularly used throughout 2021/22 by Council services for team meetings, workspaces etc due to the capacity available with meeting rooms/spaces and Wi-Fi.

- 66% of community groups that accessed Elgin CC before Covid have since returned. However these groups have had to operate under significant restrictions due to Covid legislation which has impacted admission levels. Some groups have had to delay restarting due to the type of activities they offer and inability to restart due to a variety of factors.
- In 2019/20, Elgin CC admissions were reported as 88,045. From the last week of April 2021 (when it re-opened after lockdown) until the end of Dec 2021, Elgin CC admissions were reported as 26,476. Both these admission totals include the VIP Childcare participants.

3.9 It is proposed that the period for review work on the future of Elgin CC is extended until there is further recovery from the Covid pandemic and progress on the strategic review of the Council estate is completed. The main factors connected to this recommendation are as follows:

- Service and wider Council still under significant work pressures due to Covid pandemic and any change to the status quo will simply exacerbate these pressures
- reliance on Elgin CC from a Council operational perspective as it has been utilised as an additional meeting space for staff during recent months
- Locality Network evidence has identified that services and community organisations are keen to deliver activities/programmes within localities however are limited due to lack of suitable and affordable venues – connections with Elgin CC to be explored.

4. SUMMARY OF IMPLICATIONS

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

In relation to the LOIP, this report relates to the priority area of Moray having a sustainable economy and the impact on public sector financial constraints.

In relation to the Corporate Plan, this report contributes towards working towards a financially stable council that provides valued services to our Communities.

(b) Policy and Legal

Local Authorities have a legal duty to ensure adequate provision of facilities for recreational, sporting, cultural and social activities. Improving the health and wellbeing of the Moray community through sport, leisure and recreation is not only an integral part of the local vision, but it is also a national priority. The Community Empowerment Act also supports the development of stronger, more resilient, supportive, influential and empowering communities in relation to the delivery of public services.

(c) Financial implications

As the Early Learning and Childcare revenue budget can no longer provide the shortfall in rental income there will be a budget pressure against Elgin CC for 2022/23 of approx. £14,000.

The Council requires to make significant savings, estimated at £20 million across 2023/25 and any decision taken about Elgin Community Centre must be made in that context.

(d) Risk Implications

Imminent closure of this whole facility would impact on the delivery of Early Learning and Childcare in Moray as the current VIP Childcare roll would be unable to be accommodated elsewhere in the Elgin locality.

(e) Staffing Implications

The ongoing uncertainty for staff based at this location is a risk in regards to job security as this matter has been considered since 2019.

(f) Property

There are no property implications directly connected to this report.

(g) Equalities/Socio Economic Impact

An Equalities Impact Assessment would need to be produced if the decision is taken to close this facility.

(h) Climate Change and Biodiversity Impacts

This proposal does hinder the climate emergency as Elgin CC is an ageing facility with old energy and lighting systems in place and therefore there will be inefficiencies and operational carbon emissions. As the future of this facility is unclear it would not be financially prudent to replace these systems until the long term future has been agreed. There is no budgetary provision for renovating Elgin Community Centre.

(i) Consultations

In preparing this report, consultations have been undertaken with the Chief Financial Officer, the Legal Services Manager, the Head of Education Resources and Communities, the Head of Development Services, the Senior Project Manager for Early Learning and Childcare Expansion, the Sport and Leisure Manager, the Estates Manager, Housing and Property Services and Tracey Sutherland, Committee Services Officer whose comments have been incorporated in the report.

5. CONCLUSION

5.1 That the Committee considers the information in regards to current operations of Elgin CC and agrees to defer a decision on the future of this facility until the end of 2022.

Author of Report: Kim Slater, Sport and Culture Service Manager

Background Papers: [Elgin Community Centre](#)
[Appendix 1](#)

Ref: SPMAN-1315769894-257



**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 9 MARCH 2022**

**SUBJECT: EDUCATION RESOURCES AND COMMUNITIES REVENUE
BUDGET MONITORING TO 31 DECEMBER 2021**

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

1. REASON FOR REPORT

- 1.1 To inform the Committee of the budget position for Education Resources and Communities as at 31 December 2021.
- 1.2 This report is submitted to Committee in terms of Section III (A) (2) of the Council's Scheme of Administration relating to the consideration of capital and revenue budgets and long term financial plans.

2. RECOMMENDATION

- 2.1 It is recommended that Committee scrutinises and notes the budget position at 31 December 2021.**

3. BACKGROUND

- 3.1 The report highlights those areas of the budget where there is a significant percentage variance identified at 31 December 2021.

4. BUDGET POSITION

- 4.1 The spend at 31 December 2021 is £20,275,000 against a budget to date of £20,424,000, giving an underspend of £149,000 as shown in **Appendix 1**.
- 4.2 The COVID-19 pandemic has had a significant impact on income and a £500,000 reduction in the income budget for leisure facilities was approved as part of the budget report to Moray Council 3 March 2021 (para 5 of the minute refers). With this saving implemented there is still a loss of income for leisure and libraries of £59,000 to date this is reduced by an underspend on operational costs of £34,000.

- 4.3 Schools repairs and maintenance and accessibility are underspent by £83,000 at the end of December, the pattern of expenditure in this area is difficult to predict.
- 4.4 Other underspends within the service are Additional Support for Learning training £21,000, library books £18,000 and staff travel across the service £42,000.

5 ESTIMATED OUTTURN

- 5.1 The estimated outturn for 2021/22 is £26,714,000 against a budget of £27,657,000 resulting in an estimated underspend for the year of £943,000.
- 5.2 The Covid pandemic is continuing to have an impact on income with a projected loss for leisure, libraries and music instruction of £140,000 (additional funding for Music Instruction is expected from the Scottish Government). The operational costs associated with the running of the services are anticipated to be £22,000 underspent.
- 5.3 Staff savings from vacancies and appointment below top of scale are anticipated to exceed the budget by £912,000 (4.3% of service staff budget). The staff savings are across the service, with the largest proportion (39%) relating to ASN positions centrally and within schools (including ASN teaching staff and PSAs) where there has been normal staff turnover, some posts have proven difficult to fill, and other centrally managed posts have been held as they under review as part of the wider review of ASN Services. This will be kept under review as we move forward with the ASN Review.
- 5.4 Other anticipated underspends within the service are home tuition £38,000, library books £10,000 and staff travel across the service £45,000.

6. SUMMARY OF IMPLICATIONS

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

The Education Resources and Communities Revenue Budget has particular reference to National Outcome 8 – we have improved the life chances for children, young people and families at risk.

(b) Policy and Legal

The Council has statutory responsibilities to meet educational needs, the needs of children and young people in need and those it looks after.

(c) Financial implications

The resource implications are set out in this report and at **Appendix 1**. The underspend as at 31 December 2021 is £149,000 against a budget to date of £20,424,000. The estimated year end position is expenditure of £26,714,000 against a budget of £27,657,000 resulting in an underspend of £943,000.

- (d) Risk implications**
Budget Managers are aware of their responsibilities for managing budget allocations and approval for any variances will be sought from Committee in line with the Financial Regulations.
- (e) Staffing implications**
There are no staffing implications associated with this report.
- (f) Property**
There are no property implications associated with this report.
- (g) Equalities/Socio Economic Impact**
An Equality Impact Assessment is not needed because the report is to inform the Committee on budget monitoring.
- (h) Climate Change and Biodiversity Impacts**
No climate change and biodiversity impacts arise directly from this report.
- (i) Consultations**
Paul Connor, Principal Accountant and Tracey Sutherland, Committee Services Officer, have been consulted and are in agreement with the contents of this report where it relates to their areas of responsibility.

