Dear Clerk

In response to your request for information regarding local authority approaches to self-evaluation we are pleased to provide you with the following information under the key headings you identified.

**There is notable variability in the consistency and quality of support provided to schools, both within and across local authorities**

- Since the inspection, we have continued to review and develop our Quality Improvement Framework as we progress in our journey towards self-improving schools. We are linked with Angus, Argyll & Bute and East Lothian in our ADES Quad and use the time in meetings with Director/Heads of Service and Quality Improvement Managers to share our approaches so that we learn from others and there is also the opportunity for peer scrutiny and challenge
- There is an ADES/HMI Action plan and work has taken place across ADES networks with HMI colleagues and this is being shared in a number of ways through HMI website and also through ADES network meetings. The Quality Improvement Manager attends PIN and CAQ networks and learns from any inputs from other local authorities and then reflects on whether anything could be replicated in the Moray context
- As part of our work in the Quad we have produced a rubric for the Quality Indicator 1.1 on self-evaluation for self-improvement and this is being used within each local authority. The Quad also has a focus on Secondary Improvement and as such we have run 2 HT conferences where schools are working in trios/quads on school improvement and raising attainment
- Recently we, along with our Quad colleagues, took part in the Pilot of Local Authority Inspections by HMI and the focus was around secondary attainment as well as our approaches to school improvement and the changes made to our quality improvement framework including school visit programme was showcased where evidence shows that there are improvements in consistency. To bring about this change locally, the Quality Improvement Manager has developed a robust training programme for the Quality Improvement team, in order to get more consistency locally.
- There are multiple opportunities for us to learn from others and the QIM and HT colleagues have also participated in the CYPIC Improvement Programme also

**Self-evaluation processes are not always rigorous enough to maximise the progress of children and young people**

- Across ADES there is a strengthened opportunity for collaborative improvement across local authorities with the introduction of phase 3 of this programme in 2027. Moray participated in previous rounds and we also benefited from being involved in the CI visits for other local authorities. Learning from these has supported us in our ASN Review and better use of data for improvement as well as enabling us to establish a clear vision for inclusion locally. In addition, learning from CI visits supported the development of AnalyseM, a Moray data analysis took as

well as Primary and Secondary Warehouse where our data is hosted for the wider service to access. Many other Moray initiatives derived from learning from others and is supporting improvements in data literacy locally
- The forthcoming Round 3 Quad programme in ADES for 2027 will provide further opportunities for robust challenge using evidence and data
- Again, work after the thematic inspection led to the production of podcasts by a number of authorities to showcase the good practice identified so that this could be shared wit all
- The revised HGIOEA provides a clear framework that is used in all LAs to identify strengths and areas for improvement and subsequent peer challenge meetings also allow for support to address areas for improvement
- Both Scottish Government and HMIE have presented data at the ADES PIN network, attended by the QIM for areas requiring attention ie secondary school inspections and our Quad has secondary as a key area of priority

**Leadership development at all levels remains uneven and this is essential for building capacity for continuous improvement.**

- As noted, the QIM has developed a clear training programme locally for officers and many attend ADES network meetings and have the ability to access professional learning in a number of ways nationally
- An increasing number of officers and school leaders participate in the CYPIC QI for senior leaders focussing on improvement methodology and other tools and we are seeing an increased use of these tools locally to support school improvement. A growing number of schools are involved in P4 CYPIC writing programme again providing the opportunity for school leaders to use and understand a wide range of improvement tools.
- Nationally HMI has provided online training on using self-evaluation materials and evaluative writing and locally to support leaders, we have run peer reviewer training and self-improving schools training which also included evaluative writing training.
- NSA training is run locally and there has been a clear Insight strategy so that leaders at all levels and practitioners get the opportunity to improve their data literacy
- Middle and senior leaders access Education Scotland courses and our local DHT networks are developing training and professional learning to fill known gaps
- ADES members benefit from a range of professional learning opportunities through Directors' forum and other networks. Officers have attended ADES summer school and most recently the QIM has been in the first cohort of the Leadership Programme for Chief Education Officers based on values, purpose and challenge.

In terms of school attendance, the service has recently reviewed our attendance policy "Attend to Achieve" which has been consulted on and will go to Committee in December for approval. This provides a clear framework

and toolkit to support non attendance locally and the roll out will be supported by a range of officers. While the policy was being reviewed officers have been making use of the updated guidance and have completed QI visits to schools to focus on attendance with some improvements identified. The roll out of the revised policy will support this further. The new children's services plan has just been launched and has 5 clear workstreams to support the 5 priorities and there is a clear expectation that improvements will and can be realised where all partners contribute to supporting families locally. Planned training in November 2026 across all partners will provide further opportunities where we are using the anniversary of GIRFEC as a rally call to all.

We hope that this gives a flavour of the work locally, supported nationally to continue to focus on improvement.

Yours sincerely,

Karen Greaves
Chief Executive