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**REPORT TO: EDUCATION AND SOCIAL SERVICES COMMITTEE ON  
13 FEBRUARY 2008**

**SUBJECT: SERVICE IMPROVEMENT PLAN PROGRESS UPDATE FOR PERIOD FROM OCTOBER TO DECEMBER 2007**

**BY: DIRECTOR OF EDUCATIONAL SERVICES**

**1. REASON FOR REPORT**

- 1.1 The purpose of this report is to update the Committee on progress against the Educational Services Service Improvement Plan 2005-2008 (Revised April 2007)
- 1.2 This report is submitted to Committee in terms of Section D1 of the Council's Administrative Scheme relating to exercising all the functions of the Council as Education Authority.

**2. RECOMMENDATION**

- 2.1 It is recommended that the Committee scrutinises the progress made against the Service Improvement Plan as detailed in Appendix 1.

**3. BACKGROUND**

- 3.1 Educational Services' Service Improvement Plan 2005-2008 (Revised April 2007) was approved at Committee on 22 August 2007.
- 3.2 Covalent is the performance management software used by the Council. Educational Services uses the software to produce a performance report for this Committee. Progress made against Service Improvement Plan actions are reported using a 'traffic light' system.
- 3.3 Educational Services Service Improvement Plan has 11 Dimensions, which have 42 underlying Activities. An Action Plan has been created for each Activity, creating a further 173 Actions. Monitoring progress in detail at an Action level ensures a greater level of transparency and confirms that targets can be achieved or allow measures to be put in place where slippages occur.

3.4 For the period to December 2007, progress against the 42 Activities due to have commenced is as follows -



	Action Complete	Action Progressing (as a % complete)	Action Overdue
Quarter 3 - October to December	2 Activities	0% to 25% - 2 Activities	0 Activities
		26% to 50% - 11 Activities	
		51% to 75% - 17 Activities	
		76% to 99% - 12 Activities	
Quarters 1 & 2 - April to September	1 Activity	0% to 25% - 9 Activities	0 Activities
		26% to 50% - 19 Activities	
		51% to 75% - 6 Activities	
		76% to 99% - 3 Activities	

3.5 Two Activities have been completed within target in this reporting period –

**EdS07004.2 To foster high quality leadership at all levels:** Senior appointment procedures have been revised to ensure that all appointments are following new procedures with more meaningful parental involvement.

**EdS07011.3 Provide high quality environments for learning and leisure:** A Project Manager has been appointed corporately. A decision relating to the schools' ICT contract has been referred to the Full Council Committee meeting on 28<sup>th</sup> January 2008.

3.6 Good progress has been made with the following activities –

**EdS07001.1 Support establishments in improving practice in Learning and Teaching:** A broader understanding of the sampling process associated with the Quality Audit programme has been provided following completion of a Continuous Professional Development session with staff and officers. The evaluation of the Cognitive Acceleration in Mathematics initiative has been completed and further actions agreed. Reading, Writing, Listening & Talking, Problem Solving and Numeracy development sessions for probationers have been delivered. Critical Skills Programme for authority schools has been developed and follow-up visits and network sessions for teachers arranged.

**EdS07001.4 Continue to develop and promote relevant lifelong learning opportunities:** Agreed courses at learning centres have been delivered. Further development and widening of content and courses has been achieved with in-house "Word" course achieving ILA funding support. Bookstart has been further improved and Bookstart Plus and Treasure Chest were launched by the Convener on National Bookstart Day. 'Inspiring Learning for All' toolkits now applied to all museum learning activities and an effective series of outreach events is underway.

**EdS07002.1 Inform and support staff in their engagement with, and implementation of, the agenda for Curriculum for Excellence:** A Curriculum for Excellence strategy for Moray for 2007/08 has been developed and has been shared with other Authorities.

**EdS07002.6 Develop procedures and processes to ensure systematic use of Individual Learning Plans:** The format for individual learning plans has been developed and published.

