

2026-27 Quarter to June 2026 - EDUCATION

Performance Report – Service Plan



Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

1. EDUCATION 2026-27							
1. EDUCATION OVERALL PROGRESS 2026-27							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDUCATION 2026-27	EDUCATION SERVICE PLAN			30-Jun-2028	Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees. Service Plans have Priority ratings ranging between 1 & 4. Actions have been weighted to allow more accurate measurement of progress of the Service Plan by placing a higher value on those Actions rated with a higher priority. Weightings are as follows. Priority 1 (High) - Weighting (3) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1)	21%	

1. EDUCATION 2026-27 2. Strategic Outcomes - Overall Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDUCATION 2026-27	STRATEGIC OUTCOMES	1		30-Jun-2027	PRIORITY 1 WEIGHTING 3 The overall progress of Strategic Outcomes is determined by Two Actions (EDU 2026-27 STRA1.1 & 1.2)	25%	

1. EDUCATION 2026-27 3. Service Level Outcomes - Overall Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDUCATION 2026-27	SERVICE LEVEL OUTCOMES	2		30-Jun-2028	PRIORITY 1 and 2 WEIGHTING 2 Progress of the Service Level element of the plan is measured by 30 Actions . The majority of actions have completion dates for the end of March 2027.	17%	

2. EDUCATION STRATEGIC OUTCOMES STRATEGIC OUTCOMES							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27 STRAT 1.1	Early intervention addressing whole family well-being to ensure that children can reach their full potential	1	Planned Outcome: 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 Continue to improve attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures Outcome Measures Literacy and numeracy attainment gap (P1, P4 and P7 combined) - percentage point gap between least and most deprived (LGBF CHN14a / 14b) (Corp Plan)	30-Jun-2027	Work continues to raise attainment in line with MQIF and service improvement actions. This has resulted in ongoing improvements in attainment and performance as reported through the NIF Self-evaluation. Performance Information presented and progressing to September 2026 ECLSC. This further includes work towards closing the PRAG through MQIF activities, school visit programme, support and challenge, interventions and key policy reviews. P4 Writing in particular showing positive improvements against stretch aims set.	25%	
EDU 2026-27 STRAT	Getting it right for every child so that we continue to improve	1	Planned Outcome: Progress school based actions, Moray	30-Jun-	Following plan implementation, all networks continuing to meet and established plans in place at School, MSHTA and System	25%	

1.2	attainment for all		Secondary Head Teacher Association (MSHTA) actions and system wide actions as per the raising attainment secondary plans. Continue to improve attainment at both Broad General and Senior Phase identified through ACEL and LGBF measures Outcome Measures Percentage of school leavers gaining 5+ awards at levels 5 and 6 (LGBF CHN6 / CHN7) (Corp Plan) (Feb 2027) Leavers achieving 1+ @ SCQF Level 5 / Level 6 (Core Stretch Aim) (Feb 2027) Overall average total tariff (LGBF CHN12a) (Corp Plan) (Feb 2027) Percentage of pupils entering positive destinations (LGBF CHN11) (ASN leavers / LAC leavers) (Corp Plan) (Feb 2027) Annual Participation Measure (Core Stretch Aim) (Feb 2027)	2027	levels. Work is ongoing to raise attainment in line with core measures and will take time to embed further. Key improvements in relation to L&T approaches and T&M. School leaver data (2025/2026) available in Qtr 4 through Insight updates with September Insight (Qtr 2) providing more detailed analysis for all SCQF measures		
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3. EDUCATION SERVICE LEVEL OUTCOMES

