



**REPORT TO: CHILDREN AND YOUNG PEOPLE'S SERVICES COMMITTEE ON
19 AUGUST 2015**

**SUBJECT: PERFORMANCE REPORT (EDUCATION AND SOCIAL CARE) –
HALF YEAR TO MARCH 2015 and EDUCATION AND SOCIAL
CARE PERFORMANCE INDICATORS 2015-16**

BY: CORPORATE DIRECTOR (EDUCATION AND SOCIAL CARE)

1. REASON FOR REPORT

- 1.1 The purpose of this report is to outline the performance of services for the period from 1 October 2014 to 31 March 2015.
- 1.2 The Committee is also asked to approve changes to the performance indicators and targets to be reported to this Committee during 2015-16.
- 1.3 This report is submitted to Committee in terms of Section III C (35) of the Council's Scheme of Administration relating to developing and monitoring the Council's Performance Management Framework for Children and Young People's Services and Section III C (36) relating to contributing to public performance reporting.

2. RECOMMENDATION

2.1 It is recommended that Committee:

- (i) scrutinises and notes performance against Education and Social Care Performance Indicators as at the end of March 2015;**
- (ii) scrutinises progress against Education and Social Care Service Plan actions for 2014/15;**
- (iii) welcomes good performance as indicated in the report;**
- (iv) notes the actions being taken to seek improvements where required; and**
- (v) approves the revised performance indicators for Education and Social Care as shown in Appendix 1.**

3. **BACKGROUND**

- 3.1 The revised performance management framework was approved at the meeting of The Moray Council on 22 May 2011 (paragraph 8 of the minute refers). As a result, performance is reported on a half yearly basis.
- 3.2 The Policy and Resources Committee, at its meeting on 27 April 2010, approved the development of a quarterly monitoring document which will provide supporting information for the performance management framework and half yearly performance reports will refer to this document (paragraph 12 of the minute refers).
- 3.3 At a meeting of this Committee on 5 March 2014 a revised suite of performance indicators for Education and Social Care for 2014/15 was approved (paragraph 10 of the minute refers). These are reported in this paper.

4. **SUMMARY OF PERFORMANCE**

- 4.1 In paragraph 4.2, amber and red thresholds represent performance at 5% and 10% below target.

- 4.2 The table below summarises performance: –

	Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Data Only / Annual PI
Integrated Children's Services	Additional Support Needs	3	1	0	0	2
	Looked After Children	10	4	2	0	4
	Youth Work	5	0	0	0	5
Lifelong Learning, Culture and Sport	Leisure Management	4	2	0	0	2
	Libraries & Museums	4	1	0	0	3
	School Estate Management	2	0	1	1	0
	Sports Development	2	1	1	0	0
Schools and Curriculum Development	Childcare	3	1	0	0	2
	Pre-School (now known as Early Learning and Childcare) Education	5	4	0	0	1
	Primary Education	3	0	0	1	2
	Secondary Education	19	7	0	0	12
	Total	60	21	4	2	33

			(35%)	(7%)	(3%)	(55%)
	Total this quarter	27	21 (78%)	4 (15%)	2 (7%)	

- 4.3 Performance against Committee indicators are presented across 11 service areas, involving 27 indicators at the end of quarter 4. At year end 78% are regarded as performing well having achieved annual targets, 15% are within 5% to 10% of target values and 7% are more than 10% from target values.
- 4.4 During the second half of 2014/15 (calculated one month in arrears – September 2014 to February 2015) a total of 44 complaints were received (the same as the first half of 2014/15); 21 related to ICS (ICS) and 23 to Schools & Curriculum Development (S&CD).
- 4.5 Of the 22 complaints received through ICS 19 were closed within the reporting period. One complaint was resolved at frontline stage, whilst the majority of complaints were resolved at stage 1, with three progressing to stage 2. Three ICS complaints were upheld and 5 were part upheld with appropriate action taken to resolve the issues. Twelve of the nineteen complaints were responded to within the target timescale of 5 or 20 working days; extensions were authorised for three of the other seven.
- 4.6 Of the 23 complaints received through S&CD, 22 were closed within the reporting period. The majority of complaints were dealt with at investigative stage, with only 2 being resolved at frontline stage. Two S&CD complaints were upheld and a further 12 were part upheld with appropriate action taken to resolve the issues. All but one of the 22 closed complaints was responded to within the target timescale of 20 working days. The complaint responded to out with timescale was delayed for 2 days after the due date. No holding letter was sent for the complaint out with timescale.
- 4.7 A summary report of the complaints can be found at:
http://www.moray.gov.uk/moray_standard/page_92321.html

5. **PERFORMANCE ANALYSIS**

Please note the codes in brackets in paragraphs 5, 6 and 7 refer to the information provided in **Appendix 1**.