**EdS07002.8 Develop and support access to high quality information:** Publicity campaigns have been delivered to promote usage of Council website through libraries and evidenced by an increased use of library PCs. The Museums online catalogue has been further developed and is ready for publication on the internet. There has been a very positive response to audio visual and multimedia services introduced in the redeveloped Falconer Museum. Freedom of Information and Data Protection requests are meeting performance targets and training has been carried out in all departments.

**EdS07003.1 Review and update Community Learning and Development Strategy:** The Community Learning and Development Strategy has been reviewed with Community Learning and Development partners and is in the process of being written and distributed for final comment.

**EdS07009.1 Promote Health, Well-Being and Respect within all learning communities in Moray:** All interested groups have received training on the provision of healthy snacks based on national nutritional guidance for the early years. Support to implement the Grampian Health Promoting School Accreditation Scheme in all schools has resulted in 42 out of 54 schools receiving accreditation awards and several schools are working towards the next higher level of award. All other schools are actively working towards receiving an initial award, overall progress has been very good. Support for the implementation of the new requirements under the Health Promotion and Nutrition (Scotland) Act 2007 continues to be provided through Hungry for Success and Health Promotions work. Training has been provided to Pre-School Education Centres on the implementation of the national guidance for early years and ongoing support is available.

**EdS07010.1 Deliver the Moray Determined to Succeed Plan for 2006/08:** All schools have completed an Audit of their school's progress against the nine Determined to Succeed recommendations and the findings were used to inform the Authority Report. The year-end Determined to Succeed Report, outlining Moray's progress in all of the Determined to Succeed recommendations, was completed on time and was very favourably received by the Determined to Succeed Senior Adviser at the Scottish Executive.

**EdS07011.6 Ensure the development of appropriate future facilities and services and ensure collections meet the needs of current and future users:** The libraries future facilities programme has been agreed for five libraries in November 2007 with plans for Portknockie and Rothes being finalised. The Falconer museum re-opened in November 2007 to a very positive response and the strategy for Tomintoul is being concluded. A feasibility study regarding sites for the Local Heritage Centre has been completed. Documentation schemes have been fully revised and archives storage improved.

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

**(a) Corporate Development Plan/Community Plan/Service Improvement Plan**

The Service Improvement Plan is linked to the Corporate Development Plan.

**(b) Policy and Legal**

None.

**(c) Resources (Financial, Risks, Staffing and Property)**

None.

**(d) Consultations**

This report has been circulated to Senior Officers in Educational Services.

**5. CONCLUSION**

**5.1 That the Committee scrutinises the contents of this report.**

Author of Report: Louise Marshall, Research and Information Officer

Background Papers: Held by author

Ref: DMD/JR/Reports/Education and Social Services Committee/

13 February 2008/Service Improvement Plan Progress Update for period from October to December 2007

## Educational Services Service Improvement Plan

### Quarter 3 – October to December 2007



**Report Type:** Action Report


**Generated on:** 24 January 2008

**Theme: Dimension 01. Engage learners in the highest quality learning activities**


**Strategy: Activity 01. Support establishments in improving practice in Learning and Teaching**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07001.1 Support establishments in improving practice in Learning and Teaching		01/05/2007	31/03/2008	Paul Watson; Lynn Whitelaw	82 %	<b>Quarter 3 update</b> – Critical Skills Programme for authority schools developed, follow-up visits and network sessions for teachers arranged. The Higher Order Thinking skills support pack has been revised and awareness session with Buckie High completed. CPD session completed giving staff and Officers insight into the sampling process associated with the Quality Audit programme. The first round of CPD sessions have been completed to support Forres ASG with their Listening and Talking initiative. All underlying actions are progressing within target timescales.


**Theme: Dimension 01. Engage learners in the highest quality learning activities**  
**Strategy: Activity 02. Improve the use of ICT in Learning and Teaching through the use of Interactive Whiteboards and the implementation of Glow**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07001.2 Improve the use of ICT in Learning and Teaching through the use of Interactive Whiteboards and the implementation of Glow		01/09/2007	31/03/2008	Donnie MacDonald	42 %	<b>Quarter 3 update</b> – Further CPD training has taken place in three primary schools and for one subject group department on the use of interactive Whiteboards and continues to progress. Local mentor training will be delayed until the Autumn until the customer agreement is signed and implementation plan approved and to accommodate external providers timetabling.