6. CONCLUSION

6.1 That Committee scrutinises and notes the budget position as at 31 December 2021.

Author of Report: Joanna Shirriffs, Head of Education Resources and Communities
Nicky Gosling, Accountant

Background Papers: with authors
Ref: SPMAN-1315769894-268/SPMAN-1315769894-269

Education Resources & Communities

Budget Monitoring Report to 31st December 2021

Appendix 1

Service	Revised Budget	Budget to Date	Actual to Date	Variance to Date	Variance
	£'000	£'000	£'000	£'000	%
Communities	1,025	681	656	25	4 %
Culture, Sport & Leisure	3,684	2,713	2,685	28	1 %
Learning Estate	150	93	86	7	8 %
Additional Support Needs	13,417	9,742	9,718	24	-
Business Support Unit	1,398	1,011	1,010	1	-
Education Resources & Communities Management	105	78	78	-	-
Schools Repairs & Maintenance	1,065	691	608	83	12 %
Public Private Partnership	5,488	4,688	4,706	(18)	-
Education Resources	127	85	86	(1)	(1)%
Education Resources & Communities COVID-19	642	642	642	-	-
Education Resources & Communities Efficiency Savings	556	-	-	-	-
				-	
Education Resources & Communities Total	27,657	20,424	20,275	149	-

Full Year Forecast	Full Year Variance
£'000	£'000
1,008	17
3,784	(100)
129	21
13,305	112
1,394	4
105	-
1,065	-
5,510	(22)
128	(1)
642	-
(356)	912
26,714	943



**REPORT TO: EDUCATION CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 9 MARCH 2022**

**SUBJECT: EDUCATION AND EDUCATION RESOURCES AND
COMMUNITIES SERVICE PLANS 2022-23**

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

1. REASON FOR REPORT

- 1.1 To invite the Committee to consider the Education and Education Resources and Communities services' Service Plans for 2022-23.
- 1.2 This report is submitted to Committee in terms of Section III (A) (40) of the Council's Administrative Scheme relating to ensuring a suitable framework is in place for performance management across Council Services.

2. RECOMMENDATION

- 2.1 **It is recommended that Committee consider and approve the Service Plans for services within Education (Schools and Early Years) and Education Resources and Communities.**

3. BACKGROUND

- 3.1 Service planning is a key aspect of the Council's Performance Management Framework and is undertaken annually to set out the strategic direction for services over the coming months.
- 3.2 The service planning process focuses on forward planning for medium-term activities supporting delivery of the Local Outcomes Improvement Plan (Loip) and Corporate Plan. The council planning process also includes team plans that focus on short term tactical and operational activities supporting delivery of the service plan and strategies and Employee Review and Development Plans (ERDP) provide individual planning for employees' activities and development.
- 3.3 As well as identifying service developments and improvements, the service plan framework requires an assessment of the output and outcome requirements for services based on the Council's priorities, statutory and regulatory requirements and other relevant factors and matching of resources to these priorities. Priority outcomes are those included in the Council's

Corporate Plan that directly relate to the service or are influenced by the service and should be clearly identified.

- 3.4 Setting clear measurable outcomes and defining key indicators by which progress will be assessed is a recognised area for development within the council and these service plans are part of the improvement journey to implement the performance management framework. For some actions it can be difficult to identify a measurable outcome (e.g. a change in legislation that must be implemented, or updating a policy framework). It can also be challenging where there is currently no clear baseline or benchmarking from which informed targets and reasonable steps towards these can be developed. Therefore, as far as possible efforts have been made to set measurable outcomes for service plan actions but in some cases outputs have been used so that it is still possible to measure whether the action has been progressed as intended. In other areas, further work will be required to refine outcomes in future.
- 3.5 A summary of progress is given below based on the annual reviews carried out for each of the service areas.
- 3.6 For these service plans, the impact of the Covid-19 pandemic is also a factor. The Emergency Cabinet on 24 June 2020 (paragraph 3 of the minute refers) agreed a recovery and renewal framework setting out the vision and priorities for recovery of council services and how they can support wider recovery and renewal in Moray. This has been taken into account in preparing Service Plans, as far as the impact is currently known. An indicator has been added to the Service Plan format to show where there is a contribution to recovery from a previously planned action (that may have been adapted in light of Covid experience). There is also a separate section in service plans for specific new recovery and renewal actions and these will be imported into the Council's Recovery and Renewal plan to provide a comprehensive corporate document.
- 3.7 Reference is also made to the report to the Council on 19 January 2022 on the preparations for the review and update of the Corporate Plan following the local government elections in May 2022. The report noted that in addition to the election, there were emerging issues from the Covid pandemic that will influence future actions and service requirements and that the Scottish Government programme for government contains a number of commitments that will require action by council services that needs to be considered in the context of the Corporate Plan and Service Plans. Taking this into account, the Council agreed that Service Plans be prepared taking account of the known national and service driven issues and that they be further reviewed in 12 months to take account of the direction from the new Council in the revised Corporate Plan (para 14 of the minute refers). Therefore, these plans focus on the period from April 2022 to April 2023.

2020/22 Updates

Education

Progress on planned work (success)

- 3.8 The Education Recovery Plan provided a strategic bridge through the initial lockdown to recovery in April 2021 with a move to the Education Plan 20-23 providing focus for further improvements. The Early Years' expansion programme to deliver 1140 hours continued to be rolled out with a flexible offer available to families across Moray from Council run nurseries and private providers. Moray was one of a few Councils to progress with consultation on a sustainable rate and also progress a new leasing agreement and contract arrangements with partner providers.
- 3.9 Across secondary schools a key area of satisfaction was the successful implementation of an initial Alternative Certification Model (ACM) with robust moderation and internal verification processes resulting in improved performance across a number of measures for young people in August 2020. This early work provided a foundation for a further ACM as examination diet 2021 was cancelled in the autumn of 2020. Although Covid-19 outbreaks saw positive case numbers rising locally, the service has continued to provide continuity in Education with few partial or full closures and remote learning initiated where necessary. Additional staffing due to Covid-19 funding has supported this situation. Improved approaches to remote learning from January 2021 to March of the same year, provided improved engagement and participation of learners and targeted approaches for learners returnin from March. Work has progressed in all areas of the plan particularly in approaches to raising attainment.

Progress on planned work (areas for development/not delivered)

- 3.10 Due to vacancies across the central Education Team, work was not able to be fully progressed in learning, teaching and assessment or the curriculum. Schools and ELC settings were restricted in their ability to advance strategic priorities due to the ongoing impact of Covid-19 on staffing levels and time needed to continually plan for those learners who were self-isolating requiring remote learning materials. Changes to mitigations and updated guidance necessitated updated risk assessments and changes to approaches to meeting and delivering Education.

Planned focus in new plan (reflecting above and challenges to come)

- 3.11 Key areas of focus in the new service plan are:
- continue to raise attainment with the implementation of an Insight Strategy, additional accreditation opportunities and collaborative approaches where necessary. This includes improving data literacy, analysis and interrogation across the system;
 - develop and implement the post Covid Parental Engagement Strategy, review the Professional Learning Strategy and implement a Supporting all Learners Strategy;
 - further implement the Moray Play Strategy and play pedagogy;
 - further develop transition approaches;
 - further develop Moray learner pathways;

- develop collaborative approaches to pedagogical practice while strengthening approaches to moderation and assessment and enhancing digital approaches;
- implement any recommendations from any national Education reviews; and
- continue to review, develop and implement approaches to self-evaluation to support improvement.

All of these actions will depend on capacity and any further impact of Covid-19 absence.

Education Resources & Communities

Progress on planned work (success)

- 3.12 The Education Resources & Communities Service was a new service formed following the senior management restructure. A number of change management plans were required to support a new permanent third tier structure and these are now complete, with the exception of ASN services.
- 3.13 Despite Covid restrictions, continuing progress was made in the development of locality plans in Buckie and New Elgin, with the widening of the geographical area having a positive impact in both localities. Work is ongoing to strengthen social capital and connections and develop and sustain community anchor organisations. The community anchor organisations have been the focus of support in Forres and Lossiemouth, with a revised locality planning process taking account of the strengthening of community organisations during the Covid-19 pandemic, with Community Support Officers working alongside these organisations to help communities articulate their needs and identify their priorities for the future. Community Planning Board partners have agreed to work with the Council to support the development of locality plans in Forres, Lossimouth and Keith where capacity and resources allow.
- 3.14 Community Asset Transfers have progressed, with the team supporting successful transfers of the West Dunes Toilets at Findhorn and the Fisherman's Hall in Buckie.
- 3.15 The Sport & Leisure Business Plan has provided a focus for sport and leisure activity with positive progress being made across a number of workstreams, and a strong desire from the workforce to develop service offers that fulfil national and local policy objectives and meet community needs. The Review of Sport and Leisure Services has now concluded.
- 3.16 The Learning Estate Programme has progressed well, with a number of workstreams now established to deliver across the Learning Estate Strategy priorities, including estate rationalisation, design and construction and asset management. The ASN Review has progressed, with workstreams identified and a governance structure established.