Areas of good performance

- 5.1 The accommodation breakdown of Looked After Children (LAC) at the end of the reporting year showed target levels were largely maintained with little change in numbers (CSCF001a/001b/001c/001d). The proportion of children in a family placement was above the 80% target each quarter this year, while the percentage of children in a residential placement or out-of-area placement continued to achieve target by remaining below the respective 8% and 10% thresholds for the second year in a row. There was a slight increase in percentage of children in secure placements to 1.3% against a target of 1%,

however as numbers are relatively small this indicator does fluctuate but will continue to be monitored closely.

- 5.2 The rate per 1,000 of the child population in Moray of LAC and Accommodated remains marginally above target at 8.1 (CSCF012), while the rate of children subject to compulsory measures of supervision or care remains within target, although rising slightly during the year to 8.8 (CSCF013).
- 5.3 Analysis of long-term trends suggests that the number of LAC and Accommodated Children (LAAC) in Moray is not unusually high or low when compared with our comparators. Further, for the majority of LAAC a family type placement is possible, which albeit not at home, provides the child with an upbringing as near to normal as possible while they are away from home. The proportions of LAAC in residential and out-of-area placements in Moray again compare similarly to those of our comparator authorities.
- 5.4 The majority of Local Government Benchmarking results were published in late January with relevant performance results reported back to this Committee on 4th February 2015. Three indicators on LAC have subsequently been released, results on two of these are detailed below:
- (i) Over the last four years, the annual gross cost in Moray for LAC in a community setting increased to £2.3m in 2013/14, a 15.7% increase which is below a national rise of 23.5% over the same period. The gross weekly cost per child has risen over the period to £238 (CHN8b), placing the Council 16th against all other Scottish Councils and below the national average of £265. Compared with the Council's family group (Angus, Argyll & Bute, East Lothian, Highland, Midlothian, Scottish Borders and Stirling) Moray was ranked 3rd lowest for average weekly cost.
 - (ii) Over the last three years, the proportion of LAC being looked after in the community has gradually increased to 86% in 2013/14 (CHN9). In Moray there has been a short term upward trend in the proportion of LAC accommodated in the community, however Moray remains well below the national average of 91%, and are ranked 26th against all other Scottish Councils. Compared with the Council's family group, Moray ranked 5th equal for the highest proportion in a community setting.
- 5.5 For the fourth year in a row the number of attendances at swimming pools per 1,000 population in Moray has increased, with an average increase of 3% registered across Moray Council facilities and the Moray Leisure Centre (SCC1). Over ½ million attendances were recorded in 2013/14, achieving a rate of 5,478 per 1,000 population compared with 5,320 the previous year.
- 5.6 The number per 1,000 population attending Moray indoor sports and leisure facilities was down by 3.6% on the previous year (SCC2). The main reason for the fall in numbers was the temporary closures of Elgin Sports and

Community Centre due to flooding and the closure of Forres House Community Centre for two months to allow for essential maintenance work to be carried out. Since both facilities have fully re-opened there has been a greater rise in attendances against the same period last year; however due to the closures there was an overall reduction in attendances of 9.4%. Moray Leisure Centre noted a 4.5% increase across their indoor facilities compared with 2013/14; although the target for Health and Wellness usage was not achieved.

