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**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES  
COMMITTEE ON 8 JUNE 2022**

**SUBJECT: PERFORMANCE REPORT (EDUCATION RESOURCES AND  
COMMUNITIES) – PERIOD TO MARCH 2022**

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

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of the performance of the service for the period to 31 March 2022.
- 1.2 This report is submitted to the Committee in terms of section III (D) (1) of the Council's Scheme of Administration in relation to the functions of the Council as an Education Authority.

**2. RECOMMENDATION**

2.1 **It is recommended that Committee:**

- i) **scrutinises and notes performance in the areas of Service Planning, Service Performance and other related data to the end of March 2022; and**
- ii) **notes the actions being taken to improve performance where required.**

**3. BACKGROUND**

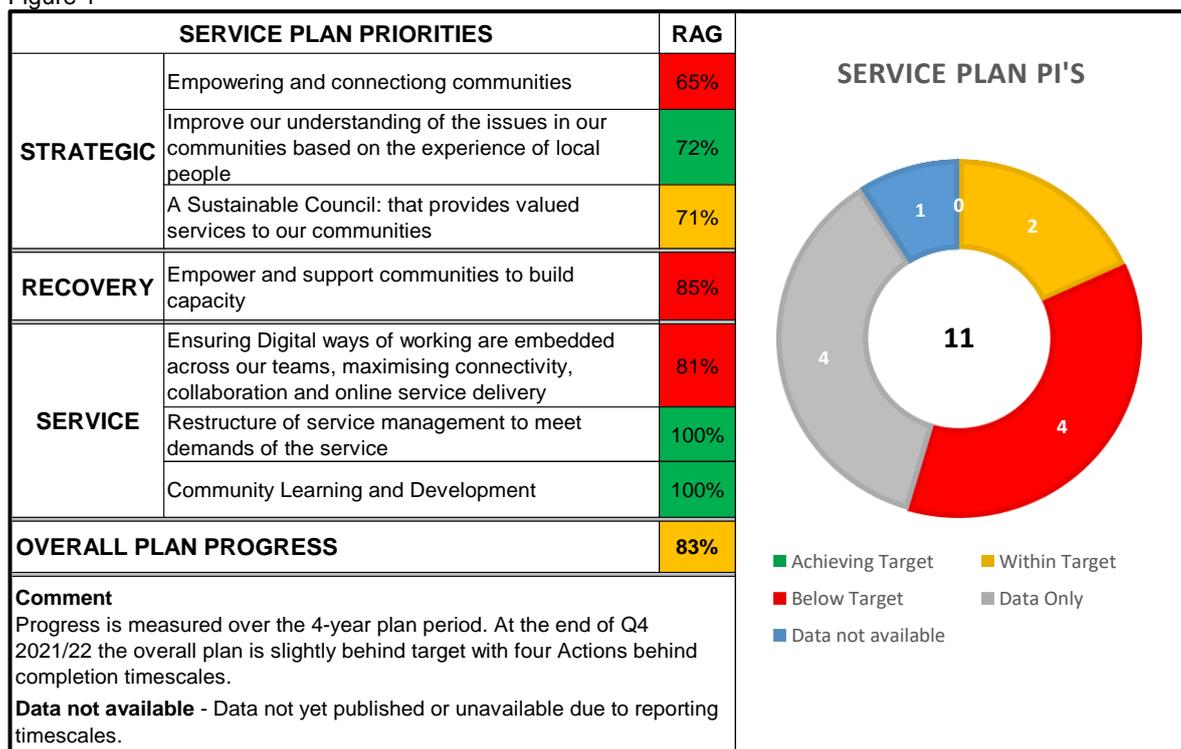
- 3.1 On 7 August 2019, the Council, approved a revised Performance Management Framework for services (para 5 of the minute refers).

**4. SERVICE PLANNING**

- 4.1 Each service plan sets out the planned strategic and service level priorities and outcomes it intends to deliver in the coming year aligning closely with financial planning, corporate and community planning partnership strategic priorities. This report provides an interim update on progress on the service plan, key outcomes and performance indicators. Committee is invited to review progress to secure assurance that is satisfactory and to provide scrutiny and further direction where performance requires attention.

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

Figure 1



### Strategic Outcomes - successes

- 4.3 Developing engagement with the public on the future of council services has made good progress in the second half of 2021/22. Suggestions raised at the 'Power to the People' session hosted by tsiMoray are to be incorporated into refreshed Community Planning Partnership (CPP) Community Engagement Strategy. Following elections Community Councils are now operational with members completing a survey shaping augural meetings and identifying ongoing training needs. A programme of training is being planned for 2022/23. An engagement event was held in Buckie in March, the outcome of which is a commitment to re-establish the Moray Transport Forum. (Action STRATEGIC ERC 2.1)
- 4.4 The development of locality engagement has progressed well with work ongoing within five identified areas at varying stages of development. Engagement in the Buckie and New Elgin areas has been ongoing for several years supported by the community Support Unit (CSU). As a result of a Development Trust Association Scotland meeting held in February discussions are underway to explore establishing a development trust for Buckie. The consultation of local priorities in Buckie has been analysed and the provision of support to existing activities and matters arising will be progressed in consultation with the Community Planning Partnership. In New Elgin the working group have revised their Locality Plan to clearly identify the four main themes and will move forward with the delivery of actions within these themed areas. Both Buckie and New Elgin areas have identified the

need for community spaces where partners and community residents can meet, options are being explored in Buckie, at present however no appropriate space has been sourced. The other three areas (Lossiemouth, Forres and Keith) are at earlier stages in the eight-stage process, good progress has been made in all three with support from the CSU. (Action STRATEGIC ERC 2.2)

- 4.5 In February 2022 the Transform Learning Board approved the closure of the Leisure Services Review. Significant progress has been made in the delivery of a more efficient and effective leisure estate. This has been achieved with the strategic group working closely together, driving forward the implementation of a Business Plan and developing shared service delivery opportunities and an improved commercial approach to the service as well as being responsive to customer needs. (Action STRATEGIC 3.2, PI's SCC1, SCC2)

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

- 4.6 Whilst good progress has been made during quarter 4 the target completion date for Community Asset Transfer (CAT) has not been met. Of the target of eight transfers three completed during 2021/22. The COVID pandemic severely hindered the processes for progressing transfers as planned. A revised Allotments Policy was passed at Corporate Committee on 15 March 2022. The refreshed policy identifies the services within the council working together to progress the development of an allotments site at Pinefield in Elgin. The CSU will provide support for the development. (Action STRATEGIC ERC 1.1, PI ERC002)
- 4.7 The 1% target for 2021/22 has not been achieved. The Participatory Budgeting (PB) Steering Group are continuing work with SMT/CMT to identify budgets for PB. Work continues to raise awareness across the council in order to make progress towards the 1% PB requirement set by Scottish Govt. The CSU continue to explore mainstream options generated through the input at Leadership Forum to look at budget options for PB. Cullen and Findochty Play area PB exercises are ongoing with consultations now complete, the CSU are working with colleagues in Lands and Parks on drawing up tender documents. (Action STRATEGIC 1.2, PI FS214)
- 4.8 The long-term plan to tackle the affordability and standard of our schools has progressed well but fallen short of meeting the target completion date. The action is nearing completion with the governance process approval sought at the May 2022 programme board. Moving into 2022/23 the overall aim of this action will be carried forward. A new set of sub-actions have been agreed and will be put in place to effectively monitor progress. The percentage of schools rated B or better for condition has improved from 45.3% to 56.6% during 2021/22, this has resulted in 1,614 less pupils being educated in school buildings rated as 'Poor'. Whilst improving the percentage did not achieve the target set at 60.9%. Improvement in condition is a long-term aim and the target has been set to allow progressive annual improvement. Latest national data shows that 90% of Scottish schools are rated B or better for condition. (STRAT3.1, PI EdS100)