Progress on planned work (areas for development/not delivered)

- 3.17 The challenges of Covid impacted on all teams in different ways, with Covid restrictions limiting service delivery across sport and leisure and library services in particular, and restrictions on face to face activities requiring changes in approach to community engagement, adult learning, youth work and music instruction. However, the challenges also presented opportunities with the teams developing new digital processes that can support more efficient ways of working in the future.
- 3.18 A number of projects were impacted by capacity issues as result of additional Covid related workload, and challenges of recruitment, including the review of Business Administration in schools, and the review of ASN Services. The allocation of budget through Participatory Budgeting (PB) processes has been delayed due to the capacity of other services to engage with the team and consider how PB can be used to allocate budget across their different teams.

Planned focus in new plan (reflecting above and challenges to come)

- 3.19 The focus of the new plan is to bring together all elements of the new Education Resources and Communities Service into a single plan where each team can see their contribution to wider corporate and service priorities. There will be a clear focus on pushing forward programmes and projects that have been delayed or slowed by Covid (Learning Estate, ASN Review, Business Administration) and on driving forward service improvement across all our teams. Service Improvement Priorities fall under four key headings:
- managing our Assets – taking a strategic approach to managing our learning estate, including sport and leisure assets;
 - service transformation and improvement;
 - Communities and Place – supporting our communities to build capacity and influence decision making that impacts on them and their local area; and
 - working in partnership to achieve positive outcomes – for children and young people, families and the wider community.

Service Plans for 2022/23

- 3.20 There has been a significant impact across services from the Covid pandemic and continuing service pressures from covid have given limited capacity for the development of new Service Plans. Therefore, a number of Service Plan actions are being carried forward and there has been a focus on essential changes and new actions given the planned review of the Corporate Plan. However, there are some significant emerging areas of work, for example, linked to legislation or the programme for government that have had to be incorporated to ensure that the Council delivers on new commitments, e.g. universal free school meals. Looking forward, it is anticipated that a significant amount of time will be spent on Covid recovery, that there will be constraints from the financial planning process and that there will be a period of induction for new members. Account has also been taken of these in order to be realistic about what can be achieved over the next 12 months and to concentrate service efforts on goals which align with the Council's priorities or improve efficiency.
- 3.21 Given the pressures across all services and the need to prioritise resources to the Council's priorities, services are focussing on essential service delivery

and developments and taking account of the planned review of the corporate plan to take a relatively light touch to service planning. On this basis, the two Service Plans are attached to this report as follows:

Appendix 1: Education (Schools and Early Years)

Appendix 2: Education Resource and Communities

4. SUMMARY OF IMPLICATIONS

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

The Service Plans were informed by the Loip and the Council's Corporate Plan.

(b) Policy and Legal

Statutory requirements and council policies are considered by managers when preparing service plans for the year ahead.

(c) Financial implications

No additional financial resources are required to support the service plans.

(d) Risk Implications

Up to date risk registers and maintained and considered as part of the service planning process.

(e) Staffing Implications

Service plans are integral to good management practice including workforce planning and assisting with communication about work plans for staff, identifying priorities and matching staff time to the Council's priorities.

(f) Property

There are no property implications arising from this report.

(g) Equalities

Managers consider equalities issues for staff and service users when assessing current service delivery arrangements and future requirements.

(h) Climate Change and Biodiversity Impacts

None.

(i) Consultations

Heads of Service have worked with their management teams to prepare the services plans attached as appendices and have contributed to the updates in this report.

5. CONCLUSION

5.1 Service Plans have been prepared identifying the improvements targeted for the period up to April 2023. In preparing the Plans, managers have taken account of risk, performance data (including

inseptions and Best Value), the Loip, the Corporate Plan and other relevant factors such as audit and inspection outcomes. Consideration has also been given to the impact of the Covid-19 pandemic and recovery that is required to respond to that. The Service Plans identify the resources allocated to each service and how these will be utilised to deliver core service requirements and improvements.

Author of Report: Denise Whitworth
Background Papers: Report to Council on 19 January: Corporate Plan Preparation
Ref: H:\Management\Acting Director\Reports\ECLS\Service Plan 2022-23 (09-03-22).docx
SPMAN-1108985784-730 / SPMAN-1108985784-733 /
SPMAN-1108985784-734

COVID-19 REVISED 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: FTE across schools and central team (FTE to be included) Budget: DSM; Revenue Central Budget Early Years and Education (figures to be included)

3. What have we identified for improvement in {Financial Year}?	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.
Covid Education Recovery	<input checked="" type="checkbox"/>	In response to the COVID-19 outbreak and responding to continued positive cases, absence of staff and pupils, preparation for Examination diet 2022 and any other recovery work. This work will continue through improvement activity across all of the strategic areas below. Self-evaluation processes around Education Strategic plan/NIF Plan, review by officers and headteachers, nursery managers and taking on board national expectations and priorities. Data including attainment, inspection activity, QA visits etc. Linked to corporate plan, loip and children's services plan as well as national Improvement Framework
Improving Outcomes for All		
Curriculum	<input type="checkbox"/>	
Learning, Teaching and Assessment	<input type="checkbox"/>	
Leadership	<input type="checkbox"/>	
Supporting all Learners	<input type="checkbox"/>	
Self-Evaluation for Self-Improvement		

COVID REVISED SERVICE PLAN

4. 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) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be	Improvement in attainment, particularly in literacy and numeracy	Improved attainment at both the Broad General and Senior Phase identified through ACEL and LGBF measures	Choose an item.	Progress towards meeting the Scottish Government stretch aims for literacy and numeracy at P1, P4, P7 and S3			
				Consistent improvement across N5 children achieving expected developmental milestones in line with CfE using ELC progressions to track development in numeracy, literacy and wellbeing	June 2023	HS	1
				Percentage of primary pupils achieving expected CfE levels in literacy and numeracy meeting local targets (85/85% by 2022/23)	June 2023	VC/SMcL	1
				<ul style="list-style-type: none"> % pupils primary achieving expected levels in literacy % pupils primary achieving expected levels in numeracy 	Target		
				Percentage of secondary pupils achieving expected CfE third levels in literacy and numeracy meeting local targets (93/94% by 2022/23)	June 2023	VC/SMcL	1
<ul style="list-style-type: none"> % pupils in secondary achieving expected levels in literacy % pupils in secondary achieving expected levels in numeracy 	Target						
Consistent improvement across SCQF levels achieved in senior phase per local targets against LGBF	March 2023	VC/SMcL	1				
<ul style="list-style-type: none"> Leavers achieving SCQF level 4 literacy 	Target						

COVID REVISED SERVICE PLAN

4. 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?)
				<ul style="list-style-type: none"> • Leavers achieving SCQG level 4 numeracy • Leavers achieving 5+ SCQF level 5 • Leavers achieving 5+ SCQF level 6 • Increase in leavers average tariff points • Increase in leavers entering a positive destination <p>Additional targets, breadth and depth</p> <p>S4</p> <ul style="list-style-type: none"> • Achieving 1@ level 5 • Achieving 3@ level 5 • Achieving 6@ level 5 • Achieving 7@ level 5 <p>S5</p> <ul style="list-style-type: none"> • Achieving 1@ level 6 • Achieving 3@ level 6 • Achieving 5@ level 6 <p>S6</p> <ul style="list-style-type: none"> • Achieving 3@ level 6 • Achieving 5@ level 6 • Achieving 1@ level 7 	<p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p> <p>Target</p>	VC/SMcL	1