- 5.7 Within the first six months of the launch of the Fit-Life? scheme in January 2015 there have been 1,758 memberships taken out, with 1,047 family and 711 individual memberships. In total there are 4,728 card holders. The scheme has been very successful to date, for example in March alone the number of people using council leisure facilities was 37,912, up 3,395 from March last year. The largest increases noted were adults using swimming pools and fitness rooms. The membership and usage rates will continue to be measured to gauge the long term success of the initiative.
- 5.8 As reported to this Committee on 27 May 2015 (paragraph 11 of the draft minute refers), the full release of attainment data through the new Scottish Government Benchmarking tool 'Insight' in February, showed that overall, Moray performed well against both their Virtual Comparator and National results across the four new national indicators. A full report of Insight attainment for 2013/14 including school level data can be found in the 2013/14 Education Services Public Performance Report:
<http://www.moray.gov.uk/downloads/file98762.pdf>
- 5.9 A significant increase in numbers attending holiday and term-time sports coaching (EdS006.2) in the second half of the year made up for a poor turnout in the first half of the year. In the second half of the year almost 1,200 attended the sports coaching sessions, giving an overall total of 1,954 for the year, slightly below the annual target of 2,000. The number attending coach education and training sessions (EdS006.4) also saw a sharp rise in the second half of the year, with a total of 297 attending the courses across the year against an annual target of 200. Over the year 20 courses were run with an average of 15 attendees per course.
- 5.10 Two pre-school (now known as Early Learning and Childcare), (ELC), Her Majesty's Inspectorate of Education (HMIE) inspections were carried out during the year in Moray (EdS010), both received a good or very good score for each of the 5 quality indicators that make up the inspection. Inspection reports are routinely reported to this Committee.
- 5.11 Also during the year a total of 13 Care Inspectorate inspections of ELC centres were carried out (EdS010.3); no centre received any requirement actions to be addressed.

Areas of performance identified for improvement

- 5.12 The cost of children looked after in a residential setting has increased year on year and the gap between national and comparator results is widening. At £4,699, the gross cost per child per week is above the national average of £3,098 and family group average of £3,439. As the restructuring within ICS settles, the intended benefits will become evident to reflect fewer out of area placements particularly given the planning for a new residential home within Moray, which will be significant in reducing but not eliminating placements made out of area.
- 5.13 The percentage of Co-ordinated Support Plans (CSPs) created and reviewed within timescale (EdS601.1) for children with additional support needs failed to achieve target for the second consecutive quarter. In the reporting quarter 6 of the 9 scheduled reviews commenced within timescale, and the remaining 3 have since begun the review process albeit after the due date. The indicator is to be reviewed to better reflect the statutory process and will provide more reliable and meaningful data for the service to measure performance.
- 5.14 The number of library visits per 1,000 population was down by over 17% from last year, with reduced numbers in both physical visits and online. The main reason for the reduction in physical visits was the closure of 4 static libraries and one mobile library, while there was a significant fall in the use of the Libraries Facebook page. It should be noted that library user numbers in 2013/14 increased significantly by 61% to 1.1million compared to the previous year (largely due to online use), and while there has been a downturn in numbers for 2014/15 to 900,020, this still represents a 33% increase compared with 2012/13 numbers.
- 5.15 Only one primary school received a HMIE inspection in the 2014/15 academic year. Overall the school received an evaluation that was below satisfactory, improvement areas were identified in the report for follow up action. A full report on the inspection was presented to this Committee on 25 March 2015 (para 14 of the minute refers).

6. SERVICE PLAN PROGRESSIntegrated Children's Services

- 6.1 The ICS Plan contains 5 key actions with a total of 19 sub-actions below. At the end of the reporting year 14 sub actions have been completed while the 5 remaining actions are 60% to 90% progressed. The outstanding actions will be incorporated into the service plan for 2015/16.
- (i) Throughout 2014/15 ICS continued to embed the new structure. An interim review was carried out with a particular focus on the newly formed teams within the service: Engagement Team, Intake & Assessment Team and Continuing Support Team. Several key learning points were identified including the importance of clear and frequent communication both within the service and with partners, and

the identification of workload management as a key factor in moving the service forward and relieving stress for the workforce. These are amongst the priorities for development for 2015/16 (ESC12/15-ICS-1).

