REPORT TO: **CHILDREN AND YOUNG PEOPLE'S SERVICES COMMITTEE ON 13 DECEMBER 2017**

SUBJECT: **PERFORMANCE REPORT (EDUCATION AND SOCIAL CARE) – HALF YEAR TO SEPTEMBER 2017 and EDUCATION AND SOCIAL CARE SERVICE PLAN 2017-18**

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 April 2017 to 30 September 2017.

1.2 The Committee is also asked to approve changes to the annual service plan and actions to be reported to this Committee during 2017-18.

1.3 This report is submitted to Committee in terms of Section III D (32) 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.

2. RECOMMENDATION

2.1 It is recommended that Committee:-

(i) scrutinises and notes performance against Education and Social Care Performance Indicators and Service Plan actions as at the end of September 2017;

(ii) welcomes good performance as indicated in the report;

(iii) notes actions being taken to seek improvements where required; and

(iv) approves the revised Education and Social Care Service Plan actions for 2017-18 as outlined in Appendix 1.

3. **BACKGROUND**

3.1 The revised performance management framework was approved at the meeting of The Moray Council on 22 May 2013 (paragraph 8 of the minute refers). As a result, performance is reported on a half yearly basis to this Committee.

3.2 The Policy and Resources Committee, at its meeting on 27 April 2010 (paragraph 12 of the minute refers), approved the development of a quarterly monitoring document which will provide supporting information for the Performance Management Framework. The half-yearly performance report refers to this document. The document includes performance indicators, service plan and complaints data (including codes as referred to in sections 5 and 6 of this report), and can be found at: http://www.moray.gov.uk/moray_standard/page_92321.html

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	2	0	0	0	2
	Children's Wellbeing & Continuing Support	9	0	0	0	9
	Community Justice	10	1	0	1	8
	Looked After Children	16	3	2	1	10
Lifelong Learning, Culture and Sport	Leisure Management	4	1	1	0	2
	Libraries & Information services	8	2	0	0	6
	School Estate Management	2	1	0	1	0
	Sports Development	2	2	0	0	0
Schools and Curriculum Development	Childcare	4	0	0	0	4
	Early Learning & Childcare Education	4	2	0	1	1
	Primary	3	0	0	1	2

Education					
Secondary Education	24	1	0	0	23
Total	88	13	3	5	67
Total this quarter	**21**	**13 (62%)**	**3 (14%)**	**5 (24%)**	**-**

4.3 Performance against Committee indicators are presented across 12 service areas, involving 21 indicators at the end of quarter 2. At the half way point of the reporting year 62% are regarded as performing well having achieved targets, 14% are within 10% of target values and 24% are more than 10% from target values.

4.4 During the first half of 2017/18 a total of 25 complaints were received (10 fewer than for the same period last year), with 10 related to Integrated Children's Services (ICS) and 15 to Schools and Curriculum Development (S&CD) and Lifelong Learning Culture and Sport (LLCS).

4.5 A total of 7 ICS complaints were responded to and closed within the first six months of the reporting year. Of these 3 were dealt with at frontline stage (all not upheld), 2 at investigative stage and the remaining 2 were escalated complaints. One of the investigative / escalated complaints was upheld and 2 were partially upheld, with appropriate action taken to resolve issues. The remaining complaint was not upheld. The average times taken to respond to complaints were one day for frontline complaints, 31 days for investigative and 40 days for escalated. None of the 4 investigative / escalated complaints were responded to within the 20 working day target, with 3 of the complaints granted authorised extensions due to the complexity of the complaints.

4.6 A total of 22 S&CD and LLCS complaints were responded to and closed within the first six months of the reporting year. Of these, 20 were dealt with at investigative stage, with the remaining 2 resolved at frontline stage. Overall 2 complaints were fully upheld and 7 part upheld, with the remaining 11 complaints not upheld. The average time taken to respond to complaints at frontline stage was 1 working day against a target of 5 days; while investigative stage complaints took an average of 30 days against a target of 20 days. Both frontline complaints were responded to within 5 days; while 7 of the 20 investigate complaints were responded to within 20 days. A large number of the complaints received by S&CD are now very complex and detailed requiring a much longer time to investigate and respond which is reflected in the length of time taken to deal with complaints. Of the 13 overdue complaints only 4 were granted an authorised extension – the main reasons for these extension requests were the complexity of complaints or staff availability as teaching staff involved with complaints were on school holidays.

