

# 2024-25 Quarter to December Education, Resources and Communities Performance Report – Service Plan




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


## 1. EDUCATION RESOURCES & COMMUNITIES 2024/27 1.1 OVERALL PLAN PROGRESS

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
ERC SP24-27	EDUCATION RESOURCES & COMMUNITIES 2024-27 Service Plan			31-Dec-2029	<b>Q3 2024/25</b> - Many Actions within the plan extend beyond a one year period, with one, relating to the School Estate, not due to complete until December 2029. A number of plan Actions are legacy Actions where completion dates within the previous plan extended beyond 2024, their monitoring are continued within this new plan. No further progress has been made for 5 Actions within the plan during Q3. Details of each will be provided in the relevant sections. At this stage the plan is making good progress.	<b>44%</b>	

1. EDUCATION RESOURCES & COMMUNITIES 2024/27  
 1.2 STRATEGIC OUTCOMES OVERALL PROGRESS - (L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities




Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRATEGIC ACTIONS ERC24-27	(L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities	1		31-Dec-2029	<b>Q3 2024/25</b> - Overall Strategic Actions are progressing well with most achieving anticipated progress at this stage of the plan. Three of the 16 Strategic Actions have shown no further progress during quarter 3. One is in relation to Participatory Budgeting (STRAT ERC 1.1 24-27) where changes in the delivery of support has halted progress within the Education Resources and Communities Service. Two relate to the School Estate where one has been deferred for 4 years (STRAT ERC 2.1 24-27), the remain School estate Action (STRAT ERC 2.8 24-27) is awaiting an Independent Assessment before further progress can be made.	<b>34%</b>	


1. EDUCATION RESOURCES & COMMUNITIES 2024/27  
 1.3 SERVICE LEVEL OUTCOMES OVERALL PROGRESS



Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERVICE ACTIONS ERC24-27	All Service Actions Progress	2		31-Mar-2027	<b>Q3 2024/25</b> -11 of the 13 Service Level Actions made some progress during quarter 3. One Action has slowed due awaiting outcome of the Sport & Leisure asset view report (SERV ERC 3.2 24-27) and one (SERV ERC 4.1 24-27) has not progressed due circumstances outwith service control.	<b>54%</b>	


## 2. STRATEGIC OUTCOMES

### 2.1 Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action




Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT ERC 1.1 24-27	Support Council and partner services to deliver PB exercises.	1	1. More of the activities, services and plans are influenced by the communities they serve 2. More communities and individuals are more involved in local decision making and in helping to plan and deliver of local services	31-Mar-2026	<b>Q3 2024/25</b> - No new activity has taken place during quarter 3 – Due to the removal of posts within the service this work can no longer be fully supported from within the service. Work with local communities continues to be supported by the CSU and any Participatory Budgeting work involved as part of the process will continue to be supported. This Action will not make any further progress during the duration of the plan as support, from within the service, can no longer be provided to Moray Council services or partnership agencies.	13%	
STRAT ERC 1.2 24-27	Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects.	1		31-Mar-2026	<b>Q3 2024/25</b> - <b>Buckie</b> – The Monitoring Group made up of community anchor organisation reps from Community Council, Findochty and Buckie (FAB) Development Trust and Buckie Area Forum met six times. Their focus has been around identifying a space for the potential new community hub with meetings held with the Chamber of Commerce Town Centre manager, a site visit and potential funders Scottish Land Fund. The FAB Development Trust continue to facilitate the monthly Community Lunch sessions with 233 attendees – average 78 per session. Funding of 15k was secured from the tsi Mental Health and Wellbeing Fund for the Buckie Hub. <b>New Elgin</b> – The main activity was the formal opening of the new community hub – The Link – in December 2024 at an event which drew in around 200 residents. Local volunteers were involved in planning the session and in supporting activities during the afternoon drop-in after the formal launch. The venue had been used previously by the Better Off working group who held a Family breakfast session attended by 8 local families. In terms of the other working groups the Better Place group are continuing to focus on developing play and recreational areas.	38%	
STRAT ERC 1.3 24-27	Develop engagement with the public on the future of council services	1		31-Mar-2026	<b>Q3 2024/25</b> - The Learning Estate team have started engagement processes in Speyside and Keith. In Speyside 24 people from Parent Councils and community bodies took part in a briefing session with a further 12 individuals engaged at a drop-in session and 50 young people engaged at Speyside High. In Keith 20 people engaged and there was also a parents meeting in Grange as part of the Crossroads School statutory consultation but none attended.	38%	