1. EQUITY AND IMPROVING OUTCOMES FOR ALL

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27 SERV EQUITY 1.1	Through renewed focus on the Scottish Attainment Challenge Logic Model with specific regard to outcomes at school/community and regional levels	1	Planned Outcome Continue to accelerate progress towards core outcomes and Stretch Aims with focus on leadership, professional learning, collaboration, data and evidence, culture and ethos, learning and teaching, readiness to learn and engagement Outcome Measure Meet Stretch Aims: Increased attendance / Reduced exclusions	30-Jun-2027	In line with updated National Operating Guidance for PEF, SEF and CECYP Attainment Scotland Funding (ASG) Scottish Attainment Challenge (SAC) monies, Stretch Aims have been set for session 2026/2027 as requested by Scottish Government and provisionally for 2027/2028 in line with data modelling approaches. Work towards accelerating progress in reducing PRAG and improving attainment has continued with positive progress noted across Primary and Secondary BGE measures for Literacy and Numeracy (P1/P4/P7 combined and S3), Primary Attendance, Secondary Exclusions (HWB measures), and LAC/CECYP destinations with further work underway as noted in improving attainment in secondary. Secondary attendance continues to be an area of focus with the draft Moray 'Attend to Achieve' Attendance policy currently out for consultation until end of September 2026, with findings informing final strategy and IIA to go to ECLSC in December 2026. National SAC networks/approaches are changing in light of the Curriculum Improvement Cycle (CIC)	25%	

EDU 2026-27 SERV EQUITY 1.2	Continue to review the Supporting All Learners strategy in line with changes implemented by ASN review and focus on inclusive practice	2	Planned Outcome Ensuring wellbeing, equality and inclusion for all learners Outcome Measure QI 3.1 ratings in inspection or self-evaluation increase	30-Jun-2027	No update provided for quarter 1	0%	
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3. EDUCATION SERVICE LEVEL OUTCOMES

2. INCLUSION AND WELLBEING

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27 SERV INCLUSION 1.1	Continue to develop multiagency working alongside the implementation of the Secondary Outreach Team and the Early Level Team	1	Planned Outcome Multiagency response to anti-social behaviours and attendance to ensure readiness to learn for all children and young people Outcome Measure Increased attendance / Reduced exclusions Improved achievement and attainment - especially for children and young people with ASN	30-Jun-2027	No update provided for quarter 1	0%	
EDU 2026-27 SERV INCLUSION 1.10	Rollout Demand Sensitivity/Declarative Language training and resource to support schools	2	Planned Outcome Improved understanding and consistency across schools in the use of language when communicating with children and young people Outcome Measure Reduction in the number of reported incidents involving violence and aggression Reduction in exclusions Increased attendance	30-Jun-2027	No update provided for quarter 1	0%	
EDU 2026-27 SERV INCLUSION 1.2	Create clear processes for monitoring children and young people accessing part time timetables	1	Planned Outcome Reduction in the number of children and young people accessing part time timetables Outcome Measure Attendance improved for those on part-time timetables	30-Jun-2027	No update provided for quarter 1	0%	

