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| <b>1. Service Definition:</b> | Delivering Education across Early Learning and Childcare, Primary, Secondary Education and support and challenge via a small central team of Officers                                  |
| <b>2. Service Resources:</b>  | Service Resources: 1011.98 fte teaching staff; 692.69 fte local government employees; Total 1704.67 FTE<br>Budget: DSM; Revenue Central Budget Early Years and Education and ASN £122m |

| <b>3. What have we identified for improvement in 2026/27</b>  | <b>What evidence did we use to identify this improvement?<br/>Please add benchmark information wherever available and relevant to the improvement.</b>                                                                                                                                                                                                                                                                                                                                               |
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| Focus on equity and improving outcomes for all                | Attainment data including LGBF measures, Insight for Senior Phase and Achievement of Curriculum for Excellence data<br>Attendance data<br>Exclusion data<br>Stretch aims for Scottish Attainment Challenge<br>HMle and Care Inspectorate inspection results<br>Self-evaluation profiles<br>Risk matrix for school improvement<br>ICEA report and various Education reform reviews<br>Moray Quality Improvement Framework visits<br>National Improvement framework plan and self-evaluation documents |
| Focus on inclusion and wellbeing                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Further develop the curriculum                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Continued focus on learning, teaching and assessment          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Focus on leadership and professional learning and development |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Further improve approaches to support and challenge           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| 4. Local Outcomes Improvement Plan (LOIP)/ Corporate Plan (CP) Outcome or Priority               | Action                                                                                                                                                                                                                                                                                                 | Planned Outcome                                                                                                 | Outcome measures                                                                                                                                                   | Completion target | Lead                        | Priority Rating (1 high 3 low) |
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| (L) Building a better future for our children & young people. (CP) Tackle Poverty and Inequality | <p>Early intervention addressing whole family well-being to ensure that children can reach their full potential:</p> <p>Continue to support QAMSO network and quality assurance visits to schools through MQIF programme to scrutinise school efforts to raise attainment in literacy and numeracy</p> | Continue to improve attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures | Literacy and numeracy attainment gap (P1, P4 and P7 combined – percentage point gap between the least and most deprived pupils (LGBF CHN14a / CHN14b) (Corp. Plan) | June 2027         | Quality Improvement Manager | 1                              |
|                                                                                                  |                                                                                                                                                                                                                                                                                                        |                                                                                                                 | Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy and numeracy (LGBF CHN13a / CHN13b) (Corp Plan / Core Stretch Aim)            | June 2027         | Quality Improvement Manager | 1                              |
| (L) Building a better future for our children & young people. (CP)                               | <p>Getting it right for every child so that we continue to improve attainment for all:</p> <p>Progress school based actions, Moray Secondary</p>                                                                                                                                                       | Improved attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures            | Percentage of school leavers gaining 5+ awards at levels 5 and 6 (LGBF CHN6 / CHN7)                                                                                | Feb 2027          | Quality Improvement Manager | 1                              |

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| Tackle Poverty and Inequality                  | Head Teacher Association (MSHTA) actions and system wide actions as per the raising attainment secondary plans.                                 |                                                                                                                                                                       | (Corp Plan)<br><br>Leavers achieving 1+ @ SCQF Level 5 / Level 6 (Core Stretch Aim)                      | Feb 2027                 | Quality Improvement Manager | 1                                     |
|                                                |                                                                                                                                                 |                                                                                                                                                                       | Overall average total tariff (LGBF CHN12a) (Corp Plan)                                                   | Feb 2027                 | Quality Improvement Manager | 1                                     |
|                                                |                                                                                                                                                 |                                                                                                                                                                       | Percentage of pupils entering positive destinations (LGBF CHN11) (ASN leavers / LAC leavers) (Corp Plan) | Feb 2027                 | Quality Improvement Manager | 1                                     |
|                                                |                                                                                                                                                 |                                                                                                                                                                       | Annual Participation Measure (Core Stretch Aim)                                                          | Feb 2027                 | Quality Improvement Manager | 1                                     |
| <b>5. Service Level Outcomes or Priorities</b> | <b>Action</b>                                                                                                                                   | <b>Planned Outcome</b>                                                                                                                                                | <b>Outcome Measures</b>                                                                                  | <b>Completion Target</b> | <b>Lead</b>                 | <b>Priority rating (1 high 3 low)</b> |
| <b>Equity and improving outcomes for all</b>   | Through renewed focus on the Scottish Attainment Challenge Logic Model with specific regard to outcomes at school/community and regional levels | Continue to accelerate progress towards core outcomes and Stretch Aims with focus on leadership, professional learning, collaboration, data and evidence, culture and | Meet stretch Aims:<br>Increased attendance<br>Reduced exclusions                                         | June 2027                | Quality Improvement Manager | 1                                     |

