ECS Service Plan - Summary Scorecard

Summary scorecard of service plan indicators against service plan themes
Report Author: Sarah Gear
Generated on: 07 November 2012

ABERDEEN
CITY COUNCIL
A City of Learning

Performance Data Traffic Light	
Red	2
Green	1
Data Only	4

Priority 04 - Technology

Performance Measure	August 2012	September 2012	October 2012	November 2012	Target	Status	Long Trend
	Value	Value	Value	Value			
Number of visits to libraries - virtual	0	0					

Priority 05 - Health and Wellbeing

Performance Measure	August 2012	September 2012	October 2012	November 2012	Target	Status	Long Trend
	Value	Value	Value	Value			
Health and Safety Reportable Accidents including Incidents	7	24			0		
Number of attendances at other indoor sports and leisure facilities excluding pools in a combined complex	89,941	109,270					
Number of attendances at pools (excluding community pools)	40,097	38,329					

Priority 06 - Engagement in Arts, Heritage, Culture and Sport

Performance Measure	August 2012	September 2012	October 2012	November 2012	Target	Status	Long Trend
	Value	Value	Value	Value			

Performance Measure	August 2012	September 2012	October 2012	November 2012	Target	Status	Long Trend
	Value	Value	Value	Value			
Number of visits to libraries - person	90,356	84,204				📈	⬇

Priority 08 - Better Performing/Value for Money

Performance Measure	August 2012	September 2012	October 2012	November 2012	Target	Status	Long Trend
	Value	Value	Value	Value			
Education, Culture and Sport - Current Available Monthly Absence Data	0.7	1.3			0.8	🔴	⬇
ECS and Corporate Absence showing the Average Number of Days Lost Per Employee Per Service	7.4	7.3			10.0	✅	⬆

PI Status		Long Term Trends		Short Term Trends	
🔴	Alert	⬆	Improving	⬆	Improving
🔺	Warning	➖	No Change	➖	No Change
✅	OK	⬇	Getting Worse	⬇	Getting Worse
❓	Unknown				
📈	Data Only				

Performance of monthly reportable indicators

Trend Charts demonstrating performance of monthly reportable indicators
against service plan themes
**Report Author:** Sarah Gear
Generated on: 07 November 2012

ABERDEEN
CITY COUNCIL
A City of Learning

Priority 04 - Technology

Number of visits to libraries - virtual

This indicator monitors the number of virtual visits to libraries. Trend calculation method is year on year-Short trend calculates current period v previous year period; Long trend calculates average over 12 month period. Annual value = cumulative monthly values. Annual long trend is calculated over a 3 year period.

ECS Lib VirtVis Number of visits to libraries - virtual

■ 2010/11 ■ 2011/12 ■ 2012/13
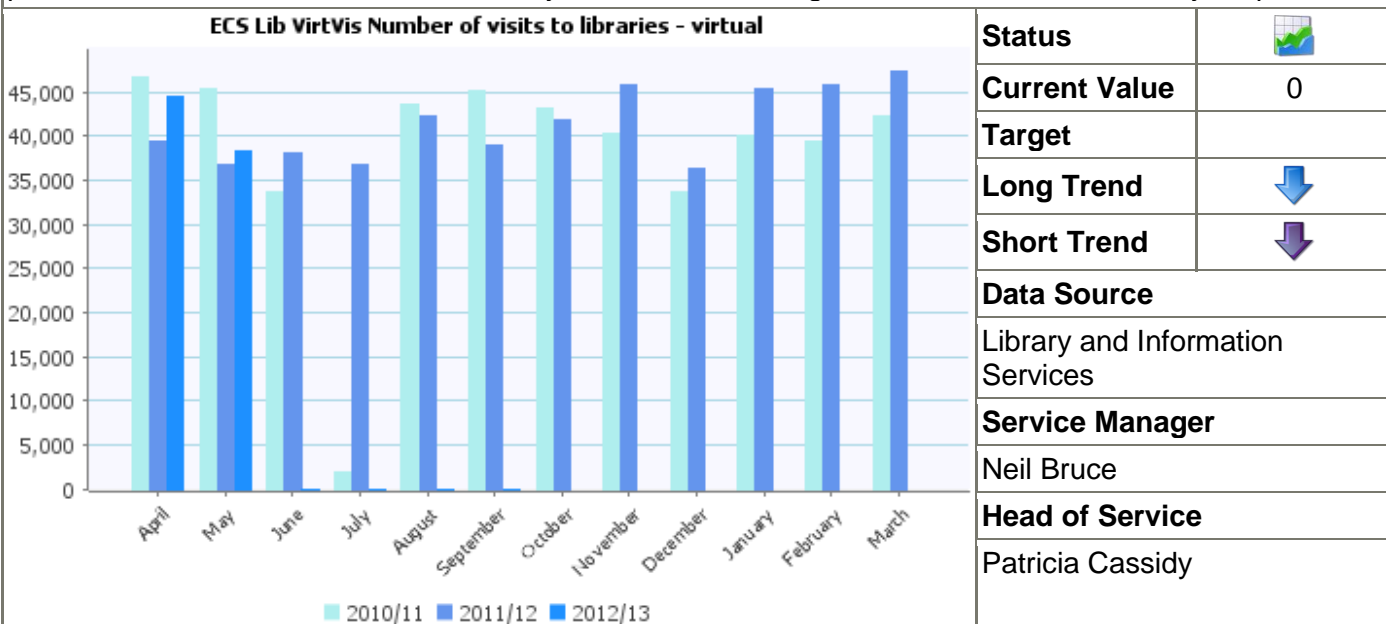
Status	
Current Value	0
Target	
Long Trend	⬇
Short Trend	⬇
Data Source	
Library and Information Services	
Service Manager	
Neil Bruce	
Head of Service	
Patricia Cassidy	

	Value	Numerator	Denominator	Target	Status	Note
Aug 2012	0					Unable to give accurate figures again this month due to the cookie issue.
Sep 2012	0					Unable to give accurate figures again this month due to the cookie issue.
Oct 2012						
Nov 2012						

Priority 05 - Health and Wellbeing

Health and Safety Reportable Accidents including Incidents

This indicator monitors the number of Health and Safety reportable accidents including incidents across Education, Culture and Sport Service. (Schools and Educational Establishments; Communities, Culture and Sport and Educational Development, Policy and Performance). Trend calculation method is ongoing - Short trend calculates current period v previous period; Long trend calculates average over 12 month period. Annual value = cumulative monthly values. Annual long trend is calculated over a 3 year period.
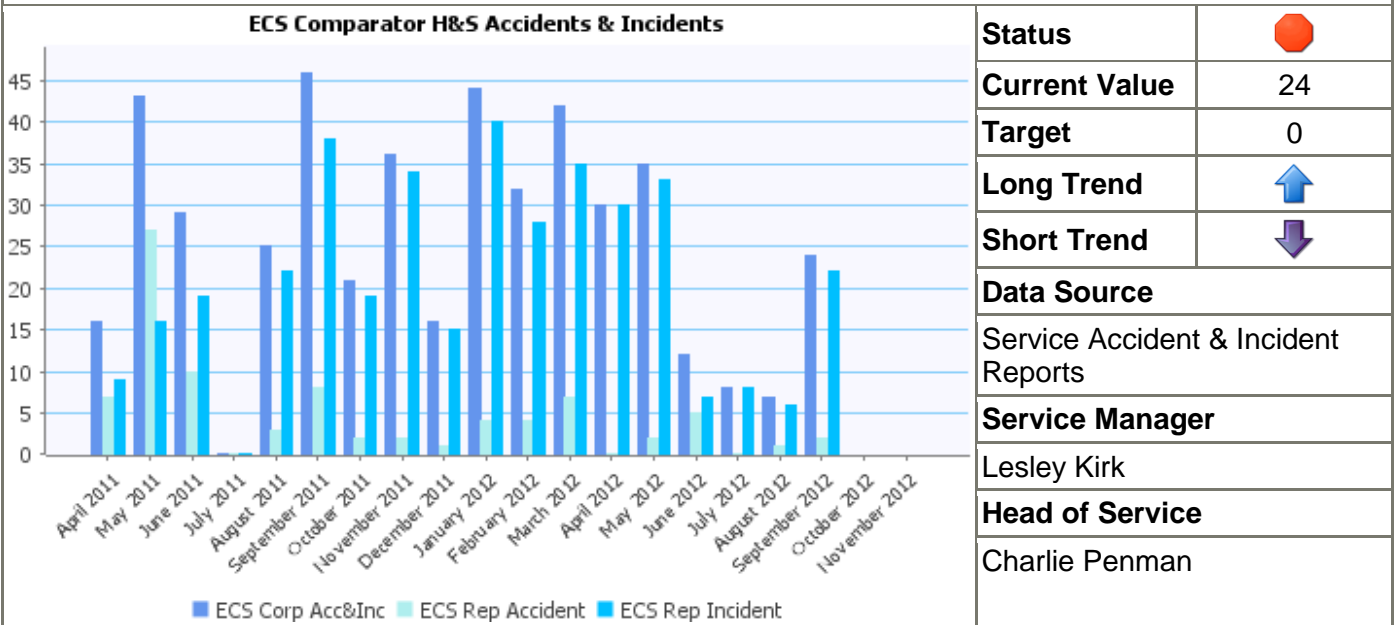

Status		🛑
Current Value		24
Target		0
Long Trend		⬆️
Short Trend		⬇️
Data Source		
Service Accident & Incident Reports		
Service Manager		
Lesley Kirk		
Head of Service		
Charlie Penman		

	Value	Numerator	Denominator	Target	Status	Note
Aug 2012	7			0	🛑	
Sep 2012	24			0	🛑	
Oct 2012						
Nov 2012						

4

Number of attendances at other indoor sports and leisure facilities excluding pools in a combined complex

This indicator monitors the collective monthly attendance at indoor sports and leisure facilities excluding those with pools in a combined complex and including Aberdeen Sports Village. Trend calculation method is year on year - Short trend calculates current period v previous year period; Long trend calculates average over 12 month period. Annual value = cumulative monthly values. Annual long trend is calculated over a 3 year period.
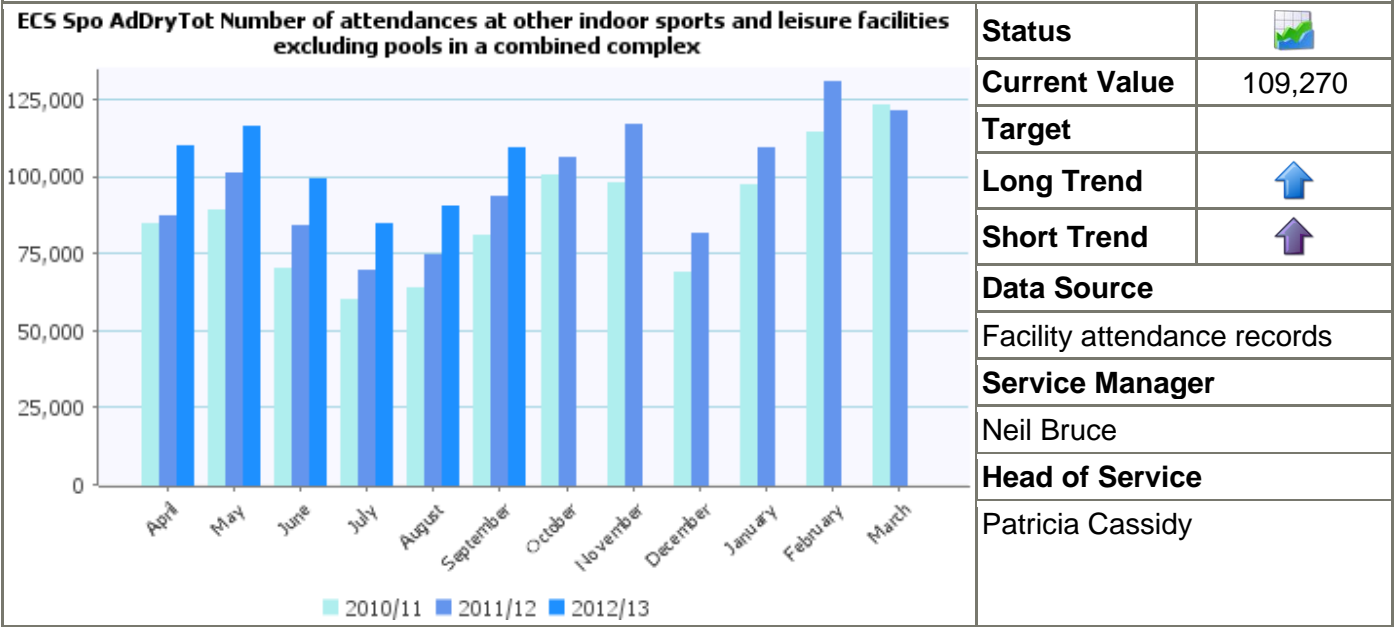

ECS Spo AdDryTot Number of attendances at other indoor sports and leisure facilities excluding pools in a combined complex