			Stretch aim met QA visit feedback				
EDU 2026-27 SERV INCLUSION 1.3	Review the Supporting All Learners (SAL) Strategy encompassing all aspects of the combined Education service, for positive wellbeing, equality and inclusion for all learners	2	Planned Outcome 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 Outcome Measure Revised strategy in place, GIRFEC pathway and Staged Intervention overviews HMIE 3.1 Visit evaluations School Visit QI 3.1 evaluations HWB Survey	30-Jun-2027	No update provided for quarter 1	0%	
EDU 2026-27 SERV INCLUSION 1.4	Embed the revised school 'Attend to Achieve' Attendance Policy and Toolkits	2	Planned Outcome Policy in place and improvements in attendance monitoring and data result Outcome Measure Attendance data and trends (including p/t timetables) Core Plus Stretch Aims – Primary and Secondary Attendance MQIF Attendance Visits	30-Jun-2027	The policy is completed in draft and was presented with IIA and supporting toolkits to ECLSC in June 2026. A consultation survey is underway and open until end of September on draft policy and in order to guide IIA with further refinements to follow once reviewed. The policy and toolkit once agreed by ECLSC in December committee will guide schools consistently in relation to attendance and is based on national good practice with toolkits to support schools in managing attendance. Stretch Aims monitoring continues centrally and interventions at individual school/ASG levels continue including centrally funded SEF attendance projects in some ASGs (SMc)	25%	
EDU 2026-27 SERV INCLUSION 1.5	Continue to address poverty related attainment gaps (PRAG) through use of SAC ASF funding	1	Planned Outcome Continued progress towards closing identified PRAG with positive progress overall towards Scottish Government Stretch Aims Outcome Measure Stretch Aims – Core and Core Plus measures Insight Measures	30-Jun-2027	Please note updates further above in relation to Stretch Aims and PRAG. Work ongoing with revised Stretch Aims set for 2026/2027 in line with updated National Operating Guidance. PEF and SEF funding ('bidding for success') in place for identified interventions/projects in order to support identified pupils/groups, raising attainment and reducing PRAG.	25%	
EDU 2026-27 SERV INCLUSION 1.6	Improve outcomes for care experienced children and young people (CECYP) in Moray	1	Planned Outcome Raised attainment and improved positive post-school destinations for CECYP Outcome Measure Core attainment measures – BGE ACEL and Senior Phase SQA/SCQF	30-Jun-2027	Pathway planning reporting strengthened through the Education Employability Tracking group with Multi-agency partners – SDS, TCAC, Moray Employability, Youthwork, UHI Moray. This includes tracking from Pathway Planning S.4 onwards to positive post school destinations.	25%	

			Positive post-school initial school leaver destinations – positive destinations - Insight				
EDU 2026-27 SERV INCLUSION 1.7	Continue to review the ASN Strategy and forecasting tool, to ensure appropriate interventions and allocation of resources are in place	1	Planned Outcome 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 Outcome Measure ASN Professional Learning Offer ASN Middle Leader recruitment ASN Allocations model and moderation ensure accurate funding QI 3.1 visit findings/HMIE findings ASN parent/carer focus group findings	30-Jun-2027	No update provided for quarter 1	0%	
EDU 2026-27 SERV INCLUSION 1.8	Continue the CALM rollout to all members of Education staff	1	Planned Outcome Improved communication emotional regulation and support for children and young people experiencing distress resulting in preventative responses at a universal level Outcome Measure Reduction in the number of reported incidents involving violence and aggression Reduction in exclusions Increased attendance Reduction in restrictive responses	30-Jun-2027	No update provided for quarter 1	0%	
EDU 2026-27 SERV INCLUSION 1.9	Review the Central Inclusion provision and the impact of this provision on schools	2	Planned Outcome Increased capacity to meet needs at the universal and universal with support level Outcome Measure Improved achievement, attainment and positive experiences for children and young people with ASN	30-Jun-2027	No update provided for quarter 1	0%	