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

Areas of good performance

5.1   The number of attendances at swimming pools for the first half of 2017/18 was up by 8.4% compared to September last year. The main reason for the significant increase has been the re-opening of Forres swimming pool which was closed for 6 months last year due to scheduled maintenance work. The increase in Moray Council swimming pool attendances (up by over 33,000 from last year), has negated the decrease in numbers for both the Council health and fitness facilities (down 7,000) and Moray Leisure Centre (MLC) swimming pool (down 5,000). The reduced numbers for the council health and fitness facilities is primarily due to previous double counting of some users, this has been rectified and figures adjusted. The continuing fall in MLC swimming pool attendances sees the Centre over 8,000 behind target at the half year point. The main reason for the slide in pool usage has been put down to the considerable drop in casual users over the last six months. Overall, when adding the pool user numbers together the rate of attendances for all pools is currently above target at 2,847 per 1,000 population, compared to a target of 2,751 (SCC1).

5.2   In the first half of 2017/18 a total of 261 social enquiry reports were requested by courts from the Social Work – Criminal Justice Service, with all being submitted by due date (CJ01).

5.3   The Fit Life scheme launched by the Council in January 2015 now has a membership of 3,283 as at the end of September, an increase of 255 memberships since March 2017. Of the 3,283 memberships 63% are family memberships, with the remaining 37% Individual memberships. A total of 8,529 cards were active as at the end of September 2017.

5.4   The number of young people attending holiday and term-time sports coaching programme sessions (EdS006.2) is up on the same period last year, with 1,569 attending so far this year against 1,406 as at September 2016. While many national governing bodies of sport organise their own coach education courses the Council Sports Development team continue to provide more generic courses such as Child Protection, First Aid and Coaching Children. As at the end of September this year 200 people had attended coach education and training courses (EdS006.4), this is up on last year and well above the target of 80.

5.5   The number of library borrowers (EdS511.2) as a percentage of population is marginally above target (15%) at the end of September at 15.1%. The service will continue with its programme of events, activities and promotions across the service to attract more borrowers.

5.6   In the first six months of 2017/18, Moray Libraries Learning Centres have registered 136 new learners who have signed up for SQA accredited courses run through the service (EdS511.10). There are 7 Learning Centres across Moray providing easy access to equipment and advice in helping the public to

gain qualifications. In total there have been 1,241 attendances at sessions held at libraries across Moray this reporting year up to the end of September (EdS511.11). In addition there have been 875 attendances at the 5 jobs clubs based at libraries across Moray, these being Buckie, Elgin, Forres, Keith and Lossiemouth (EdS511.12).

5.7   During the first half of 2017/18 the Moray Council received 564 Freedom of Information (FOI) requests (CE015), up by 7% on the same period last year. 98.8% of FOI's have been responded to within the 20 working day target, with only 7 requests responded to out with the timeframe.

5.8   During 2016/17 academic year Education Scotland carried out 6 school inspections in Moray; 5 were full inspections (covering 4 quality indicator areas) and 1 short inspection (covering 2 quality indicator areas). Full inspections were carried out at Craigellachie Primary, Tomintoul Primary, Tomintoul Primary School Nursery, Fochabers Nursery and Milne's High School. Overall from the 5 inspections the schools achieved evaluation scores of Very Good (3 indicators), Good (12) and Satisfactory (5). Applegrove Primary received a short inspection from Education Scotland in March 2017, achieving 2 evaluation scores of Weak. As a result Education Scotland will carry out a follow up inspection of the school within 12 months. Following the inspection the authority has implemented a programme of support for Applegrove including support from central officers and participation in the Northern Alliance Emerging Numeracy programme.