**Theme: Dimension 01. Engage learners in the highest quality learning activities**  
**Strategy: Activity 03. Engage target groups in quality learning activities**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07001.3 Engage target groups in quality learning activities		01/06/2007	31/03/2008	Graham Jarvis	63 %	<b>Quarter 3 update</b> – All underlying tasks are progressing within completion timescales. Systematic use is made of national and local data to identify target groups. Uptake in supporting learners to access accredited learning opportunities has increased. As a first step, all learners receive a certificate of completion. In the majority of cases, this is the first recognised learning engagement that participants have completed since leaving school. Accredited learners are involved in community activities by being provided with 'moving' on' opportunities that include volunteering. Some learners find the transition easier than others. Those exploring community activity involvement are offered facilitating support by staff. Youth Achievement award opportunities progressing well.


**Theme: Dimension 01. Engage learners in the highest quality learning activities**  
**Strategy: Activity 04. Continue to develop and promote relevant lifelong learning opportunities**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07001.4 Continue to develop and promote relevant lifelong learning opportunities		01/04/2007	31/03/2008	Alistair Campbell	91 %	<b>Quarter 3 update</b> - "Inspiring Learning For All" toolkit has been implemented with the Education Users Group in Forres ASG now underway. The use of museums artifacts service by schools has increased and the opening of Falconer Museum is attracting school visits. The usage of PC's continues to increase at service points and successful joint promotional initiatives with Moray College and Community Learning & Development have been undertaken. 1,450 people attended family learning days in Elgin in November. All underlying actions are progressing well within completion timescales.


**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**  
**Strategy: Activity 01. Inform and support staff in their engagement with, and implementation of, the agenda for Curriculum for Excellence**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.1 Inform and support staff in their engagement with, and implementation of, the agenda for Curriculum for Excellence		01/04/2007	31/03/2008	George Sinclair	83 %	<b>Quarter 3 update</b> – Work continues with the implementation of the Curriculum for Excellence Strategy with schools working on major tasks identified and linked to this development. Work with the Inter Authority Team to provide staff development & support for schools continues with specific work being undertaken on 'school tasks', which have been identified for action across the three authorities. Both remaining underlying actions are progressing within completion timescales.


**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**  
**Strategy: Activity 02. Support pre-school education providers and early years staff in engaging with Curriculum for Excellence**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.2 Support pre-school education providers and early years staff in engaging with Curriculum for Excellence		01/04/2007	31/03/2008	Sheena Duffus	71 %	<b>Quarter 3 update</b> – All meetings of the Curriculum for Excellence Strategy and Inter Authority Advisory Board have been attended. In quarter 3, officers represented Moray at a national conference in Edinburgh and in-service training was provided in November. The 4 underlying actions are progressing within timescales.


**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**  
**Strategy: Activity 03. Continue to address underachievement at – credit level and in S5/6**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.3 Continue to address underachievement at - credit level and in S5/6		01/08/2007	31/03/2008	Vivienne Cross; Mark Elvines	59 %	<b>Quarter 3 update</b> – All Primary targets complete based on baseline and examination data and sent to schools. STACS training requests to date met for secondary teaching staff.


**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**  
**Strategy: Activity 04. Continue to address issues of underachievement in lowest attaining 20%**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.4 Continue to address issues of underachievement in the lowest attaining 20%		01/04/2007	31/03/2008	Vivienne Cross; Mark Elvines	63 %	<b>Quarter 3 update</b> – Work continues in identifying the lowest 20% from baseline and other data and with the support and challenge given to schools to address the needs of this group within expected timescales.