					<p>The council continued online consultation around setting the new budget. A planned in-person session with afternoon and evening options was cancelled because of low numbers registering – with anecdotal feedback that it would be better to have these sessions when there are concrete proposals to respond to.</p> <p>Work was completed with Community Councils in stage one of the review of the Scheme of Establishment. There was also the quarterly meeting of the Joint Community Councils of Moray attended by 11 community councillors.</p>		
STRAT ERC 1.4 24-27	Engage key stakeholders (e.g. Community Engagement Group, Community Councils) on progress and feedback for PB approaches and local priorities (BV5.1)	1		30-Jun-2025	<p><b>Q3 2024/25</b> - There is no longer a focus on Participatory Budgeting approaches within the support provided to community groups, but work, where there is a PB element, will continue to be supported.</p> <p>Community Learning and Development (CLD) were part of the partnership's stakeholder group that tsiMORAY pulled together to scope and deliver round three of Mental Health and Wellbeing Funding (Total available £298K) Applications were submitted and scored in December 2024 with successful applicants to be informed early January 2025.</p> <p>Partners worked together to deliver a 'We are Digital Moray' open day event which was supported by 25 partners. CLD and Moray Pathways subsequently utilised grant funding to draw together two grant schemes for digital and physical community hubs into a single process. A total of 12 applications were approved to the value of £61K. This funding was promoted at a well attended third sector 'Meet the Funder' event organised by tsiMORAY</p> <p>Community Councils play a key role in Resilience Planning across Moray (alongside some independent groups) The third annual Community Resilience event took place in November 24 with 94 people involved in local Resilience Groups taking part. A First Aid Course was held for Dyke CC Resilience Group volunteers – funded through UK Shared Prosperity Fund.</p> <p>Community Councils participated fully in the Review of the CC Scheme of Establishment – with some small boundary changes proposed.</p> <p>14 individual organisations were given capacity building support as they work on their local priorities. Portknockie Community Association secured 15k Grant Funding for a new sound and projection system and other groups were given funding advice. The biggest 'ask' that groups had was support and advice around local community engagement (Dyke Playpark, Linzee Gordon Park</p>	40%	

					group, Buckie's Roots, Hopeman Playpark). Others were supported around governance, licencing,		
STRAT ERC 1.5 24-27	Support the engagement and consultation work on service specific projects(e.g. Libraries and Leisure) (BV1.2)	1		30-Jun-2026	<p><b>Q3 2024/25</b> - The Community Support Unit (CSU) provided advice and support to a range of organisations involved / exploring Community Asset Transfers.</p> <ul style="list-style-type: none"> <li>. <b>Forres Area Football Trust</b> – provided further info on extending user group reach and trustee roles, also linked them with The Gaff Youth Project.</li> <li>. <b>Forres in Bloom</b> – further support with SCIO application</li> <li>. <b>Station Park Lossiemouth</b> – meetings with Lossiemouth Community Development Trust</li> <li>. <b>Lossie Skatepark Group</b> – liaised with Estates to clarify the exact area leased</li> <li>. <b>Lossie Men's Shed</b> – meetings around scope to locate along with the Scouts at Coulardbank</li> <li>. <b>Elgin Men's Shed</b> – advice and support</li> </ul> <p>Allotment allocation sits within the remit of the Community Empowerment Act and must be reported back to the Scottish Government annually. There is a total of 76 people on the current waiting list – with 15 being the trigger point when the council has to find a suitable site. There are currently three communities where the 15 line has been met – Buckie (17), Forres (26) and Lossiemouth (23). The remainder are spilt across Burghead, Dufftown, Kinloss and Lhanbryde. A working group is currently looking into potential options in Buckie and Lossiemouth.</p>	33%	
STRAT ERC 1.6 24-27	Work with community planning partners to develop shared engagement (BV1.2)	1		30-Jun-2026	<p><b>Q3 2024/25</b> - Following on from The Spirit of Community work in Forres local groups (Community Council, Area Forum and the Community Sports Hub) have developed a survey as part of the process to develop a Forres Place Plan. CSU staff have also supported the community council and Development Trust in Lossiemouth in relation to their Place Plan.</p> <p>Support has been given to Lossie Locality Group which was formed after the closure of Burghead and Hopeman Surgeries. Ten local people have been attending their regular meetings with a recent focus on Transport with officer input from the Bus Revolution project.</p> <p>The CSU are continuing to support Open Spaces to engage with children and parents about playpark improvements – previously this was done as a Participatory Budgeting (PB) project. 130 pupils and 6 parents from Pilmuir Primary wee involved in the practical session.</p>	33%	