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

- 4.9 Five of the six service level actions in the plan have completed. The completion of these actions have previously been reported to this committee. (Actions SERVICE ERC 1.2, 1.3, 1.4, 2.1 & 3.1, PI's CLS05a, CLS05c, SCC5c)

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

- 4.10 Originally due to complete by March 2021, the review of school business admin was subsequently extended to end March 2022 due to the impact of COVID-19. The project continues to be impacted by operational challenges and has not completed by the amended date. The Senior Reviewing Officer and Service Manager are aware and are looking to put measures in place to support. Although subject to ongoing monitoring, revised timelines have been agreed by the Project Management Group and will be reported to the Transform Learning Board, however it is anticipated that the delivery date for all phases of the plan will need to extend to 31 March 2023. (Action SERVICE ERC 1.1)

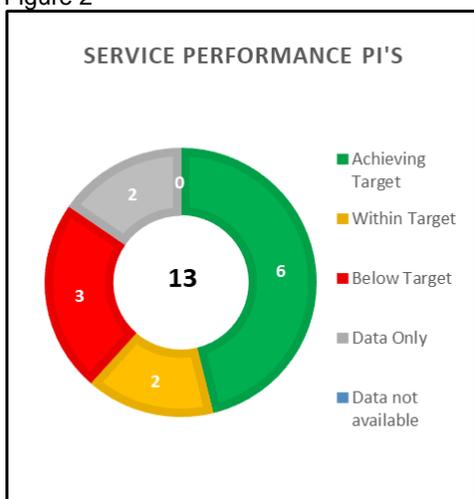
### **Recovery and Renewal Actions**

- 4.11 Development of community resilience plans did not complete by 31 December 2021 as anticipated. This action will be refreshed and carried forward in the revised 2022/25 service plan (para 4.2 refers). Work to create a framework for Community Resilience Plans continues with the development of a Resilience Plan template and a guidance document is being progressed. Work is ongoing to refresh the Council Volunteer Policy with an intention to include Resilience type volunteering within that refreshed document. (Action COVID ERC 1.1)

## **5. SERVICE PERFORMANCE**

- 5.1 In line with the Performance Management Framework, operational performance is reviewed quarterly by departmental management. Areas performing well and/or areas subject to a decreasing trend or where benchmarking results show performance significantly below comparators will be reported to this committee for member scrutiny.
- 5.2 Initial publication of 2020-21 Local Government Benchmarking Framework (LGBF) Indicators in February 2022 will be refreshed in early June. The full suite can be viewed within the Background Papers section of this report. Published indicators for this service have been incorporated within the relevant section of this report depending on whether results are used to evidence progress against strategic, service plan or service performance priorities. LGBF indicators for Education, Resources and Communities are identifiable with the CLS prefix.
- 5.3 The narrative included is by exception, links to Service Performance Indicators can be accessed within the Background Papers section of this report.

Figure 2



### Operational Indicators - successes

- 5.4 The percentage of schools that are rated B or better for suitability remains at the same level as 2020/21 (98.1%) exceeding the target of 95%, above the national average of 87%. (PI EdS101)
- 5.5 The number attending holiday and term-time sports coaching sessions at 6,059 is significantly above target and is the highest annual amount ever recorded. The securing of additional funding for the summer programme enabled enhanced provision. (PI EdS006.2).
- 5.6 Whilst the cost per attendance of sports facilities appear to have significantly increased between 2019/20 and 2020/21, previous results were skewed by the COVID-19 pandemic. As the numbers attending sports facilities remain significantly lower than pre- pandemic, costs are expected to be higher. As attendances increase it is expected that costs per attendance will be significantly lower in 2021/22. In 2020/21 Moray ranks as being the 5<sup>th</sup> lowest cost local authority in Scotland and 2<sup>nd</sup> lowest within the comparator authority group, at £18.71 Moray is well below the median comparator group target (£50.35). (PI CLS01)
- 5.7 To compensate for the downturn in attendance due to the impact of COVID-19 attendance targets were adjusted. There were 95,552 attendances at health and fitness leisure services in 2021/22 exceeding the target set at 82,500. This shows a near return to the levels witnessed prior to the pandemic in 2019/20 (118,091). (PI EdS407.2)
- 5.8 There was a downturn in library visits in 2020/21 due to the restrictions in place. The cost per library visit increased as a result. Latest LGBF data shows that Moray ranks as 10/32 for Scotland's local authorities and 3/8 in the comparator authority group, where 1 has the lowest costs and at £2.94 is below the comparator authorities median target (£4.29). (PI CLS02)