**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**  
**Strategy: Activity 05. Address the needs of target groups such Looked after Children and those Not in Education Employment or Training**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.5 Address the needs of target groups such as Looked after Children and those Note in Education Employment or Training		01/05/2007	31/03/2008	Vivienne Cross; Karen Delaney; Mark Elvines	40 %	<b>Quarter 3 update</b> - The data pack on the use of data in determining those in danger of being NEET continues to be updated and shared with secondary and primary schools to establish its usefulness. Accredited training opportunities delivered to target groups of children and young people.

**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**  
**Strategy: Activity 06. Develop procedures and processes to ensure systematic use of Individual Learning Plans**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.6 Develop procedures and processes to ensure systematic use of Individual Learning Plans		01/10/2007	31/03/2008	Karen Delaney; Ian Todd	82 %	<b>Quarter 3 update</b> – The underlying action is progressing within target timescales with youth work practitioners manual used as a systematic tool for all work with young people.

**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**  
**Strategy: Activity 07. Identify and implement a tracking system to support operational planning and service delivery**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.7 Identify and implement a tracking system to support operational planning and service delivery		01/09/2007	31/03/2008	Graham Jarvis	50 %	<b>Quarter 3 update</b> – No further progress to acquire Cognissoft tracking systems can be made due to financial constraints.


**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**

**Strategy: Activity 08. Develop and support access to high quality information**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.8 Develop and support access to high quality information		01/04/2007	31/03/2008	Alistair Campbell	77 %	<b>Quarter 3 update</b> - Publicity campaigns delivered to promote usage of Council website via libraries with evidence of an increased use of library PCs. Freedom of Information and Data Protection requests meeting performance targets with training carried out for departments. Charging was introduced for Freedom of Information. Museums online catalogue further developed and ready for internet. Very positive response to audiovisual and multimedia in redeveloped Falconer Museum.


**Theme: Dimension 02. Focus on outcomes and maximise success for all learners**

**Strategy: Activity 09. Roll out the Solution Oriented Schools Programme across all Moray schools**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07002.9 Roll out the Solution Oriented Schools Programme across all Moray schools		01/04/2007	31/03/2008	Wilma Milne	27 %	<b>Quarter 3 update</b> – A Solution Oriented Schools Coordinator has been appointed and is taking forward the Solution Oriented Schools Programme.

**Theme: Dimension 03. Develop a common vision across the service and staff**


**Strategy: Activity 01. Review and update Community Learning and Development Strategy**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07003.1 Review and update Community Learning and Development Strategy		01/08/2007	31/03/2008	Graham Jarvis	95 %	<b>Quarter 3 update</b> – Working Group from CLD Partnership have met to update and finalise draft strategy for 2008/11


**Theme: Dimension 03. Develop a common vision across the service and staff**  
**Strategy: Activity 02. Develop shared values which support and sustain the mission statement and aims**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07003.2 Develop shared values which support and sustain the mission statement and aims		01/04/2007	31/03/2008	George Sinclair; Lynn Whitelaw	36 %	<b>Quarter 3 update</b> - Values survey has been carried out with Headteachers which will feed into Senior Management Team deliberations. Senior Management Team continues to work on values. Senior Officers have been asked to provide feedback to inform discussions.


**Theme: Dimension 04. Foster high quality leadership at all levels**  
**Strategy: Activity 01. Continued implementation of the National Leadership Project**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07004.1 Continued implementation of the National Leadership Project		01/04/2007	31/03/2008	George Sinclair	95 %	<b>Quarter 3 update</b> – Further to the two underlying actions already complete, coaching of new Headteachers continues with reports that the support is effective and worthwhile.


**Theme: Dimension 04. Foster high quality leadership at all levels**  
**Strategy: Activity 02. Revise senior appointment procedures**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07004.2 Revise senior appointment procedures		01/04/2007	31/03/2008	Marion Kessack	100 %	<b>Quarter 1 &amp; 2 updates</b> – Senior appointment procedures revised and approved by Committee in October.


**Theme: Dimension 05. Work in partnership with other agencies and the community**  
**Strategy: Activity 01. Develop integrated work with Community Services**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07005.1 Develop integrated work with Community Services		01/08/2007	31/03/2008	Wendy Jamieson; Eric Scarborough	62 %	<b>Quarter 3 update</b> – Underlying action progresses within target timescales. Quality improvement working group newly commissioned and Childcare partnership now realigned within this framework.