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Improving outcomes for all	Continue to progress the Raising Attainment Strategy with particular focus on closing the poverty related and wider attainment gaps	Improved attainment across LGBF and key Insight Measures		<ul style="list-style-type: none"> As above 100% of Moray nurseries are using the early level tracker 	June 2023	SMcL	
	Improve Data literacy, analysis and interrogation capacity across our system to support improvement in performance	Improve the data literacy from across our schools	Choose an item.	<ul style="list-style-type: none"> Improved use of data to drive improvements as evidenced in QA visits 	March 2023	SMcL	
	Further build collaborative working across our community planning partnership	Improved partnership working to meet the needs of learners	Choose an item.	<ul style="list-style-type: none"> 	March 2023	VC	
	Continue to develop and implement the post Covid parental engagement strategy	Strategy in place and improved engagement and involvement by parents	Choose an item.	<ul style="list-style-type: none"> Strategy in place and rolled out across Moray Case studies of parental engagement and involvement 	March 2023	RW	
Curriculum	Further implement the Moray Play Strategy and review the impact on learners across Early level	To embed quality play based learning approaches across early level	Choose an item.	<ul style="list-style-type: none"> Care inspectorate evaluations of quality themes HMIE evaluations of HGIOSELC quality indicators For ELC % of P1 teachers self-reporting an <u>understanding</u> of play pedagogy as good/very good/excellent % of P1 teachers who state they can confidently <u>implement</u> the Moray Play Strategy % of achievement of Early Level in maths & numeracy in P1 	March 2023	HS/AB	

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
				<ul style="list-style-type: none"> • % of achievement of Early Level in literacy in P1 			
	Further develop, transition approaches (N-P1, P7-S1, intermediate transitions, post-school)	To improve curricular and pastoral transitions of learners to support their progression	Choose an item.	<ul style="list-style-type: none"> • 100% of Moray nurseries are using the early level lit/num and HWB progressions • % of schools engaging with Transition PL • % of schools self-reporting they have updated their pastoral transitions • % of schools self-reporting they have updated their curricular transitions to support progression 	June 2023 % June 2023 % June 2023 No June 2023 No	AD/HS AB AB SMcL	
	Further develop progressive Moray Learner Pathways (2-18), following outcome of national reviews with a particular focus on Literacy and Numeracy and skills	To develop Moray learner pathways for all curricular areas including skills progression	Choose an item.	<ul style="list-style-type: none"> • No of pathways in place for all curricular areas 	March 2023	HS/AB/tbc	
	Continue to enhance and extend Curriculum offer including collaborative approaches	To increase curriculum offer including collaborative opportunities	Choose an item.	<ul style="list-style-type: none"> • % of schools engaging with Curriculum Rationale PL • % of schools with a refreshed curriculum rationale and design in line with CfE narrative • % of schools working collaboratively on their curriculum • Increase in the number of consortia approaches to deliver senior phase offer to support learners • Increase in the breadth of courses offered/uptake across the senior phase 	March 2023	AB/SMcL/tbc	

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Learning, Teaching and Assessment	Further embed 'Our Moray Standard' through collaborative approaches to pedagogical practice	To support a professional learning networks To improve the quality of learning and teaching		<ul style="list-style-type: none"> • Baseline the number and range of TLCs across Moray • % of schools with a good or better grading for HGIOS4 QI 2.3 • % of ELC settings with a grading of good or better for HGIOELC QI 2.3 • % of ELC settings with a Care Inspectorate national Standard grading of 4 or above 	March 2023	HS/CM/GH/RN/WS	
	Continue to strengthen approaches to assessment and moderation	To review the Moray moderation strategy and increase QAMSOs and moderation activities across BGE and senior phase		<ul style="list-style-type: none"> • Increase in QAMSOs 	March 2023	HS/SMcL/RN	
	Develop a comprehensive programme of whole system support for pedagogical practice including digital approaches	To develop a full programme of CLPL in Moray to complement RIC and national offer with clear expectations of practitioners regarding essential and desirable learning			March 2023	HS/RN/WS	
	Develop and support practitioner play pedagogy approach across ELC and Primary	To embed quality play pedagogy across Moray			March 2023	HS/RN	
Leadership	Develop a post Covid Professional Learning strategy in line with National Reviews with full consultation	Strategy in place			March 2023	WS	

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
	Extend the system support for the implementation of the new GTCS Professional Standards	Practitioners understand the expectations in the standards		<ul style="list-style-type: none"> • Increase in no of ELC practitioners moving to promoted posts • % NQTs who achieve full standard for registration • % of NQTs who stay in Moray • No of staff promoted to middle leadership post • No of staff promoted to DHT post • No of Staff promoted to HT Post 	March 2023	HS	
	Develop a framework for professional development/career pathways	Programme in place to support professional learning at all levels including career progression		<ul style="list-style-type: none"> • Baseline of professional learning offer locally • Baseline of attendees on all programmes locally and nationally • Increase in no of people with <ul style="list-style-type: none"> ○ Into Headship ○ Standard for Headship ○ Excellence in Headship • Increase in the no of ELC staff completing BA ELC award 	March 2023	WS	
	Review OECD and other national reviews and documentation for emerging themes in support of practitioners	Improve practitioner knowledge and understanding of national policy and expectations professionally in their role			March 2023	WS	

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Supporting All Learners	Develop a strategic vision for supporting learners across the wider education partnership	<p>Strategy in place and shared with all staff There is a greater understanding of inclusive practice across ELC and schools</p> <p>Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported</p>		<ul style="list-style-type: none"> • % increase in all staff trained in the 6 principles of nurture • Workforce Training and Development programme developed • % Increase in CLPL engagement with SAL offer • Development and implementation of a HWB Tracking Tool • % Decrease in staff absence • Audit and review of SAL policies/ guidance and practices completed in line with UNCRC and tackling bureaucracy/workload • An agreed pastoral transition policy to support all learners across ELC/BGE and Senior Phase 	March 2023	LR/SC	
	Revise and strengthen the HWB curriculum offer across Moray including children's rights, participation and delivery of the Promise	To develop Moray learner pathway for HWB Curriculum including skills progression		<ul style="list-style-type: none"> • % improvement in School evaluation of QI 3.1 • EIC evaluation of QI 3.1 • % Increase in CLPL engagement with SAL offer • % increase of schools identifying UNCRC developments in SIP 	March 2023	LR/SC/JS/CF	
	Review of policy and practice in support of all learners	All policies are updated and reviewed in line with national guidance and shared with all staff with training in place where necessary		<ul style="list-style-type: none"> • Audit and review of SAL policies/ guidance and practices completed in line with UNCRC and tackling bureaucracy/workload • % Decrease in the number of Violent and aggressive incidents • % Decrease in school exclusions 	March 2023	RW/SMcL/SC/LR	

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
				<ul style="list-style-type: none"> • % increase in Improved attendance rates • % reduction in adapted timetables 			
	Further develop partnership working to support pre-school children post Covid	Improved understanding of needs of children as they enter ante-pre school placements			March 2023	HS	
	Develop approaches to working with families for children from 0-5, particularly those with additional support needs	To support child development and improve nurturing approaches			March 2023	HS	
Self-Evaluation for Self-Improvement	Develop a partner provider contract monitoring process with guidance and streamline this to sit with the National Standards	Contract and guidance in place		<ul style="list-style-type: none"> • % of partners who meet contract requirements 	March 2023	HS	
	Review and consolidate implementation of 1140 hours including quality of experience	To ensure that the service delivers within budget and opportunities to implement efficiencies are fully explored and implemented			March 2023	HS	
	Continue to review approaches to self-evaluation and reporting in line with statutory requirements and emerging good practice	To fulfil statutory requirements in terms of reporting to Scottish Government and improve self-evaluation approaches across Moray			March 2023	RW	
Workforce Development to meet demands and deliver priorities	The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including		<p>Evidence that all staff have undertaken mandatory training.</p> <p>Number of ERDPs completed 100% of ERDPs carried out within timescale</p>	<p>March 2023 (and reviewed annually)</p> <p>March 2023 (measured quarterly)</p>	HoS	2

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
	through to service and job specific learning.	digital and customer skills		% staff completing Customer Excellence e-learning module or digital standard training that could give % of – think could develop this into something more relevant once the SCVO digital skills survey results are back in?	March 2023 (measured quarterly)		

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
To respond to changes in advice for school and ELC recovery	To reduce the impact of Covid on school and ELC communities	Ensure contingency planning and experiences of remote learning to date prepare for blended or further disrupted learning To minimise or mitigate wellbeing and attainment gaps	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	Evidenced through Committee reports and information in NIF self-evaluation report	March 2023	VC	
To continue to deliver Education with continued staff and pupil absence	To ensure pupils progress and that any gaps are	Pupils achieve expected levels of attainment	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”	Attainment data as above			