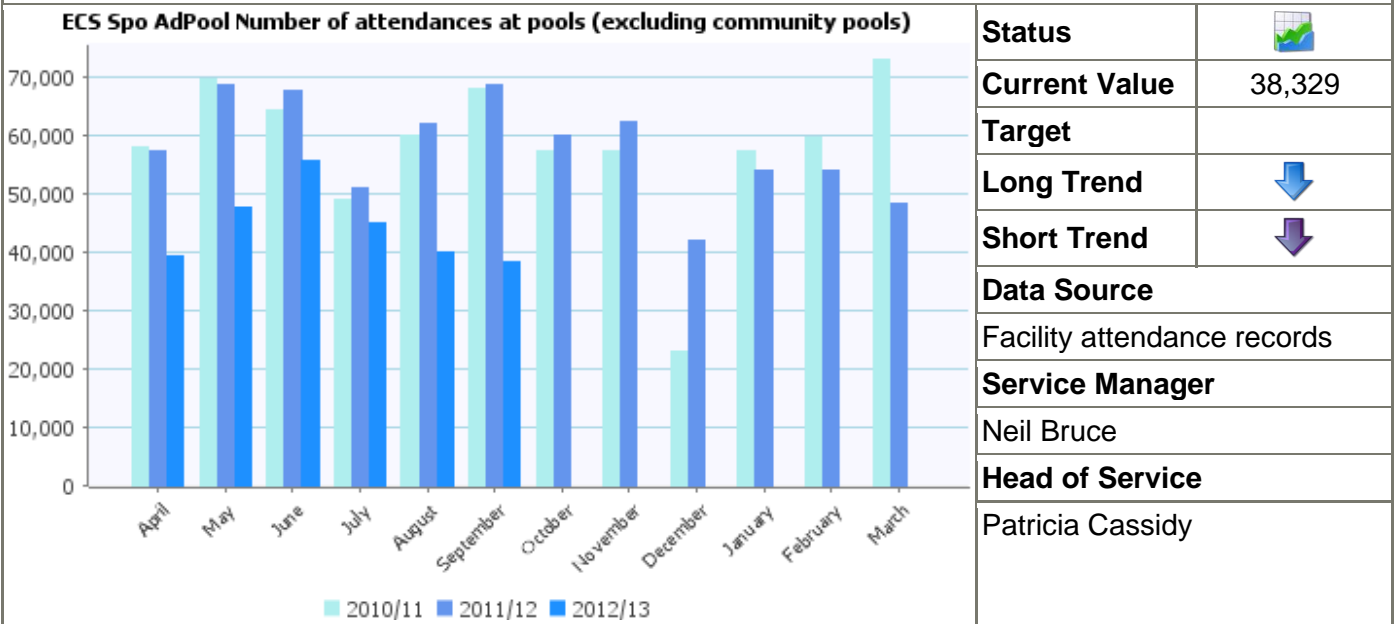| Status	
Current Value	109,270
Target	
Long Trend	⬆
Short Trend	⬆
Data Source	
Facility attendance records	
Service Manager	
Neil Bruce	
Head of Service	
Patricia Cassidy	

	Value	Numerator	Denominator	Target	Status	Note
Aug 2012	89,941					Dry Facilities Analysis: Sport Aberdeen

Sport Aberdeen admissions for August 2012 recorded a 7.7% decrease on 2011 with 3,769 fewer attendances and a total of 45,468 attendances for the month. Individually, the majority of premises experienced growth (Westburn +54.4%, Torry +25.1%, Beacon +23.0%, Sheddocksley +18.0% and Peterculter and Kincorth, 10.1% and 1.7% respectively. Both of the Bridge of Don based premises, The Linx Ice Arena and the Beach experienced a monthly comparative fall in attendances with the Beach Leisure Centre being the largest proportional contributor to overall reduction for August with 5,400 fewer admissions. The cumulative position (April-August) remains substantively positive with 246,633 admissions to date (+3.6%) and only Kincorth, The Beacon and Ice Arena being marginally behind the figures for 2011. Conversely, it is noticeable that high levels of cumulative growth are being recorded at a number of facilities which had experienced falling or static figures at various points during 2011. Of these, Torry (+26.1%), Sheddocksley (+19.3%), Westburn (+15.3%), and Peterculter (9.8%) are the |

						most visible. Dry Facilities Analysis: Aberdeen Sports Village Aberdeen Sports Village recorded 44,743 attendances during August 2012, a 12.0% increase in the year-on-year monthly figure. Across the five 'admissions frameworks', increases in admissions were recorded against four of the main categories with Management Bookings, Booked Activities, Classes and Ticketed Activities rising by 10.6%, 24.3%, 11% and 12% respectively. Whilst Course Attendances fell slightly this represented a reduction of only some 15 admissions against an overall rise in admissions of 5,355 on August 2011. Financial year to date admissions are recorded at 253,716 which is just over 29,000 or 11.5% up on the same period in 2011.
Sep 2012	109,270					Dry Facilities Analysis: Sport Aberdeen Sport Aberdeen admissions for September 2012 recorded an 8.0% decrease on 2011 with 5,002 fewer attendances and a total of 57,600 attendances for the month. Individually, five of the ten premises recorded attendance growth (Westburn +36.1%, Torry +32.1%, Alex Collie +21.3, Kincorth +10.1% and Jesmond Centre 4.4% respectively) The Beach Leisure Centre experienced the greatest monthly comparative fall in attendances with some 6,600 fewer admissions (-39.8%), partly as a result of the loss of throughput linked to the closure of the wet-side facility. Other premises experiencing reduced monthly admissions were the Linx Ice Arena (-6.8%), Peterculter (-3.6%), Beacon Centre (-19.4) and Sheddocksley (-0.9%) The cumulative six month position, (April-September) however, remains positive with 304,223 admissions to date (+1.2%) and only The Beacon and Beach Leisure Complex attendances being marginally behind the figures for 2011. Conversely, high levels of cumulative growth are being recorded at the majority of facilities with Torry (+27.5%), Sheddocksley (+15.1%), Westburn (+18.3%), Peterculter and Alex Collie (both +6.7%) and Jesmond (2.7%) all noting increased admissions, and Kincorth being relatively static. Dry Facilities Analysis: Aberdeen Sports Village Aberdeen Sports Village recorded 51,670 attendances during September 2012, an 8.3% increase in the year-on-year monthly figure. Across the five

				7		'admissions frameworks', increases in admissions were recorded against four of the main categories with Booked Activities, Courses, Classes and Ticketed Activities rising by 23.6%, 73.2%, 21.7% and 10.0% respectively. Attendances generated through Management Bookings fell by 4.0% in comparison with 2011 which represents a loss of just over 500 admissions but the financial year to date admissions are recorded at 305,386 which is 11.0% ahead of the 2011 position with 33,462 additional attendances.
Oct 2012						
Nov 2012						

Number of attendances at pools (excluding community pools)

This indicator monitors the number of pool attendances excluding community pools. Trend calculation method is year on year - Short trend calculates current period v previous year period; Long trend calculates average over 12 month period. Annual value = cumulative monthly values. Annual long trend is calculated over a 3 year period.

ECS Spo AdPool Number of attendances at pools (excluding community pools)

Legend: 2010/11, 2011/12, 2012/13

Status	
Current Value	38,329
Target	
Long Trend	⬇
Short Trend	⬇
Data Source	
Facility attendance records	
Service Manager	
Neil Bruce	
Head of Service	
Patricia Cassidy	

	Value	Numerator	Denominator	Target	Status	Note
Aug 2012	40,097					Pool Facility Analysis: Swimming Pool Facilities attendances in August fell below that of 2011 with 6,107 fewer admissions (-13.2%) Drilling down to individual facilities Bridge Of Don, Cults and Bucksburn have recorded a rise in admissions whilst those sites which have a greater proportion of activity linked to the schools,club and swim instruction programmes have seen reduced admissions, partly as a result of the extended school holiday period. Cumulatively, only Bridge of Don and Cults Campus pools are able to demonstrate positive movement against 2011, although this may be a result of statistical comparison rather than absolute growth, and whilst the extent of admissions losses experienced over April-June have slowed, overall attendances for the fiscal year are some 20,000 adrift of 2011 figures which represents an 8.1% decrease on the same point last year.
Sep 2012	38,329					Swimming Pool Facilities attendances in September fell below that of 2011 with 14,238 fewer admissions (-27.1%) The vast majority of this reduction relates to closure of the Beach Leisure Centre wetside facility to accomodate essential ventilation maintenance works resulting in a loss of 15,592 admissions.If the impact of this closure is removed from the

					9	calculations, attendances for September 2012 are the equivalent of 1,354 (+2.5%) above the same month last year. Cumulatively, as in August, only Bridge of Don and Cults Campus pools are able to demonstrate positive movement against 2011 and overall attendance for the six month period, at 265,775 admissions, represents an 11.4% decrease on the same point last year. With the re-instatement of the Beach Leisure Centre operations in October it would be anticipated that a proportion of this decrease will be reversed by year's end.
Oct 2012						
Nov 2012						

Priority 06 - Engagement in Arts, Heritage, Culture and Sport

Number of visits to libraries - person

This indicator monitors the number of visits to libraries in person. Trend calculation method is year on year- Short trend calculates current period v previous year period; Long trend calculates average over 12 month period. Annual value = cumulative monthly values. Annual long trend is calculated over a 3 year period.
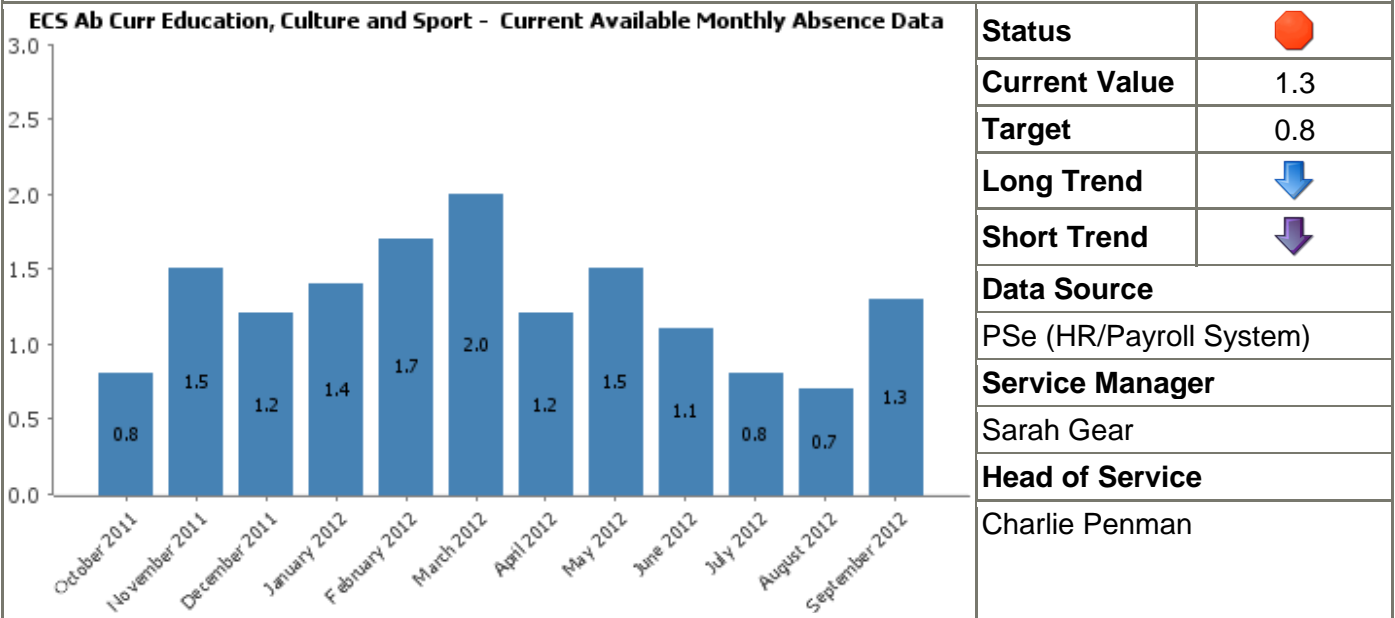

ECS Lib PerVis Number of visits to libraries - person

Legend: 2010/11, 2011/12, 2012/13

Status	
Current Value	84,204
Target	
Long Trend	⬇
Short Trend	⬇
Data Source	
Library and Information Services	
Service Manager	
Neil Bruce	
Head of Service	
Patricia Cassidy	

	Value	Numerator	Denominator	Target	Status	Note
Aug 2012	90,356					Significant decrease on the same period last year. However Cults, Culter and Northfield libraries do show an increase on last years figures.
Sep 2012	84,204					Down by 10582 on last year overall. Numbers increased at Bucksburn, Culter, Mastrick and Northfield
Oct 2012						
Nov 2012						

Priority 08 - Better Performing/Value for Money

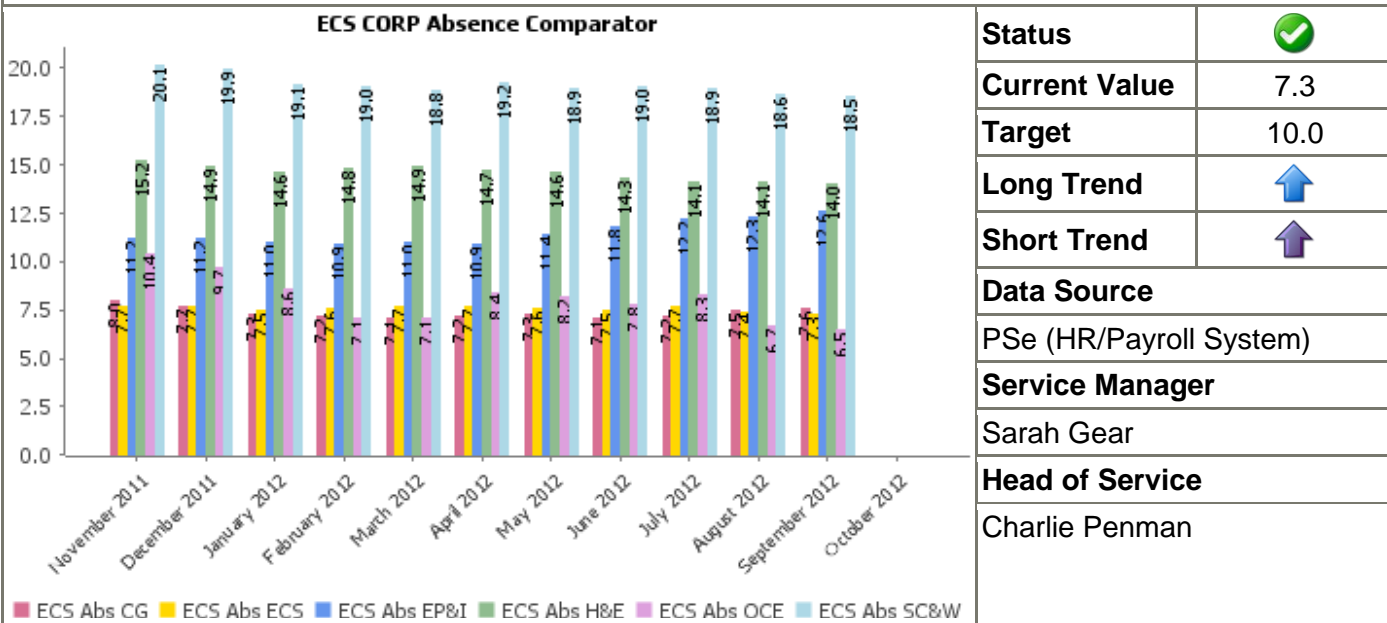**Education, Culture and Sport - Current Available Monthly Absence Data**

This indicator shows absence data for the latest monthly figure in relation to the average number of days lost per employee per month across the Education, Culture and Sport service.
The chart also reflects the annual average number of days lost per employee per month. There has been an increase of 0.7 average days lost per employee in absence across the service comparing 2010/11 and 2011/12 to date.