**Theme: Dimension 05. Work in partnership with other agencies and the community**  
**Strategy: Activity 02. Develop effective inter-agency locality teams focusing on "Getting it Right for Every Child"**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07005.2 Develop effective inter-agency locality teams focusing on "Getting it Right for Every Child"		01/09/2007	31/03/2008	Wendy Jamieson; Eric Scarborough	39 %	<b>Quarter 3 update</b> - Following first shared feedback session, 2 LCN areas progressing further to initiate locality discussion relating to the establishment of integrated local responses to the needs of Children and Young People, proposals from other areas are anticipated in February 2008. In establishing policies and procedures to support the establishment and maintenance of locality teams, Single Plan software solution adopted by Aberdeen City being considered by Moray. Some work undertaken to specify the model preferred of integrated support undertaken, some individual pupil programmes now being piloted. Removal of ring fenced funding to be operational from April 2009, work to identify and confirm streams of funding for locality teams to be undertaken as part of the Moray wide process.


**Theme: Dimension 05. Work in partnership with other agencies and the community**  
**Strategy: Activity 03. Strengthen provision in specific areas (e.g. Autism, Challenging Behaviour)**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07005.3 Strengthen provision in specific areas (e.g. Autism, Challenging Behaviour)		01/04/2007	31/03/2008	Wilma Milne; Eric Scarborough	40 %	<b>Quarter 3 update</b> – The framework for staff supporting TCARPS will be dependant on the result of the locality team discussions, expected February 2008. A 2-day CPD course is planned in conjunction with Highland, Aberdeenshire and Aberdeen City Councils. Auxiliary's post to provide support teacher of autism will be in place by February. Intensive work on broadening elements of the transition process for young people with ASD has been focused on one particular High School at present but plans are to use this to inform any review of transition process.

**Theme: Dimension 05. Work in partnership with other agencies and the community**  
**Strategy: Activity 04. Ensure joint service planning at Associated School Group Level**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07005.4 Ensure joint service planning at Associated School Group Level		01/11/2007	31/03/2008	Graham Jarvis	50 %	<b>Quarter 3 update</b> - Community Planning Protocols completed. Clarification resolved and LCN / Workers group service planning embedded as an item on agenda reports.

**Theme: Dimension 05. Work in partnership with other agencies and the community**  
**Strategy: Activity 05. Increase usage of libraries and museums by identified community groups**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07005.5 Increase usage of libraries and museums by identified community groups		01/04/2007	31/03/2008	Alistair Campbell	75 %	<b>Quarter 3 update</b> – Promotional programmes have resulted in an increased number of visitors, PC users and learners at libraries. The Falconer Museums re-opened in November 2007, visitor numbers increased, significant volunteer input and increased visits to/by schools. Foreign language users are supported by the preparation of materials and usage of libraries by foreign language workers continues to increase, libraries support ESOL strategy but financial resources required to print/publish basic service information.


**Theme: Dimension 06. Work together with parents and the wider community to improve learning**

**Strategy: Activity 01. Implement the Parental Involvement Act**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07006.1 Implement the Parental Involvement Act		01/04/2007	31/03/2008	John Trodden	50 %	<b>Quarter 3 update</b> - Most Moray schools have prepared a draft constitution, which has been subject to consultation by the Parent Forum in each school. Indications are that 53 of 54 schools will have Parent Councils, with documentation still to be received from some. In November two very successful training events were held for new parent council members, these events were very well attended and evaluations were very positive. In devising and implementing an Authority Strategy for parental involvement, volunteering guidelines have been prepared, as has the Authority's scheme for establishing Parent Councils. Work to Update and publish The Moray Good Practice Guide to include contributions from Moray schools will be undertaken between January and March 2008.