COVID-19 REVISED SERVICE PLAN

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. Sport & Culture services, including sport & leisure facilities, Active Schools, Community Sports programmes, Music Instruction Service, Library and Heritage services. C. Business Support services for schools (including school administration) and central Education and Children’s service D. Community Learning & Development functions, including the Community Support Unit, Youth Work and Adult Education E. 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 2022-25	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.
Managing our Assets – taking a strategic approach to managing our learning estate, including sport & leisure assets	<input type="checkbox"/>	Condition & Suitability data Moray Council Strategic Approach to the Learning Estate Best Value Audit Report Learning Estate Programme Definition Document Moray Council Climate Change Strategy 2020-23
Service transformation and Improvement – reviewing service delivery to ensure we are meeting service user needs in a sustainable way: <ul style="list-style-type: none"> • ASN Services • Sport & Leisure Services • Business Support model 	<input type="checkbox"/>	Improvement and Modernisation Programme Significant increase in the number of children and young people identified as having additional support needs, including an increase in the complexity of needs. Morgan Report on Additional Support for Learning (June 2020) Sport & Leisure Business Plan Introduction of digital methods of service delivery – ensuring benefits are fully realised Staff and customer surveys
Communities and Place – supporting our communities to build capacity and influence decision-making that impacts on them and their local area (with a focus on post pandemic social recovery)	<input checked="" type="checkbox"/>	LOIP Corporate Plan The COVID pandemic identified areas within service delivery and support provision that were unable to meet the needs of communities.
Working in Partnership to achieve positive outcomes - for children and young people, families and the wider community	<input type="checkbox"/>	Local Outcome Improvement Plan (LOIP) Children’s Services Plan Sport & Leisure Business Plan Community Learning & Development Plan

COVID REVISED SERVICE PLAN

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	Supporting groups through the asset transfer process from initial interest to transfer.	Community groups are able to make an informed decision about whether or not to proceed with an asset transfer Community owned assets are well run and are meeting the needs and aspirations of the local community.	Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic	Community Support Agreements in place with all community groups supported by CSU Number of support agreements linked to community assets	March 2025 (to be measured quarterly) March 2025 (to be measured quarterly)	Communities Team	1
	Work with Council Services to deliver Participatory Budgeting (PB) exercises	Communities and Services are supported to allocate agreed budgets through a PB process. More people in Moray are involved in local decision making around identifying and funding local priorities through inclusive PB.		% Of council services who have devolved funding to PB processes % Increase in the amount of council spend allocated through PB Number of people engaged through PB process	March 2025 (to be measured quarterly) March 2023 (to be measured quarterly) March 2023 (to be measured quarterly)	Communities Team	1
	(CLD Partnership Plan) The CLD Strategic Partnership monitors the delivery of the Partnership CLD Plan	Working together to make the biggest difference to the outcomes for people in Moray		Outcomes for people in Moray can be evidenced by monitoring and acting upon data gathered from both national and local performance indicators	March 2025 (reviewed quarterly)	Head of Service/Communities Manager	1
(CP) Improve our understanding of the issues in our communities based on the experience of local people	Locality Planning supported in New Elgin and Buckie	More New Elgin and Buckie East residents have influence over the decisions and services that impact on their lives through progression of priorities and actions they have identified in locality and community plans		Establish baseline number of local residents engaged in process % Increase in number of local residents engaged in process Evidence of progress in updated Locality Plan as per LOIP reporting	October 2022 March 2025 (measured quarterly) March 2025 (LOIP quarterly reporting)	Communities Team	1

COVID REVISED SERVICE PLAN

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?)
(CP) Improve our understanding of the issues in our communities based on the experience of local people	Community Action Plans developed in partnership with anchor organisations in Lossiemouth, Forres and Keith	Communities have influence over the decisions and services that impact on their lives through progression of priorities and actions they have identified in locality and community plans		Establish baseline number of local residents engaged in process % Increase in number of local residents engaged in process Evidence of progress in taking forward action plan (by community anchor organisation)	October 2022 March 2025 (measured quarterly) March 2025 (measured quarterly)	Communities Team	1
	(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		Effective engagement with Moray residents on new Moray Council Corporate Plan Council Engagement Strategy Agreed	August 2022 October 2022	Communities Team	1
(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 learning in the best learning environments Learning environments service the wider community and where appropriate are integrated with the delivery of other public services		Programme Milestones Full Learning Estate Team in place Learning Estate Asset Management and Planning Group established Programme Definition Document (Learning Estate Strategic Plan) is developed and agreed (Estate Rationalisation) Inveravon School – Future of School agreed (Design and Construction) Findrassie Primary School New Build (Engagement and Consultation) ASG Level Options Development (long term investment strategy)	May 2022 May 2022 June 2022 August 2023 August 2025 March 2024	Learning Estate Team	1

COVID REVISED SERVICE PLAN

				Outcome Measures % of schools at Condition B % of schools at Suitability B % reduction in spare building capacity % schools with approved asset management plans	Measured annually and reported in learning estate annual report		
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COVID REVISED SERVICE PLAN

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?)
(CP) A Sustainable Council: that provides valued services to our communities	(CP) Review of approach to supporting children & young people with additional support needs (ASN)	<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 Children and young people with additional support needs are ambitious, confident, skilled and achieving.</p> <p>Moray's children and young people with severe and complex additional support needs are educated in Moray</p> <p>ASN services are efficient, sustainable and appropriately prioritised and targeted</p>		<p>Programme Milestones</p> <p>Supporting all Learners Strategy Developed</p> <p>Supporting all Learners Strategy Implemented</p> <p>Review of Central Team Structures completed and implemented</p> <p>Review of School based ASN staffing completed and implemented</p> <p>Workforce Training and Development programme developed (link to Supporting all Learners Strategy)</p> <p>Review of policy and processes, including robust data gathering.</p> <p>Pilot of innovative approaches to supporting children and their families – evidenced improvements for wider rollout</p> <p>Outcome Measures</p> <p>% Increase in attendance rates of pupils with ASN</p> <p>% Reduction in exclusion rates of pupils with ASN</p> <p>% Reduction in number of violence and aggression incidents</p> <p>% Increase in number of children and young people with ASN educated in their local communities</p>	<p>May 2022</p> <p>August 2022</p> <p>August 2023</p> <p>August 2024</p> <p>August 2023</p> <p>August 2025</p> <p>August 2024</p> <p>Measured quarterly</p>	<p>ASN Teams</p> <p>(In partnership with Education)</p>	1

COVID REVISED SERVICE PLAN

				Extent to which service needs can be met from within budget - % variation on annual basis			
(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be	(Children's Services Plan) Take action to ensure the wellbeing of children and young people is improved	Working together to make the biggest difference to the outcomes for people in Moray		Effective oversight of Wellbeing priorities within Children's Services Plan Wellbeing Support Pilot (Partnership Projects) <ul style="list-style-type: none"> Intensive Family Support Children's Mental Health & Wellbeing. 	December 2022 (Progress reviewed quarterly) August 2023 (progress reviewed quarterly)	Head of Service	1

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
(CP) A Sustainable Council: that provides valued services to our communities	Development and Implementation of School Business Admin Review	The benefits of digital administration approaches in schools are fully realised. Increased consistency in administrative processes across ELC and school settings		Project Milestones Preferred Option identified Change Management Plan developed and consultation completed Implementation Outcome Measures Reduction in baseline service costs % increase in uptake of digital solutions to support efficiency	April 2022 June 2022 October 2022 April 2023	Business Support Admin	1

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
	Implementation of Sport & Leisure Business Plan	Commercialisation and Alternative delivery options: Create a sustainable future for our services. Facilities are fit for purpose and aligned to customer needs		Health & Wellbeing programmes available across all facilities Develop and Implement Marketing Plan (% increase in income and admissions) Capital investment strategy for all Moray Sport & Leisure Facilities developed	March 2023 March 2023 (to be measured quarterly) June 2022	Sport & Culture Team (Sport & Leisure)	1
	Develop partnerships that contribute to the educational, cultural and economic life of Moray Develop partnerships which support more resilient, fairer and healthier communities.	Working together to make the biggest difference to the outcomes for people in Moray		Number of partnerships developed	March 2025 (reviewed quarterly)	Sport & Culture Team (Libraries, Learning Centre & Heritage Team)	3
(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be	Embed the Changing Lives approach across relevant sport & culture workstreams	Improved health, wellbeing and resilience in our communities		Number of workstreams developed using the Changing Lives toolkit and processes % Increase in number of participants in Changing Lives programmes	March 2025 (measured quarterly)	Sport & Culture Team (Active Schools & Community Sports)	3
	Engage with communities to develop programmes, events and services that amplify voices of those not often heard.	Create an environment that encourages community led experiences.		Evidence of engagement and engagement outcomes embedded into team plans. % Increase in footfall into facilities.	December 2022 March 2025 (measured quarterly)	Sport & Culture Team (Libraries, Learning Centre & Heritage Team)	3
	Sport & Leisure Strategic Group agree priorities for development across Moray	Working in partnership to deliver the benefits of sport to all across Moray, with a focus on equality and inclusion		Development of programme of partnership work. Progress towards implementation of agreed programme	March 2023 March 2025 (reviewed quarterly)	Head of Service/Sport & Culture Manager	1