					<p>Further support has been given to St Lawrence Church following the consultation event on converting into a community space which was reported in the last quarter.</p> <p>A second session of Place based approaches to digital inclusion for local groups and was delivered through SCVO with 12 participants from local groups taking part. Six of these groups went on to secure grant funding for their projects through the one-off Community Space Grant Scheme (FACT, Moray Wellbeing Hub, Three Kings Association Archiestown Village Council and Mum Days) – with 5 of them being specifically digital projects.</p>		
STRAT ERC 1.7 24-27	Explore with partners establishing community survey/panel (BV1.2)	1		30-Jun-2026	<p><b>Q3 2024/25</b> - The Moray council approved Transformation funding to secure a new externally hosted digital engagement platform for the council and work is progressing to bring together a steering group in early January 2025. One of the requirements of the successful provider will be to able to provide an online spaces where a Citizen Panel type group could be hosted.</p>	33%	


**2. STRATEGIC OUTCOMES**  
**2.2 Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements**


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT ERC 2.1 24-27	(Design and Construction) Review Findrassie Primary School	1	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	31-Mar-2027	<p><b>Q3 2024/25</b> - Project is currently deferred for next 4 years. No further work took place to progress this action during quarter 3.</p>	20%	
STRAT ERC 2.2 24-27	(Design and Construction) Elgin High School Extension Build	1		31-Mar-2027	<p><b>Q3 2024/25</b> - Hub Stage 1 (RIBA Concept design) to complete Q4 (end Jan 25). Preferred tier 1 contractor appointed – Robertson’s construction. Sep 24 ECLS Committee approved project pause to allow an independent assessment of the school roll forecast methodology and confirmation of requirement for new build annex. Minimum of 6 month delay to project. SG informed of delay – no current impact on Learning Estate Investment Programme Phase 2 funding</p>	45%	
STRAT ERC 2.3 24-27	(Design and Construction) Future Forres Academy operational	1		28-Feb-2029	<p><b>Q3 2024/25</b> - Common good consultation on preferred site completed. Report to Council on outcome and recommendation on next steps 21 Jan 25. Alternate site investigation work constrained by land-owner issues – working with Robertsons who own some of land proposed to complete some limited SI works. Preferred Teir 1 contractor appointed – Balfour Beatty Construction. hNLS progressing concept design (within</p>	30%	