**Commented [LM1]:** Add in line to reflect planned work and timescales for  
Reduced class contact time  
ICT for Schools Strategy

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|                                |                                                                                                                                        | ethos, learning and teaching, readiness to learn and engagement                                                              |                                                                                                                                      |           |                                                                                   |   |
|                                | Continue to review the Supporting All Learners strategy in line with changes implemented by ASN review and focus on inclusive practice | Ensuring wellbeing, equality and inclusion for all learners                                                                  | QI 3.1 ratings in inspection or self-evaluation increase                                                                             | June 2027 | Quality Improvement Officers                                                      | 2 |
| <b>Inclusion and wellbeing</b> | Continue to develop multiagency working alongside the implementation of the Secondary Outreach Team and the Early Level Team           | Multiagency response to anti-social behaviours and attendance to ensure readiness to learn for all children and young people | Increased attendance<br>Reduced Exclusions<br>Improved achievement and attainment, especially for children and young people with ASN | June 2027 | HT Inclusion, Wellbeing and Adapted Curriculum                                    | 1 |
|                                | Create clear processes for monitoring children and young people accessing part time timetables                                         | Reduction in the number of children and young people accessing part time timetables                                          | Attendance improved for those on parttime timetables<br>Stretch aim met<br>QA visit feedback                                         | June 2027 | HT Inclusion, Wellbeing and Adapted Curriculum / Principal Education Psychologist | 1 |

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|  | Review the Supporting All Learners (SAL) Strategy encompassing all aspects of the combined Education service, for positive wellbeing, equality and inclusion for all learners | Revised strategy in place and launched, with clarity across the system in relation to staged intervention, GIRFEC pathway, supports and universal/targeted interventions across the combined Education service | Revised strategy in place, GIRFEC pathway and Staged Intervention overviews<br><br>HMIE 3.1 Visit evaluations<br><br>School Visit QI 3.1 evaluations<br>HWB Survey | June 2027 | Quality Improvement Officers /<br>HT Inclusion, Wellbeing and Adapted Curriculum /<br>Principal Education Psychologist | 2 |
|  | Embed the revised school 'Attend to Achieve' Attendance Policy and Toolkits                                                                                                   | Policy in place and improvements in attendance monitoring and data result                                                                                                                                      | Attendance data and trends (including p/t timetables)<br><br>Core Plus Stretch Aims – Primary and Secondary Attendance<br><br>MQIF Attendance Visits               | June 2027 | Quality Improvement Manager /<br>Quality Improvement Officer /                                                         | 2 |
|  | Continue to address poverty related attainment gaps (PRAG) through use of SAC ASF funding                                                                                     | Continued progress towards closing identified PRAG with positive progress overall towards Scottish Government Stretch Aims                                                                                     | Stretch Aims – Core and Core Plus measures<br><br>Insight Measures                                                                                                 | June 2027 | Quality Improvement Manager                                                                                            | 1 |
|  | Improve outcomes for care experienced children and young people (CECYP) in Moray                                                                                              | Raised attainment and improved positive post-school destinations for CECYP                                                                                                                                     | Core attainment measures – BGE ACCEL and Senior Phase SQA/SCQF<br><br>Positive post-school initial school leaver destinations – positive destinations - Insight    | June 2027 | Virtual Head Teacher                                                                                                   | 1 |