- (ii) In March 2015 an ICS Management Team Development Day enabled the team to spend some time working on the service improvement plan, Moray 2023, national & local strategic links, service development, supporting staff and communication. The day resulted in a draft Service Improvement Plan (SIP) (since finalised and approved at this Committee on 27 May 2015) (paragraph 15 of the draft minute refers), with more clarity around roles/responsibilities/expectations and a better understanding of the national/local context and how ICS contribute to it (ESC12/15-ICS-1/5).
- (iii) Revision of the service's suite of performance indicators formed a key action following the restructure of the service, ensuring that both the work of the newly formed teams and any changes to existing teams are reflected in the information gathered. Although not complete, considerable progress has been made, through meetings with managers, in determining what information is required to enable the teams to evaluate their performance in relation to their team plan and the service plan, how they are contributing to the achievement of the targets within Moray 2023 and how their performance compares with benchmarking partners. Issues of data reliability, such as those experienced with the indicator relating to CSPs, are being addressed (ESC12/15-ICS-2).
- (iv) Considerable progress has been made with Viewpoint, with the identification of appropriate questionnaires now being offered to a wider audience which will provide vital information and evidence of progress being made by children and young people. Additionally the information gathered will provide valuable feedback on the performance of the service (ESC12/15-ICS-3).
- (v) Early Years Collaborative workstream activity has increased over the second half of the year; including the addition of a Moray Alcohol and Drug Partnership (MADP) social worker to workstream 1 with a focus on parents with drug and alcohol problems. The quality improvement project for Moray (led by key members of the national team) has introduced 9 new projects, many of which fit into workstreams 2 and 3. In February 2015 an Early Years seminar was held entitled "Invest Early, Transform Moray", which focussed on early intervention and early years, bringing professionals from across Moray together to promote the Early Years Collaborative methodology to a wider audience. The targets in Moray 2023 were revised in order to fully reflect the aims of the Early Years Collaborative (ESC12/15-ICS-4).
- (vi) A strategy group of Additional Support Needs (ASN) teachers has revised and strengthened the criteria for Exceptional Need and further clarified the criteria for Additional Need. Further, the model used to

allocate funding to schools for the provision of ASN is currently under review with the aim of developing a process that correctly allocates to schools where the pupil need is in a fair and equitable way for all pupils.

Lifelong Learning, Culture and Sport

- 6.2 The service plan for Lifelong Learning, Culture and Sport has two overarching themes with a number of actions and sub-actions under each one. Educational Resources (ER) has 3 actions with 20 sub-actions and Libraries and Museums (L&M) has 5 actions with 32 sub-actions. Sixteen of the 20 ER sub-actions have been completed as scheduled, the outstanding four are well progressed and will be incorporated into the 2015/16 service plan. Of the 32 L&M sub-actions, 29 have been completed, while two of the three outstanding sub actions are well progressed. One sub action was already deferred to 2015/16 due to workload issues.
- (i) A range of activity has been undertaken to promote participation in sport, recreation and leisure and to ensure the facilities and venues are appropriate to enable this. Sports Development is marketing services using social media and posters, brochures etc. New marketing opportunities are being investigated through Chief Executive's department with potential promotion on the sides of refuse lorries, mini buses etc. Further innovative ways for marketing will continue to be investigated.
 - (ii) Sports Development is liaising with Moray College and tsiMoray to enhance volunteering opportunities. A volunteering scheme was recently launched through Volunteer Scotland, which it is hoped will identify those interested in sport / physical activity.
 - (iii) The Fit-Life? scheme was launched in January 2015 after approval from Policy & Resources Committee on 2 December 2014 (para 4 of the minute refers). Initial membership and attendance figures show an encouraging trend in increased usage of Moray sport and leisure facilities.
 - (iv) The new Physical Activity, Sport and Health Strategy have been delayed with a revised completion date of December 2015. The current work on developing the strategy is being used as an opportunity to further strengthen links with partners.
 - (v) A key focus of Active Schools remains the development of pathways from school to community sport, which means working with community sports clubs in order to provide an outlet for children to further develop their skills and benefit from increased opportunities for sport by joining a club. In the 2014-15 academic year, Active Schools worked with clubs in netball, rugby, hockey, cricket and golf and also delivered three Moray-wide championship events in co-operation with the local orienteering, mountain biking and athletics club.