**Theme: Dimension 07. Reflect on our work and thrive on challenge**


**Strategy: Activity 01. Improve systems for audit and improvement planning at school and pre-school levels**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07007.1 Improve systems for audit and improvement planning at school and pre-school levels		01/04/2007	31/03/2008	Sheena Duffus; Paul Watson	59 %	<b>Quarter 3 update</b> – Consultation on revised draft policy & procedures has been extended to February 2008 with Committee approval being sought following on from this period. Part I of Continuous Professional and Development audit and improvement planning was delivered in November with Part II due to be delivered in February 2008. The correlation between service improvement plan and pre-school improvement planning has commenced and will be available by March 2008. All underlying actions progress within expected timescales.


**Theme: Dimension 07. Reflect on our work and thrive on challenge**  
**Strategy: Activity 02. Improve access to, and use of, school performance data to enhance intervention strategies**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07007.2 Improve access to, and use of, school performance data to enhance intervention strategies		01/08/2007	31/03/2008	Vivienne Cross	50 %	<b>Quarter 3 update</b> – The review and improvement of performance data given to officers and headteachers continues. Ongoing support and challenge is provided to target intervention based on data analysis.


**Theme: Dimension 07. Reflect on our work and thrive on challenge**  
**Strategy: Activity 03. Ensure the delivery of services to appropriate standards**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07007.3 Ensure the delivery of services to appropriate standards		01/04/2007	31/03/2008	Alistair Campbell	75 %	<b>Quarter 3 update</b> – Training on the Public Library Quality Improvement Matrix has been developed and a visit from the Scottish Library & Information Council has been finalized and completion date agreed. Only provisional museums accreditation achieved, underlining MLA concerns over collection care and low financial resources given to Museums Service.


**Theme: Dimension 08. Value and empower staff and young people**  
**Strategy: Activity 01. Develop understanding and depth of CPD experiences for staff across Moray to ensure quality CPD which impact positively on learning and service delivery**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07008.1 Develop understanding and depth of CPD experiences for staff across Moray to ensure quality CPD which impact positively on learning and service delivery		01/09/2007	31/03/2008	Jim Morris; Lynn Whitelaw	66 %	<b>Quarter 3 update</b> – Mentors are in place for both new Headteachers and probationer teachers and continue to provide support. Evaluation strategies for schools and individuals have been developed. Developing Professional Review and Development policy and practice has been put on hold as a National Group is considering this area; an educational services officer is included in this group. All remaining underlying actions are progressing within expected completion dates.


**Theme: Dimension 08. Value and empower staff and young people**  
**Strategy: Activity 02. Develop more systematic procedures for consulting with staff and service users in pre-school**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07008.2 Develop more systematic procedures for consulting with staff and service users in pre-school		01/09/2007	31/03/2008	Sheena Duffus	43 %	<b>Quarter 3 update</b> – A consultation toolkit is being developed and will be completed by March 2008. Of the underlying actions commencing before December, all are progressing within timescales.


**Theme: Dimension 08. Value and empower staff and young people**  
**Strategy: Activity 03. Review Support Staff Structure**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07008.3 Review Support Staff Structure		01/10/2007	31/03/2008	Marion Kessack	5 %	<b>Quarter 3 update</b> - Awaiting the outcome of the single status appeals at the end of January. Discussions on the setting up and membership of groups have been undertaken with the support of unions and personnel. Groups will be set up by Easter.


**Theme: Dimension 08. Value and empower staff and young people**  
**Strategy: Activity 04. Develop and implement a recruitment strategy for full-time, part-time and voluntary staff**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07008.4 Develop and implement a recruitment strategy for full-time, part-time and voluntary staff		01/11/2007	29/02/2008	Graham Jarvis	65 %	<b>Quarter 3 update</b> – Development of a recruitment strategy has been discussed with Community Learning and Development staff and a draft has been produced in preparation for further consultation.

**Theme: Dimension 08. Value and empower staff and young people**  
**Strategy: Activity 05. Involve, support and develop staff in delivering current and future service requirements**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07008.5 Involve, support and develop staff in delivering current and future service requirements		01/04/2007	31/03/2008	Alistair Campbell	75 %	<b>Quarter 3 update</b> – Staff manuals have been further developed and are on target for completion within timescale. Details of providers sourced for March 2008 implementation of the Diploma in Application of ICT in Libraries. New skills have been identified and job descriptions and person specifications are under review with staff. All underlying actions are progressing within completion target dates.

**Theme: Dimension 09. Promote well-being and respect**  
**Strategy: Activity 01. Promote Health, Well-Being and Respect within all learning communities in Moray**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07009.1 Promote Health, Well-Being and Respect within all learning communities in Moray		01/04/2007	31/03/2008	Sheena Duffus; Jim Gibson	70 %	<b>Quarter 3 update</b> - Training on the provision of healthy snacks based on the national nutritional guidance for the early years has been completed within the expected completion date. 42 out of 54 schools have now received Health Promoting School accreditation awards. All other schools are actively working towards receiving an initial award. Several schools are working towards the next higher level of award. Work continues to advise providers on the need for children to partake in daily energetic play. Training on the implementation of the national guidance for early years has been completed and support continues to be provided to Pre-School Education Centres. All major projects are on target and approval to progress synthetic turf projects will be sought in January in the continued implementation of Healthy Living facilities. Guidance staff attended the National Guidance Conference and received an update visit from the national Personal Support Project Development Officer. To support schools to work towards the delivery of two hours of physical education for every pupil, additional funding secured to provide a further postgraduate certificate in physical education opportunity for some staff.

**Theme: Dimension 09. Promote well-being and respect**  
**Strategy: Activity 02. Promote the equalities agenda consistently among staff and learners**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
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EdS07009.2 Promote the equalities agenda consistently among staff and learners		01/04/2007	31/03/2008	Graham Jarvis	60 %	<b>Quarter 3 update</b> – Staff training to promote well-being and respect is being negotiated with national agencies.
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**Theme: Dimension 10. Promote a culture of ambition and achievement**  
**Strategy: Activity 01. Deliver the Moray Determined to Succeed Plan for 2006 to 2008**


Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07010.1 Deliver the Moray Determined to Succeed Plan for 2006/08		01/04/2007	31/03/2008	John Trodden	97 %	<b>Quarters 3 update</b> – 7 of the 8 underlying actions have been completed with completion targets and remaining action is well progressed. Appropriate facilities now exist to provide vocational courses for all secondary pupils. Outreach centres have been successfully developed at Isla Banks, Keith, and at Greshop in Forres. New courses, for example in Skills for Work Cosmetology are currently being developed and positive relationships exist between Moray College, Banff and Buchan College and the Authority. Scottish Food and Drink are providing a business challenge for all secondary schools in session 2008/09, with funding from HIE. This will provide opportunities for cross- curricular working as well as links with local businesses such as Walkers and Baxters. Lossiemouth High school is taking part in a National Young Chambers of Commerce in Schools pilot, with local business involvement. Young engineers clubs are being set up for all Forres ASG schools. A CPD day has been organised to take this forward, with the involvement of local companies, Varis Engineering and Lifescan. Appropriate CPD opportunities for staff in developing enterprising learning and teaching approaches are in place involving sharing good practice in enterprising learning and teaching and input from an officer from Learning and Teaching Scotland on financial education. Skill Force is working in all secondary schools during session 2007/08. The second evaluation of Skill Force, involving school staff, parents and pupils remains very positive. Skill Force has also made a valuable contribution to the Authority's strategy for taking More Choices, More Chances. Efforts to secure external sources of funding to support Skill Force remain unsuccessful. Applications to Big Lottery and the European Social Fund have been rejected to date.

**Theme: Dimension 10. Promote a culture of ambition and achievement**  
**Strategy: Activity 02. Celebrate the success and achievements of learners**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07010.2 Celebrate the success and achievements of learners		01/04/2007	31/03/2008	Donald Duncan	75 %	<b>Quarter 3 update</b> – The strategy to celebrate success is complete and implementation is underway.