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|                   | Continue to review the ASN Strategy and forecasting tool, to ensure appropriate interventions and allocation of resources are in place        | ASN strategy ensures practitioners receive appropriate professional learning and development, supporting recruitment to ASN posts and accurate allocation of funding based on allocations models developed                                                      | ASN Professional Learning Offer<br><br>ASN Middle Leader recruitment<br><br>ASN Allocations model and moderation ensure accurate funding<br><br>QI 3.1 visit findings/HMIE findings<br><br>ASN parent/carers focus group findings                                                                                     | June 2027 | Quality Improvement Officer (ASN)               | 1 |
| <b>Curriculum</b> | Further develop the curriculum offer in the Senior Phase, extending SCQF graded and ungraded course options to meet the needs of all learners | Increased consortia offer and extended curriculum breadth at SCQF level 6 and 7 available to all schools<br><br>Common consortia column re-established with opt-in from all schools<br><br>Increased course offers within schools meeting the needs of learners | Consortia options in place with offers from all schools contributing to Moray consortia<br><br>Timetable models reflect common column blocking<br><br>School course options forms indicate breadth of offer<br><br>Range of courses/programmes offered at SCQF1-7 across Moray as noted through core Insight measures | June 2027 | Head of Education / Quality Improvement Manager | 1 |

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| <b>Learning, Teaching and Assessment</b> | Continue to improve consistency in high quality learning, teaching and assessment                                                                                                                       | Improved quality of learning, teaching and assessment across schools resulting in improved learner engagement and participation in learning, raising attainment for all | <p>Learning and teaching frameworks in place across schools</p> <p>Number of schools engaging in appropriate professional learning and development activities</p> <p>Increased uptake in use of NA L&amp;T Toolkit</p> <p>HMIE QI 2.3 Visit evaluations</p> <p>School Visit QI 2.3 Visit evaluations</p> | June 2027 | Primary - Quality Improvement Officers /<br>Secondary - Quality Improvement Manager | 1 |
|                                          | Extend opportunities for practitioners to engage in assessment and moderation activities to strengthen confidence in teacher professional judgements on achievement of curriculum for excellence levels | Continued improvements in teacher professional judgements on BGE ACEL result, indicating raised attainment in key measures                                              | <p>QAMSO network continues to meet with broad representation and participation across Moray</p> <p>Improvements in performance noted – BGE ACEL (including ACEL Early Indications)</p> <p>Core Stretch Aims - P1/P4/P7 Literacy and Numeracy</p>                                                         | June 2027 | Quality Improvement Officers                                                        | 1 |