3. EDUCATION SERVICE LEVEL OUTCOMES

3. CURRICULUM

Action Code	Action Title	Priority	Desired Outcome	Due	Latest Status Update	Progress	Status
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				Date			Icon
EDU 2026-27 SERV CURRICULUM 1.1	Further develop the curriculum offer in the Senior Phase, extending SCQF graded and ungraded course options to meet the needs of all learners	1	Planned Outcome Increased consortia offer and extended curriculum breadth at SCQF level 6 and 7 available to all schools Common consortia column re-established with opt-in from all schools Increased course offers within schools meeting the needs of learners Outcome Measure Consortia options in place with offers from all schools contributing to Moray consortia Timetable models reflect common column blocking School course options forms indicate breadth of offer Range of courses/programmes offered at SCQF1-7 across Moray as noted through core Insight measures	30-Jun-2027	Supported by the DHT Curriculum network established last session as part of Secondary Raising Attainment, consortia offer in place across all schools with common column re-established and further offers outwith consortia also offered. Extension of Foundation Apprenticeships (SCQF level 6) in partnership with an external training provider.	25%	
EDU 2026-27 SERV CURRICULUM 1.2	Initiate STEM starts curriculum work to align with existing Early, First and Second level offer in STEM	2	Planned Outcome Ensure STEM capital is optimised across Moray Outcome Measure Start to meet aims for EY STEM FBC	30-Jun-2027	Stakeholder group is being established to ensure consistency in alignment across the service. Representatives from ELC, Primary and Industry. This will support the totality of the curriculum. The stakeholder group is mindful of developing curriculum in line with CIC developments.	10%	
EDU 2026-27 SERV CURRICULUM 1.3	Increase senior leader engagement with ongoing national work emerging around the Curriculum Improvement Cycle	1	Planned Outcome Improved understanding of senior leaders, enabling planning for forthcoming changes to curriculum models and delivery Outcome Measure Engagement with Education Scotland colleagues and planning at Education Strategic Meetings MQIF School Visit programme evidence staff engagement with CIC and Curriculum Rationale in place across schools Initial planning supported by secondary Subject groups based on emerging thinking	30-Jun-2027	Curriculum Strategy Group formed and national materials reviewed. Inset Day materials and plan developed to support delivery at ASG level. Approach endorsed to date by HT Consultative Group and key timeline in place reflective of national advice and direction.	25%	

EDU 2026-27 SERV CURRICULUM 1.4	Continue to embed the Moray Literacy Strategy and CYPIC P4 Writing programme to raise attainment in ACEL Writing	1	Planned Outcome Improved attainment in P4 Writing continues on a positive trend School based interventions in line with Moray Literacy Strategy realising improvements in attainment Outcome Measure BGE ACEL Literacy – Writing – P4/P7 BGE ACEL Literacy – R, W, L&T Core Plus Stretch Aim – P4 Writing	30-Jun-2027 All ASGS were visited in Term 4 to discuss and plan for implementation of and engagement with Our Moray Literacy Strategy. Implementation Guidance shared with the focus in session 2026-27 being Action 2 engaging with "Evidence Based Approaches." All ASGs know how to engage with Our Good Practice Guide. CLPL to support evidence-based approaches has been shared with all schools. CYPIC- 18 schools in Moray have been trained in the National Writing Approach with 72% meeting the stretch aim of P4 74% set by CYPIC. Those schools not meeting the stretch aim is due to staff absences, changes to staffing or learners in other composite class not experiencing the National Writing Approach. P4 data for June 2026 Writing 78% 4% higher than National 2025 P7 data for June 2026 Writing 79% 2% higher than National 2025 This session 6 new schools are being trained bringing the total to 24 schools trained and an additional 95 teachers being trained. All schools have been issued with a SIP with clear measures and outcomes to measure progress against. P1 data for June 2026 Lit 80% 4% higher than National 2025 7% higher than Moray Lit 2025 P4 data for June 2026 Lit 75% 3% higher than National 2025 5% higher than Moray Lit 2025 P7 data for June 2026 Lit 77% 2% higher than National 2025 2% higher than Moray Lit 2025	25%	
EDU 2026-27 SERV CURRICULUM 1.5	Launch and embed the Moray Numeracy and Maths Strategy with focus on raising attainment for all Writing	1	Planned Outcome Numeracy and Maths strategy launched and good practice shared and promoted across Moray Outcome Measure Positive practitioner engagement with strategy and progressions BGE ACEL Numeracy – P1/P4/P7 and S3 Core Stretch Aims – P1/P4/P7 Literacy and Numeracy	30-Jun-2027 Co-design group identified, led by QIO with Education Scotland support, to create on vision and themes to drive improvement and create first draft of Moray Numeracy and Mathematics Strategy. Three HTs and a QIO participating in National 'Leading Change in Maths' Professional Learning to strengthen self-evaluation and improvement planning and drive high-quality learning, teaching and assessment. July 2026 First draft shared with Co-design group for feedback. Throughout session 25/26, a Moray Leading Change in Mathematics co-design, 'early adopter' and 'innovator group' has been identified to develop and pilot the use of the Draft Moray N & M Strategy with Central and Education Scotland support and	70%	