Areas of performance identified for improvement

5.9   Overall attendances for Moray indoor sports and leisure facilities are down on the same period last year (-4.6%), with the rate per 1,000 population sitting at 2,293 compared to 2,402 last year and against a target of 2,500 (SCC2). While council staffed community centre admissions have remained relatively static over the last couple of years, Moray Leisure Centre (MLC) Health and Wellness attendances and Ice Rink & Childcare usage have experienced a significant downturn in numbers. Over the last two years MLC Health and Wellness admissions have reduced by over 10,000 when comparing half year figures, falling from 60,698 in 2014/15 to 48,819 this year – equivalent to a 19.6% decrease in admissions. While MLC fitness class numbers have largely been sustained over the period, there has been a significant impact on gym numbers which has been linked to increased competition from private sector facilities opening in Elgin. MLC have also recorded marked falls in attendances at their childcare facilities and the Ice Rink, with noted reductions in Afterschool Clubs, Playscheme and casual ice skating.   Over the last three years these facilities have seen a 17.8% fall in admissions, decreasing from 53,764 (2014/15) to 44,194 (2017/18).

5.10   In the first half of 2017/18, 83 new probationers with a Community Payback Order were due to be seen by a supervising officer within one week. 77% of probationers were seen within one week, falling short of the 100% target and the 88% achieved in 2016/17. The main reasons for probationers not being seen within timescale were largely out with the services immediate control,

including offenders not turning up for initial meeting and court papers not being made available to the service to process orders. (CJ02)

5.11   The annual September school census showed that the number of pupils identified as having an additional support need had increased across Moray schools. In Moray primary schools 33% of children had been recorded as having an additional support need, while in secondary this was marginally higher at 33.5%.

An additional support need comes from anything which is a barrier to a pupils learning. The additional support required by individual pupils will be met by either low level intervention through universal services which will largely be classroom based, through to more targeted interventions which may involve a number of specialist agencies. To provide a clearer picture of the levels of additional support need in Moray future reporting will include data on the proportion of pupils with additional support need based on the staged intervention levels, which range from stage zero (universal services) to stage 3 (target interventions).

5.12   During the academic year 2016/17 there was 34 Care Inspectorate inspections carried out at early learning and childcare centres across Moray. In total 97 evaluations based around quality themes and statements were conducted, with 94 (97%) achieving an evaluation of satisfactory or better, with only 3 areas receiving a weak evaluation. Eleven centres did receive at least one requirement notice; while a total of 50 recommendations were advised across the 34 centres. The Care Inspectorate carries out follow up visits to centres which have received a requirement notice. All follow up visits that took place in Moray during 2016/17 reported that necessary steps had been taken to address issues and that all had been achieved within timescales.

5.13   As at March 2017 the school estate condition surveys showed that 20.4% (11 schools) had been rated Good (A) or Satisfactory (B). The majority of schools (35) received a rating of Poor (C), while 3 schools were ranked as Bad (D). Recently completed refurbishment works at 4 primary schools (Applegrove, Millbank, St Gerardine and Seafield) and the replacement of Elgin High School will be reflected in the next survey results which will be finalised at the end of the reporting year (EdS100). Suitability ratings for the school estate remains high, with 92.6% (50 schools) achieving a Good or Satisfactory rating and only one school was rated as Bad (EdS101).

5.14   The table below shows the S4 literacy and numeracy results for the last three years, comparing them with our virtual comparator (VC) results.

