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**REPORT TO: MORAY COUNCIL ON 15 SEPTEMBER 2021**

**SUBJECT: IMPROVEMENT AND MODERNISATION PROGRAMME: RAISING ATTAINMENT - WELLBEING**

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

**1. REASON FOR REPORT**

- 1.1 To seek direction on the next stage of development of the Education workstream in relation to Raising Attainment: Well-being agreed by the council on 12 May 2021 as part of the next stage of the Council's Improvement and Modernisation programme: Transformation to Achieve.
- 1.2 This report is submitted to Committee in terms of Section II A (20) of the Council's Scheme of Administration relating to any new policy matter which does not fall within the terms of reference of any Committee.

**2. RECOMMENDATION**

- 2.1 **It is recommended that Council considers and provides direction on the projects to proceed to the next stage of development of the Raising Attainment: Wellbeing workstream within the Council's Improvement and Modernisation programme and determines the level of investment for these projects, taking account of the options in the report:**

- i) £1,996,000;
- ii) £1,393,000;
- iii) £1,038,000.

**3. BACKGROUND**

- 3.1 The original Improvement and Modernisation Programme (IMP) contained eight workstreams established to deliver transformational change within the council with the aim of improving the financial stability of the council. The initial programme of IMP work was approved by the Council on 12 December 2018 (para 5 of the minute refers). On 12 May 2021 (para 13 of the minute refers) the Council agreed to further develop the IMP to include a range of investment projects.

- 3.2 At its meeting on 12 May 2021, the Council agreed two broad areas for development in Education and instructed further development of these workstreams for Education investment to clarify the scope and costs and benefits of the projects in more detail and that this be reported back to a future meeting of the Council for determination of how to proceed (paragraph 13 of the minute refers).
- 3.3 Both Education workstreams relate to Raising Attainment, with one focussed on Well-being and the other on Curriculum Breadth and Digital Delivery. As noted in the report to Council in May 2021, the Curriculum and Digital project is at an early stage and due to the rapidly evolving development of technology and its uses in education, it will particularly benefit from specialist input and learning from elsewhere. It is also of note that the Scottish Government have committed to begin work to ensure that all children have access to a laptop or tablet and to provide 40,000 digital devices to households who need them most. It would be useful to have more information on these commitments so that they can be taken into account in the development of Moray's local digital strategy in schools. Unfortunately recent staff turnover has reduced resources working on schools ICT digital themes and a Project Manager has not yet commenced in post, so it has not been possible to advance this workstream since the council meeting in May. An appointment has now been made which will support the development of the curriculum and digital investment workstream.
- 3.4 The second Education Raising Attainment workstream relates to Well-being investments. The projects within this workstream support the IMP design principles of:
- Targeting early intervention and prevention to improve outcomes and reduce demand; and
  - Developing the skills, knowledge and capacity of the workforce to deliver better
- 3.5 The well-being workstream is an area of work that was already in development and that links very closely with the ASN review. Progress of the ASN review and consideration and approval of the OBC and action plan at the Education Communities and Organisational Development (ECOD) Committee on 11 August 2021 (para 9 of the draft minute refers) enables this workstream to be brought forward as a number of the projects cross refer to the action plan that was agreed by ECOD committee and rely on the service information contained within the outline business case as the evidence base. In particular the projects a) to e) of the investment proposals below are highlighted as being directly linked to the information in the ASN review and the subsequent action plan. The description of these projects is contained in **Appendix 1**.
- 3.6 The first two projects are aimed at supporting the change and improvement in the ASN service for the future. Links to the approved outcomes for the ASN review are shown against each in **Appendix 1**:
- a) Support for targeted intervention - Targeted Intervention Model
  - b) Enhancing and developing staff skills (including staff time)