					constraints of site selection delays) with Stage 1 report due May 25.		
STRAT ERC 2.4 24-27	(Design and Construction) Future Buckie HS operational	1		31-Dec- 2029	<b>Q3 2024/25</b> - Due to affordability issues further work to determine a 'Do Minimum – Minus' option approved and in development with hNSL design team for delivery end of Jan 25. Delayed reporting on improvement options to allow for this to complete and be assessed. Planned update report to CMT end Jan 25 to agree next steps	10%	
STRAT ERC 2.5 24-27	(Engagement and Consultation) ASG Level Options Development (long term investment strategy)	1		30-Jun- 2025	<b>Q3 2024/25</b> - Agreement to report following full Learning Estate review engagement in Sep 25 No further work took place to progress this action	35%	
STRAT ERC 2.6 24-27	Effective stakeholder engagement on Learning Estate sustainability options	1		31-Mar- 2026	<b>Q3 2024/25</b> - Speyside ASG review to complete early Feb 25 with final Focus Group meeting. Milnes ASG review engagement to kick off 3 Feb and Lossiemouth ASG to complete end Apr2025.	60%	
STRAT ERC 2.7 24-27	Future of Crossroads PS consultation completed	1		30-Jun- 2025	<b>Q3 2024/25</b> - Statutory consultation on proposal to close school completed Nov 24. Report to ECLS and Full Council now planned for May 25 to allow sufficient time to complete report.	92%	
STRAT ERC 2.8 24-27	Rezoning of Cluny and Millbank Primary schools.	1		31-Mar- 2027	<b>Q3 2024/25</b> - No further activity this quarter. Will await outcome of independent assessment of school roll forecast methodology to determine next steps	5%	
STRAT ERC 2.9 24-27	Options developed to manage for Elgin South primary school capacity requirements	1		31-Mar- 2025	<b>Q3 2024/25</b> - School census data indicates further fall in primary school numbers across Elgin High School ASG catchment although some temporary management of capacity increase Greenwards PS to be assessed. Next steps to be determined and updated options report to be discussed following completion of independent school roll forecast methodology review.	30%	

### 3. SERVICE LEVEL OUTCOMES


3.1 YOUTH WORK - deliver targeted work in each secondary supporting employability skills and a positive transition from secondary school into college, work or training for identified young people

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 1.1 24-27	Youth Work staff deliver targeted sessions in partnership with school to address health and wellbeing issues and/or Employability activities in S3.	2	1. Working together to make the biggest difference to the outcomes for people in Moray. 2. Young people are more ready to enter employment, training or college 3. Young people participate in informal learning programmes they have co-	31-Mar- 2026	<b>Q3 2024/25</b> - There were 197 specific health and wellbeing sessions delivered with a total of 131 young people taking part (young people would normally take part in a programme of sessions). School work has largely consisted of 1:1 and group work with young people referred by guidance in relation to resilience, relationships, substances use and healthy choices. Youth work staff have also run open groups in schools at break	38%	


			designed and as a result have increased attendance at school.	<p>times, lunch and afterschool. In the community staff have worked alongside partner agencies to provide spaces and activities for young people to participate and socialise safely.</p> <p>Community based youth work is an area where there has been increasing activity – often contributing to health and wellbeing outcomes. 239 young people were engaged in this way, significantly more than previous quarters and linked to the additional resource in the team with the four part-time outreach YW posts in place.</p> <p>58 young people were supported in Pathways Work. Referrals for Pathways and employability work has come through Pathways Planning meetings in school and from Key Workers within the Employability Team. The new Employability Youth Work Team have co-delivered Pathways group work with core youth workers to build relationships with the young people who will leaving school and who may benefit from post school. They have also partnered with Adult and Family Learning to deliver an Xplore group with young people and adults who are currently unemployed</p> <p>In total the team worked with 880 young people this quarter – around half of whom were new participants or participants taking part in a new activity.</p>		
SERV ERC 1.2 24-27	Outreach youth workers are employed in Buckie, Forres, Keith and Elgin to pilot work in school and in the community with young people who are not fully engaged in learning.	2		<p><b>Q3 2024/25</b> - The four part-time Outreach Youth Workers have been active in Keith Grammar, Forres Academy, Buckie High and Elgin Academy to identify young people who are not attending school and through 1:1s and drop-ins have been slowly building up relationships which will lead to better engagement in learning. The workers have also engaged with young people who come to school but do not actually attend classes to find positive ways to re-engage them in learning. The additional capacity in the YW team has allowed Youth Work staff to offer more support for informal youth work provision being delivered through community-based youth organisation in Keith, Forres and Speyside</p>	38%	