Stage S4	2015		2016		2017	
Local Measure	M	VC	M	VC	M	VC
Level 4 Literacy and Numeracy	82.3%	85.2%	80.4%	84.6%	80.0%	88.1%
Level 5 Literacy and Numeracy	38.4%	47.1%	40.4%	49.6%	46.1%	56.4%
Individual Measure						
Level 4 Literacy	95.0%	92.4%	91.8%	91.8%	92.8%	93.9%
Level 5 Literacy	65.6%	63.7%	66.7%	66.8%	73.3%	73.7%
Level 4 Numeracy	83.4%	87.4%	82.6%	87.5%	81.6%	90.0%
Level 5 Numeracy	41.5%	53.2%	42.7%	55.3%	47.6%	60.6%

The percentage of S4 students achieving Literacy and Numeracy at level 5 has increased over the last two years, particularly in 2017 where there has been a 5.7% increase from the previous year to 46.1%. However, the VC results have improved at a greater rate over the same period, with 56.4% achieving level 5 in 2017. This has meant Moray have slipped further behind our comparator year on year.   The percentage achieving at level 4 has declined since 2014 with 80.0% passing in 2017. Comparator results have improved over the same period with 88.1% achieving level 4 Literacy and Numeracy in 2017.

When breaking S4 results down by individual measures Moray compares relatively well against our comparators performance in Literacy, where both level 4 and 5 results have improved on the previous year with 2017 results being only slightly behind that of our virtual comparator. Numeracy results show Moray continues to perform well below that of our comparator, in particular the level 4 performance gap is widening. While level 5 results have improved since 2014, particularly in 2017, Moray still lags significantly behind our virtual comparator.

5.15   The North East of Scotland Analytical Unit for Police Scotland provide an annual update on the level of juvenile offending in Moray. In 2016-17 the number of offences committed by young people (aged 8 – 17 years old) showed a sharp increase from the previous year, climbing to 731 recorded offences in 2016-17 from 617 in 2015-16 (CJ09). This is the third year in a row that the number of offences has increased, and represents a 44% increase from 2013-14 when 508 offences were recorded. The number of young individuals responsible for carrying out offences has increased, rising from 252 (2015-16) to 326 in 2016-17 (CJ10).

6.   SERVICE PLAN 2017-18

6.1   The revised Education and Social Care service plan for 2017-18 is contained in **Appendix 1**.

6.2   A review of service plan actions is undertaken annually with managers of respective services, to ensure that performance and progress against the overarching Education and Social Care Service Plan for 2016-19 priorities and activity are being monitored and provides Committee with the level of information required to enable effective scrutiny.

7.   SERVICE PLAN PROGRESS

Education & Social Care

7.1   The Education & Social Care Service Plan contains 6 key priority areas with a total of 26 actions and within each a number of sub actions measuring performance. At half year stage 47 of the 53 sub actions had been progressed, with over half the sub actions showing progress of 50% or more. Around a quarter of actions had made less than 30% progress at half year point, including 6 actions with no progress or action update, these will be monitored closely in the second half of the reporting year.

(i)   As part of ensuring all 3 to 15 year olds have access to a broad general education, officers continue to roll out the moderation strategy through meetings and activities across Associated School Groups (ASGs), while Quality Assurance Moderation Support Officer (QAMSO) numbers have increased across reading, writing and numeracy. Tracking and Monitoring systems are being used by a number of primary and secondary schools. Support for 1+2 and STEM (Science, Technology, Engineering and Mathematics) continues to be provided with a number of initiatives and networks being established. (ESC 17/18 B1)

(ii)   All secondary schools are working to revised curriculum rationales and structures with plans moving apace to ensure a curricular structure is in place for August 2018, with associated plans for a June interim timetable.   (ESC 17/18 B2)

(iii)   Work continues in raising attainment and achievement standards, with particular focus on literacy, numeracy and health and wellbeing. An additional 11 schools are now taking part in the Emerging Literacy programme which is supported by the Northern Alliance group, with the potential for all Moray primaries to be included next year. Rights Respecting Schools continues to be rolled out across schools, with a number of schools having already achieved Level 1 accreditation. While a vacancy remains for a Quality Improvement Officer (QIO) who will be the strategic lead for Learning and Teaching, the remaining QIOs have provided support to schools as required.   (ESC 17/18 B4)