				guidance (currently working with two ASGs and six schools to pilot Draft Strategy and create accompanying 'Good Practice Guide'). Pilot schools were invited to share their views on implementation as part of the National Impact Review of Education Scotland's Self Evaluation Framework for Numeracy and Mathematics. Moray specific findings were shared as part of the national review, to inform and support the finalisation and implementation of the Draft Moray Numeracy and Mathematics Strategy. The findings report positive practitioner engagement with Draft Strategy and accompanying 'Good Practice Guide'. Central support to develop understanding of robust and relevant N&M evidence which informs evaluation (using Draft Moray Strategy) with pilot ASGs and schools. As a result, six schools and two ASGs have developed more robust processes for gathering learners, staff, parent and stakeholder voice that's specifically relate to the quality of Moray Numeracy and Mathematics learning experiences, providing a clear rationale for change and baseline measures to create measurable outcomes around the four Draft Strategy themes and associated sub themes to support improvement planning. Throughout 26/27 Central QIOs will be providing Numeracy and Literacy support to teachers via Numeracy and Literacy Champions- date set and teachers have signed up to participate. Throughout session 25/26 a Maths PT network has been established to develop communities of practice encouraging collaboration, reflection and shared professional dialogue to finalise and implement Draft Moray N&M Strategy. Most PTs have engaged regularly with the sessions and have requested they continue within session 26/27.		
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3. EDUCATION SERVICE LEVEL OUTCOMES 4. LEARNING, TEACHING and ASSESSMENT							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27 SERV LTA 1.1	Continue to improve consistency in high quality learning, teaching and assessment	1	Planned Outcome Improved quality of learning, teaching and assessment across schools resulting in improved learner engagement and participation in learning, raising attainment for all	30-Jun-2027	MQIF school visit programme and findings identifying areas with improvements in performance. Continued support and signposting to resources/Our Moray Standard for improvement with PUYP in use across most schools. (Sec) NA LTA Toolkit- 22 schools have requested input on the Northern Alliance Toolkit.	25%	

			Outcome Measure Learning and teaching frameworks in place across schools Number of schools engaging in appropriate professional learning and development activities Increased uptake in use of NA L&T Toolkit HMIE QI 2.3 Visit evaluations School Visit QI 2.3 Visit evaluations		All school have access to live literacy training to support implementing and embedding Our Moray Literacy Strategy as well as recorded training contained within Our Good Practice Guide. The Moray Standard has been updated to included self-directed CLPL which all schools can access.		
EDU 2026-27 SERV LTA 1.2	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	1	Planned Outcome Continued improvements in teacher professional judgements on BGE ACEL result, indicating raised attainment in key measures Outcome Measure QAMSO network continues to meet with broad representation and participation across Moray Improvements in performance noted – BGE ACEL (including ACEL Early Indications) Core Stretch Aims - P1/P4/P7 Literacy and Numeracy	30-Jun-2027	Following discussions with QAMSOs and headteachers in Term 4 session 25/26, QAMSOs will now re-focus on supporting the implementation of the Curriculum Improvement Cycle. Their role will change to Literacy and Numeracy Champions and include: . Support moderation throughout the Learning, Teaching and Assessment Cycle with a lens on literacy and numeracy . Support the implementation of Our Moray Literacy and Numeracy Strategies . Support planning specifically for literacy and numeracy . Share research informed pedagogical approaches . Direct their school/ASG to training and resources to support best practice . Share how to assess literacy and numeracy . Share interventions . Network, share practice and resources As of August 2026, there are 61 Literacy and Numeracy Champions and 8 meetings across the session.	25%	
EDU 2026-27 SERV LTA 1.3	Implement Observations, Quality experiences and interactions training offer to develop shared understanding across ELC	1	Planned Outcome Continue to support ELC settings to develop skill in learning, teaching and assessment. Outcome Measure Inspection results % of pre school children meeting age/stage appropriate milestones	30-Jun-2027	Training resource has been developed and the CIO team will support initial online sessions in term 1 of the new academic year. Baseline measurement of staff confidence will be assessed prior to training and after. All ELC settings can access the online resource.	20%	