Status		🛑	
Current Value		1.3	
Target		0.8	
Long Trend		⬇	
Short Trend		⬇	
Data Source			
PSe (HR/Payroll System)			
Service Manager			
Sarah Gear			
Head of Service			
Charlie Penman			

	Value	Numerator	Denominator	Target	Status	Note
Aug 2012	0.7			0.8	✅	There was a decrease of 0.1 in the average number of days lost per employee for August across the ECS Service
Sep 2012	1.3			0.8	🛑	There was an increase of 0.6 in the average number of days lost per employee for September across the ECS Service
Oct 2012						
Nov 2012						

ECS and Corporate Absence showing the Average Number of Days Lost Per Employee Per Service

ECS and Corporate Absence showing the Average Number of Days Lost Per Employee Per Service for a 12 Month Rolling Period

ECS CORP Absence Comparator

Legend: ECS Abs CG, ECS Abs ECS, ECS Abs EP&I, ECS Abs H&E, ECS Abs OCE, ECS Abs SC&W

Status	✅
Current Value	7.3
Target	10.0
Long Trend	⬆
Short Trend	⬆
Data Source	
PSe (HR/Payroll System)	
Service Manager	
Sarah Gear	
Head of Service	
Charlie Penman	

	Value	Numerator	Denominator	Target	Status	Note
Aug 2012	7.4			10.0	✅	
Sep 2012	7.3			10.0	✅	There was a further decrease in Education, Culture and Sport absence for the last 12 months to the end of September. The absence rate decreased to 7.3 days lost per employee over the 12 month period to date. This is the lowest rate of absence recorded since the implementation of the Maximising Attendance Policy.
Oct 2012						
Nov 2012						

PI Status		Long Term Trends		Short Term Trends	
🔴	Alert	⬆	Improving	⬆	Improving
🔺	Warning	➖	No Change	➖	No Change
✅	OK	⬇	Getting Worse	⬇	Getting Worse
❓	Unknown				
📈	Data Only				

Appendix A ECS Service Plan - Progress of Actions

Performance scorecard of service plan actions
Report Author: Sarah Gear
Generated on: 07 November 2012

ABERDEEN
CITY COUNCIL

A City of Learning

Priority 01 - Curriculum for Excellence

01.01 - Children and young people access positive learning environments and develop their skills, confidence and self esteem to the fullest potential

01.01a - Implementation of Early Years Framework

ECS Edu 001	Development and delivery of Early Years Framework Plan 2011-12					
Description						
Managed by	Liz Gillies	**Lead Officer**	Stuart Patterson	**Progress**	✅	100%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2012	**Completion Date**	31-Jan-2012	
Progress update						
2011-12 Plan developed and approved by AEYCP in June 2011. Implementation of action plan ongoing through the year, progressed reviewed January 2012 by AEYCP at annual planning day. Multi-agency input agreed and successful implementation of actions achieved. Planning process related to 2012-13 developed from input at the planning day in January 2012.						

01.01b - Implementation of A Curriculum for Excellence

ECS Edu 002	Implement A Curriculum for Excellence					
Description	Curriculum for Excellence is the new national framework for Scottish education to ensure that our young people are successful learners, confident individuals, effective contributors and responsible citizens.					
Managed by	Derek Samson	**Lead Officer**	Derek Samson	**Progress**	⚠️	34%
Start Date	01-Aug-2010	**Due Date**	31-Jul-2013	**Completion Date**		
Progress update						
All nurseries and primary schools have fully implemented a curriculum which meets the entitlements expected under Curriculum for Excellence. In secondary schools, all						

schools have implemented a curriculum for pupils up to and including S2. Plans are well advanced for implementation of the curriculum for these pupils as they move into S3 in 2012.
Further planning will be required for subsequent years. Various aspects require further development including: review of curricular delivery, assessment and reporting etc. A communications plan for parents is under development. Liaison with other partners is well advanced and will continue to be developed.

ECS Edu 002a	Revision of Overarching Learning & Teaching Policy					
Description	Amendment of policy published in November 2007					
Managed by	Derek Samson	Lead Officer	Derek Samson	Progress	🔴	33%
Start Date	16-Jun-2011	Due Date	07-Sep-2012	Completion Date		
Progress update						
Work to revise the Learning & Teaching Policy is well underway.						

ECS Edu 027	Development of Assessment Strategy					
Description	To produce policy documentation to support the assessment strategy					
Managed by	David Leng	Lead Officer	Val Steele	Progress	🔴	33%
Start Date	18-Aug-2011	Due Date	23-Feb-2012	Completion Date		
Progress update						
Work to develop the Assessment Strategy is well underway.						

ECS_E11	Redesign of senior secondary school towards a City campus					
Description	To develop a virtual campus where pupils would learn in a variety of environments					
Managed by	David Leng	Lead Officer	Derek Samson	Progress	🔺	21%
Start Date	01-Apr-2011	Due Date	31-Mar-2016	Completion Date		
Progress update						
A virtual campus where pupils would learn in a variety of environments is a phased process. In year one (2011/12) we introduced 4 travel afternoons each week for S5 and S6 pupils, when pupils would attend another establishment to study a course. This has helped to provide a greater equity of curriculum choices for S5/S6 Higher and Adv Higher pupils in all schools. Aberdeen College provided a range of courses, many vocational, within the travel afternoon arrangements, extending the range of courses. In year 2 (2012/13) consortia arrangements have been formalised for all secondary schools. A consortium will comprise 2 or 3 secondary schools in a given geographic area. The schools in the consortia have jointly planned the snr curriculum to ensure a breadth of choice and pupils will travel between schools to access provision. From year 1						

onwards planning will begin for the introduction of a "blended learning" approach for the new Curriculum for Excellence S5 and S6 courses. This approach includes the development of e-learning options for approx 20% of each new course. Education for the snr phase is planned to be delivered on a city-wide basis by schools, further and higher education.

01.01c - Develop pupil involvement strategy and use pupil views to inform and improve service delivery

ECS Edu 003	Development of Pupil Involvement Strategy					
Description						
Managed by	David Leng	**Lead Officer**	David Leng	**Progress**	🛑	0%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2012	**Completion Date**		
Progress update						

01.01d - Develop parental involvement strategy and use parent/carer views to inform and improve service delivery

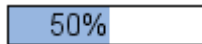| ECS FVL 001	Development of Parental Involvement Strategy					
Description						
Managed by	Sheila Sansbury	**Lead Officer**	Jackie Thain	**Progress**	🔺	0%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						
Existing parental involvement strategy due for renewal in the autumn 2012.						

01.01e - Enhance our youth voice and youth participation through schools and Aberdeen Youth Council

ECS CLD 001	Enable young people to achieve their full potential by providing high quality youth work					
Description	Provide opportunities for young people to take part in learning experiences which promotes their personal and social development					
Managed by	Linda Murray	**Lead Officer**	Craig Singer	**Progress**	▶	22%
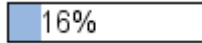
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date		

Progress update

Following restructuring progress has been made during the last academic year with the youth work team delivering streetwork, centre groups, LGBT group, work with schools, youth awards and youth participation opportunities.

01.02 - Improve the outcomes for all our children and young people

01.02a - Implement action plans to support young people under More Choice More Chances Strategy and 16+ Learning Choices

ECS FVL 002	Implementation of the More Choices, More Chances Action Plan					
Description	Action plan to reduce the proportion of young people not in education, employment or training and supporting young people under More Choices, More Chances Strategy and 16+ Learning Choices Framework					
Managed by	Sheila Sansbury	Lead Officer	John Cairns	Progress	▶	50%
Start Date	01-Apr-2010	Due Date	31-Mar-2016	Completion Date		

Progress update

MCMC Action Plan reviewed February 2011. All actions up to date.

01.02b - Work with young people, particularly those in the More Chances More Chances Group, to support their transition into employment particulary via work experience opportunities

ECS CLD 002a	Engage the business community in the development of supported route ways into employment for pupils via work placements and the provision of work related training/learning					
Description	Engage the business community, including the public sector, in the development of supported route ways into employment via work placements and the provision of work relation training/learning					
Managed by	Linda Murray	Lead Officer	Gerry Dawson	Progress	▶	16%
Start Date	23-Jan-2012	Due Date	31-Mar-2016	Completion Date		

Progress update

Placements for Dyce, Northfield and Cults are complete. The team are currently working on placements for St Machar, Torry, Oldmachar and Hazlehead Academys

01.02c - Implement Outdoor Learning and Educational Excursions policy and guidance

01.02d - Redesign of childcare service in communities

ECS CLD 004	Improve quality and impact of childcare services in communities					
Description	Work to continuously improve standards in line with Care Inspection regulations					
Managed by	Gail Woodcock	**Lead Officer**	Caroline Brain	**Progress**	▶	38%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2016	**Completion Date**	13-Dec-2011	
Progress update						
-- enter new status update --On track with review of Childcare Services policies & procedures. New policy guidance note is presented to staff on weekly basis and implemented. Continue to receive positive inspections by Care Inspectorate.						

Priority 02 - Fit for Purpose Schools, Learning Centres, Cultural and Sporting Facilities

02.01 - Everyone will have access to high quality learning environments and facilities supporting them to achieve their full potential

02.01a - Move Community Centres to 'Leased Model'

ECS CLD 005	Support local communities to run and manage community centres					
Description	Upskilling volunteers where required to manage community centres and develop centre programmes					
Managed by	Gail Woodcock	**Lead Officer**	Linda Clark	**Progress**	▶	15%
Start Date	01-Aug-2011	**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						
Three centres have signed Lease and Management agreement. On site meetings have been held to transfer responsibility from CBO to CC Liaison Officer, identify outstanding issues and agree solutions.						

02.01b - Development of Culture and Sport Facilities

ECS CulSp 011	Deliver regional aquatic centre (50m pool and diving pool) in partnership with Enterprise Planning and Infrastructure Directorate, Aberdeen University and Aberdeen Sports Village
Description	

Managed by	Neil Bruce	Lead Officer	Trevor Smith	Progress	▶	57%
Start Date	14-Apr-2009	Due Date	28-Oct-2013	Completion Date		

Progress update

The detailed design which is referred to as RIBA Stage D was completed on 30th April 2010. The design was signed off by the Council, Aberdeen University, the co-funder for the project and Aberdeen Sports Village on the 25th June 2010. Following this approval, the design team commenced work on the Final Design Proposals and the detailed Technical Proposals which are referred to as RIBA Stage E. During this stage, the design and specification was finalised following extensive consultaion with the client and user groups. The tender documents were issued for pricing by the five contractors who were shortlisted following an assessment of their PQQ Submissions. The tender documents were issued in December 2010 and were returned on the 21st February 2011.

ECS CulSp 012 Refurbishment of Beach Ballroom

Description	Refurbishment of Beach Ballroom will open opportunities to new markets, relaunching to business and conference market. Refurbishment programme will generate savings on heating and lighting					
Managed by	Neil Bruce	Lead Officer	Ray Douglas	Progress	▶	28%
Start Date	01-Apr-2010	Due Date	31-Mar-2015	Completion Date		

Progress update

Many of these items are wishlist items which we are pursuing through clerk of works and building services

---

ECS CulSp 400 Redevelopment of Aberdeen Art Gallery

Description	Redevelop the Art Gallery with a new vision, improved exhibition spaces and educational facilities. The redevelopment project will reduce the current ongoing and remedial expenditure on the fabric of the Art Gallery					
Managed by	Neil Bruce	Lead Officer	Christine Rew	Progress	▶	35%
Start Date	01-Nov-2009	Due Date	31-Mar-2017	Completion Date		

Progress update

Project Board and Project team established in line with PMO. Work on Activity Plan and Business Plan for HLF application ongoing and due for completion 1 October 2012.

ECS CulSp 401 Develop and implement proposals for Museums Collection Centre

Description	Development of a Museums Collection Centre designed to improve public access to museum, heritage and cultural collections					
Managed by	Neil Bruce	Lead Officer	Christine Rew	Progress	▶	50%
Start Date	01-Apr-2010	Due Date	31-Dec-2013	Completion Date		

Progress update
-Discussions with potential partners on a joint Collections Centre and identification of a site.

02.01c - Develop a strategic approach to the management of Education, Culture and Sport buildings and land

ECS A&F 001a   Agree projects for inclusion in to condition and suitability budget programme for forthcoming year

Description						
Managed by	David Wright	**Lead Officer**	David Wright	**Progress**	🛑	33%
Start Date	01-Apr-2011	**Due Date**	30-Apr-2012	**Completion Date**		

Progress update
Consulted across the service on priorities for condition and suitability programme for 2012/13. Priorities are being finalised for Finance & Resources Committee in March 2012.