(iv)   Work continues on implementing aspects of the Children and Young People's Act and Education Act. Awaiting the start of a new Education Officer responsible for Pastoral Care, once in post a review of pastoral care will be undertaken and action plan developed. The Named Person Service is now fully established across the service and child's planning and named person surgeries are in operation. Interim guidance for information sharing and communication between partner agencies is in place, further work required in light of legislative changes. After consultation with key stakeholders the Moray National Improvement Framework plan has been completed and sent to Scottish Government, work will be ongoing to progress actions and gather evidence of impact. (ESC 17/18 A1)

(v)   In line with national guidance to ensure children and young people get a good start in life officers are progressing with strategic plans in preparation and implementation for the increase in early learning and childcare (EL&C) requirements. Early Learning & Childcare Delivery Plan completed and submitted to Scottish Government; a review of the plan may be required if the requested ongoing funding is not forthcoming from the Scottish Government. Roll out of the four key outcomes from the Moray Early Years Strategy will be considered and progressed through the reformed strategy group. An initial draft of the Supervision Policy has been created, after trialling and feedback the policy will be refined and the Local Negotiating Committee for Teachers (LNCT) will require approving further roll-out. (ESC 17/18 A2 / E3)

(vi)   Work continues in developing a Self-Directed Support strategy for Children's Services that targets those children and young people most in need. All necessary literature that goes out to families now falls in line with practice changes and requirements for securing better outcomes. Families are receiving direct information and opportunity to self-evaluate and feed into future improvements. Their feedback will inform the overall strategy. (ESC 17/18 A3)

(vii)   An audit of the transition experience from children services to adult services is nearing completion; feedback from service users and families will be used to inform future procedures and practice. The draft transition policy for Moray has been through a first consultation and is now ready for wider review before being finalised and fully rolled out. There are now in place dedicated 'transition' workers across children and adult services. (ESC 17/18 A4)

(viii) The Moray Additional Support Needs (ASN) Strategy continues to be embedded across Children's Services, with a number of associated action plans and procedures being established. Staged intervention and related procedures have been rolled out across schools, while a moderation system is also in place. (ESC 17/18 A5)

(ix)   Education services continue to develop the Leadership and Management Development (L&MD) programme for aspiring middle and senior leaders in schools. School leadership, Leadership in the classroom and middle leadership programmes offered this year, together with School management programme. In addition, programmes from Scottish College Education Learning (SCEL) are being supported by authority. Supervision policies are also being refreshed across Social Work and Education, with a supervision pilot taking place in one Social Work team. (ESC 17/18 F1/2)

(x)   All Locality Management Groups (LMG) are in place and well established, a number of locality based events have been facilitated to develop a shared approach to LMGs across Moray. There has been a noted improvement in the consistency of planning and attendance at groups. Currently investigating the use of Crucial Accountability model

to develop a shared approach to standardise training for LMG members. (ESC 17/18 F3)

(xi) As part of integrating approaches to leadership and continuous improvement across Education, peer reviewer training took place in June with over 40 staff attending – training has now been extended to include deputy head teachers. Visits for the Schools for the Future programme have been scheduled for the year ahead, with invites given to peer reviewers to participate. Locality Management Groups have run a number of Quality Assurance events to develop a shared leadership approach, and a Quality Assurance Performance and Practice Group member is linked to each LMG. (ESC 17/18 F4)

(xii) The review into the future of Moray's leisure services continues, with a new project board being established following the Local Elections with 5 elected members now involved in the leisure review. The project board have undertaken familiarisation workshops. Option appraisals are being undertaken as part of developing a plan for the future of Moray's leisure service, so that it is modern and a sustainable service. Recent Barclay Report in relation to non-domestic rates relief may have significant impact on this project direction. (ESC 17/18 D1)

(xiii) Moray's Physical Activity, Sport and Health Strategy was launched in November 2016, outlining how Moray can provide sustainable, quality sport and leisure activities through healthy and active lifestyles. Strategic group has met once in 2017 and some key priorities have been identified to work on collectively by partners. Next strategic group meeting scheduled for January 2018. Also undertaking increased partnership working across this topic with Highland, Aberdeenshire, Aberdeen City and Cairngorms National Park colleagues. (ESC 17/18 D2)

