

# Education & Social Care

3 year plan





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## Foreword



In 2011, when the Moray Council formed the new directorate of Education and Social Care, former Education and Social Care departments were reorganised into Schools and Curriculum Development, Integrated Children's Services and Lifelong Learning, Culture and Sport. This plan for Education and Social Care has been developed as an overarching plan to cover the entire service rather than three separate plans for each of the departments. Delivering services in line with GIRFEC necessitates effective, efficient collaboration and partnership work.

The plan will articulate the department's vision, core values and key priorities. It will provide strategic direction and clear connections to enable streamlined service delivery, giving managers, staff, families and young people confidence in the provision of services that will meet their needs.

*Anne A Skene*

Cllr Anne Skene

# Welcome

Dear reader,

Education and Social Care formed in 2011 when the departments of Educational Services and Community Services were joined together into one directorate. Over the past year we have taken a fresh look at how we do our business, what we stand for, what our ambitions are and what our priorities are for Education and Children's Services within Moray.

As our resources become increasingly limited it is essential that we focus all our efforts into the areas which matter the most to people and where we can have the greatest impact, particularly for those children and young people who need our help and care most. Within this ambitious, yet realistic plan, our aim is to outline what our key strategic priorities will be over the next three year period from 2016 until 2019 for Education and Social Care. This will provide a clear and strategic framework for our colleagues and partners to understand and also serves to outline what we will offer to the children, young people and families of Moray.

This plan has been developed and informed using the views of both staff and service users, who have often reported that there are too many different plans and strategies and that they would appreciate one overarching plan for all services offered by Education and Social Care. This plan is informed by Moray's Community Planning Partnership Plan (10 year plan) and the Council's own Corporate Plan. We will only succeed if people work together, in partnership and with children, young people and their families at the very heart of their endeavours. This plan not only focuses on core priorities for the service as a whole, but for the very first time clearly articulates what the service needs are across our localities in Moray and this will ensure that we are making a clear and decisive shift towards early intervention and prevention by focussing our resources on the people and the places where they are most needed.

I have very high hopes for our Education and Social Care Plan 2016 – 2019 and look forward to working with colleagues, young people, partners and parents to

ensure we truly are being ambitious to achieve excellence together across all our services for young people. People have expressed concern about the volume of plans and one overarching plan for our services will serve to set a clear agenda for what we deliver over the next three year period.



Laurence Findlay  
Corporate Director (E&SC)



# Our Community

Moray is a diverse area of natural beauty where many people chose to live, learn, work and enjoy life. Moray is the 8th largest Council area in Scotland, covering an area of 2,238 square kilometres, yet in terms of population, it ranks 22nd out of 32 with a population of 93,300. In economic terms, Moray has high levels of employment, low wages and low levels of benefits claimants. Steady progress is being made in diversifying the local economy, although there remains a significant presence of food and drink industries and tourism based work. The largest employers and the public sector, including the armed forces, food processing, construction and a significant number of small and medium sized businesses.

Moray's Community Planning Partnership has developed a 10 year plan with five key priority areas as outlined below;

- A growing, diverse and sustainable economy
- Healthier citizens
- Ambitious and confident young people
- Adults living healthier, sustainable independent lives safeguarded from harm
- Safer communities

This Education and Social Care plan has been developed in line with the targets outlined in the 10 year plan and also by Moray council's Corporate Plan.

Within the Moray Council, the department of Education and Social Care is responsible for providing services to children, young people, families and adults across Moray. In doing this we work collaboratively with a range of partners both locally and nationally. Our plan is informed not only by our local Moray 2023 plan, but also by wider national and international contexts as outlined below;

## Who are we?

Within the Moray Council, the department of Education and Social Care is made up of three sections;

- Schools and Curriculum Development
- Integrated Children's Services
- Lifelong Learning, Culture and Sport

Each team is led and managed by a Head of Service. The Head of Integrated Children's Services also holds a statutory role as Chief Social Work Officer and the Head of Schools and Curriculum Development holds the statutory role of Chief Education Officer. Each section has the following responsibilities;

### Schools and Curriculum Development

- Pre-school education
- Primary education
- Secondary education
- Quality Improvement
- Music Instruction Service
- Curriculum Development
- Parental Involvement

### Integrated Children's Services

- Children and Families Social Work
- Corporate Parenting
- Child Protection
- Inclusion and Additional Support Needs
- Educational Psychology
- Justice Services
- Early Years and GIRFEC Strategies

### Lifelong Learning, Culture and Sport

- Employability
- Libraries and Information Services
- Sport and Leisure Services
- Education and Social Care resources
- School and Leisure Estate
- Adult Learning

## Ambitious to Achieve Excellence Together

Our ambition within Education and Social Care is to be Ambitious to Achieve Excellence Together. This is a vision which we expect to be embraced, lived and breathed every day by those who work across our services.