COVID REVISED SERVICE PLAN

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be	Youth Work Teamwork in partnership to create opportunities for young people building on the Reconnect programme	Working together to make the biggest difference to the outcomes for people in Moray		% Increase in youth engagement and participation. Service provision is maintained and extended beyond lifetime of initial funding	March 2025 (reviewed quarterly) March 2023 (reviewed quarterly)	Communities Team	3
	YW lead on Partnership Programmes (M-Power) supporting employability skills and a positive transition from secondary school into college, work or training for identified young people						
	Develop partnerships to support the expansion and development of performance opportunities for everyone involved in music programmes.	Working together to ensure our learners achieve their end goals and showcase their learning and attainment		No of performance opportunities delivered	March 2023 (reviewed quarterly)	Sport & Culture Team (Music Instruction and Performance)	3
Workforce Development to meet demands and deliver priorities	The service improves the ERDP experience and holds accurate records, including staff continuous professional development (CPD) - from mandatory training through to service and job specific learning.	Staff and volunteers are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills Our volunteers have the confidence and skills to support our communities		Evidence that all staff have undertaken mandatory training. Number of ERDPs completed 100% of ERDPs carried out within timescale % staff completing Customer Excellence e-learning module or digital standard training % Increase in volunteer recruitment Number of volunteers/leaders Number recruited Number leaving	March 2023 (and reviewed annually) March 2023 (measured quarterly) March 2023 (measured quarterly) March 2023 (measured quarterly)	Head of Service	1

COVID REVISED SERVICE PLAN

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Empower and support communities to further develop capacity	Supporting community councils to develop active Community Resilience Plans	Community response to COVID is embedded for the future, ensuring readiness for any future crisis. Community Councils are supported to work with statutory and community partners to develop local resilience plans to enable communities to respond effectively in an emergency	Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic	All communities have an identified community anchor organisation, supported by Communities Team Community resilience plans developed in 25% of communities.	April 2023 August 2022	Communities Team	1



**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 9 MARCH 2022**

**SUBJECT: EDUCATION REVENUE BUDGET MONITORING TO
31 DECEMBER 2021**

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

1. REASON FOR REPORT

- 1.1 To inform the Committee of the budget position for Education as at 31 December 2021.
- 1.2 This report is submitted to Committee in terms of Section III (A) (2) of the Council's Scheme of Administration relating to the consideration of capital and revenue budgets and long term financial plans.

2. RECOMMENDATION

- 2.1 **It is recommended that Committee scrutinises and notes the budget position at 31 December 2021.**

3. BACKGROUND

- 3.1 The report highlights those areas of the budget where there is a significant percentage variance identified at 31 December 2021.

4. BUDGET POSITION

- 4.1 The spend at 31 December 2021 is £45,616,000 against a budget to date of £46,875,000, giving an underspend of £1,259,000 as shown in **Appendix 1**.
- 4.2 The main variance in primary and secondary schools relates to devolved school budgets comprising of £423,000 in primary schools which is 2% of the budget to date and £794,000 in secondary schools which is 3.4% of the budget to date.
- 4.2 Education Central Services has an underspend of £21,000 on period poverty and £20,000 on the 1+2 budget this is reduced by an overspend on staff relocation costs of £8,000 and central supply £8,000.

5 ESTIMATED OUTTURN

- 5.1 The estimated outturn for 2021/22 is £67,759,000 against a budget of £67,798,000 resulting in an estimated underspend for the year of £39,000.
- 5.2 Primary school oncosts are expected to be £30,000 over budget.
- 5.3 There is an expected underspend on period poverty of £25,000 and an anticipated overspend on central supply of £100,000.
- 5.4 Staff savings from vacancies and appointment below top of scale are expected to exceed the budget by £133,000.

6. SUMMARY OF IMPLICATIONS

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

The Education Revenue Budget has particular reference to National Outcome 8 – we have improved the life chances for children, young people and families at risk.

(b) Policy and Legal

The Council has statutory responsibilities to meet educational needs, the needs of children and young people in need and those it looks after.

(c) Financial implications

The resource implications are set out in this report and at **Appendix 1**. The underspend as at 31 December 2021 is £1,259,000 against a budget to date of £46,875,000. The estimated year end position is expenditure of £67,759,000 against a budget of £67,798,000 resulting in an underspend of £39,000.

(d) Risk implications

Budget Managers are aware of their responsibilities for managing budget allocations and approval for any variances will be sought from Committee in line with the Financial Regulations.

(e) Staffing implications

There are no staffing implications associated with this report.

(f) Property

There are no property implications associated with this report.

(g) Equalities/Socio Economic Impact

An Equality Impact Assessment is not needed because the report is to inform the Committee on budget monitoring.

(h) Climate Change and Biodiversity Impacts

No climate change and biodiversity impacts arise directly from this report.

(i) Consultations

Paul Connor, Principal Accountant and Tracey Sutherland, Committee Services Officer, have been consulted and are in agreement with the contents of this report where it relates to their areas of responsibility.

6. CONCLUSION

6.1 That Committee scrutinises and notes the budget position as at 31 December 2021.

Author of Report: Vivienne Cross, Head of Education
Nicky Gosling, Accountant

Background Papers: with authors

Ref: SPMAN-1315769894-263 / SPMAN-1315769894-264

Educational Services

Budget Monitoring Report to 31st December 2021

Appendix 1

Service	Revised Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Variance %
Early Learning and Childcare	2,999	(1,575)	(1,567)	(8)	1 %
Primary Education	26,913	20,929	20,498	431	2 %
Secondary Education	31,127	23,526	22,720	806	3 %
Education Central Services	4,318	2,085	2,056	29	1 %
Management	116	87	86	1	1 %
Efficiency Savings-Education	3	-	-	-	-
Education COVID 19	2,322	1,823	1,823	-	-
				-	
Educational Services Total	67,798	46,875	45,616	1,259	-

Full Year Forecast £'000	Full Year Variance £'000
2,999	-
26,943	(30)
31,127	-
4,390	(72)
108	8
(130)	133
2,322	-
67,759	39



**REPORT TO: EDUCATION CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 9 MARCH 2022**

SUBJECT: ALLOCATION OF EDUCATION FUNDING

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

1. REASON FOR REPORT

- 1.1 To update the Committee on allocation of the funding for Education in the 2022/23 revenue grant settlement, to raise known budget pressures, the ongoing impact of the covid-19 pandemic and to ask the committee to consider the allocation of the funding taking account of these issues.
- 1.2 This report is submitted to Committee in terms of Section III (D) (1) of the Council's Scheme of Administration relating to all the functions of the Council as an Education Authority.