- 3.7 The second two projects focus on support for the current system during the transition period and propose additional resources for both specialist ASN teacher and Pupil Support Assistant posts
- c) ASN Teachers
  - d) Flexible packages to support unmet need
- 3.8 The fifth project (Project (e) set out in **Appendix 2**) has been adjusted to remove overlap with the training provision in project c) above and proposes a temporary post of Project Officer (Research) to assist with the development of the actions identified as part of the ASN review plan.
- 3.9 A sixth project (Project (f)) was identified in this workstream, which is not an action from the ASN review but would provide support aimed at early intervention. It proposes the establishment of a pastoral care team to work across early years and primary education, beginning in one ASG as a pathfinder to assess impact. The main investment would be in teaching posts, similar to guidance teachers in secondary, with additional funding to support specific interventions that are identified for particular circumstances, for example family support workers. However, it has not been possible to progress further work on this proposal at this stage due to lack of resources and so this element will require to be developed and brought forward to a future meeting. For financial planning purposes an indicative level of investment is included to give a whole picture of the possible investment in the Well-being workstream but it should be noted that this is subject to further reporting. Options to fund from alternative Scottish Government funding for teaching and support staff are also being considered.
- 3.10 For all of the projects above they are essentially additional staff resources, therefore, if they are supported the level of investment is a question for the Council to determine with regard to the acceptable level of service risk and level of confidence required in the delivery of the improvement actions. Two options are shown for each to illustrate this and the Council is asked to decide how much funding to allocate to each project. In terms of what would be delivered by the different levels of investment, it is considered that the higher level would enable delivery of the actions set out in the relevant sections of the ASN action plan over the 2/3 year funding period. A lower level of funding would give slower progress (e.g. on the development and provision of training) and would have impact across a reduced service scope (e.g. 3 schools rather than an ASG, intensive support at a smaller scale) and so change would take longer to establish across all schools.
- 3.11 The risks and implications of the options are expanded upon in **Appendix 3** to give an indication of the risks and benefits of each level of investment. Ideally, investment would be at the maximum level to most closely align to the ASN action plan and give the greatest prospect of success against the improvement actions. However, recognising the need to invest across the Raising Attainment workstreams, which are not yet all fully defined and that there is a finite investment pot of £3.2m remaining, a package of investment is identified in relation to the projects below which it is considered represents a reasonable balance of risk and benefits in order to manage costs down if required.

	Investment Option 1	£'000	Investment option 2	£	Funding Exit Strategy	Reason for Selection
Project a) Targeted intervention	Single team for deployment to schools on flexible basis (2 teachers, 5 PSWs)	420	More limited number of posts that can be used to supplement a school team ( 1 teacher, 3 PSWs)	235	Skills transfer to school staff and staffing review in ASN actions	Provides flexibility to support schools/pupils with current issues and develops skills for more resilient system
Project b) Training (including staff time)	2fte Trainer Budget for relief/additional hours to release staff	370	1 fteTrainer Reduced budget for relief/additional hours to release staff	200	Temp to enhance training provision to support change so no long term requirement	Support change. Provides support for workforce Improves standards for pupils
Project c) ASN Teachers	1 x ASN teacher per ASG)	700	Reduced number of ASN teachers to 4	350	Temporary appointments to support current pressures. ASN review impact to be assessed to consider longer term.	Can use this and SG funding to augment the central team to have impact across Moray rather than dilute across ASGs Develops skills base for longer term options
Project d) flexible package for unmet need	Budget allocation to be used to meet need	400	Lower budget allocation to be used to meet need	200	Temporary appointments to support current pressures. ASN review impact to be assessed to consider longer term	Supplementing existing provision so any enhancement welcomed. Is supporting existing system rather than driving change

	Investment Option 1	£'000	Investment option 2	£	Funding Exit Strategy	Reason for Selection
Project e) ASN Review Resource	Policy/Research Officer post (f/t 12 mths)	106	Policy Research Officer post (12mths 0.5fte or 6 mths full-time)	53	Temporary appointment to support work of ASN review.	No resource for review at present. No service manager Resource needed but could look at shorter appointment – note recruitment risk
Project f) Pastoral Care team (indicative costs)	Initially 7.5 FTE of Principal Teacher of Pupil Support across Forres ASG  targeted support staff (e.g. home school link worker, Inclusion worker hours) G6 £28k/post 4 fte	1185	4 PTs or consider a DHT (Pupil Support) in each of 3 priority schools  Reduced targeted support to 3 p/t posts (2fte)	740	Considering potential to use perm funding from SG. Longer term if decision to continue beyond IMP consider PEF/ELC, however, PEF is temporary & HT controlled	ON HOLD at present – no decision sought
Total (Including Project f) indicative)	1144	3140		1530		
<b>Total for projects proposed in this report</b>		<b>1996</b>		<b>1038</b>		<b>1393</b>

#### 4. **SUMMARY OF IMPLICATIONS**

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

The IMP is the development of the commitment in the Corporate Plan to a programme of modernisation and improvement to contribute to a financially stable council.

This report supports the delivery of the Our People priority and in particular the aim to provide opportunities where young people can achieve their potential to be the best they can be

**(b) Policy and Legal**

None

**(c) Financial implications**

Financial implications are summarised below showing two levels of investment for consideration by the Council. The risks and benefits of the two options are set out more fully in **Appendix 3**. Officer recommendations for to reduce cost for the overall investment in relation to each of the projects and the reasons for this are highlighted above. Costs are shown for two full financial years but would be likely to be phased over three years.

It should be noted that based on the on the decisions of the Council on 12 May 2021, of the £6.2m identified as being available for investment projects, £3m is committed to projects that have been approved. This leaves a total of up to £3.2m available for investment across the two Raising Attainment workstreams.