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| <b>Leadership, empowerment and professional learning and development</b> | Review of the Professional Learning and Leadership Strategy in line with system and service level developments | Strengthened leadership and professional learning strategy in place informed by all areas of the service resulting in extended professional learning offer | <p>PLL Strategy in place with ladders of success/succession</p> <p>Breadth of professional learning programmes in place across career levels with positive uptake</p> <p>Improved recruitment – senior leadership posts</p> <p>HMIE 1.3 Visit evaluations</p> <p>School Visit QI 1.3 evaluations</p> | June 2027 | Quality Improvement Officers / Head Teacher Inclusion, Wellbeing and Adapted Curriculum / Principal Education Psychologist / Quality Improvement Manager / Service Manager Early Years | 1 |
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|                                          | Extend networks of practice across Moray Secondary Schools in order to foster increased collaboration for raising attainment                                                                                                           | Networks at senior and middle leadership levels are refreshed, progressing core shared improvement actions and sharing good practice for raising attainment      | <p>MSHTA actions progress – middle leadership development</p> <p>DHT Networks established and progress key actions (Curriculum, Learning and Teaching, Professional Learning, Tracking and Monitoring, Pupil Support)</p> <p>Improvements in key attainment measures – SCQF measures</p> <p>BGE ACCEL S3 (3<sup>rd</sup>/4<sup>th</sup> level)</p> <p>Stretch Aims – Core Plus BGE ACCEL</p> | June 2027 | Head of Education / Quality Improvement Manager / Secondary Head Teachers | 1 |
| <b>Support and Challenge Improvement</b> | Continue to review and implement the new Shared Quality Framework in ELC and quality audit visits to maintain National standards.                                                                                                      | To ensure leaders across ELC have a consistent understanding of Shared Quality Framework                                                                         | Inspection results<br>% of services meeting National standards                                                                                                                                                                                                                                                                                                                               | June 2027 | Service Manager Early Years                                               | 1 |
|                                          | Further refine and review the Moray Quality Improvement Framework (MQIF) following outcomes of school self-evaluation and MQIF visit findings and external scrutiny, further strengthening support and challenge of school improvement | Refined MQIF in place with move to Self-Improving Schools (SIS) model for low risk schools and refined targeted intervention and support for higher risk schools | <p>MQIF Visit findings – SIS reports and Targeted Visit Reports</p> <p>HMIE Inspection findings</p> <p>MQIF Risk Matrix</p>                                                                                                                                                                                                                                                                  | June 2027 | Head of Education / Quality Improvement Manager                           | 1 |

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|                             |                                                                                                                                                                                                       |                                                                                                                                                                                                 | MQIF (version 3.0) development with SIS Framework established                                                                                                      |           |                                                 |   |
|                             | Pilot further data analysis tools and dashboarding                                                                                                                                                    | Data dashboarding trialled to further strengthen timely decision making for senior leaders                                                                                                      | Senior Phase SCQF/SQA pilot analysis tool developed and trialled using appropriate platform (Excel PowerPivot- Slicer/ PowerBI)<br><br>Key data messages extracted | June 2027 | Head of Education / Quality Improvement Manager | 2 |
| <b>Health and Wellbeing</b> | Ensure the Health and Work Policy and Procedures, providing a supportive and comprehensive framework within which to manage health and wellbeing and any absence that occurs, are applied by managers | Improve attendance at work and manage sickness absence through additional targeted support to assist in maximising attendance thus reducing costs and improve practice and adherence to policy. | Reduction in number of days absence per employee                                                                                                                   | June 2027 | Service Manager Business Support                | 1 |
|                             | Support the absence management project including training for Absence and work policy                                                                                                                 | Improved absence and staff morale improved                                                                                                                                                      | More positive response in annual employee survey                                                                                                                   | June 2027 | Service Manager Business Support                | 1 |

**ADD ANY NEW SERVICE LEVEL ACTIONS BELOW**

| 5. Service Level Outcomes or Priorities | Action                                                                                                            | Planned Outcome                                                                                                                                                             | Outcome Measures                                                                                                                                                                                                                                                                                           | Completion Target | Lead                                                       | Priority rating (1 high 3 low) |
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| Curriculum                              | Initiate STEM starts curriculum work to align with existing Early, First and Second level offer in STEM.          | Ensure STEM capital is optimised across Moray                                                                                                                               | Start to meet aims for EY STEM FBC                                                                                                                                                                                                                                                                         | June 2027         | Service Manager Early Years                                | 2                              |
|                                         | Increase senior leader engagement with ongoing national work emerging around the Curriculum Improvement Cycle     | Improved understanding of senior leaders, enabling planning for forthcoming changes to curriculum models and delivery                                                       | Engagement with Education Scotland colleagues and planning at Education Strategic Meetings<br><br>MQIF School Visit programme evidence staff engagement with CIC and Curriculum Rationale in place across schools<br><br>Initial planning supported by secondary Subject groups based on emerging thinking | June 2027         | Quality Improvement Manager / Quality Improvement Officers | 1                              |
|                                         | Continue to embed the Moray Literacy Strategy and CYPIC P4 Writing programme to raise attainment in ACCEL Writing | Improved attainment in P4 Writing continues on a positive trend<br><br>School based interventions in line with Moray Literacy Strategy realising improvements in attainment | BGE ACCEL Literacy – Writing – P4/P7<br><br>BGE ACCEL Literacy – R, W, L&T<br><br>Core Plus Stretch Aim – P4 Writing                                                                                                                                                                                       | June 2027         | Quality Improvement Officer                                | 1                              |
|                                         | Launch and embed the Moray Numeracy and Maths Strategy                                                            | Numeracy and Maths strategy launched and good practice shared                                                                                                               | Positive practitioner engagement with                                                                                                                                                                                                                                                                      | June 2027         | Quality Improvement Officer                                | 1                              |