3. EDUCATION SERVICE LEVEL OUTCOMES

5. LEADERSHIP, EMPOWERMENT and PROFESSIONAL LEARNING & DEVELOPMENT

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27	Review of the Professional Learning and Leadership Strategy	1	Planned Outcome Strengthened leadership and professional	30-Jun-	Revised PLL strategy and PR&D guidance under development by the lead QIO for PLL with successful strategic meeting session	30%	

SERV LEAD 1.1	in line with system and service level developments		learning strategy in place informed by all areas of the service resulting in extended professional learning offer Outcome Measure PLL Strategy in place with ladders of success/succession Breadth of professional learning programmes in place across career levels with positive uptake Improved recruitment – senior leadership posts HMIE 1.3 Visit evaluations School Visit QI 1.3 evaluations	2027	building ladders of success and succession and career journeys for different roles/stages. (SMc) A consultation was carried out with all the Moray Headteachers, Nursery Managers and Central Officers at the Education Strategic Meeting on 21 May 2026 which gave a wealth of information on how to enact our Moray Education Vision of “A better for future for all Moray’s Children” in terms of: 1. What we require to offer in terms of Professional Leadership and Learning 2. Formal Programmes and Experiential Learning to inform ladders of success and succession 3. Examples of career progression journeys to show the variety of ways in which Moray Education colleagues can progress into senior posts within the education system in Moray (WS)		
EDU 2026-27 SERV LEAD 1.2	Extend networks of practice across Moray Secondary Schools in order to foster increased collaboration for raising attainment	1	Planned Outcome Networks at senior and middle leadership levels are refreshed, progressing core shared improvement actions and sharing good practice for raising attainment Outcome Measure MSHTA actions progress – middle leadership development DHT Networks established and progress key actions (Curriculum, Learning and Teaching, Professional Learning, Tracking and Monitoring, Pupil Support) Improvements in key attainment measures – SCQF measures BGE ACEL S3 (3rd/4th level) Stretch Aims – Core Plus BGE ACEL	30-Jun-2027	Revised DHT networks in place and progressing key areas of work, supported by the 8 secondary HTs, further supported by the QIM for moving forwards key areas of work. Increased collaboration and good practice sharing resulting. (SMc)	25%	
EDU 2026-27 SERV LEAD 1.3	Implement Leadership & Management training offer to develop professional learning opportunities for ELC senior leaders	2	Planned Outcome Continue to support CLPL opportunities to empower ELC senior leaders. Outcome Measure Leadership & Management aspect of Shared Framework resulting in 4's or above (Inspection results)	30-Jun-2027	Initial discussions about framework for Leadership & Management CLPL. Child minding development officer has researched possible theoretical approaches. Alignment to previous work done with Care Inspectorate improvement service to be considered. Continuous Improvement Officer (GH) is also supporting Senior Practitioner Network in Buckie/Keith as part of strategic role. Success of this should result in further networks being developed.	15%	