ECS A&F 001a   Develop Asset Management Plans for all Directorate service areas within Education, Culture and Sport

Description	Develop long term vision and priorities for service built assets					
Managed by	David Wright	**Lead Officer**	David Wright	**Progress**	▶	50%
Start Date	04-May-2012	**Due Date**	31-Mar-2014	**Completion Date**		

Progress update
Initial Service Asset Management Plan reported and approved by Education, Culture and Sport Committee in September 2011. Plan to be reviewed and updated on an annual basis. Detailed work underway on Sports & Leisure Asset Plan, as key component of the Service Asset Management Plan

ECS A&F 001c   Review school security and develop action plan

Description						
Managed by	David Wright	**Lead Officer**	David Wright	**Progress**	🔺	57%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2013	**Completion Date**		

Progress update
Designs and costings developed for new secure entrances for priority granite primary schools, and work taking place by Easter 2012. School Security survey undertaken

across all city schools - Oct - Dec 2011. Survey to be analysed and action plan developed - Feb - March 2012.

ECS A&F 001d	Ensure building health and safety assessments are undertaken in accordance with scheduled cycle					
Description						
Managed by	David Wright	**Lead Officer**	David Wright	**Progress**	🔴	75%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2012	**Completion Date**		
Progress update						
These are ongoing, and actions incorporated into Repair and Maintenance, or Condition and Suitability work programmes.						

ECS A&F 001e	Reduce energy usage and apply energy saving measures across Education, Culture and Sport properties					
Description						
Managed by	David Wright	**Lead Officer**	Sandy McPhee	**Progress**	▶	60%
Start Date	08-Feb-2012	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						
Energy budgets now being managed centrally to ensure greater consistency and more robust monitoring of trends. A no of properties have had insultation works to improve energy efficiency. Investigating installation of Photo Voltaic Solar technology on a range of Education, Culture and Sport properties.						

02.01d - Develop a Learning Estate Strategy to ensure an affordable and sustainable learning estate which makes best use of resources, ensuring focus on areas of greatest need

ECS A&F 002	Development of an affordable and sustainable learning estate which makes best use of resources, ensuring focus on areas of greatest need					
Description						
Managed by	Charlie Penman	**Lead Officer**	Derek Samson; David Wright	**Progress**	▶	20%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						
Comprehensive engagement exercise undertaken and report presented in October 2010 to Education, Culture and Sport Committee on Secondary School Estate setting out						

short, medium and longer term options.

Following statutory consultation exercise, Education, Culture and Sport Committee approved closure of Raeden Nursery, Hazlewood and Woodland Special Schools in March 2011.
Raeden Nursery closed in June 2011, and service relocated to 3 new Developmental Nurseries at Ashgrove Children's Centre, and Kaimhill and Seaton primary schools.
Undertaken comprehensive review of the key issues and challenges for the Primary School Estate, in time for Education, Culture and Sport Committee in February 2012.
Developed detailed Business Cases for the proposed new School for Children with Severe and Complex Needs, (on the site of Raeden); the new primary school to replace Bucksburn and Newhills Schools; and an extension for Riverbank School, for consideration as part of the Non Housing Capital Programme.
Vacated and declared un-needed properties surplus to requirements, wherever possible, in order make best use of resources.
Negotiating with housing developers and planners to secure developer contributions towards education provision, wherever appropriate.

02.01e - Develop and implement an improved approach to managing Directorate facilities

ECS A&F 003a   Review and provide training on tenant landlord agreements

Description						
Managed by	David Wright	**Lead Officer**	David Wright	**Progress**	🔴	20%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2012	**Completion Date**		

Progress update

Started work on review of tenant/ landlord agreements, though this will progress further over Spring and Summer 2012, with training taking place in Autumn.

ECS A&F 003b   Develop and implement Service Level Agreements with Enterprise, Planning and Infrastructure in relation to their building related responsibilities

Description						
Managed by	David Wright	**Lead Officer**	David Wright	**Progress**	🔴	40%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2012	**Completion Date**		

Progress update

Detailed discussions have taken place with Enterprise, Planning and Infrastructure about the content and format of SLAs. On track to complete SLAs by end of March 2012.

ECS A&F 003c   Develop robust procedures for the management and monitoring of 3Rs facilities

Description						
Managed by	David Wright	Lead Officer	David Wright	Progress	🛑	85%
Start Date	01-Apr-2011	Due Date	31-Mar-2012	Completion Date		

Progress update

Established fortnightly 3Rs liaison meetings. Identified requirement for regular reports on service failures, (from Feb 2012). Established quarterly 3Rs Headteachers Forum, to discuss problems and share experiences between schools. Set up meetings between Robertsons Facilities Management and Sport Aberdeen's Lettings Team.
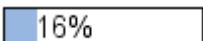
Priority 03 - Learning in the Wider Community

03.01 - Support learners to access employment opportunities

03.01a - Develop and sustain first step programmes which provide skills for life, learning and work

03.01b - Work in partnership with key stakeholders to develop and sustain employment programmes

ECS CLD 002b	Support young people to gain skills and attitudes which increases their employability					
Description	To engage with learners and raise awareness of the benefits to returning to learning					
Managed by	Craig Singer	Lead Officer	Melanie Garrick; Colin Lemmon	Progress	▶	16%
Start Date	23-Jan-2012	Due Date	31-Mar-2016	Completion Date		

Progress update

Negotiation ongoing with Bucksburn Academy to deliver extended Employability Award as part of a full term of activity for 6th Year ASN pupils who have the ability to achieve at SCQF Level 3

03.01c - Provide support to overcome barriers to access to learning, training and employment

ECS CLD 002c	Provide support to access learning and training which increases adults employability
Description	

Managed by	Linda Murray	Lead Officer	Gerry Dawson	Progress	▶	14%
Start Date	08-Feb-2012	Due Date	31-Mar-2016	Completion Date		

Progress update

In total 21 classes employability classes have been established so far this year predominately in regeneration areas

03.02 - Encourage people of all ages to play an active role in their learning in order to maximise their potential

03.02a - Creation of Integrated Communities Team

ECS_C01	Integrated Communities Team - Implementation of a revised staffing structure to focus on delivering key services related to young people; lifelong learning; employability and community capacity building on a citywide integrated basis					
Description	New structure to be developed and implemented within revised budget					
Managed by	Gail Woodcock	Lead Officer	Gail Woodcock	Progress	✅	100%
Start Date	31-Mar-2011	Due Date	31-Mar-2016	Completion Date	01-Feb-2012	

Progress update

03.02b - Create a citywide Literacy Strategy working in partnership with key stakeholders

ECS Edu 004	Create a citywide Literacy Strategy working in partnership with key stakeholders					
Description	to create a strategy which will plan to improve the literacy abilities and capacity of Aberdeen City citizens.					
Managed by	Derek Samson	Lead Officer	Penny Morton	Progress	▶	28%
Start Date	13-Jan-2012	Due Date	29-Jul-2013	Completion Date		

Progress update

This has come to a stand still at present due to a need to revise the personnel involved in the strategy group and the capacity of officers take it forward. Lead officer from CLD has left and lead officer from education is currently covering additional workload for the schools' service.

03.03 - Improve engagement and sustained involvement in the learning process

03.03a - Provide support, training and advice for voluntary management committees to develop capacity to run community centres and support adult learning programmes

ECS CLD 005a	Provide support, training and advice for voluntary management committees					
Description						
Managed by	Linda Clark	**Lead Officer**	Elaine Sinclair	**Progress**	▶	23%
Start Date	01-Aug-2011	**Due Date**	31-Mar-2015	**Completion Date**		
Progress update						
First aid, Food Hygiene, Child protection and a range of training for Management Committees responding to their needs planned for Jan-March 2013						

03.03b - Develop partnerships to ensure effective delivery of services in communities

ECS CLD 010	Work in partnership with services and community groups to ensure effective delivery of services in communities					
Description	Work with partners to ensure high quality learning services delivered in communities.					
Managed by	Gail Woodcock	**Lead Officer**	Linda Clark	**Progress**	▶	24%
Start Date	01-Aug-2011	**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						
Seaton management Committee won a children and Young Peoples award for services to young people in the Seaton community. Communities Team working with the Alcohol, Drugs partnership by providing statistical information on the streetwork project, the grade A peer project, and the healthy Minds Project. Progressing the work to take account of the new CLD Strategic guidance						

03.03c - Support effective continuation and development of learning partnerships to improve experiences and outcomes for all learners, particularly those with additional support needs

ECS CLD 011	Support effective continuation and development of learning partnerships to improve experiences and outcomes for all learners					
Description	Provide facilitation support to, and Communities Team service representation on, Learning Partnerships to build up robust, sustainable partnerships to identify and address local learning needs					
Managed by	Gail Woodcock	**Lead Officer**	Elaine Sinclair	**Progress**	▶	27%

Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	

Progress update

Partnership facilitators have attended training on developing and maintaining learning partnership webpages. Hosted on the Community Planning website, the pages are affiliated to the Community Planning Partnership's Smarter Forum. Quality improvements to the robustness of community profiling work have been agreed and resources identified to help gather the necessary information.

03.03d - Work in partnership with representative community fora to support effective engagement and representation

ECS CLD 010b	Facilitate partnership working between representative community fora, service and third sector representatives to deliver community planning at the local level				
Description	Work to build the capacity of community groups and service providers to engage with each other to build partnerships.				
Managed by	Linda Clark	**Lead Officer**	Elaine Sinclair	**Progress**	▶ 16%
Start Date	01-Aug-2011	**Due Date**	31-Mar-2016	**Completion Date**	

Progress update

Capacity Building Officers have provided project support to local groups as required around community engagement, including time limited community events and longer term community enterprise initiatives. In addition to managing support requests from community councils and some local forums, Capacity building and associated officers have continued to respond to the demand for support from volunteer management committees to help them adapt to the changes in the management of community centres and have developed and adapted health check exercises to help local group's navigate through, adapt and respond to changes and new project opportunities.

03.03e - Improve the quality and sustainability of culture and sports programmes as an integral component of lifelong learning in the City

ECS CulSp 300	Delivery of Older Peoples Programme and (50+ Festival)				
Description	The older peoples programme has been organised from April – June, September until December and Jan – March. 300 older people attend this programme every week. Programme activities are designed to encourage active participation in the arts.				
Managed by	Jacky Hardacre	**Lead Officer**	Elspeth Winram	**Progress**	▶ 66%
Start Date	01-Apr-2010	**Due Date**	31-Dec-2012	**Completion Date**	31-Dec-2010

Progress update

50+ Festival 2012
The programme is provided for people aged 50 years and older who live within the City and is funded through the Common Good Fund. A range of participatory arts activities were organised for inclusion into the festival programme. These included digital photography led by National Galleries Outreach officers and the new Artist in

Residence in Care Homes pilot project.
There was an exhibition in John Lewis of local residents art work.
300 residents take part in the weekly 50+ programme organised through Arts Development.

ECS CulSp 301	Delivery of Outreach Programme					
Description						
Managed by	Jacky Hardacre	**Lead Officer**	Elspeth Winram	**Progress**	⚠️	60%
Start Date	01-Apr-2010	**Due Date**	31-Dec-2016	**Completion Date**		
Progress update						

A successful application has been awarded to the City led by Aberdeen International Youth Festival to Creative Scotland in partnership with Arts Development. 'First in a Lifetime' fund will bring considerable investment and an outreach project to eight areas of Aberdeen City in 2012.

Outreach work is ongoing engaging residents of Aberdeen in participatory arts. The Arts Development programme offers a ongoing opportunities to 150 learners in the city in weekly classes led by local artists.

Engage and Enable is a project funded by Fairer Scotland and offers opportunities to regeneration areas of Aberdeen.500 participants took part in an outreach programme linked to AAG exhibition Wildlife Photographer of the Year.In October 2011 a group in Torry had a singing event and are looking to set up a community choir.

Next Step is a cashback funded project in partnership with the Youth Justice team and partners to offer diversionary activities for young people involved in violent crime. This project has been ongoing from May 2011 - May 2012. Artist are working with Barnardos and the RGU Street Sport project. Musicians are working with the Foyer and Adventure Aberdeen are offering opportunities to the Youth Justice team.

Priority 04 - Technology

04.01 - Encourage active and appropriate use of technology to widen learning opportunities

04.01a - Develop a Technology Strategy for Education, Culture and Sport

ECS A&F 004	Develop a Technology Strategy for Education, Culture and Sport to encourage innovative use of new technologies					
Description	Agree a set of priorities for use of new technologies to support Directorate objectives					
Managed by	David Wright	**Lead Officer**	Rosaleen Rentoul	**Progress**	⚠️	33%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**		

Progress update
Component parts of strategy for technology: Guide for mobile pilots in schools and guidelines for use of mobile devices in schools - both documents are available and have been approved by SMT. Acceptable Use Policy is in use and is regularly updated. Guidelines on use of social media are available through Glow. Internet Safety and Responsible Use (ISRU) resources are published and available to all schools through Glow. Policy on CPD to address ISRU and to provide a sustainable solution for all staff, parents/guardians involved with Young People. First phase - the proposal to do this and what it would incorporate has been approved at Learning Team Autumn 2011. Intellectual Property Rights Data Protection - checklist to help keep on right side. Policy on software to include guidelines on present and future developments in software. Subset - signing up for online services - checklist. Policy on hardware. Policy for school websites. Policy for Management Information System. Policy for TASSCC. Overall strategy for technology in learning and teaching and the associated infrastructure implications and technical support requirements are mapped out in a mindmap. This has to be translated into a Policy Paper.

04.01b - Maximise the use of new technology to increase efficiency and effectiveness

ECS A&F 005a	Implementation of management information system for schools and learning establishments					
Description	To provide an upgrade to an MIS for educational establishments which will result in consistent implementation across schools to provide accurate data on which schools and the authority can operate.					
Managed by	David Wright	**Lead Officer**	Rosaleen Rentoul	**Progress**	⚠️	41%
Start Date	08-May-2012	**Due Date**	31-Mar-2013	**Completion Date**		

Progress update
All primary schools have been trained in pupil tracking. This is phase 1 of rollout and staff are entering data. Iteration, based on feedback, has to occur en route to a final solution acceptable to all.