(xiv) In supporting young people into positive destinations two new Foundation Apprenticeships frameworks are being introduced for 2018 - Food and Drink manufacturing and Accountancy. Moray College are delivering a Foundation apprenticeship in Health and Social Care, Children and Young Peoples and Business skills which started in June 2017. 33 applications received across all 8 secondary schools. Career Ready programme continues to be run across all secondary schools, a total of 112 pupils have taken part since 2015 and a total of 47 pupils started their programme in 2017/18. Developing the Young Workforce (DYW) leads from all Moray secondary schools are regularly meeting with key industry employers through the Moray Skills Pathway sector and ASG group meetings, with the DYW Moray Board supporting employers and seeking to create more formal partnership agreements. (ESC 17/18 C1)

(xv) The ESOL (English for Speakers of other Languages) and Essential Skills programmes have continued to develop and expand through 2017/18, helping equip adult learners with the necessary skills to (re)access the job markets. Moray Libraries have recently been

approved to offer the new Individual Training Accounts through Skills Development Scotland to support those seeking employment and these will be offered in libraries across Moray. A total of 367 learners participated in 65 Get Digital drop-in sessions supported by libraries staff and trained volunteers; 1,241 learners attended 414 accredited and non-accredited ICT courses and there have been 136 new learners during this period (as reported previously). Moray Council ESOL continues to run with a high-level of enrolment. Currently we have 117 active learners being helped through 12 classes in Forres, 10 classes in Elgin and 4 classes in Buckie. (ESC 17/18 C3)

(xvi) Phase 1 of the Elgin High replacement project completed with the main teaching building and sports block handed over on the 13th October and pupils starting in the new building on 25th October. The project is on programme to meet the final completion due date of June 2018. Lossiemouth High replacement continues to be progressed, although slightly behind schedule due to negotiations with hub North Scotland regarding the overall cost of project. The new Linkwood Primary school project is currently on programme, although clarification is being sought from Springfield Properties on the infrastructure arrangements. (ESC 17/18 E1)

(xvii) As part of addressing the recruitment and retention of staff within Education meetings have been held with HR colleagues to look at areas to support / improve recruitment and retention. Education officers are establishing plans for interviewing centres to be set up for all primary Newly Qualified Teacher's (NQT's) for February 2018. (ESC 17/18 E5)

8. **SUMMARY OF IMPLICATIONS**

(a) **Moray 2026: A Plan for the Future and Moray Corporate Plan 2015-2017**
The contents of this report relate to National Outcomes and Local Priorities of the Moray 2026: 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, Legal Services Manager (Litigation & Licensing) 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.

9. **CONCLUSION**

9.1 **Performance during the first half of 2016/17 has overall been positive, the majority of measures being on target or within acceptable thresholds. Five indicators are at least 10% off target (red status).**

9.2 **That the Committee approves the 2017/18 Education and Social Care service plan.**

9.3 **Progress against Service Plan actions has largely been on schedule with a small number of actions having still to begin.**

Author of Report: Jenifer O'Hagan, Continuous Improvement Officer
Background Papers: Performance Monitoring Statements 2017-18
                            Quarters 1 & 2 – April 2017 to September 2017

Education & Social Care Service Plan Actions 2017/18

Curriculum for Excellence

Curriculum for Excellence 1. To provide all young people with access to a broad general education from ages 3 to 15	
Action Code	Action Title
ESC 17/18 B1.1	Continue to roll out the moderation strategy
ESC 17/18 B1.2	To support the roll out of the Tracking and Monitoring guidance and tracking tool
ESC 17/18 B1.3	Continue to support 1+2 and STEM
ESC 17/18 B1.4	All schools are supported to review their curriculum rationale in line with national expectations

Curriculum for Excellence 2. To provide all young people with access to a three year senior phase experience from S4 to S6	
Action Code	Action Title
ESC 17/18 B2.1	Schools are supported to review senior phase curriculum structures and provision