3. EDUCATION SERVICE LEVEL OUTCOMES

6. SUPPORT and CHALLENGE IMPROVEMENT

Action	Action Title	Priority	Desired Outcome	Due	Latest Status Update	Progress	Status
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Code				Date			Icon
EDU 2026-27 SERV SUPPORT 1.1	Continue to review and implement the new Shared Quality Framework in ELC and quality audit visits to maintain National standards	1	Planned Outcome To ensure leaders across ELC have a consistent understanding of Shared Quality Framework Outcome Measure Inspection results % of services meeting National standards	30-Jun-2027	Almost all have strengthened their Shared quality framework knowledge since launch in September 2025. One ELC setting in Moray now not meeting the National standard, however there is evidence of capacity to improve with increase in recent grades.	25%	
EDU 2026-27 SERV SUPPORT 1.2	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	1	Planned Outcome 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 Outcome Measure MQIF Visit findings – SIS reports and Targeted Visit Reports HMIE Inspection findings MQIF Risk Matrix MQIF (version 3.0) development with SIS Framework established	30-Jun-2027	MQIF continues to be developed and refined. Updated Governance and MQIF in place for start of session 2026/2027. ADES Quad working continuing to support and guide further improvements. MQIF Risk Matrix updates completed and SIS Framework under development for identified schools. Triaged support model per MQIF and Staffing Risk Matrix findings.	25%	
EDU 2026-27 SERV SUPPORT 1.3	Pilot further data analysis tools and dashboarding	2	Planned Outcome Data dashboarding trialled to further strengthen timely decision making for senior leaders Outcome Measure Senior Phase SCQF/SQA pilot analysis tool developed and trialled using appropriate platform (Excel PowerPivot-Slicer/ PowerBI) Key data messages extracted	30-Jun-2027	Through Secondary T&M group, AnalyseM Lit/Num and Curricular area now in use across schools. We await replacement of SEEMiS nationally with ongoing trials within identified LAs on new platforms. Continued sharing of central datasets/analysis with schools in order to support improvement activities. (SMc)	25%	

3. EDUCATION SERVICE LEVEL OUTCOMES

7. ICT STRATEGY

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27 SERV ICT 1.1	Develop and implement ICT Strategy for schools working closely with ICT department	2	Planned Outcome Clear strategy and implementation plan for refresh of devices and plan to roll out devices for staff and pupils Outcome Measure	30-Jun-2027	Due to severe disruption experienced by all schools from February to June 2026 and impact on national qualifications delivery and coursework completion etc, this work has not progressed at this time. Early discussions have taken place and as a service, we continue to reduce digital inequity through provision of repurposed SGDI devices (laptops)	25%	

			Increase in number of devices for staff Increase in number of devices for pupils		received during Covid-19. No additional funding has been supported at this time to progress increase in devices. Foundation Apprenticeship pupils through study with Highland Learning Academy (Business Skills) will be supported with laptops for in-person delivery at Elgin Academy through £6,000 funding received from SSE through contact by DYW Moray to request this support. (SMc)		
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3. EDUCATION SERVICE LEVEL OUTCOMES

8. IMPLEMENTATION OF REDUCED CLASS CONTACT TIME

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27 SERV CLASS 1.1	Plan for reduction in class contact time initially across primary schools and prepare for in secondary	2	Planned Outcome Clear implementation plan including requests for PRTs(previously NQTs) and workforce plan to recruit staff to support this. Develop a request for additional monies to support rural authorities to recruit staff Outcome Measure RCCT fully implemented across primary and prepare and plan for this for secondary.	30-Jun-2028	Officer new in post, update to be provided in quarter 2	0%	

3. EDUCATION SERVICE LEVEL OUTCOMES

9. HEALTH and WELLBEING

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
EDU 2026-27 SERV HEALTH 1.1	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	1	Planned Outcome 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. Outcome Measure Reduction in number of days absence per employee	30-Jun-2027	Officer new in post, update to be provided in quarter 2	0%	
EDU 2026-27 SERV HEALTH 1.2	Support the absence management project including training for Absence and work policy	1	Planned Outcome Improved absence and staff morale improved Outcome Measure	30-Jun-2027	Officer new in post, update to be provided in quarter 2	0%	

			More positive response in annual employee survey				
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