ECS A&F 005b	Develop and implement service level agreement with Corporate ICT in relation to support provided to the Directorate
Description	

Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress		40%
Start Date	08-Feb-2012	Due Date	31-Mar-2016	Completion Date		

Progress update

Regular liaison meetings taking place with Corporate ICT. Detailed discussions about SLA taking place during Feb 2012. On track to complete SLA by end of March 2012.

ECS A&F 005c	Work with Sport Aberdeen to agree a fit for purpose management information system					
Description	-- enter action details here --					
Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress		35%
Start Date	08-Feb-2012	Due Date	31-Mar-2016	Completion Date		

Progress update

Discussions have taken place with Sport Aberdeen about the requirements for a suitable Leisure Management System, particularly in relation to processing and managing the bookings and lettings system. Sport Aberdeen are currently seeking competive tenders for a suitable Leisure Management System.

ECS A&F 005d	Secure funding for citywide roll out of wireless networks across Education, Culture and Sport facilities					
Description						
Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress		0%
Start Date	08-Feb-2012	Due Date	31-Mar-2013	Completion Date		

Progress update

Installation of wireless LAN is being achieved through Rolling Programme Funding. This programme of work is going out to tender.

ECS A&F 006a	Identify priorities and potential funding to implement a rolling replacement programme for ICT hardware and software in schools					
Description	This programme covers internal connectivity in schools, refresh programme and general upgrades to ICT in schools and is carried out in line with the ICT education strategy. One of the main strands of the strategy is to ensure that staff and pupils have equitable access to ICT across the authority's schools.					
Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress		0%
Start Date	01-Apr-2010	Due Date	31-Mar-2016	Completion Date		

Progress update

Work is being done at Hazlehead Academy to upgrade the internal connectivity, replace switches, reset up servers to enable them to operate more efficiently and then to

rebuild all PCs attached t network. This is a major piece of work and will take central technical support teams the two weeks of the easter holidays to achieve. In addition, Hazlehead Academy is having its WLAN installed. A contractor has been appointed to undertake this part. This work is in response to the ongoing problems experienced at Hazlehead Academy and also to enable it to be ready for piloting bring your own device to school from August 2012.

ECS A&F 006b	Establish a consistent approach to the use of mobile technology					
Description						
Managed by	David Wright	**Lead Officer**	Rosaleen Rentoul	**Progress**	⚠️	33%
Start Date	08-Feb-2012	**Due Date**	30-Dec-2012	**Completion Date**		
Progress update						

The progress of mobile pilots is affected by the installation of the Gateway and also by the purchase of a mobile device management system. The tender documents for these are to be completed by 6th April 2012 with a view to having them installed for August 2012. Discussion and planning has commenced at MileEnd and at Hazhead Academy with a further discussion planned for April/May with Kincorth Academy. progress until August 2012 will therefore be limited as connectivity of devices will not be done appropriately until August 2012.

ECS DSup 001	Promote the use of online resources to enable single source access to Council information					
Description						
Managed by	Lesley Kirk	**Lead Officer**	Lesley Kirk	**Progress**	▶️	12%
Start Date	01-Apr-2010	**Due Date**	29-Mar-2013	**Completion Date**		
Progress update						

Instead of focussing on internal directorate information, Education, Culture & Sport is represented on the Council's website through simple site navigation and the A-Z list. The navigation is being re-developed to be more in line with best practice, which will ensure information is found even more easily. As part of Service Design and Development's (SDD) commitment to ongoing improvements to the website, they are currently working with EC&S representatives to 'clear out' unnecessary content and focus on action oriented content.

Previous work done with colleagues in SDD has resulted in a number of forms being made available online for downloading, for example the School Clothing Grant and Educational Maintenance Allowance application forms, and School Placing Request forms. It is not possible however for these forms to be completed and submitted online as they require to be accompanied by documentary evidence to support the application which is often done in person. The e-government team have recently implemented the new E-Forms package on the website which allows customers to fill out and submit applications online. There are some issues around the information received on e-forms not integrating with the systems in use within services, however it is hoped that with some further development work that e-forms can be made more widely available across EC&S service areas.

Work is currently ongoing on making school catchment area available online. A resource from within the service needs to be identified to carry out a data input exercise, updating street information.

04.01c - Embed the use of ICT to enhance learning and teaching and to widen participation in culture and sports activities

ECS A&F 006c — Promote the use of GLOW to support active learning approaches

Description						
Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress	▶	0%
Start Date		Due Date	31-Mar-2016	Completion Date		

Progress update

The next generation of Glow is due in September 2012. Since the announcement in October 2011 that the procurement of the new Glow was stopped and that new solutions would be developed, schools are still using Glow.
A measured approach is being practised. No new Glow groups are being formed, blogs are being continued and developed, wikis are not being promoted and every care is being taken to ensure that work already done in Glow is not lost or not able to be exported into a new system. The Education ICT Team is preparing for what is coming to ensure as smooth a transition as possible and / or to have a plan B ready.

ECS A&F 006d — Introduce interactive technology to all classrooms

Description	Interactive technology in classrooms - whiteboards					
Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress	⬤	50%
Start Date	08-May-2012	Due Date	30-Apr-2012	Completion Date		

Progress update

Cults and bucksburn Academies had interactive whiteboards insatlled in all teaching areas. This was completed in October 2009.

ECS CLD 006a — Determine, develop and deliver appropriate levels of online learning skills within communities

Description						
Managed by	Linda Murray	Lead Officer	Julie Milne	Progress	▶	9%
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date		

Progress update

The online learning course for use with level 1 workforce around alcohol, funded by ADP, has started with a final year student from RGU working on a Wordpress course as part of their Honours project.

ECS CulSp 108	Develop and maintain a library profile on social networking sites					
Description	Raise awareness of service, enhance existing communication channels, increase number of visitors and usage of library services					
Managed by	Fiona Clark	**Lead Officer**	Fiona Clark	**Progress**	✅	100%
Start Date	01-Apr-2010	**Due Date**	30-Mar-2012	**Completion Date**	08-Feb-2012	
Progress update						
Facebook profile has now been up and running for one year. Current likes 208.						

ECS CulSp 110	Introduce e-book lending					
Description	Increase online service for remote access for all. Joint venture with Aberdeenshire - sharing stock will double the titles available for downloading					
Managed by	Fiona Clark	**Lead Officer**	Fiona Clark	**Progress**	✅	100%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2012	**Completion Date**	26-Mar-2012	
Progress update						
ebook and audio download service now up and running access to Aberdeenshire catalogue established. Formal launch scheduled for April to coincide with digital communities project						

ECS Edu 005	Implement Science and Technology Strategy in schools					
Description						
Managed by	Charlie Penman	**Lead Officer**	Derek Samson	**Progress**	▶	64%
Start Date	26-Aug-2011	**Due Date**	31-Aug-2016	**Completion Date**		
Progress update						

Priority 05 - Health and Wellbeing

05.01 - Ensure the health, wellbeing and safety of Directorate staff in the course of their work

05.01a - Co-ordinate health and safety activities across the Directorate

ECS DSup 002	Co-ordinate health and safety activites across the Directorate					
Description	The Corporate Director has responsibility for the implementation and monitoring of the Corporate Health and Safety Policy within their own Directorate areas. The Directorate Support Manager has a co-ordinating role to ensure health and safety across the Directorate					
Managed by	Lesley Kirk	**Lead Officer**	Lesley Kirk	**Progress**	▶	37%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						

05.01b - Ensure robust incident and emergency planning procedures are in place

ECS DSup 000a	Development of Service Incident Management Plan					
Description						
Managed by	Lesley Kirk	**Lead Officer**	Lesley Kirk	**Progress**	⬣	0%
Start Date		**Due Date**	30-Sep-2011	**Completion Date**		
Progress update						

ECS DSup 000b	Effective monitoring and reporting of risks via regularly maintained risk register					
Description	-- enter action details here --					
Managed by	Lesley Kirk	**Lead Officer**	Lesley Kirk	**Progress**	⬣	8%
Start Date	14-Dec-2011	**Due Date**	31-Mar-2012	**Completion Date**		
Progress update						
Following approval of the EC&S Service Improvement Plan 2011-16 at Committee, a review of the EC&S Risk Management Register has commenced. A Directorate group						

has met to identify a draft set of high level risks for the Directorate which could be entered into and managed through Covalent. These risks have taken account of the Accounts Commission categorisation of risks around specific aspects of organisational operations: business, professional/management, financial, legal, people, partnership, physical, political, contractual, technological, environmental and customer.

The risks around the PBB savings options are also being reviewed as part of the preparation for PBB Year 2 and uploaded into Covalent in the same way as the Directorate risks.

Once the high level risks are agreed, risks per service area can then be worked up by Service and Team Managers and entered in Covalent. Service risks will be linked to Directorate risks which in turn can be linked to Corporate risks ensuring a golden thread in relation to risk management.

ECS DSup 000b	**Ensure all service areas have current Business Continuity Plans in place**					
Description	In line with our responsibilities under the terms of the Civil Contingencies Act 2004 we are required to put in place Business Continuity Management arrangements					
Managed by	Lesley Kirk	**Lead Officer**	Caroline Hastings	**Progress**	🛑	30%
Start Date		**Due Date**	31-Mar-2012	**Completion Date**		
Progress update						
Requests were not sent out in February. BCP review requests will now be sent out 19 April for a return by 31 May						

05.02 - Encourage people to making positive choices about their diets and lifestyles

05.02a - Improve the health and wellbeing of children and young people via Health Promoting Schools

ECS CLD 015	**Implement Outdoor Learning Strategy**					
Description						
Managed by	Gail Woodcock	**Lead Officer**	Jonathan Kitching	**Progress**	▶	15%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2015	**Completion Date**		
Progress update						
Work on this strategy will be undertaken in December.						

ECS Edu 006	**Implement the new Aberdeen City Health Promoting School Excellence Award**
Description	Aberdeen City has developed a new model of Health Promoting School of Excellence Award which will continue to use the same criteria for excellence but

	will be a self evaluation model					
Managed by	Derek Samson	**Lead Officer**		**Progress**	✅	100%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**	29-Nov-2011	
Progress update						
New award out to schools and schools in the city are currently working towards the new award.						
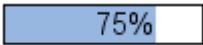
ECS Edu 007	**Implement the new Health and Wellbeing Early Years Award**					
Description	-- enter action details here --					
Managed by	Derek Samson	**Lead Officer**		**Progress**	✅	100%
Start Date		**Due Date**	31-Mar-2012	**Completion Date**	01-Nov-2011	
Progress update						
This ward was launched on Tuesday 1 November 2011 in partnership with NHS Grampian.						

ECS Edu 008	**In partnership with NHS Grampian and Active Schools work to be completed in schools to achieve Heat 3 target**					
Description	NHS Scotland Heat 3 target - Achieve agreed completion rates for child healthy weight intervention programme					
Managed by	Derek Samson	**Lead Officer**		**Progress**	🔴	75%
Start Date	01-Nov-2011	**Due Date**	31-Jul-2012	**Completion Date**		
Progress update						
As well as aiming to encourage implementation of immediate positive changes, the programme is geared towards encouraging children to adopt positive behaviour changes for the long term. This ties in with establishing a pattern of health and wellbeing which will be sustained into adult life, and which will help to promote the health and wellbeing of the next generation of Scottish children. 'Grow Well Choices' also supports implementation of the Schools (Health Promotion and Nutrition) (Scotland) Act 2007 by supporting schools to promote health. The 'Grow Well Choices' programme will be delivered in all Aberdeen City schools on a rolling three year programme from November 2011. A pilot is currently taking place in Skene Square School. It is proposed that the programme will be delivered by ASG and all schools in the City will have been covered by October 2012.						

ECS Edu 009	**Produce and publish health related resource packs on Glow**					
Description	-- enter action details here --					
Managed by	Derek Samson	**Lead Officer**		**Progress**	🔴	0%

Start Date		Due Date	31-Jul-2012	Completion Date	
Progress update					

ACC had responsibility for leading the work on the Grampian substance misuse resource pack which was completed on schedule in July 2011. Aberdeenshire are leading on sexual health and relationship pack which should be completed by January 2012 and moray are leading on mental health pack which should be completed by July 2012. Both these additional resources ill be available as a planning resource in city schools.

ECS Edu 011	Sexual Health and Relationship Education (SHARE) training to be offered to primary teachers						
Description							
Managed by	Derek Samson	**Lead Officer**		**Progress**	🛑		75%
Start Date	29-Nov-2011	**Due Date**	31-Jul-2012	**Completion Date**			
Progress update							
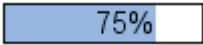
Relationships, Sexual Health and Parenthood Education Training for Primary School Teachers

In February 2012, primary schools with the three ASG's with the highest rates of teenage pregnancy within Aberdeen City (St Machar, Northfield and Torry) are to be offered relationships, sexual health and parenthood education training. To enable schools to adopt a whole-school, progressive approach to relationships, sexual health and parenthood education, schools will be asked for two representatives (from early/middle and middle/upper stages) to attend the training. The expectation is that the teachers who attend the training will cascade the information to all staff within their own school. Funding has been secured to provide cover (50% from Education, Culture and Sport and 50% from the Health Improvement Fund).

Other members of the school community will also be invited to attend the training to offer additional support to the school, e.g. school nursing, youth workers and a 'SHARE' trained member of guidance.

This training will be complemented by relationships, sexual health and parenthood education guidelines (currently out for consultation until the 9th Dec).