3. SERVICE LEVEL OUTCOMES  
3.2 COMMUNITY EDUCATION

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 2 24-27	Lead on the delivery of the 'Moray Multiply' programme	2	Learners are able to access learning opportunities that improve their confidence with numbers in everyday life and within their workplace.	31-Mar-2025	<p><b>Q3 2024/25</b> - The Adult and Family Learning Team had 7 new Multiply learners this quarter and continue to support 26 existing learners – three of whom received completed SQA certificates this quarter. The team will be focussing on the final quarter on ensuring all learners who are doing qualifications have been able to complete.</p> <p>The Salvation Army community-based provision engaged 12 new learners this quarter – all of whom reported improved financial literacy confidence. The delivery model has allowed learners to benefit in other ways. Many have accessed the Salvation Army's hot food drop-in service, alleviating financial strain, while others have developed new skills through the iLearn learning platform, gaining valuable qualifications and competencies for work.</p> <p>Enable Works held a Celebration event for their Multiply learners in December acknowledging that 37 learners so far have achieved a numeracy qualification.</p> <p>UHI Moray have gone live with a range of free online Numeracy course which will help students and others to improve their number confidence for life and work.</p> <p>The Multiply programme will conclude on 31st March 2025 when funding provision expires.</p>	88%	


3. SERVICE LEVEL OUTCOMES  
3.3 TRANSFORMING SERVICES - Sport & Leisure, Libraries, Learning Centres & Heritage, Music Instruction & Performance service provision to ensure a sustainable council for the future .

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 3.1 24-27	Libraries – Change Management Plans completed for all staff	2	Create a sustainable future for our services by: 1. Engaging new users to access our service to be active and ensure	31-Mar-2025	<p><b>Q3 2024/25</b> - The Change Management Plan has now been partially implemented. Several proposals within the Change Management Plan have been paused until the outcome of the Libraries, Learning Centres and Heritage service redesign and savings proposal has been determined.</p>	93%	



			prevention/early intervention improves their long-term health and wellbeing prospects. 2. Engaging new users to access digital and physical resources and support to improve their lifelong learning experiences. 3. Creative arts participation and pathways are further developed enhancing lifelong learning experiences.				
SERV ERC 3.2 24-27	Sport & Leisure – Change Management Plan of lead staff completed.	2		31-Mar-2025	<b>Q3 2024/25</b> - No further progress on this as future direction still unknown as awaiting outcome of sport & leisure asset review report. The findings of the report will be presented to Elected Members in January and a Committee Report will be tabled during Q4.	10%	
SERV ERC 3.3 24-27	Music – Operating model created that remains within funding envelope. Community options identified and developed.	2		30-Jun-2025	<b>Q3 2024/25</b> - Further work on operating models has been undertaken and a Committee report will be forthcoming. Awaiting further detail from Creative Scotland on their funding allocation following Scottish Government budget for 2025/26.	90%	
SERV ERC 3.4 24-27	Implement any budget saving decisions connected to the Sport & Culture Service.	2		31-Dec-2025	<b>Q3 2024/25</b> - No further budget decisions have been determined in Q3.	42%	

### 3. SERVICE LEVEL OUTCOMES

3.4 SUSTAINING ASSETS - Sport & Leisure, Libraries, Learning Centres & Heritage, Music Instruction & Performance service provision to ensure a sustainable council for the future


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 4.1 24-27	Further develop and implement the Sport and Leisure Capital Investment Plan	2	1. Create a sustainable future for our services 2. Investment in the area benefits communities	31-Mar-2026	<b>Q3 2024/25</b> - No further development on the actual content of the draft due to budget saving impacts, Council capital plan review, interdependencies with learning estate decisions which all supersede this plan. The Sport and Leisure Asset Review has been completed and will be presented to Elected Members in Q4. The findings of this report will aid the finalisation of the sport and leisure capital investment plan. Awaiting engagement with Housing and Property Services on progressing Asset Management Plans for the Leisure Estate.	42%	