	<b>Investment Option 1</b>	<b>£'000</b>	<b>Investment option 2</b>	<b>£</b>
Project a) Targeted intervention	Single team for deployment to schools on flexible basis (2 teachers, 5 PSWs)	420	More limited number of posts that can be used to supplement a school team ( 1 teacher, 3 PSWs)	235
Project b) Training (including staff time)	2fte Trainer Budget for relief/additional hours to release staff	370	1 fteTrainer Reduced budget for relief/additional hours to release staff	200
Project c) ASN Teachers	1 x ASN teacher per ASG)	700	Reduced number of ASN teachers to 4	350
Project d) flexible package for unmet need	Budget allocation to be used to meet need	400	Lower budget allocation to be used to meet need	200
Project e) ASN Review Resource	Policy/Research Officer post (f/t 12 mths)	106	Policy Research Officer post (12mths 0.5fte or 6 mths full-time	53
Project f) Pastoral Care team (indicative costs)	Initially 7.5 FTE of Principal Teacher of Pupil Support across Forres ASG	1185	4 PTs or consider a DHT (Pupil Support) in each of 3 priority schools	740

	<b>Investment Option 1</b>	<b>£'000</b>	<b>Investment option 2</b>	<b>£</b>
	Targeted support staff (e.g. home school link worker, Inclusion worker hours) G6 £28k/post 4 fte		Reduced targeted support to 3 p/t posts (2fte)	
Total (Including indicative)	1144	3140		1530
<b>Total for projects proposed</b>		<b>1996</b>		<b>1038</b>

**(d) Risk Implications**

A statement of risks and benefits is set out at **Appendix 3** in relation to the varying levels of investment for consideration.

All risks associated with the IMP are being managed by the relevant programme boards.

The improvement work carries the known risks associated with change: financial, reputational, resourcing, slippage in time, abortive work, etc. In addition, these projects will be operating in the context of response and recovery to the Covid-19 pandemic, which still has some uncertainties. It is possible that ASN demands will increase as the impacts of covid on children and young people continue to emerge.

While additional resources were agreed by the council for the IMP programme, there is work to be accommodated by services and the availability of dedicated resources will assist in delivering progress. Without resources there is a risk of slow or no progress. Recruitment has been challenging in this area and there is a risk that posts take longer to fill or cannot be filled and the temporary nature of these positions could heighten that risk.

If the resources for the well-being projects in this report are not agreed, this will need to be taken into account in progressing the ASN action plan and alternative options may have to be developed and brought forward for that. Investment in these projects would support the impact of the ASN action plan.

The success of the ASN action plan will impact on attainment for all and there is a risk that current issues and experiences related to ASN services escalate if they are not effectively addressed. Reduced investment will reduce the scope to address the issues set out in the OBC reported to ECOD committee on 11 August 2021.

**(e) Staffing Implications**

There are specific staffing considerations related to the various projects as set out in the appendices describing the projects. These will be progressed in consultation with the workforce and trade unions if investment is approved by the council.

The projects set out in this report represent a significant investment and considerable transformation work. The newly agreed council Transformation Team will provide essential support to ensure that this is adequately resourced as a whole programme of work and to ensure there is consistency, robust methodologies, challenge and review built into the development and delivery of all projects.

**(f) Property**

No direct implications from this report.

**(g) Equalities**

There are no equalities associated with this report and any equalities issues will be addressed within each of the projects as required.

**(h) Consultations**

The ASN review papers and this report and appendices have been shared with the Transform Learning Board, including trade union representatives on the Board. The development of the actions in the ASN action plan and work to advance these associated investment projects will involve trade unions and representatives of the management and workforce delivering the service. Arrangements are also being made to include parent representation on the working group. There will be formal consultation as required on relevant issues in accordance with the council's procedures.

The Chief Executive, Depute Chief Executive (Economy, Environment and Finance), Chief Officer, Health and Social Care, Head of Education, Head of Education Resources and Communities, Head of Finance, Head of HR, ICT and OD and Tracey Sutherland, Committee Services were also consulted and any comments incorporated into the report.

## **5. CONCLUSION**

### **5.1 The Council is invited to consider and provide direction on the next stage of development of the Education workstream Raising Attainment: wellbeing within the Council's Improvement and Modernisation programme.**

Author of Report:	Denise Whitworth
Background Papers:	None
Ref:	SPMAN-1108985784-607 / SPMAN-1108985784-652 / SPMAN-1108985784-651 / SPMAN-1108985784-656 Moray Council 12 May 2021: <a href="#">Item 09</a> ECOD Committee 11 August 2021: <a href="#">Item 08</a>