ECS Edu 022	In partnership with Education Scotland, develop a common understanding of the Responsibility of All - Health and Wellbeing Outcome and Experiences						
Description							
Managed by	Derek Samson	**Lead Officer**		**Progress**	🛑		75%
Start Date	03-Feb-2012	**Due Date**	30-May-2012	**Completion Date**			
Progress update							

The authority has been given a grant from Education Scotland to undertake work on responsibility of all experiences and outcomes of all for health and wellbeing. Four staff, two primary and two secondary teacher have been given time out of school to develop I can statements for all levels within curriculum for excellence. A short term steering group including representatives from Early years, EP services, NHS, Education Scotland primary and secondary has been set up to lead the work.
The aim is to produce a common understanding of what staff working with young people in schools and wider community should be aiming for to cover these experiences and outcomes. The work of the group will be developed into a visual guide which will be place around establishment to increase awareness of all.

ECS Edu 023	Continue to work in partnership with NHS Grampian developing peer education approach to oral health in five targeted primary schools					
Description	Five targeted primary schools are: Stoneywood, Bramble Brae, Riverbank, Woodside and Broomhill					
Managed by	Derek Samson	Lead Officer		Progress	🔴	75%
Start Date	03-Feb-2012	Due Date	31-Jul-2012	Completion Date		
Progress update						
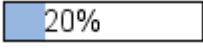
ECS Edu 024	Develop PE agenda in schools					
Description						
Managed by	Derek Samson	Lead Officer		Progress	🔴	70%
Start Date	03-Feb-2012	Due Date	31-Jul-2012	Completion Date		
Progress update						

October 2011
Neil Hendry met with primary PE specialist to discuss CPD opportunities and update them on local developments.
November 2011
Audit carried out with all schools to establish numbers of school who are achieving 2 periods (secondary) or 2 hours (primary) in schools. Results can be found in documents.
January 2012
Meeting of HWB faculty heads was chaired by Neil Hendry and was also attended by Graeme Dale and Jo Conlon

ECS Edu 025	CPD training for teachers and other professionals on substance misuse					
Description	CPD training for 90 teachers and 30 other professionals on substance misuse					
Managed by	Derek Samson	Lead Officer		Progress	🔴	50%
Start Date	03-Feb-2012	Due Date	30-May-2012	Completion Date		

Progress update

Substance Misuse Training will support staff working with young people around Substance Misuse. It will be an an excellent way to gain knowledge and up to date information on Legislation, Alcohol, Drugs and Tobacco from health professionals, teaching staff and police input. This training is done is partnership with Alcohol and Drugs Partnership, Aberdeen City Council, NHSGrampian and Grampian Police. The dates are as follows: Friday 10th February 2012, Friday 24th February 2012, Friday 2nd March 2012, Thursday 22nd March 2012 at Fredrick Street Training Facilities with lunch provided. Training spaces have been allocated one per primary and two per secondary for teaching staff, we also have provision for youth workers, school nurses, 3rd sector and police.

05.02b - Improve the health and wellbeing of the City

ECS CLD 016	Work with communities to improve health and well-being across the city					
Description						
Managed by	Gail Woodcock	**Lead Officer**	Averil Ferries	**Progress**	▶	20%
Start Date	01-Aug-2011	**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						
Communities Team Health and Wellbeing subgroup established to take forward partnership working within Communities Team Services and broader partners.						

ECS Edu 010	Establish Health and Wellbeing Network					
Description						
Managed by	Derek Samson	**Lead Officer**		**Progress**	✓	100%
Start Date	11-Jan-2012	**Due Date**	31-Jul-2012	**Completion Date**	27-Jan-2012	
Progress update						

Network Dates 2011-12
Network - 7th September 2011 (Substance Misuse - Agenda: Local/national update; launch of HPS Substance Misuse Pack; Changes to the SLO service; Young Scots Alcohol Survey; Young Carers)
Drop -In - 23rd November 2011 (Sharing practice across Mental, Emotional, Social and Physical Wellbeing)
Network - 28th February 2012
Drop-In - term 4 (Date TBC)

The ACC HWB schools steering group has also met in September 2011 and November 2011 minutes of which are attached.

05.03 - Environmental sustainability

05.03a - Encourage and increase active travel to school

ECS Edu 012	Encourage and increase active travel to school					
Description						
Managed by	Derek Samson	**Lead Officer**		**Progress**	🔴	40%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						

Five city primaries have been made Cycle Friendly Schools by Cycling Scotland. Manor Park, Greenbrae, Fernielea, Hazlehead and Kingsford primary schools received the nationally recognised award for being committed to increasing the number of children cycling to school. They join Airyhall and Charleston, bringing the total number of Cycle Friendly Schools in Aberdeen to seven.

05.03b - Increase the number of Eco-Schools within the City

ECS Edu 013	Engage children and young people in green issues including the environment, sustainability, global citizenship and the value of a low carbon future via the Eco-Schools Programme					
Description	The Eco-Schools Scotland programme is made up of 7 elements incorporating 9 environmental topics. Once a school has registered on the programme and implemented these seven elements, it can apply for an Eco-Schools award. There are three levels of award. The first two levels of award are Bronze and Silver. The top level of award is the Green Flag award which must be renewed every two years.					
Managed by	Derek Samson	**Lead Officer**		**Progress**	🔴	95%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						

As of July 2011, 61 out of 64 schools are registered eco-schools (47 Primary; 11 Secondary; 3 Special). A total of 13 schools have achieved green flags status. During session 2010/11, Scotstown Primary achieved its 2nd green flag and Airyhall Primary its 4th green flag. Cornhill and Loirston primaries achieved bronze award status. Kaimhill, Loirston, Westpark and Woodside primaries achieved silver award status.

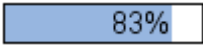## 05.04 - Ensure access to opportunities to participate in cultural and sporting activities

05.04a - Increase the quality and level of participation in cultural and sports and recreation activities maximising the impact on social interaction and physical and mental health

05.04b - Increase the number of opportunities for children to participate in sport within schools and the wider community and increase capacity to deliver via recruitment, retention and development of a volunteer network

05.04c - Support the development of quality public spaces which provide residents of the City with a high quality of life

ECS CulSp 302	Public Art Project					
Description	With support from Aberdeen City Council's Cultural Grant scheme a new public art project, Art Engagement', has been developed. This project will use various innovative methods to actively consult and involve communities in the development of commissioned public art pieces. This process of community engagement will form the basis for the development of a public art tool-kit and policy which is reflective of the wants and needs of the city and its residents. **http://www.aberdeencity.gov.uk/Arts/whitespace/art_engagement.asp**http://www.aberdeencity.gov.uk/Arts/whitespace/art_engagement.asp					
Managed by	Jacky Hardacre	**Lead Officer**	Elspeth Winram	**Progress**	🔴	83%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2012	**Completion Date**		

Progress update
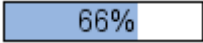
The artists for the Aberdeen Olympic Public Art Commission were confirmed in Jan 2012.

This will build on previous projects such as the public art project 'Art Engagement' by Amy Marletta in the Green' in April 2011. Also a community engagement project called 'Big Fit' a collaborative community project with Seaton Art and History group completed in May 201.

Timeline
The Public Art toolkit was launched in September 2012 and is available to the public.
The first Public Art Education programme of artist talks were been developed and delivered to residents in Aberdeen in October 2011.
Also the first round of Public Art commissions have been launched and closing date is December 2011.

Strategy team and External funding officers have gained £250,000 in funding from the EU lively Cities Programme. Arts Development are working with the Strategy team support delivery of programme

Background
The research and consultation work undertaken as part of Aberdeen's 'City of Culture' Feasibility Study in 2009 and the development of the 'Vibrant Aberdeen' Cultural Strategy clearly highlighted the requirement to establish a structure which supports the development of contemporary public art in the city. With support from Aberdeen City Council's Cultural Grant scheme a new public art project, 'Art Engagement', has been developed. This project will use various innovative methods to actively consult and involve communities in the development of commissioned public art pieces. This process of community engagement has formed the basis for the development of a public art toolkit and policy which is reflective of the wants and needs of the City and its residents.

ECS CulSp 315	Leafing the Green					
Description	A two year writer in residence programme as the main education initiative for The Green Townscape Heritage Initiative. Due to start in September 2010. Funding: £50,000 Scottish Arts Council Lottery; £20,000 The Green Townscape Heritage Initiative (THI)					
Managed by	Jacky Hardacre	**Lead Officer**	Jacky Hardacre	**Progress**	▶	66%
Start Date	01-Mar-2010	**Due Date**	28-Feb-2013	**Completion Date**		

Progress update

A two year writer in residence programme as the main education initiative for The Green Townscape Heritage Initiative commenced in October 2010. Funding of £50,000 from Scottish Arts Council Lottery and £20,000 The Green Townscape Heritage Initiative (THI)

Good early progress with the schools in the Torry ASG. Community activities still to progress.

February 2012 -Working towards public artinstallation for the THI area and end of project publication and event to celebrate participants' achievements.

Priority 06 - Engagement in Arts, Heritage, Culture and Sport

06.01 - Raise the profile of culture and sport nationally and internationally

06.01a - Establish a strong brand for the City
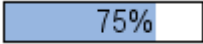
06.01b - Attract major cultural and sporting events to the City

ECS CulSp 402	Attract major exhibitions to the City's Museums and Galleries					
Description						
Managed by	Christine Rew	**Lead Officer**	Christine Rew	**Progress**	▶	66%
Start Date	01-Apr-2010	**Due Date**	31-Dec-2013	**Completion Date**		

Progress update

Aberdeen Art Gallery's major spring exhibition, From Van Gogh to Vettriano, Hidden Gems from Private Collections attracted a record audience during its run from 4 February until 14 April 2012.
Visitor numbers to the Gallery doubled to view this outstanding selection of paintings and sculpture which had been drawn from several local collections. More than 6,000 visitors came in the first 2 weeks of the show and weekends saw up to 2,000 visitors. The total number of visitors to the building between 4 February and 14 April was 51,943. Many of these were new visitors to the Gallery and a considerable number made special journeys

to visit the show. A report on the exhibition is uploaded in Documents.

06.01c - Develop partnership networks and links with both cultural and non cultural bodies

ECS CulSp 303   Delivery of Twinning Projects

Description	Arts Development has developed projects for ten years with Clermont Ferrand, Stavanger and Regensburg. The partnerships that have developed have led to successful cultural exchanges.					
Managed by	Neil Bruce; Jacky Hardacre	**Lead Officer**	Elspeth Winram	**Progress**	⚠	75%
Start Date	01-Apr-2010	**Due Date**	01-Dec-2016	**Completion Date**		
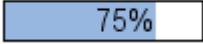
Progress update

RSNO project with Aberdeen residents is now complete. 2 groups from Aberdeen took part in the project alongside groups from Aberdeenshire. This culminated in the residents being part of the chorus with the RSNO orchestra in October 2011. Evaluation of the project is now underway.
In June 2011 Arts Development, Visible Fictions and APA travelled to Regensburg with a group of 10 young people to perform at Burgerfest, the twin city's festival.
In July the Arts Development team also worked in partnership with APA to to create an inviting environment for "Spend a Minute with Us" during the Culture Crush, Aberdeen's weekend of creativity part of London 2012 Open Weekend.

ECS CulSp 305   National Galleries Scotland Project - Silver City Soul

Description	This project will employ a locally based contemporary artist to engage and facilitate two community groups in the Aberdeen area. National Galleries Scotland outreach officers will support the artists throughout the projects. The groups will interpret and discuss arts from the National Galleries Scotland and Aberdeen Art Gallery collections and then create their one contemporary response to those works based on their views of local issues					
Managed by	Jacky Hardacre	**Lead Officer**	Elspeth Winram	**Progress**	⬣	75%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2012	**Completion Date**		

Progress update

This collaborative visual arts project will be a partnership between the National Galleries of Scotland (NSG) and Aberdeen City Council. Partnership is at the heart of the NGS strategy which strives to make the national art collection more widely accessible as part of its 'Gallery without Walls' policy. This project aims to produce a community-generated portrait of Aberdeen's city and people inspired by works of art in the collections of NGS and Aberdeen Art Gallery.

The Exhibition in the IT Gallery in Edinburgh in April 2011 was a great success. There is ongoing work with groups from Aberdeen who are filming and taking photographs of Aberdeen with local artist Adam Proctor supported by the Arts Development team.

An exhibition devised in collaboration with representatives of Aberdeen's communities will take place in Aberdeen Art Gallery from 11.2.12 - 24.3.12.

ECS CulSp 311	Arts Extreme					
Description	Major arts participation project with National Theatre of Scotland and Transition Extreme Sports Ltd using the experience of extreme sports as the inspiration to create new artistic work. Focussed on three schools and their communities, the project will culminate in a festival of events during March 2011. Funding: £275,000 - Scottish Arts Council; £35,000 - National Theatre of Scotland; £15,000 - Shell; in kind support from Transition Extreme					
Managed by	Jacky Hardacre	Lead Officer	Jacky Hardacre	Progress	▶	75%
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date		

Progress update

Major arts participation project with National Theatre of Scotland and Transition Extreme Sports Ltd using the experience of extreme sports as the inspiration to create new artistic work. Focussing on three schools and their communities, the project will culminate in a festival of events during March 2011.

9 October 2010 - flash mob performances in the Bon Accord Centre and St Nicholas Centre were part of EXTREME, an interdisciplinary partnership project led by the Arts Education Team and the National Theatre of Scotland. Over 100 school pupils and community members surprised crowds of shoppers by breaking into a dance routine. After the four minute performance, participants immediately split up and went about their day.

16 December - Extreme Ceilidh at Beach Ballroom. Public performance cancelled due to heavy snow, however cast performed the event which was filmed.

11-23 March 'Nothing to See Here' performed at Linksfield Community Centre to sell out audiences.