3. SERVICE LEVEL OUTCOMES  
3.5 HEALTH & WELLBEING

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 5.1 24-27	Work with relevant Officers, organisations and individuals to develop this partnership approach and report to Community Planning Partnership every 6 months.	2	1. Improved health, wellbeing and resilience in our communities. 2. Working together to make the biggest difference to the outcomes for people in Moray	31-Mar-2026	<b>Q3 2024/25</b> - Update report presented to CPP, acknowledged positive progress to date and request to embed this approach in all relevant partner strategies as appropriate. Tasks and areas of responsibility are now being developed aligning to the high level actions identified which will enable implementation of the plan.	39%	
SERV ERC 9 24-27	Ensure revised operational implementation of absence management procedures are applied by managers	2	Absence is managed effectively and levels of absence are reduced efficiently and timeously.	31-Mar-2025	<b>Q3 2024/25</b> - Service absences have increased each quarter of 2024/25 from 2.25% in Q1 to 2.96 in Q3, however continues to remain significantly below the Moray Council average of 6.32% at the end of Q3. Focus has been applied to absence management over the period based on legacy reporting and reiteration of importance of following procedures, as well as service managers attending a workshop. ERDPs continue throughout the year, at the end of Q3 46% of ERDPs for 2024/25 have taken place. This figure is likely to be higher when data becomes available from the Community Support unit.	50%	


3. SERVICE LEVEL OUTCOMES

3.6 GROWTH DEAL SUPPORT - Sport & Culture Service support relevant projects connected to the Moray Growth Deal, Long Term Town Plan and any other relevant major funding streams

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 6.1 24-27	Work with relevant Officers and organisations to develop and implement projects connected to Sport & Culture Services.	2	1. Working together to make the biggest difference to the outcomes for people in Moray 2. Investment in the area benefits local communities and based on demand/need	31-Mar-2026	<b>Q3 2024/25</b> - Early Years STEM work set to commence in Q4 at Elgin Library. Officers have been supporting the development of a Business Plan for a Moray Athletics Facility as part of the Elgin Long Term Town Plan. No further progress on the Multi-Use Games Areas as part of the Elgin Long Term Town Plan has been undertaken due to the delivery of this plan being delayed due to Government decision until 2026/27.	39%	

### 3. SERVICE LEVEL OUTCOMES

3.7 ADDRESSING INEQUALITIES -Active Schools & Community Sport and Libraries, Learning Centre & Heritage deliver targeted work across Moray to help reduce child poverty and inequalities in health & education

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 7.1 24-27	Embed the Changing Lives approach across relevant workstreams	2	<ol style="list-style-type: none"> <li>1. Improved health, wellbeing and resilience in our communities</li> <li>2. Young people have access to high quality services that support their learning, wellbeing and independence.</li> <li>3. Local residents can participate in sport and culture opportunities to develop their skills and confidence</li> </ol>	31-Mar-2025	<b>Q3 2024/25</b> - Sport and Culture Service have signed up to the SAMH mental health charter and will be undertaking actions as part of this commitment across all 4 teams. Changing Lives approach being considered within Sport and Leisure team and will contribute to change management plan intentions.	87%	

### 3. SERVICE LEVEL OUTCOMES

3.8 BUSINESS ADMIN REVIEW - Development and Implementation

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 8.1 24-27	Change Management Plan developed (Phase 2 – secondary schools) and consultation completed	1	<ol style="list-style-type: none"> <li>1. The benefits of digital administration approaches in schools are fully realised.</li> <li>2. Increased consistency in administrative processes across ELC and school settings.</li> </ol>	30-Jun-2025	<p><b>Q3 2024/25</b> - The 6 month temporary post to support the school admin review will be advertised on Friday 24th January. Initially the post was considered for internal appointment only but is now being advertised more widely to ensure a greater pool of candidates with the knowledge of both Lean Processes and Project Management. Given the significant absences within the Business Support Team there is no capacity to undertake any work related to the Admin review without the support of the 6 month temporary post.</p> <p>The Business Support Team processes continue to be reviewed, and work is ongoing with small groups to consider the detail inputted on the system for each admin process. Each process is evaluated to see whether any efficiency can be considered, deletion of process could be absorbed or any IT solution could be proposed.</p>	40%	