For children, young people, their families and communities in Moray it means;

- Better educational and social outcomes for learners of all ages and abilities
- Young people are better prepared for life beyond school and for the workplace
- Improved outcomes for those in most need of our support
- Our most vulnerable young people and families are safe and nurtured
- The public and our staff have the highest levels of confidence in all the services we provide to young people and families across Moray

To summarise, Ambitious to Achieve Excellence Together is all about working tirelessly to ensure Moray is the best place to grow up, learn and develop with the best possible opportunities for life at and beyond school.

## Our values – Council values

The Moray Council has identified six core values which should be at the very heart of our work.

These core values are;

- Ambition
- Communication
- Respect
- Fairness
- Sustainable
- Accountability

Within Education and Social Care we expect to see these values lived and breathed every day as we go about our daily work in terms of providing services to young people, their communities and their families. Putting values into actions is not easy, but is essential in a values driven organisation.

Our pledge to those using our services is that our staff will;

- Be ambitious for all the children and young people we serve and will set the highest of expectations for them
- Listen to all colleagues and customers and take their points on board and seek to address them clearly and respond in plain English
- Treat everyone in a respectful and courteous manner, aiming at all times to be purposeful, polite, helpful and friendly
- Treat everyone in the same manner and make sure everyone has access to the same opportunities
- Constantly seek new and more efficient and effective ways to provide a service ensuring long term sustainability
- Openly demonstrate their accountability for the service they provide to the people of Moray

The overall leadership, management and delivery of Education and Social Care services are the responsibility of the Corporate Director (Education and Social Care).

The Director also oversees all business support arrangements within Education and Social Care, including;

- Staffing arrangements
- Health and Safety
- School rolls, placings and admissions
- Business Continuity Arrangements
- Business and admin services across Education and Social Care

On a day to day basis, these services are managed by the Business Support Team Manager who reports to the Director and also acts as LNCT (Local Negotiating Committee for Teachers) joint secretary (Management Side).

## Our Services

We provide our services to a wide range of children, young people, families and adults across Moray. Within this we provide universal services, more focussed services, some more targeted services and also sport, leisure and adult learning services across our communities.

### Universal Services

- We provide early learning and childcare placement for 986 children at 36 private partners providers
- We provide nursery and primary education to over 7,000 children in 45 schools across the area
- We provide secondary schooling to over 5,000 students across eight secondary schools
- We work closely with Moray College (UHI) and local industry to ensure positive progress and pathways for learners post school and 250 senior phase learners attend college courses once per week
- Our Schools and Curriculum Development team provide support and challenge to early learning and childcare settings and primary/secondary schools across Moray as well as supporting the development of Moray's curriculum

### Focussed Universal Services

- Our Children's Wellbeing Service is responsible for intake and assessment and outreach teams and for locality working
- Our Continuing Support Teams within the East and West are responsible for longer term interventions required by young people and these teams lead on Self Directed Support
- Our Inclusion Team supports those children and young people who require additional support in schools
- Our new SEBN provision supports children and young people both in school and on an outreach basis
- Our Educational Psychology Team provides advice and support as to appropriate methods for identifying and meeting the additional support needs of children and young people

### Targeted Support Services

- Our Criminal Justice team provides support to offenders and their families and provides appropriate opportunities for individuals
- Our Protecting Children Team works to protect those young people who are most at risk of harm
- Our Throughcare/Aftercare team ensure appropriate opportunities and support are available for those who are preparing to leave care into adult life
- Our Fostering and Kinship Care team provide placements for children who need to be cared for away from home and who can also be looked after in a family setting
- Our Adoption Team provides placements for those children who need to be permanently placed away from home and whose needs can be best met by having new legal parents

### Sport, Leisure, Adult & Other Learning Services

- Our Libraries Service operates from 11 locations as well as delivering a mobile service. This service also operates adult learning opportunities to almost 2,000 learners via courses in ESOL, adult literacies and essential skills
- Our Sports and Leisure Service operates 5 swimming pools and over 40 leisure facilities, providing services to thousands of people per annum
- Our Active Schools Service offers activities across all Moray areas to many individual young people and groups to provide the bridge between school and community sporting activities
- Our Instrumental Music service provides music tuition to over 800 across our schools and runs the Moray Music Centre on a Saturday morning



## Our success stories

Our dedicated staff work very hard to provide a wide variety of services to the people of Moray and there are some key successes of which we are rightly very proud;

- Highly successful Moray Young Citizens Awards scheme in partnership with Elgin Rotary, Diageo and Police Scotland has grown in profile and celebrated some fantastic local talent
- In 2015, we welcomed our first residents to “Cala” our new residential house for looked after children
- Successful merger of our Child Protection Team and Youth Justice Team into one “Protecting Children” team
- Variety of activity undertaken in relation to recruiting new teachers, including the use of You Tube, radio, partnership with Springfield Properties and UHI and Aberdeen University
- New school builds delivered in Keith, Elgin with one more planned for Elgin and another for Lossiemouth in the pipeline
- On-going £17 million refurbishment of four primary schools
- Successful implementation of the “Fit Life” user card across our leisure services
- Highly successful validated self evaluation of our Educational Psychology Service by Education Scotland in May 2015
- Successful review of senior phase pathways carried out by Education Scotland in November 2015
- Very positive emerging partnerships with industry as part of our approaches to developing Moray’s young workforce
- Partnership Hub within Integrated Children’s Services leading the way in relation to GIRFEC, child protection and early years
- 10% increase over 10 year period in positive destinations post school
- Consistently positive inspections of our Fostering and Adoption, Throughcare/ Aftercare and Libraries services
- Renewed focus on locality working launched in 2016
- Over 20 school based staff have signed up for our leadership and management development programme to allow us to fully prepare our next generation of Deputies and Head Teachers
- Increased ICT support to our primary schools delivered and making a difference



## Our challenges

Whilst we have already highlighted some key successes in Moray, there remain some very real challenges in delivering our services over the next few years which require to be addressed.

- Providing adequate support across the entire service at a time of reduced and further reducing resources
- Ensuring our estate remains fit-for-purpose for the 21st century
- Raising standards of attainment and achievement for all young people
- Securing improved outcomes for young people in the broad general education (ages 3 to 15)
- Developing early learning and childcare provision to meet future demands
- Meeting all learners' needs in relation to additional support
- Recruitment and retention of staff across the department
- Implementation of Self Directed Support (SDS)
- Developing approaches to continuous improvement within a reduced service
- Managing turnover over staff (for example 29 of our 50 current Head Teachers were not in their posts in 2010). This has serious implications for how we support new staff appropriately as this turnover will continue
- Developing and supporting appropriate pathways for young people post school
- Improving the health and wellbeing (including mental health and wellbeing) of young people
- Developing a future proofed structure within Education and Social Care which will adequately meet the needs of the service

## Our key priorities

- Getting it Right for Every Child
- Curriculum for Excellence
- Lifelong Learning and Employability
- Leisure
- Resources
- Leadership

## Our local priorities

Our key priorities above outline the core entitlements which young people and their families should benefit from across Moray, regardless of where they live. However, our communities are very diverse and have different needs. To ensure a shift towards prevention and that our resources are being targeted where they can be most effective, we are developing a locality focus based on the needs of individual communities using our area profiles to inform these locality plans.

This work will be led forward by Locality Management Groups (LMGs) which will have membership from local primary and secondary Head Teachers, Police, NHS, Third Sector, Intake and Assessment team, Engagement team, Continuing Support team and where appropriate to the local context, and Armed Forces representative - in short, all the people who are involved in creating a team around a child or young person.

LMGs will develop, monitor and evaluate a locality plan unique to their area, based around the principles of GIRFEC and the eight wellbeing indicators, using a local data to set the priorities. In future years we would hope to share in this overarching plan, some of the agreed local priorities.

## How we know how well we are doing

Measuring the impact of our work and reporting our performance is very important within Education and Social care. Our three clear strategic priorities for Education and Children's Services will become the basis for our accountability and performance reporting so we will be measuring what we value and what is important to us.