ECS CulSp 316	Strategic Music Partnership (Aberdeen City and Aberdeenshire area)					
Description	The Arts Education Team are the lead partner working with Aberdeenshire Council and approx 60 local music providers to develop an overarching strategic music partnership and vision for music for children and young people in the North East of Scotland.					
Managed by	Jacky Hardacre	Lead Officer	Jacky Hardacre	Progress	⚠	50%
Start Date	01-Apr-2010	Due Date	31-Dec-2012	Completion Date		

Progress update

The Arts Education Team are the lead partner working with Aberdeenshire Council and approximately 60 local music providers to develop an overarching strategic music partnership and vision for music for children and young people in the North East of Scotland. Funding: £180,000 Scottish Arts Council, £12,000 Aberdeenshire Council and £12,000 Aberdeen City Council

ECS CulSp 317	Creative Learning Network					
Description	The creation of a new Creative Learning Network for Aberdeen City as part of the Government Action Plan on Education and the Arts, Culture and Creativity. The network will embed creativity within all aspects of learning set within the context of Curriculum for Excellence and 'Aberdeen: City of Learning'. The network will involve colleagues from across EC&S and cultural providers in the region					

Managed by	Jacky Hardacre	Lead Officer	Jacky Hardacre	Progress	▶	88%
Start Date	01-Apr-2010	Due Date	31-Dec-2012	Completion Date		

Progress update

The Arts Education Team had been awarded £10,000 from the Scottish Arts Council and Children in Scotland to establish a creative learning network in the city. The team has been successful in attracting the maximum amount which can be awarded, and the money will be used to develop new and existing creative learning networks, and to champion the arts, culture and creativity in schools and communities within the context of the Curriculum for Excellence.

06.02 - Increase investment in arts, heritage, culture and sport

06.02a - Work with local and national partners to develop revenue and capital streams to invest in arts, culture, heritage and sports in the City

06.03 - Raise the profile of culture and sport in the City

06.03a - Develop and deliver Culture and Sport priorities

06.03b - Move to Cultural Trust

ECS_C03	Move to Cultural Trust					
Description	Creation of a Cultural Trust. Transfer the operation of Art Gallery and Museums from the Council to a charitable trust. Trust could include other services such as Community Learning and Development, Libraries and Arts services. Potentially the Trust could be formed with other existing bodies and/or closer working with neighbouring councils. A full options appraisal regarding the composition of the proposed cultural trust is required and a scoping exercise undertaken to define which services are included. This will impact on the benefits in Year 5 and potential one-off costs.					
Managed by	Patricia Cassidy	**Lead Officer**	Neil Bruce	**Progress**	⚠	33%
Start Date	31-Mar-2011	**Due Date**	31-Mar-2016	**Completion Date**		

Progress update

Initially, the PBB-led work was described as "Move to a Cultural Trust", however this was retitled, "Future Delivery of Cultural Services" to ensure that there were no preconceptions about the final proposed delivery mechanism. The scope of the potential arms-length organisation includes consideration of Council operational cultural services and partners.

06.03c - Root and branch review of commissioned arts and sports services

ECS_C10	Review of External Investment in Culture and Sport					
Description	Priority Based Budgeting Option (ECS C_10) A comprehensive review of Aberdeen City Council's external investment in culture and sport. This review, being led by the Culture and Sport Commissioning Team, will establish a series of recommendations on the structure of future investment as well as ways of improving our relationship with partners. The review will incorporate extensive research and analysis of existing information and consultation with existing local and national partners.					
Managed by	Neil Bruce; Lesley Thomson	Lead Officer	Lesley Thomson	Progress	🟥	33%
Start Date	03-Oct-2011	Due Date	31-Mar-2016	Completion Date		
Progress update						
This work, with a series of phased recommendations, will be presented to Elected members in November 2012 for their approval.						

06.04 - Recognise and celebrate the City's heritage
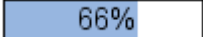
06.04a - Celebrate, preserve and interpret our tangible and intangible cultural heritage

ECS CulSp 404	Develop a cultural programme reflecting the uniqueness of the area exploiting our unique assets					
Description						
Managed by	Neil Bruce; Lesley Thomson	Lead Officer	Christine Rew; Lesley Thomson	Progress	▶	30%
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date		
Progress update						
Aberdeen City Council continues to offer and award cultural grants which provide an opportunity for small voluntary led groups to deliver a range of cultural activity which relates to the unique assets of the area.						

06.05 – Attract and retain creative practitioners in the City

06.05a - Provide and facilitate a comprehensive programme of professional platforms, opportunities and investment

ECS CulSp 306	Provide skills and creative development opportunities to local artists
Description	To offer work opportunities, training or sign post artist training to other cultural providers.

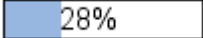| Managed by	Jacky Hardacre	Lead Officer	Elspeth Winram	Progress	⚠️	66%
Start Date	01-Apr-2010	Due Date	01-Apr-2016	Completion Date		
Progress update						
Ongoing training for local artists in participatory arts. This year is the second year of the internship programme with RGU. Karen Watt a recent graduate has been working alongside the Arts Development team. Her exhibition in the Lemon Tree runs Nov 11 - Feb 2012.						

Priority 07 - Helping those with different needs

07.01 - Support children and young people through an integrated children's service with single points of access

07.01a - Implementation and delivery of Integrated Children's Services Plan

ECS FVL 003	Implementation and delivery of Integrated Children's Services Plan 2011-15					
Description	Develop and deliver Integrated Children's Services Plan for 2011/12 - 2015/16 to establish local priorities and measure progress to improve outcomes for children, young people and their families					
Managed by	Sheila Sansbury	Lead Officer	Louise Beaton	Progress	▶️	28%
Start Date	01-Apr-2011	Due Date	31-Mar-2015	Completion Date		
Progress update						
-- enter new status update --Update approved at ICS Partnership						
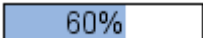
07.01b - Raise awareness and provide early intervention and support to help children, young people, their families and carers access services to meet their individual needs within the requirements of Getting It Right For Every Child (GIRFEC)

ECS FVL 004	Raise awareness and provide early intervention and support to help children, young people, their families and carers access services to meet their individual needs with the requirements of GIRFEC					
Description						
Managed by	Sheila Sansbury	Lead Officer	Liz Moore	Progress	▶️	60%
Start Date	12-Apr-2012	Due Date	31-Mar-2016	Completion Date		

Progress update	

07.02 - Support vulnerable learners to achieve their full potential

07.02a - Early identification and assessment of children and young people with additional support needs

ECS Edu 014	Early identification and assessment of children and young people with additional support needs					
Description						
Managed by	David Leng	Lead Officer	David Leng	Progress	▶	0%
Start Date		Due Date	31-Mar-2016	Completion Date		
Progress update						

ECS Edu 015	Evaluate ASN bases in primary schools as part of school improvement approach					
Description						
Managed by	David Leng	Lead Officer	David Leng	Progress	▶	0%
Start Date		Due Date	31-Mar-2016	Completion Date		
Progress update						

ECS Edu 016	Develop robust outcomes based approach to the improvement of ASN service provision					
Description	Stronger focus on the collection and intelligent use of performance, attainment and achievement data to ensure all learners achieve their potential					
Managed by	David Leng	Lead Officer	Liz Gillies	Progress	▶	0%
Start Date		Due Date	31-Mar-2016	Completion Date		
Progress update						

ECS Edu 026	Redesign of Pupil Support Service					
Description						
Managed by	David Leng	**Lead Officer**	David Leng	**Progress**	▶	0%
Start Date		**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						

07.02b - Review and redevelopment of inclusion strategy

ECS Edu 017	Review and redevelopment of Inclusion Strategy					
Description	To review and develop and over-arching Inclusion Strategy and under pinning policies					
Managed by	David Leng	**Lead Officer**	David Leng	**Progress**	⚠	0%
Start Date		**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						
A systematic review of the Inclusion Strategy will now be undertaken and a steering group chaired by the Director of Education, Culture and Sport. Membership of the group is drawn from across the Education, Culture and Sport Service and also outwith the Service. An initial task for the steering group is to agree an overall timescale. Regular updates will be provided to committee via bulletins and as required via committee reports drafted for decision making.						

07.02c - Development and implementation of positive behaviour strategy

ECS Edu 018	Development and implementation of Social, Emotional and Behavioural Needs (SEBN) Policy and Strategy					
Description	This policy and strategy links to the Inclusion Strategy Review - ECS Edu 017					
Managed by	David Leng	**Lead Officer**	Helen Milne	**Progress**	⚠	28%
Start Date	08-Feb-2012	**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						
Meeting scheduled for 17 February 2012 to project plan and define priorities.						

07.02d - Multi-disciplinary implementation of the Joint Child Protection Action Plan to improve the effectiveness of child protection services and meet the needs of vulnerable children and families

ECS FVL 005	Multi-disciplinary implementation of the Joint Child Protection Action Plan to improve the effectiveness of child protection services and meet the needs of vulnerable children and families					
Description						
Managed by	Sheila Sansbury	**Lead Officer**	Zandra Morrison	**Progress**	▶	50%
Start Date	12-Apr-2012	**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						

07.02e - Reduce the number of out of authority placements by redesign of existing local services

ECS_C26	Reduce the number of out of authority placements by redesign and small addition to existing local services					
Description						
Managed by	Patricia Cassidy; Susan Devlin	**Lead Officer**	Patricia Cassidy; Susan Devlin	**Progress**	▶	0%
Start Date	01-Apr-2011	**Due Date**	31-Mar-2016	**Completion Date**		
Progress update						

07.02f - Develop a programme of support for young carers

ECS FVL 009	Develop a programme of support for young carers					
Description						
Managed by	Sheila Sansbury	**Lead Officer**	Sheila Sansbury	**Progress**	▶	50%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**		

Progress update
Young Carers work is supported by VSA in partnership with CLD Services

07.02g - Identify and support vulnerable learners of all ages

ECS CLD 018	Healthy Minds - Working with adults in recovery of mental health to access leisure and learning opportuities throughout Aberdeen City					
Description	To provide guidance and support to those in recovery of mental health. To identify and assess learning or leisure opportunities for individuals. To organise small groups for those in recovery to support their learning and leisure goals. To support tutors. To work in partnership to provide appropriate provision. To promote and raise awareness of mental health.					
Managed by	Gail Woodcock	Lead Officer	Jackie Thain	Progress	▶	30%
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date		
Progress update						
By October we had delivered 18 1st step classes.						

07.03 - Ensure our services and facilities are accessible to all

07.03a - Provide up to date and accessible information on services and facilities via the Family and Information Service

ECS FVL 008	Provide up to date and accessible information on services and facilities via the Family and Information Service					
Description	Support all families to make informed choices about services specific to their needs.					
Managed by	Sheila Sansbury	Lead Officer	Catriona Sim	Progress	▶	8%
Start Date	10-Apr-2012	Due Date	31-Mar-2016	Completion Date		
Progress update						
Service working towards national quality award, Families First Award with NAFIS to ensure a quality service is being provided in Aberdeen City.						

Priority 08 - Better Performing/Value for Money

08.01 - Simplify and standardise service provision targeting resources to the right areas and helping to balance budgets

08.01a - Identify and explore shared services delivery and joint contracts to achieve better outcomes, best value and reduce procurement costs

ECS_C17	Develop a joint Educational Psychology Service with neighbouring authorities					
Description	To explore the development of a joint EP Service with neighbouring authorities. It is anticipated that it would be possible to reduce managerial costs and it is suggested one principal and a team of deputes could manage the field work EP's which could be aligned with the local authority 'patches' for service delivery. The cost savings are likely to be marginal if we retain the current level of EP's across the neighbouring authorities as the EP management payscales are nationally negotiated.					
Managed by	Patricia Cassidy	Lead Officer	Sheila Sansbury	Progress	△	0%
Start Date	01-Apr-2011	Due Date	31-Mar-2016	Completion Date		
Progress update						
-- enter new status update --						

ECS_C22	Contract Out Non Staff and Non School Catering at Beach Ballroom/Art Gallery					
Description	These services are integral to income generation, should a standalone Cultural Trust be set up. The proposal includes current visitor catering services within the Art Gallery, Aberdeen Maritime Museum and Provost Skene's House, as well as the operation of the Beach Ballroom, which includes venue hires. Civic catering is included, currently being provided by staff at the Ballroom. Catering at Aberdeen Maritime Museum is already contracted out, and whilst there will might be some savings if the contract is re-tendered along with the other Museums and Galleries sites, these will not be significant new savings for the Maritime Museum site, and will not include savings on salaries at this site as the catering staff based there are currently employed by Sodexho.					
Managed by	Patricia Cassidy	Lead Officer	Neil Bruce	Progress	▶	20%
Start Date	09-Aug-2011	Due Date	31-Mar-2016	Completion Date		
Progress update						
Catering operations at the Maritime Museum are currently being reviewed. The options appraisal under ECS_C03 includes consideration of the catering operations. Change control submitted for co-joining ECS_C22 and ECS_C3 and accepted by PMO Sponsor Group						

ECS_C25	Explore potential shared services with other local authorities (EC&S)					
Description	Bring together services across local authorities in Education, Culture and Sport. Possible other shared services with other public bodies.					
Managed by	Charlie Penman	Lead Officer	Lesley Kirk	Progress	△	25%
Start Date	01-Jul-2011	Due Date	31-Mar-2013	Completion Date		
Progress update						
Meetings taking place with East Lothian and Midlothian Councils on 25 August 2011						

08.01b - Delivery and achievement of efficiency savings and transformation options

08.01c - Implementation of robust corporate systems and processes

ECS DSup 006	Service implementation of corporate robust HR processes and procedures					
Description	-- enter action details here --					
Managed by	Lesley Kirk	**Lead Officer**	Lesley Kirk	**Progress**	▶	0%
Start Date		**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						

Work is ongoing with colleagues in the HR Service Centre and our HR Business Partner to ensure that HR processes and procedures are adhered to across the Directorate. A new corporate 'Establishment Control Governance Protocol - A Guide for Managers', has been issued across all service areas. We are working towards regular reporting to heads of establishments with their established staff listed, containing post details, vacancies and cost centre information which will need to be checked for accuracy. The guidance stresses the importance of notifying HR and Finance colleagues of all staffing changes so that PSe and efinancials are accurate. This will not only ensure that staff are paid correctly but that service reports are based on robust data.