- (vi) Active Schools continues to recruit and support a network of volunteers to deliver sport and physical activity before, during and after school. In Spring term 2014/15 alone, Active Schools deployed 239 volunteers, 142 of whom held a qualification relevant to their activity. In sheer numbers, parents make up the bulk of Active Schools' volunteers (28%), followed by teachers & school staff (20%), and community club coaches (15%).
- (vii) Awaiting the outcome of the Leisure Review led to a delay in the commencement of works to upgrade leisure facilities, consequently only two of the five intended projects could commence during 2014/15. Work at Forres and Speyside swimming pools began in the second quarter of the year, while works at Buckie, Lossiemouth and Keith facilities will commence in 2015/16.
- (viii) To support the health and welfare of the community, the library service has enhanced its provision of welfare information and continues to identify relevant target markets. The promotion and expansion of Health Matters collections continues with the establishment of an Autism collection, in partnership with the Autism Development Coordinator. A One-Stop-Shop for autism has also been set up, offering drop-in sessions, support groups, workshops and book groups.
- (ix) The number of reminiscence boxes being issued to sheltered housing and homes has increased with 83 boxes borrowed during the year, and the licence for the My Life Digital software was extended by Community Care to ensure continued delivery of targeted reminiscence events. (ESC14/15 – LM-1).
- (x) A wide range of promotions and events have been used during the year to attract new library members. Of note this year has been the 254 new 'Over 60s' borrowers joining the library service and 165,515 items were issued to 4,665 borrowers over 60 years of age.
- (xi) Dementia awareness training has been completed for all libraries staff, although Environmental Assessment training for 3-4 librarians to ensure facilities is appropriate for those suffering from dementia is still to be carried out. Dementia Collections have been ordered to pilot in 2 libraries – Elgin and Forres.
- (xii) Job Centre Plus is actively referring job seekers to Citizens Online ICT sessions and to Job Clubs. Involvement in the Employability Action Group has improved communication with other agencies and raised awareness of services. Three volunteers have been recruited for the Keith Job club which started in October and a campaign for volunteers in Forres has been successful with 4 regular volunteers. During the fourth quarter 29 job club sessions across the Moray libraries attracted 177 job seekers.
- (xiii) The upgrading of Libindx (the Local Heritage Service's index to sources of information about people, places and subjects relating to Moray) was

cancelled for 2014/15, however is scheduled in the ICT Action Plan for 2015/16 (ESC14/15-LM-3).

- (xiv) The annual Book Festival schools' programme attracted 11 schools, 62 classes of 1,695 children, and the public programme attracted 576 people (ESC14/15-LM-4).
- (xv) Bookbug Lite sessions in Elgin are now fully booked in advance with additional sessions being planned. Additional staff have been trained to deliver sessions in Buckie, Forres, Keith and Lossiemouth libraries where attendance is increasing. All Health Visitors, Public Health Team Leads and Practice Managers have been contacted and offered collections and Group Membership Tickets (ESC14/15-LM-5).

Schools and Curriculum Development

- 6.3 Schools and Curriculum Development Service Plan contains 7 overarching themes, six of which relate to the key themes of the 5-year strategic plan, the other covering other priorities. Each theme has a number of associated actions totalling 49 and at the end of the reporting year 36 were complete, with the majority of outstanding actions well progressed.
- (i) Actions around Curriculum Design show good progress with each curricular area due to have progression plans in place by the end of the academic year. Pupil profiling at P7 and S3 stages in all schools is established and being extended to other stages. Slower progress is being made with tracking and monitoring of pupils; the moderation of learning across departments and in primary schools is progressing with the Forres ASG moderation project using GLOW (secure online Education Intranet) going well, however there have been delays in rolling this out across the authority. (ESC14/15-SCD-101).
 - (ii) The majority of actions for the Leadership, Management and Building Capacity theme are complete. A Leadership Framework has been approved and launched; pilots of a leadership and management development programme for school leaders and a middle leadership development programme have begun and will be reviewed after the year. The flexible route to headship course is being undertaken by 10 candidates with the aim to increase leadership capacity in education (ESC14/15-SCD-201).
 - (iii) A Learning and Teaching strategy continues to be worked on and is to be launched across all schools during 2015/16 academic year. Planned work on establishing ASG GLOW groups to share teaching practice across schools has not been progressed in 2014/15, this is to be reviewed and taken forward in 2015/16. A considerable amount of support materials has been added to Moray GLOW to support curriculum development (ESC14/15-SCD-301).

- (iv) All actions for the New Qualifications theme have been completed. In year 1 of the Career Academies (now known as Career Ready) programme schools have completed their interview process and are underway. Following publication of Wood Commission: Developing Scotland's Young Workforce the Scottish Government has published Scotland's Youth Employment Strategy – in Moray the Lifelong Learning Forum have met and will take forward a Moray wide strategy for implementation. Agreement has been reached with schools, parents and students on study leave procedures for next session. A trial for Advanced Higher delivery in Sciences in partnership with Moray College is completed and arrangements are now in place to deliver Biology, Chemistry and History for 2015/16 to accommodate students in central locations where this would not be running in their own school (ESC14/15-SCD-401).
- (v) The majority of actions related to Supporting Learners have been completed or are well progressed. Education Support Officers continue to trial various methods of tracking progress in Broad General Education and senior phase and linking with Education Support Officers in other authorities to share good practice. Tracking remains a key priority for the final academic term of 2014/15 and into the new academic year. Work continues in supporting schools to embed profiling across the school to ensure pupils are sufficiently skilled to provide a snapshot of their attainment and achievements at the key transition points of P7 and S3. Work around Named Person training has been completed to date; initial training on the role of the Named Person in Moray was delivered in November, including defining the roles and responsibilities between the Lead Professional and the Named Person. Awareness raising of the new inspection format from ICS, has not taken place in Education services. This has been due to the restructuring of the Continuous Improvement Team. This will be addressed in 2015/16 (ESC14/15-SCD-501).
- (vi) Actions around Validated Self Evaluation continue to be embedded in the service with support and awareness raising being a focus throughout 2014/15. Education Scotland's review of How Good is our School 3 due to be completed by September, this will be the focus of much of the work around self-evaluation in the new session (ESC14/15-SCD-601).
- 6.4 Other priority actions are all well progressed with one action complete; the Languages Strategy has been launched. All schools are now achieving two hours of physical education (PE). The PE frameworks and progressions have been created and launched to head teachers in November 2014. CPD continues in a range of PE related activities targeting improvements in quality. The Attainment and Achievement Strategy was approved by this Committee on 24 September 2014 (paragraph 9 of the minute refers) and was launched at the head teacher meeting in May 2015 and will be in use from August 2015. A full consultation on an ICT Strategy is due to take place in the final term of 2014/15, with some significant advances in the technology available to the Education Network including Windows 7, Office 2010, Home Email Access and tablet devices.

7. PERFORMANCE INDICATORS 2015-16

- 7.1 The revised set of performance indicators for 2015-16 is contained in **Appendix 1**.
- 7.2 A review of performance indicators is undertaken annually, with managers of respective services, to ensure that the performance being monitored reflects current priorities and activity and provides Committee with the level of information required to enable effective scrutiny.
- 7.3 The last review of performance indicators for Education & Social Care was approved by this Committee on 5 March 2014 (paragraph 10 of the minute refers).
- 7.4 As part of the restructuring of ICS, revision of performance indicators was a key action in 2014-15 to ensure that the new and existing teams are able to evaluate their performance in relation to service plans and against benchmarking partners. Work continues with managers in developing a new suite of indicators which are due to go before this Committee for approval in October 2015.
- 7.5 As part of the national change in secondary school qualifications and attainment benchmarking, a number of new performance indicators have been introduced for 2015-16 to reflect these changes. Included in the changes are the reporting of the four key national indicators which include measures of attainment in literacy and numeracy, average tariff scores, percentage of school leavers in positive destinations and attainment relative to deprivation indices.

8. SUMMARY OF IMPLICATIONS

(a) Moray 2023: A Plan for the Future/Service Plan

The contents of this report relate to National Outcomes 3, 4, 5, 6 and 8 and Local Priorities 1, 2, 3 and 5 of the Moray 2023: A Plan for the Future. Also to the service plans for ICS, Lifelong Learning, Culture and Sport and Schools and Curriculum Development.

(b) Policy and Legal

None

(c) Financial implications

None

(d) Risk Implications

None

(e) Staffing Implications

None

(f) Property

None

(g) Equalities

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

(h) Consultations

The Corporate Director (Education and Social Care); Senior Officers in Education and Social Care; Deborah Brands, Principal Accountant; Margaret Forrest, Legal Services Manager; and Katrina McGillivray, Senior Human Resources Advisor have been consulted on this report and agree with the sections of the report relating to their areas of responsibility.

9. CONCLUSION

9.1 Performance during the second half of 2014/15 has overall been positive, the majority of measures being on target with just 4 indicators between 5% and 10% off their targets (amber status) and 2 indicators at least 10% off target (red status).

9.2 Progress against Service Plan actions has largely been on schedule with a small number of actions either scheduled to be completed by the end of the academic term or will be rolled on into the 2015/16 Service Plan.

9.3 That the Committee approves the suite of performance indicators for 2015/16

Author of Report: Jenifer O'Hagan, Continuous Improvement Officer
Background Papers: Performance Monitoring Statements 2014-15
Quarters 3 & 4 – October 2014 to March 2015

Ref: http://www.moray.gov.uk/moray_standard/page_92321.html