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|                                                                          | with focus on raising attainment for all                                                                                | and promoted across Moray                                                                                                                                            | strategy and progressions<br><br>BGE ACEL Numeracy – P1/P4/P7 and S3<br><br>Core Stretch Aims – P1/P4/P7 Literacy and Numeracy                                                   |           |                                                                                             |   |
| <b>Learning, Teaching and Assessment</b>                                 | Implement Observations, Quality experiences and interactions training offer to develop shared understanding across ELC. | Continue to support ELC settings to develop skill in learning, teaching and assessment.                                                                              | Inspection results % of pre school children meeting age/stage appropriate milestones                                                                                             | June 2027 | Service Manager Early Years                                                                 | 1 |
| <b>Leadership, empowerment and professional learning and development</b> | Implement Leadership & Management training offer to develop professional learning opportunities for ELC senior leaders. | Continue to support CLPL opportunities to empower ELC senior leaders.                                                                                                | Leadership & Management aspect of Shared Framework resulting in 4's or above (Inspection results)                                                                                | June 2027 | Service Manager Early Years                                                                 | 2 |
| <b>Inclusion and wellbeing</b>                                           | Continue the CALM rollout to all members of Education staff                                                             | Improved communication emotional regulation and support for children and young people experiencing distress resulting in preventative responses at a universal level | Reduction in the number of reported incidents involving violence and aggression<br><br>Reduction in exclusions<br><br>Increased attendance<br>Reduction in restrictive responses | June 2027 | Head Teacher Inclusion, Wellbeing and Adapted Curriculum                                    | 1 |
|                                                                          | Review the Central Inclusion provision and the impact of this provision on schools                                      | Increased capacity to meet needs at the universal and universal with support level                                                                                   | Improved achievement, attainment and positive experiences for children and young people with ASN                                                                                 | June 2027 | Head Teacher Inclusion, Wellbeing and Adapted Curriculum / Principal Education Psychologist | 2 |

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|                                                     | Rollout Demand Sensitivity/Declarative Language training and resource to support schools               | Improved understanding and consistency across schools in the use of language when communicating with children and young people                                                                                           | Reduction in the number of reported incidents involving violence and aggression<br><br>Reduction in exclusions<br><br>Increased attendance | June 2027   | Principal Education Psychologist           | 2 |
| <b>ICT Strategy</b>                                 | Develop and implement ICT Strategy for schools working closely with ICT department                     | Clear strategy and implementation plan for refresh of devices and plan to roll out devices for staff and pupils                                                                                                          | Increase in no of devices for staff<br>Increase in no of devices for pupils                                                                | June 2027   | Quality Improvement Manager / ICT Officers | 2 |
| <b>Implementation of Reduced Class Contact Time</b> | Plan for reduction in class contact time initially across primary schools and prepare for in secondary | Clear implementation plan including requests for PRTs(previously NQTs) and workforce plan to recruit staff to support this.<br><br>Develop a request for additional monies to support rural authorities to recruit staff | RCCT fully implemented across primary and prepare and plan for this for secondary.                                                         | August 2028 | SMBS                                       | 2 |