### Operational Indicators – challenges and actions to support

- 5.9 Although targets were adjusted for attendance at swimming pools and leisure services at community centres operated by Moray council neither achieved the annual targets. Consistent increases were witnessed in both as 2021/22 progressed, with quarters 3 & 4 accounting for 58% of annual attendances at

swimming pools and 64% at community centres. Provided no further restrictions are imposed, it is anticipated that 2022/23 will see attendances return to pre-pandemic levels. (PI's EdS407.1 & EdS407.5)

- 5.10 The number of library borrowers as a percentage of the population were below target during 2021/22 due the restrictions in place, but almost double the percentage in 2020/21. Historically the number of library borrowers have reduced year on year from 25% in 2010/11 to 16.9% in 2019/20 (pre-pandemic). (PI EdS11.2)

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

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

- 6.1 In line with the Performance Management Framework, complaints are reviewed quarterly by departmental management in terms of time taken to respond, outcome and learning points. Detailed tables can be accessed within the Background Papers section of this report.
- 6.2 A total of seven complaints were received during the second half of 2021/22 with nine complaints closed. Of those, two were at frontline stage (22%), one being upheld and the other not upheld. Both frontline complaints were closed within the 5-day target timescale.
- 6.3 Seven investigative complaints were closed in the same period, one complaint was upheld, three were partially upheld and the remaining three were not upheld. The learning outcome from the upheld complaint has led to a review of process to reflect current best practice. The three partially upheld complaints require corrective actions with regards staff processes and training to avoid similar future occurrences. Four of the seven closed complaints were resolved within the target 20-day timescale.
- 6.4 Of the nine complaints resolved four were regarding ASN services, of those four one was upheld, two were partially upheld and the remaining complaint was not upheld.
- 6.5 Five MP/MSP enquiries were received during the second half of 2021/22 and six were closed within the period. All enquiries were resolved.

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

- 6.6 No information to report.

### **Case Studies**

- 6.7 No information to report.

### **Consultation and Engagement**

- 6.8 No information to report.

## **7. SUMMARY OF IMPLICATIONS**

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

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in both the Corporate Plan and the LOIP.

**(b) Policy and Legal**

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

**(c) Financial implications**

None.

**(d) Risk Implications**

None.

**(e) Staffing Implications**

None.

**(f) Property**

None.

**(g) Equalities/Socio Economic Impact**

An Equality Impact Assessment is not required as this report is to inform the Committee on performance.

**(h) Consultations**

The Head of Education Resources & Communities, Deputy Chief Executive (Education, Communities & Organisational Development), Service Managers, Legal Services, the Equal Opportunities Officer, and Tracey Sutherland, Committee Services Officer have been consulted with any comments received incorporated into this report.

## **8. CONCLUSION**

- 8.1 By 31 March 2022, the Service Plan actions are 83% complete with most actions progressing well. The five actions subject to slippage is a consequence of the COVID pandemic. Outstanding actions will be refreshed, carried forward and reported on in the revised 2022-25 service plan.**

Author of Report: Iain Sneddon, Research & Information Officer  
Background Papers: [Service Plan Actions](#)  
[Performance Indicators](#)  
[Service Performance Indicators](#)  
[LGBF Indicators](#)  
[Service Complaints](#)

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