Curriculum for Excellence 3. To provide a 21st century curricular experience to learners equipping young people with skills for life, learning and work	
Action Code	Action Title
ESC 17/18 B3.1	Support the roll out of the Skills framework
ESC 17/18 B3.2	Develop advice and guidance for profiling and reporting

Curriculum for Excellence 4. To raise standards of attainment and achievement for all young people, with a specific focus on literacy, numeracy and health and wellbeing	
Action Code	Action Title
ESC 17/18 B4.1	Authority wide support to improve attainment in literacy, numeracy and health and wellbeing is developed
ESC 17/18 B4.2	Support to improve the quality of learning and teaching
ESC 17/18 B4.3	Rights Respecting Schools continues to be rolled out across schools

Getting it Right for Every Child

Getting it Right for Every Child 1. To fully implement all aspects of the Children and Young People's Act and Education Act	
Action Code	Action Title
ESC 17/18 A1.1	A review is undertaken of pastoral care across Moray and action plan developed
ESC 17/18 A1.2	The named person service continues to be supported
ESC 17/18 A1.3	Appropriate information sharing and communication processes are in place
ESC 17/18 A1.4	A National Improvement Framework plan is produced, consulted on and implemented

Getting it Right for Every Child 2. To ensure Moray is the best place for all children and young people to grow up and learn	
Action Code	Action Title
ESC 17/18 A2.1	A high level plan is produced to prepare for the increase in early learning and childcare in line with national guidance
ESC 17/18 A2.2	The roll out of the strategy to increase ELCC hours is implemented
ESC 17/18 A2.3	The four key outcomes from Moray's early Years Strategy are rolled out across Moray
ESC 17/18 A2.4	A supervision plan is implemented and reviewed for Schools

Getting it Right for Every Child 3. To care for and support those children and young people most in need	
Action Code	Action Title
ESC 17/18 A3.1	Moray's vision for young people in receipt of additional services and those who are out of area/at risk of going out of area is further developed
ESC 17/18 A3.2	A strategy for Self Directed Support across Children's Services is in place
ESC 17/18 A3.3	Mechanisms for ensuring the views of young people and their families are gathered and listened to are developed and in place

Getting it Right for Every Child 4. To ensure high quality transitions for all young people	
Action Code	Action Title
ESC 17/18 A4.1	Procedures are put in place to support the transition from children's to adult services in Moray
ESC 17/18 A4.2	Moray's transitions policy for young people is updated and rolled out

Getting it Right for Every Child 5. To provide appropriate support for those children and young people in need of additional support	
Action Code	Action Title
ESC 17/18 A5.1	Progress the implementation of the Moray ASN Strategy and associated action plans

Getting it Right for Every Child 6. To focus relentlessly on improving outcomes on preventative activities	
Action Code	Action Title
ESC 17/18 A6.1	Ensure the department is fully focussed on the three priorities as outlined in the Moray Children's Services Plan 2017 - 2020
ESC 17/18 A6.2	Locality plans are in place for each Locality Management Group based on local data with a clear focus on improving outcomes for local young people and families

Getting it Right for Every Child 7. To lead the way as an excellent corporate parent	
Action Code	Action Title
ESC 17/18 A7.1	To deliver all relevant aspects of the Moray Corporate Parenting Strategy, including the Family Firm approach

Leadership

Leadership 1. To continue to develop our Leadership and Management Development programme for aspiring middle and senior leaders in schools	
Action Code	Action Title
ESC 17/18 F1.1	Continue to support all programmes within the leadership framework

Leadership 2. To develop leadership skills among all staff and learners	
Action Code	Action Title
ESC 17/18 F2.1	"Teaching Scotland's Future" is delivered through our on-going rollout of our career framework
ESC 17/18 F2.2	Social work development days are used to develop professional identity and practitioner leadership skills
ESC 17/18 F2.3	Robust ERDP and supervision processes are in place across the department, including the use of coaching