We report our performance in a variety of ways;

- To our Children and Young People's and Audit and Scrutiny Committees
- To our Community Planning Board, Children and Young People's Partnership and Employability Moray Partnership
- To our Corporate and Senior Management Teams
- To the Scottish Government
- To Education Scotland, the Care Inspectorate and Audit Scotland
- To the Criminal Justice Authority
- To the Chief Social Work Adviser for Scotland

At a local level schools publish an annual Standards and Quality Report and all pre school and school inspection reports are presented to Children and Young People's Services Committee. We look for trends in such reports to allow us to continue making service improvements.

# Our key priorities for 2016 to 2019

## Getting it right for every child

### Our priorities...

- To fully implement all aspects of the Children and Young People's Act and Education Act
- To ensure Moray is the best place for all children and young people to grow up and learn
- To care for and support those children and young people most in need
- To ensure high quality transitions for all young people
- To provide appropriate support for those children and young people in need of additional support
- To focus relentlessly on improving outcomes and on preventative activities
- To lead the way as an excellent corporate parent

## Curriculum for Excellence

### Our priorities...

- To provide all young people with access to a broad general education from ages 3 to 15
- To provide all young people with access to a three year senior phase experience from S4 to S6
- To provide a 21st century curricular experience to learners equipping young people with skills for life, learning and work
- To raise standards of attainment and achievement for all young people, with a specific focus on literacy, numeracy and health and wellbeing

## Lifelong Learning and Employability

### Our priorities...

- To support young people into positive and sustained destinations post school
- To support those further from the jobs market to secure employment
- To equip adult learners with the necessary skills to (re)access the jobs market
- To fully involve local employers and other partners in developing local approaches to employability

## Leisure

### Our priorities...

- To continue developing a modern, sustainable leisure service which meets the needs of Moray's citizens
- To provide sustainable, quality sport and leisure activities which promote a healthy and active lifestyle across Moray's communities

## Resources

### Our priorities...

- To manage resources efficiently and effectively and to ensure opportunities are sought out which ensure our children and young people learn in an appropriate setting for delivery of a 21st century educational experience
- To develop opportunities to share resources more effectively and efficiently across Moray and also across other local authority areas
- To continue to review and develop our structure within Education and Social Care to ensure it best meets the needs of the service and secures best value
- To further develop departmental approaches to health and safety across Education and Social Care
- To continue working to address the recruitment and retention of staff within the department

## Leadership

### Our priorities...

- To continue to develop our Leadership and Management Development programme for aspiring middle and senior leaders in schools
- To develop leadership skills among all staff and all learners
- To develop our approaches to locality management across our Locality Management Groups (LMGs)
- To develop ways of integrating our approaches to leadership and continuous improvement across the department





## Our key processes

We only have six core priorities for our service over the next three year period and we will need to focus on the following key processes if we are to succeed and really make a difference;

We will;

- Work as a relational department, investing in strong effective relationships with each other and with our partners and customers
- Invest as much as we can in our staff
- Continue developing leadership and management capacity at all levels
- Integrate services at a locality level, ensuring support is targeted where it is most needed
- Invest in prevention and early intervention, moving resources where required
- Develop strong partnerships
- Protect those most in need of our care and protection
- Maintain a relentless focus on driving up standards, securing positive outcomes for people and improving performance
- Champion consistency across our services by seeking out and sharing best practice
- Continuing working to attract the best staff to come and work in Moray
- Deliver Best Value
- Remain Ambitious to Achieve Excellence

## Our drivers

Our work as a directorate will be informed by not only our local context and plans, but by an abundance of other influencers, such as;

- Legislation e.g. Children and Young People (Scotland) Act 2014, various Education Acts
- Current research both local, national and international
- Curriculum for Excellence
- Early Years Framework and Early Years Collaborative
- Equally Well
- Achieving our Potential
- Commissioned reports (Donaldson, Christie, Wood, OECD report on Curriculum for Excellence etc)

## Our Partnerships

None of our six key priorities can be delivered by working in isolation and effective partnership working will be essential in future service delivery. Education and Social Care works closely with a variety of partners, local and national.

Some of our closest partners are named below;

- NHS Grampian
- Police Scotland
- TSIMoray
- Career Ready
- Moray Chamber of Commerce
- Social Work Scotland
- Association of Directors of Education in Scotland
- Education Scotland
- Care Inspectorate
- Scottish Local Authorities Economic Development Group
- Scottish Social Services Council
- Local Negotiating Committee for Teachers
- The Wood Foundation

Thanks to all our partners for their continued support in enabling us to be ambitious to achieve excellence together.



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