2. RECOMMENDATION

- 2.1 It is recommended that Committee considers and agrees the following options:
- i) to meet the budget pressure relating to school roll increases for primary schools which has been reassessed as £533k, and
 - ii) to meet the now known budget pressure in relation to Additional Support Needs of £1.1m, and
 - iii) to fund the post of Principal Teacher Flexible Education which is a new budget pressure, at a cost of £63k;
 - iv) to allocate £220k for the 9 support staff posts allowed for in the additional grant funding;
 - v) one or more of the following options for the remainder of the monies amounting to a maximum of £577k:
 - a) one PT raising attainment/inclusion/alternative curriculum for each secondary school at a cost of £504k

- b) make 3 Primary HTs non class committed and request 15 additional NQTs**
- c) make 3 Primary HTs non class committed and provide additional management time to Primary DHTs in enhanced and non enhanced provision schools option 1 as per para 3.19**
- d) request 21 additional NQTs across Primary and Secondary;**
- e) Any combination from the DSM options in para 3.19 to not exceed £577k and to consider any pending pay awards.**

3. BACKGROUND

Funding and Use to Date

- 3.1 A report was taken to this Committee on 26 January 2022, (para 14 of the minute refers) providing detail of additional education funding and options for spend as laid down in the recommendations of the report.
- 3.2 It noted that there was £2.5m contained within the Council's revenue grant available for Education. Committee agreed that the first call on funding was to address budget pressures for 2022/23 which relate to the increasing school roll with a current estimate of £860k. This excluded ASN and any other support costs. Accountancy have undertaken further work on this and recalculated the roll budget pressure and now forecast this to be £533k as there is now a reduction in the forecasted roll for primary schools of 139 pupils. As staffing is allocated as per rolls, the 139 pupils will affect a number of schools and will require additional staffing to be put in place. This equates to 9.7 FTE of teachers and leaves a balance of funding of £1.96m.
- 3.3 In addition to this, the budget pressure relating to Additional Support Needs, highlighted in the report has now become more clear and this is currently valued at £1.1 m. Committee is asked to consider using the additional funding within Education Resources and Communities to meet this pressure. This would now leave a balance of funding of £0.86m.
- 3.4 A further budget pressure has arisen due to the steady increase in the number of requests for home education as well as new requests for Flexible schooling. The pandemic along with a rise in Additional Support Needs and mental and emotional wellbeing needs also means that there are more children and young people following alternative timetable models for a variety of reasons and time periods. This workload is increasing along with the need for Moray to have in place a wider Flexible Education policy which would include Home Education, Flexible Schooling and Alternative timetabling arrangements. A QIO is currently developing the policy in line with our Supporting all Learners development work. To provide capacity to scrutinise and monitor all flexible education models and practice, Education Resources and Communities would benefit greatly from a new post of Principal Teacher Flexible Education. The cost would be around £63k with oncosts. The funding balance would now be £797k.

- 3.5 The main conditions of the grant funding allows for 9 support staff posts, therefore committee is asked to agree an allocation of £220k (including on costs) which supports the recruitment of 9 Pupil Support Worker posts in line with the grant specification. This further reduces the balance of funding to £577k. None of the options in paras 4.2-4.5 have an allowance for any pay award and so any balance of funding to be allocated should consider this.
- 3.6 The additional Scottish Government monies commitment is to appoint 17 FTE of permanent teacher posts. The school roll pressures would allow for 9.7 FTE of teachers in addition to what we currently have. Committee decided that after budget pressures were considered that temporary posts rather than permanent should be included to allow time to assess the future budget pressure associated with the reduction in teacher class contact time. Taking all of this into consideration, Committee agreed that any balance of funding should be considered in the following areas, with options and further information to be included in this paper, ie:
- i. Partial allocation to DSM
 - ii. Attainment focus
 - iii. System Wide Early Intervention

Partial allocation to DSM

- 3.7 Additional funding to support Covid recovery was allocated to schools initially based on feedback from Covid surveys undertaken in the summer of 2020 and for session 2021/2022 based on feedback from headteachers as detailed in a report to Council on 30 June 2021 (para 22 of the minute refers).
- 3.8 Raising attainment is a key priority of both the Council and the service and evidence from Secondary attainment visits, quality improvement visits and attainment data all demonstrate the very positive impact of the Principal Teacher (PT) of Raising Attainment and PT Inclusion/Alternative Curriculum posts in secondary schools. They are working with individuals, groups and cohorts of young people, adding value and capacity to the work of Senior Leadership Teams and Principal Teachers (PTs) of Guidance (who have had to provide additional mental health and wellbeing support to young people following Covid lockdowns). The PTs noted above have been able to seek alternative accreditation as well as provide vital support for study skills, e-Sgoil and wider supports to young people. This includes curriculum innovation where young people have a high absence, exclusion, violent and aggressive incidents or difficulty in accessing the curriculum leading to exhibiting challenging behaviours which have an impact on those around them. This has also supported completion of key literacy, numeracy and wider qualifications at appropriate Scottish Credit and Qualifications Framework (SCQF) levels in support of progression to positive post-school destinations
- 3.9 Secondary leadership teams have reported the impact of small groups of young people on larger cohorts and the ethos and culture of the school as a whole. A high proportion of time has been spent in dealing with the impact of this as well as working with parents and carers. The additional PT posts are providing both capacity and innovation which could be further enhanced. The continuation of these posts across all 8 secondary schools would provide

further support for young people whilst also adding capacity to continue the work around breadth and depth of curricular offer and consistency across all schools in terms of accreditation offers and subject choice. This may also provide targeted intervention for individuals and small groups of young people, with the PT seeking support from partners and neighbouring schools to strengthen approaches to improve learner participation and engagement.

- 3.10 With the additional funding already allocated to secondary schools i.e. Covid monies and Council monies, the ideal solution to support raising attainment, curricular breadth and choice and targeted intervention would be to provide two FTE posts for the schools with a roll of 600 and above and one FTE to the three remaining schools. The schools who will benefit from two additional posts also have the highest eligibility for Free School Meals and highest Additional Support Needs identified and so this will also support closing the poverty related attainment gap. HTs would decide which posts are required depending on evidence and school context. However, taking the budget pressures above into consideration and the cost of a PT at £63k with oncosts it is only possible to consider the option of allocating one PT per secondary school. This would be at a cost of £504k.
- 3.11 Committee is aware that a Scottish Government manifesto commitment, within this parliamentary term, is to reduce teacher class contact time. Having additional staff already placed in secondary schools, provides the capacity to teach Universal Pupil Support currently being taken by Senior Leaders as well as other possibilities including extending accreditation opportunities through SCQF School Ambassador programme and potential for widened curriculum breadth. This is central to our raising attainment focus for improved learner outcomes and provides some system capacity to drive this work forwards at pace.
- 3.12 The role of a class committed Head Teacher in Primary is onerous with Head Teachers having to lead and manage the school whilst also planning and preparing for at least two days class commitment. Once again Covid monies were used to make a number of Primary HTs non-class committed and the feedback was overwhelmingly positive as it allowed time to lead the school through recovery as well as undertake the growing management expectations of a HT. The full impact has yet to be realised as many HTs were required to cover classes for absent staff however when this was possible, HTs saw great benefits borne out in the ability to provide leadership and move forward the school improvement agenda. A second option therefore would be to adjust the DSM formula to allow three HTs who are currently class committed and close to the current limit of 145 pupils, to benefit from additional leadership and management time, equivalent to 0.54 FTE per school.
- 3.13 The increase in additional support needs is well known along with a growing need post-Covid for emotional and mental wellbeing support for children and young people. Another area of impact from the second phase of Covid monies for Education was providing additional management time for Depute Head Teachers in Primary Schools. The growing level of additional support needs adds a workload issue to senior leaders in terms of attending child's planning meetings and the preparation and follow-up work following any meeting. Additional funding this session has provided Depute Head Teachers

(DHTs) in enhanced provision schools additional management time and this has made a huge impact in both meeting the needs of learners whilst also providing the time required for meetings and ensuring continuity for learners in the DHTs class. It is therefore proposed that a third option for additional DSM funding is to provide 0.4 Full time equivalent (FTE) for a DHT in nine enhanced provision schools. There are currently 17 DHTs across our enhanced provisions and so a further option, as shown below would provide additional management time for all 17, which provides additional capacity.