**Theme: Dimension 10. Promote a culture of ambition and achievement**

**Strategy: Activity 03. Develop indicators of achievement for Moray and collate information on achievement**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07010.3 Develop indicators of achievement for Moray and collate information on achievement		01/04/2007	31/03/2008	Alistair Campbell; Vivienne Cross; Karen Delaney	87 %	<b>Quarter 3 update</b> – Evidence of how school's record achievement has been collated. Within Libraries and Museums, quality schemes identified have been agreed and the process of evidence gathering is underway.


**Theme: Dimension 11. Provide high quality environments for learning and leisure**

**Strategy: Activity 01. Develop a departmental estate management plan**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07011.1 Develop a departmental estate management plan		01/04/2007	31/03/2008	Nick Goodchild	63 %	<b>Quarter 3 update</b> - Preliminary proposals for potential inclusion within financial programme have been developed. It has not yet proved possible to develop comparable sufficiency criteria for the full range of all facilities. This element is likely to be delayed until the corporate asset management plan is completed in September/October. Review of property portfolio for libraries has been undertaken and reviews for certain town halls and community centres have been proposed. All underlying issues progress within timescale.


**Theme: Dimension 11. Provide high quality environments for learning and leisure**

**Strategy: Activity 02. Review and develop school estate management plan**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07011.2 Review and develop school estate management plan		01/04/2007	31/03/2008	Nick Goodchild	53 %	<b>Quarter 3 update</b> – Scope of PPP position confirmed to include Elgin Academy and Keith Primary. Capital Plan bid submitted but awaiting confirmation of funding, anticipated by May 2008. Document largely revised and includes changes as result of new national priorities etc but awaits confirmation of funding in order to finalise.


**Theme: Dimension 11. Provide high quality environments for learning and leisure**

**Strategy: Activity 03. Plan for the replacement of the schools' ICT managed service contract**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07011.3 Plan for the replacement of the schools' ICT managed service contract		01/04/2007	31/03/2008	Donnie MacDonald	100 %	<b>Quarter 3 update</b> - A Project Manager has been appointed corporately. Decisions relating to the schools' ICT contract are awaited following Full Council Committee meeting on 28 <sup>th</sup> January 2008.


**Theme: Dimension 11. Provide high quality environments for learning and leisure**

**Strategy: Activity 04. Plan for a replacement management information system for Educational Services**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07011.4 Plan for a replacement management information system for Educational Services		01/09/2007	31/03/2008	Donnie MacDonald	6 %	<b>Quarter 3 update</b> - Discussions are ongoing with a group of authorities on joint tendering, a tender document is in preparation.


**Theme: Dimension 11. Provide high quality environments for learning and leisure**

**Strategy: Activity 05. Ensure the effective use of ICT in delivering and developing services**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07011.5 Ensure the effective use of ICT in delivering and developing services		01/04/2007	31/03/2008	Alistair Campbell	87 %	<b>Quarter 3 update</b> – The remaining underlying action is progressing within expected timescales with web-enablement of the museums and archives catalogue to take place in quarter 4.

**Theme: Dimension 11. Provide high quality environments for learning and leisure**

**Strategy: Activity 06. Ensure the development of appropriate future facilities and services and ensure collections meet the needs of current and future users**

Action Code & Title	Status Icon	Start Date	Due Date	Assigned To	Progress	Notes
EdS07011.6 Ensure the development of appropriate future facilities and		01/04/2007	31/03/2008	Alistair Campbell	75 %	<b>Quarter 3 update</b> – All underlying actions are progressing within target timescales. The libraries future facilities programme has been agreed for

services and ensure collections meet the needs of current and future users						<p>5 libraries in November 2007 with plans for Portknockie and Rothes being finalised. The Falconer museum re-opened in November to a very positive response and the strategy for Tomintoul is being finalised. Feasibility study re sites finalized for the Local Heritage Centre. Museums and heritage collections conservation agreement unable to be met by Aberdeenshire, jeopardising full accreditation. Documentation schemes have been fully revised and archives storage improved.</p>
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