Leadership
3. To develop our approaches to locality management across Locality Management Groups (LMGs)

Action Code	Action Title
ESC 17/18 F3.1	Each Locality Management Group has a clear plan in place based on local data and context
ESC 17/18 F3.2	Locality partnership working across Children's Services is developed further

Leadership
4. To develop ways of integrating our approaches to leadership and continuous improvement across the department

Action Code	Action Title
ESC 17/18 F4.1	The departmental policy and procedures for continuous improvement is updated
ESC 17/18 F4.2	Collective leadership within Locality Management Groups is further developed
ESC 17/18 F4.3	Guidance on manageable self-evaluation across the service is published
ESC 17/18 F4.4	The use of peer reviewers is extended, moving to a more self-improving system

Leisure

Leisure
1. To continue developing a modern, sustainable leisure service which meets the needs of Moray's citizens

Action Code	Action Title
ESC 17/18 D1.1	A plan for the future of Moray's leisure services is published further to review/options appraisal

Leisure
2. To provide sustainable, quality sport and leisure activities which promote a healthy and active lifestyle across Moray's communities

Action Code	Action Title
ESC 17/18 D2.1	Moray's Physical Activity, Sport and Health Strategy continues to be rolled out across Moray
ESC 17/18 D2.2	Opportunities for young people to become involved in volunteering continue to be developed

Lifelong Learning and Employability

Lifelong Learning and Employability 1. To support young people into positive destinations post school	
Action Code	Action Title
ESC 17/18 C1.1	Develop programmes like Career Ready, Meaningful May etc to provide pathways for young people into employment
ESC 17/18 C1.2	The percentage of unemployed 18 to 24 year olds is reduced
ESC 17/18 C1.3	Modern and foundation apprenticeships are promoted in schools and appropriate pathways developed for learners

Lifelong Learning and Employability 2. To support those further from the jobs market to secure employment	
Action Code	Action Title
ESC 17/18 C2.1	Supports are provided to those who face barriers to employment including rolling out Family Firm support across all post school pathways.

Lifelong Learning and Employability 3. To equip adult learners with the necessary skills to (re)access the jobs market	
Action Code	Action Title
ESC 17/18 C3.1	Adult learning programmes continue to be offered across our libraries and awareness of digital services is increased
ESC 17/18 C3.2	Attendees at job clubs in libraries across Moray are appropriately supported

Lifelong Learning and Employability 4. To fully involve local employers and other partners in developing local approaches to employability	
Action Code	Action Title
ESC 17/18 C4.1	Schools are supported to develop partnerships with local employers in line with the recommendations in "Developing the Young Workforce" and to increase the number of these partnerships
ESC 17/18 C4.2	To ensure the effective roll out of the Moray Employability Strategy

Resources

Resources
1. 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

Action Code	Action Title
ESC 17/18 E1.1	Elgin High and Lossiemouth High Schools replacement projects are progressed on time
ESC 17/18 E1.2	The development of the new Linkwood Primary School is progressed on time

Resources
2. To develop opportunities to share resources more effectively and efficiently across Moray and also across other local authority areas

Action Code	Action Title
ESC 17/18 E2.1	Continue effective partnership working as part of Northern Alliance group of authorities and to seek out opportunities for continued collaborative working in relation to raising attainment, curriculum development and wider aspects of children's services

Resources
3. 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

Action Code	Action Title
ESC 17/18 E3.1	Prepare a future proofed structure to deliver the increase early learning and childcare within Moray as part of our strategic delivery plan for ELCC and as part of on-going review of the wider departmental structure

Resources
4. To further develop departmental approaches to health and safety across Education and Social Care

Action Code	Action Title
ESC 17/18 E4.1	Develop and deliver a work plan for the Education and Social Care Health and Safety Forum

Resources
5. To continue working to address the recruitment and retention of staff within the department.

Action Code	Action Title
ESC 17/18 E5.1	Develop further and deliver our workforce plans for Education and Social Care to ensure a focus on on-going recruitment and retention issues