- 3.14 Following on from the positive feedback from HTs, DHTs and schools and the evidence from Quality Assurance Visits across schools, it is proposed that additional management time is provided for DHTs in non-enhanced provision schools. This allows flexibility to support child's planning meetings, to scrutinise attainment data, plan and monitor interventions and allow additional time to work with other agencies to better meet the needs of pupils. This too will ensure that classes receive consistency from teachers and that promoted staff are not having to be released from class to attend meetings. Another option is to consider that 0.4 FTE of additional management time is written in to the DSM formula for one DHT across each of the eight Primary schools. There are currently 12 Primary DHTs and so a further option provides management time for all.
- 3.15 With a balance of £577k, and no allowance for any pay awards, it is not possible to implement all of the options for DSM. Committee should note that the additional staffing provided during this session has provided much needed capacity but has also allowed our schools to remain operational throughout the session with limited impact on families of full or partial closures. This has only been possible due to the additional FTE in schools. The impact of Covid on attainment is not yet fully known nor the impact of not being able to use the additional posts to support planned interventions as staff absence has been so high across the course of the session to date. This has meant that the additional staff have been diverted to provide cover and any benefits from HTs or DHTs being non-class committed have been negated or reduced to allow continuity of service due to higher than normal staff absence. With the loss of these posts comes additional risk to the service and Council and further pressure to raise attainment with limited resource to support this high Council priority agenda.
- 3.16 As Committee agreed to utilise funding on a temporary basis taking account of anticipated budget pressures from reduced class contact time in 2023/24, a further option would be to use the remaining monies to request additional Newly Qualified Teachers. The balance of funding would fund approximately 21 NQTs (with oncosts) at £27k each. As pay awards have not been included in these options, this figure could be reduced to 15FTE. In a year where we have been hugely supported by NQTs it would however not enable us to appoint many of them on a permanent basis and the likelihood is that they apply to neighbouring authorities who are keen to appoint on a permanent basis to secure staffing for future timetabling pressures.
- 3.17 Requesting additional secondary NQTs, would not provide full-time permanent posts but would provide additional capacity across secondary in subject areas. The risks around this is that we may not receive NQTs in the particular

subject areas where we are short staffed, eg Mathematics, Technical and Science. This would allow schools flexibility to release Principal Teachers to undertake work to raise attainment as well as to look in to different accreditation opportunities. It may also provide capacity for targeted attainment intervention as well as look to support targeted groups of young people for alternative curricular opportunities.

3.18 Requesting additional primary NQTs, which again will not provide full-time permanent posts but will add capacity across primary schools to reduce class sizes, allow staff to be released to work with targeted groups and strengthen time available for planned interventions and support.

3.19 The following table summarises the DSM options:

Posts	Sector	FTE	Cost £000	Criteria
PT Raising Attainment/Intervention/ Alternative Curriculum	Secondary	8.0	£504	DSM Leadership Curriculum Attainment Targeted intervention
HT non-class committed	Primary	1.58	£90	DSM Leadership Curriculum Attainment Targeted intervention
DHT enhanced provision management time Option 1 – all Option 2 – one DHT	Primary	6.8 3.6	£375 £198	DSM Leadership Targeted intervention
DHT management time Option 1 - all Option 2 – one DHT	Primary	4.8 3.6	£264 £198	DSM Leadership Attainment Targeted intervention
NQTs Option 1 Option 2	Primary/ Secondary	21.0 15.0	£567 £405	DSM

The costs are full year, however if the posts are not implemented until August this would mean that costs were across two financial years.

Attainment Focus

3.20 All of the options above will in some way provide additionality to put in place targeted intervention across schools in order to address attainment issues. The quality improvement team will gather evidence of impact of these posts through quality assurance visits, attainment reports and self-evaluation profiles for schools.

System Wide Early Intervention

- 3.21 The Head of Education and Quality Improvement Managers have reviewed the option to add system wide early intervention. In determining any need centrally it has also been beneficial to look at vacancies within the quality improvmenet team and how they have been filled. There is an ongoing Quality Improvement Officer (QIO) vacancy which has been advertised on at least 6 occasions nationally and as an internal secondment without being filled. Due to restrictions on line management arrangements in central Education officer posts, any system wide allocation should be to Education Resources and Communities to further support Additional Support Needs.
- 3.22 As a further support to the Moray Education system an Insight Strategy **Appendix 1** has been created to improve further data literacy as well as to move forwards work around accreditation and equity of offer across subject areas in secondary in particular. This strategy is heavily reliant on there being capacity in our Secondary schools and staffing to support this agenda. The PT posts are vital as well as any capacity from additional NQTs in the system. This strategy supports the Raising Attainment agenda.
- 3.23 The above proposals take account of the reduced funding that it is now known to be available for allocation as a result of the increased budget pressures that have now been factored in but were only emerging at the time of the report to Committee in January. The proposals recognise that funding of this level will have greater potential impact if focussed on attainment as suggested above rather than dispersed over a number of options and that additional staffing will be able to support issues arising across the agendas identified in attainment and system wide support.

4. SUMMARY OF IMPLICATIONS

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

This report was informed by the priorities within the Corporate Plan and 10 Year Plan and in particular to Our People, Building a better future for our children and young people in Moray.

(b) Policy and Legal

There are no legal implications arising directly from this report.

(c) Financial implications

Corporate Management Team Additional Expenditure Warning
When the Council approved the budget for 2021/22 on 3 March 2021 (paragraph 3 of the Minute refers) it balanced only by using one-off financial flexibilities. The indicative 3 year budget showed a likely requirement to continue to make significant savings in future years. All financial decisions must be made in this context and only essential additional expenditure should be agreed in the course of the year. In making this determination the council should consider whether the financial risk to the Council of incurring additional expenditure outweighs the risk to the Council of not incurring that expenditure, as set out in the

risk section below and whether a decision on funding could reasonably be deferred until the budget for future years is approved.

The financial figures presented in this report do not include any pay awards for this year. Teacher pay awards have not been agreed for academic year 2020/21 or 2021/22. All DSM budgets are linked to roll and therefore a change in roll will increase or decrease the budget. The main variations from forecast to actual budget pressure will be in primary as movement in one pupil could increase or decrease the forecast by a teacher. The cost of this is approximately £55k which is top of the scale for a maingrade teacher plus on costs. This does not include any pay awards.

Budget available is £2.5m minus the budget pressure for increased school rolls of £0.53k, ASN budget pressure of £1.1m, the PT Flexible Education post pressure and allocation from the grant funding for support staff, giving a balance of £0.577m. Figures provided in each option do not include any pay awards.

(d) Risk Implications

The issues being observed and experienced during the covid pandemic are summarised in this report and previous reports to this committee. There are risks that these impacts cannot be fully addressed as a result of the ongoing pandemic and of restrictions on the budget and human resources available. The budget pressures identified are significant and reduce considerably the funding available as well as the options to use these monies. Raising attainment is a key priority of the Council, however available monies will not provide the capacity or ability to pursue or continue efforts to date to raise standards in our schools.

There is also a risk that as the funding for teaching and support roles continues to increase nationally that demand for employees outstrips supply. The Education and Human Resources services will work together to develop and update a workforce plan to ensure effective arrangements and monitoring are in place to manage this risk. There is a national gentlemen's agreement that all teaching posts for session 2022/23 are advertised on 18 February and so there may be a risk that the current NQTs already have a full-time permanent post in Moray or elsewhere.

(e) Staffing Implications

The budget pressures set out in the paper would require the recruitment of additional teaching staff from August 2022. A number of staff are currently employed on a temporary contract basis due to previous covid funding and these arrangements will come to an end in June 2022. The posts would be advertised as soon as Committee makes a decision. Committee should be mindful that the additional grant funding allows for 17 additional teacher posts and 9 support staff posts. Any Committee decision should ensure that staffing will increase by this amount.

(f) Property

There are no property issues arising from this report.

(g) Equalities/Socio Economic Impact

There are no implications arising directly from this report, however, equalities impacts and considerations have been taken into account in the previous deployment of resources to support the covid impacts and would be factored into any development of options directed by the committee beyond the budget pressures set out.

(h) Climate Change and Biodiversity Impacts

None

(i) Consultations

The Head of Education Resources and Communities, the Head of Financial Services, Head of HR, ICT and OD, Quality Improvement Manager, the Business Support Team Manager, and Tracey Sutherland, Committee Services Officer, have been consulted on this report and agree with the sections of the report relating to their areas of responsibility.

5. CONCLUSION

- 5.1 There are a number of options which meet the criteria as agreed previously at Committee in January 2022 which may be selected and various combinations of these in order to allocate the remaining £0.577m funding for education.. The key aim of the additional funding is to support achievement of increased teacher numbers overall and strengthen capacity within the wider Educaiton system for Moray's children and young people. As the balance of funding is reduced due to budget pressures, and considering raising attainment is a key priority of this Council and in the absence of being able to support all options, the continuation of the PT posts in secondary schools will continue to support improvements in attainment and other key strategic work aligned with this over the course of the next academic year.**

Author of Report: Vivienne Cross, Head of Education

Background Papers:

Ref: SPMAN-1315769894-280