ECS DSup 007	Service implementation of corporate robust financial systems – PECOS, E-Financials, Collaborative Planning					
Description						
Managed by	Lesley Kirk	**Lead Officer**	Lesley Kirk	**Progress**	▶	30%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						

To facilitate improved budget monitoring, all budget holders who manage budgets totalling £250,000 have been having regular face to face meetings with a nominated Services Accounting contact. These meetings, which have been taking place since December 2010, have also provided both parties with a better understanding of the operating position and challenges being faced. The SLA target is for each budget holder over the £250k threshold to have nine face to face meetings each year with their Service Accountant.

08.01d - Explore options for alternative service delivery models for culture and sport

ECS CulSp 008	Explore future models for the delivery of culture and sports services
Description	The commissioning team will work collaboratively with internal and external partners to maximise the value of current funding by promoting, where appropriate, collaborative working and volunteering, to improve and develop the infrastructure of culture and sports services in the City

Managed by	Neil Bruce; Lesley Thomson	Lead Officer	Lesley Thomson	Progress	⚠	0%
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date		

Progress update

This action continues as a work in progress, through the sessions held with Culture and Sports organisations relating to 'capacity and alternatives' as part of ECC C_10, the Review of Arts and Sports organisations. Some recommendations from this work, to be reported to Committee in November, will provide a range of recommendations relating to the implementation of alternative models for the culture and sports sector. In addition, work is being progressed with KPMG to further consider alternative delivery of cultural services and potential partnership models.

08.01e - Maximise opportunities for generating income to support development programmes

08.02 - Demonstrate our commitment to continuous improvement

08.02a - Introduce a rolling cycle of service validated self assessment

ECS Edu 019	Validated Self Evaluation Service Review					
Description	Introduction of rolling cycle of service validated self assessment review involving service users, community, peers and managers					
Managed by	Liz Gillies	Lead Officer	Liz Gillies	Progress	⬢	55%
Start Date	01-Apr-2011	Due Date	01-Jul-2012	Completion Date		

Progress update

The ongoing self evaluation which staff in schools carry out on a regular basis is providing the starting point for all improvement. In addition all schools have produced a High Level Curriculum map which have informed the school improvement plans for session 2010-2011. All plans have been submitted and feedback given. The Quality Improvement Officers (QIOs) continue to monitor the standards in school through regular visits, continuous support and feedback. A more proportionate approach is being delivered to ensure that schools receive the necessary support and challenge according to need and current circumstances. A new model of School Review is being developed which will involve a wider group of personnel including peer head teachers, experienced practitioners, parents and pupils. A group to plan for the new review model will meet in March with a view to piloting the new model in one Primary school and one secondary school in June 2011.

ECS P&P 001	Implementation of How Good is Our Council self assessment framework					
Description						
Managed by	Sarah Gear	Lead Officer	Sarah Gear	Progress	▶	0%
Start Date	01-Apr-2012	Due Date	31-Mar-2013	Completion Date		
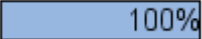
Progress update	

08.02b - Effective monitoring and reporting of performance against quantitative and qualitative measures
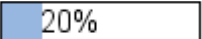
08.02c - Effectively monitor and evaluate the impact of arts, culture, heritage and sports activities

ECS CulSp 113	Monitor and evaluate the quality and impact of Library and Information Services via the Public Library Quality Improvement Matrix					
Description	Assessment of performance against nationally accepted standards for a public library service					
Managed by	Fiona Clark	Lead Officer	Fiona Clark	Progress	✅	100%
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date	08-Feb-2012	
Progress update						
Indicator 2 - Community and Personal Participation level 5 "Very Good" awarded draft report received 2/2/12						
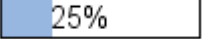
ECS CulSp 405	Monitor and evaluate the quality and impact of Museums and Galleries services via the Museum Galleries Scotland Quality Improvement System					
Description	The MGS Quality Improvement System (QIS) is a simple self-assessment tool for Accredited museums and galleries which will help them to continuously monitor the quality of their services.					
Managed by	Christine Rew	Lead Officer	Christine Rew	Progress	▶	20%
Start Date	08-Feb-2012	Due Date	31-Mar-2013	Completion Date		
Progress update						
Work is ongoing to gather evidence for the Museums and Galleries QIS indicator 2; first review due at end of August.						

08.02d - Effectively monitor and evaluate the impact of community learning activities

ECS CLD 019	Ensure high quality performance to meet standards in national documents including 'How Good is Our Community Learning and Development 2"					
Description	Through programme of CPD and performance support enable Communities Team and partners to improve outcomes					
Managed by	Gail Woodcock	Lead Officer	Alona Murray	Progress	▶	25%
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date		

Progress update

National and local training and evaluation opportunities are being used by team members to extend their knowledge and respond to new developments and priorities. Examples of this are; two Communities team staff attended the Scottish Learning Festival and brought back information and resources for colleagues, team members are working with colleagues across ECS to undertake shared evaluation which will improve partnership working and outcomes for learners.
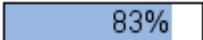

Priority 09 - Skilled and Trained Staff

09.01 - Skilled workforce with the knowledge, understanding and expertise required to carry out their duties

---

09.01a - Ensure our leaders at all levels in the service have the knowledge, skills, dispositions and resilience to be effective agents of change and improvement, and effective leaders of learning

---

ECS P&P 003a	Develop an explicit and coherent policy and guidance framework for leadership and management development for the Service.					
Description	The Framework for Leadership Development will set out the service's overall vision for the the development of leadership capacity within its staff; it will provide clear structure, pathways and development opportunities for all members of staff.					
Managed by	Sarah Gear	**Lead Officer**	Andrew Jones	**Progress**	✅	100%
Start Date		**Due Date**	30-Apr-2012	**Completion Date**	09-Mar-2012	

Progress update

A leadership development policy has been drafted and will be presented to ECS Committee on 23rd February. A leadership development framework has been produced and launched on Glow and the Zone.

ECS P&P 003b	Implement a programme of professional development opportunities to develop leadership skills across the service					
Description	-- enter action details here --					
Managed by	Sarah Gear	**Lead Officer**	Andrew Jones	**Progress**	🔺	83%
Start Date	18-May-2012	**Due Date**	31-Dec-2013	**Completion Date**		

Progress update

We are working with the Scottish Centre for Studies in School Administration (SCSSA) to roll out a programme of leadership training for all secondary Faculty Principal Teachers next session. We are also planning specific workshops on leadership and management topics for experienced head teachers. We are currently talking to potential suppliers of training materials for the development of coaching and mentoring skills.

ECS P&P 003c	Build leadership capacity for our emerging, existing and experienced leaders					
Description	Within a leadership and managment framework throughout the EC&S Service, support groups will be established to help identify and meet the leadership development needs of staff.					
Managed by	Sarah Gear	**Lead Officer**	Andrew Jones	**Progress**	▶	40%
Start Date	18-May-2012	**Due Date**	31-Dec-2012	**Completion Date**		
Progress update						
Support for faculty leaders will not take the form of toolkits and training in leadership skills; the high numbers of staff do not lend themselves to the support group format used for head teachers. Support groups for experienced head teachers and for secondary depute head teachers are planned for the next school session. These should be in place by the end of December.						

ECS P&P 003d	Develop a service Workforce Strategy and Action Plan					
Description						
Managed by	Sarah Gear	**Lead Officer**	Anne Darling; Andrew Jones	**Progress**	▶	20%
Start Date	18-May-2012	**Due Date**	30-Jun-2013	**Completion Date**		
Progress update						
The new service workforce development and CPD policy was approved by committee on 7th June. The policy will now be shared and promoted amongst all staff and guidance documents on specific aspects of CPD to support the policy will be developed over the next year.						

09.01b - Develop and deliver comprehensive, high quality professional development programmes

ECS P&P 002a	Annual analysis of development needs for staff across the service					
Description	Carry out a CPD needs analysis for staff in schools and in communities, culture and sport on an annual basis, to inform planning of appropriate development activities.					
Managed by	Sarah Gear	**Lead Officer**	Andrew Jones	**Progress**	✓	100%
Start Date		**Due Date**	31-Mar-2013	**Completion Date**	09-Mar-2012	
Progress update						
CPD needs audits have been carried out with each of the teams across the service and the results of these are now being analysed, with a view to creating programmes of support for individual teams and the service as a whole.						

ECS P&P 002b	Plan and deliver annual CPD programmes for all groups of staff					
Description	Based on the annual CPD needs audits and on the priorities identified by the service, programmes of professional development opportunities for all groups of staff in the service will be developed and delivered, on an annual basis.					
Managed by	Sarah Gear	Lead Officer	Andrew Jones	Progress	▶	66%
Start Date	18-May-2012	Due Date	31-Mar-2013	Completion Date		
Progress update						
Some work has been undertaken to support colleagues in Communities, Culture & Sport to deliver specific CPD opportunities for staff. Further work needs to be done during the next year to engage further with these teams and establish permanent CPD programmes for staff.						

ECS P&P 002c	Develop and deliver a high quality New Teacher Induction programme					
Description	The New Teacher Induction Programme provides support to all probationer teachers working in Aberdeen City schools. It includes the provision of appopriate professional development opportunities throughout the induction year, as well as supporting school staff in supervising and assessing probationer teachers.					
Managed by	Sarah Gear	Lead Officer	Andrew Jones	Progress	✓	100%
Start Date	18-May-2012	Due Date	31-Mar-2013	Completion Date	18-Jul-2012	
Progress update						
Work is continuing on schedule						

ECS P&P 002d	Plan and deliver a programme of Service Improvement Conferences					
Description	Programme of Improvement Conferences to run throughout the year, addressing service priorities and enabling staff across the directorate to contribute to service planning and improvement.					
Managed by	Sarah Gear	Lead Officer	Andrew Jones	Progress	⚠	0%
Start Date	18-May-2012	Due Date	31-Mar-2013	Completion Date		
Progress update						
A successful conference took place on 25th April, focussing on the themes of learning partnerships and service planning. Delegates were able to create action plans for themselves and their establishments based on the presentations and discussions which took place throughout the day.						

09.01c - Develop an enabling culture throughout the workforce

ECS EDPP 002	Development of Directorate Communications Strategy					
Description	Develop, publish and circulate a communications strategy.					
Managed by	Charlie Penman	**Lead Officer**	Lesley Kirk	**Progress**	⬢	71%
Start Date	01-Jun-2011	**Due Date**	31-Mar-2012	**Completion Date**		
Progress update						
Outcome of internal communications survey considered at ESMT on 10 January. SMs to consider outcomes and liaise with Project Manager on actions identified. Communications Group to reconvene in order to complete Internal Communications Policy and Guidelines.						

ECS P&P 004a	Recognise and celebrate the achievements of staff					
Description						
Managed by	Sarah Gear	**Lead Officer**	Andrew Jones	**Progress**	🔺	66%
Start Date	18-May-2012	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						
A new set of award categories has been agreed and the 2012 awards will be launched on 23rd May						

ECS P&P 004b	Share practice at local and national level					
Description	Provide opportunities for staff to share their practice, with each other, and with colleagues at a local and national level					
Managed by	Sarah Gear	**Lead Officer**	Andrew Jones	**Progress**	🔺	75%
Start Date	18-May-2012	**Due Date**	31-Mar-2013	**Completion Date**		
Progress update						
It has taken longer than planned to establish a programme of CPD for colleagues in Communities, Culture & Sport. Plans to introduce a professional exchange programme for these colleagues will be put on hold until the CPD programmes are in place.						

09.02 - Increase the quality and level of training and development opportunities for individuals and organisations within the external education, culture and sport sectors

09.02a - Provide and facilitate a comprehensive programme of CPD, volunteer opportunities and professional platforms

ECS P&P 005   Provide and facilitate a comprehensive programme of CPD, volunteer opportunities and professional platforms

Description	

Managed by	Sarah Gear	Lead Officer	Andrew Jones	Progress	▶	0%
Start Date		Due Date	31-Mar-2016	Completion Date		

Progress update
-- enter new status update --

Priority 10 - Working Together

10.01 - Improve joint working between the Council and its Partners to provide an inclusive approach to service delivery

10.01a - Develop network of partnerships with the public, private and third sector and define shared visions, aims and goals

ECS Edu 020	Development of a commissioning strategy for additional support needs service/provision including seeking greater opportunities with the Third Sector

Description	

Managed by	David Leng	Lead Officer	David Leng	Progress	▶	0%
Start Date		Due Date	31-Mar-2016	Completion Date		

Progress update

ECS Edu 021	Work towards all services in Education, Social Services, Health and Voluntary Sector working in partnership with parents/carers to develop increasingly inclusive practice

Description	

Managed by	David Leng	Lead Officer	David Leng	Progress	▶	0%
Start Date		Due Date	31-Mar-2016	Completion Date		

Progress update

10.01b - Encourage the participation of the public, private and voluntary sectors in our service planning and development

ECS EDPP 003	Encourage the participation of the public, private and voluntary sectors in our service planning and development					
Description						
Managed by	Charlie Penman	**Lead Officer**	Lesley Kirk	**Progress**	✅	100%
Start Date	01-Apr-2010	**Due Date**	31-Mar-2013	**Completion Date**	02-Feb-2012	
Progress update						
Stakeholder engagements have taken place throughout 2010 as part of our work to develop the Learning Strategy. Our pupils survey offers the opportunity for schools to engage the views of pupils to help inform their own self evaluation. Library and Information Service to consult with current and potential library users on service development and delivery - systems and procedures in place to evaluate library taster sessions and events; Review customer comment procedures with a view to streamlining collation and publishing of outcomes						

Action Status	
🟥	Cancelled
🔴	Overdue; Neglected
🔺	Unassigned; Check Progress
▶	Not Started; In Progress; Assigned
✅	Completed

PI Status		Long Term Trends		Short Term Trends	
🔴	Alert	⬆	Improving	⬆	Improving
🔺	Warning	➖	No Change	➖	No Change
✅	OK	⬇	Getting Worse	⬇	Getting Worse
❓	Unknown				

	Data Only

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown