

ECS Service Plan - Progress of Actions

Performance Scorecard of Service Plan Actions

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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


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	Neil McLennan	Lead Officer	Neil McLennan	Progress	 <input type="text" value="41%"/>
Start Date	01-Aug-2010	Due Date	31-Jul-2017	Completion Date	

Progress update


All nurseries and primary schools have fully implemented a curriculum which meets the entitlements expected under the Curriculum for Excellence. In secondary education, all schools have implemented the BGE phase of the curriculum, with visits being made during the August to December term and implementation of Higher/Advanced Higher stage of CfE, scheduled for 2015, being programmed for in future planning. A communications plan for parents is in place and engagement is taking place at school level, through the City Parents Forum and with other partners (the most recent being the Education and Industry Conference with Oil and Gas UK, held in March 2013) and the process of roll-out for the new NQ's is being extensively supported both internally through the CPD teams and advice and resources provided by the SQA and Education Scotland.

ECS Edu 002a Revision of Overarching Learning & Teaching Policy					
Description	Amendment of existing Policy				
Managed by	Neil McLennan	Lead Officer	Neil McLennan	Progress	 <input type="text" value="55%"/>
Start Date	16-Jun-2011	Due Date	31-Mar-2014	Completion Date	
Progress update					
A draft copy of the Policy has been produced and shared with both Head Teachers and internal ECS staff. Pending completion of a revisions process to incorporate consultation responses on the 8 th May, the concluded draft document will be circulated to Heads of Establishment with a view to presenting this to Committee in September 2013.					

ECS_E11 Redesign of senior secondary school towards a City campus					
Description	A virtual campus where pupils would learn in a variety of environments is a phased process. In year one (2011/12) introduce 4 travel afternoons each week for S5 and S6 pupils, when pupils would attend another establishment to study a course. This will provide a greater equity of curriculum choices for S5/S6 Higher and Adv Higher pupils in all schools. Aberdeen College to provide a range of courses, many vocational, within the travel afternoon arrangements, extending the range of courses. In year 2 (2012/13) consortia arrangements will be formalised for all secondary schools. A consortium will comprise 2 or 3 secondary schools in a given geographic area. The schools in the consortia will jointly plan the senior 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 senior phase is planned to be delivered on a city-wide basis by schools, further and higher education.				
Managed by	David Leng	Lead Officer	Neil McLennan	Progress	 <input type="text" value="21%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2016	Completion Date	
Progress update					
The Campus itself is developing and growing as was reported to the EC&S Committee in January 2013 and work will continue to be focused on the four areas of recommendation highlighted against the Travel Afternoons programme, contained in that report with further update information being provided to Committee during 2013 as instructed.					

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	As above				
Managed by	Sheila Sansbury	Lead Officer	Jackie Thain	Progress	 <input type="text" value="0%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2014	Completion Date	

Progress update

New guidance has been issued by the Scottish Government that superseded the previous strategy development. A review group has now been established to accommodate this guidance and implement a renewed strategy

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	 <input type="text" value="32%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	

Progress update

A group of 7 young people mainly from Tilly Youth Project have been involved in a Transnational youth seminar in Italy funded by the Youth in Action programme. The seminar focus was on Social Volunteering and Social Entrepreneurship. The young people are preparing a report and presentation for the EC&S Committee and plans for how they intend to move forward with the issues they discussed at the seminar at a local level. Girls' Group at Torry working with music tutor preparing for Torry Lighthouse Festival. Drugs Action delivering a session at Beacon group. 7 new youth workers have been recruited, awaiting PVG and references. Employability Awards are ongoing in Harlaw, Grammar and Torry Academies (Approximately 22 pupils are taking part). New classes, due to start in June, have been added to the curriculum in Harlaw and Torry, Employability Awards are SQA approved; the course content helps people to develop their skills and confidence in preparation for the world of work. Aberdeen City Youth Council are in the process of redesigning the Hear My Voice consultation with a view to relaunching it post AGM to bring it more up to date and include a section on Aberdeen's City of Culture Bid. GRADE A are working in partnership with Northfield Academy to toolkits, first session 7th May 2013. Kincorth Academy Pupil Parliament consultation with students has been completed and pupil parliament campaigning and elections for 2nd to 6th year will take place after exams (first year exams will happen after summer with the new cohort). Scottish Youth Parliament elections completed and Aberdeen has 6 MSYP Elects heading to the first sitting of the new parliament in June. During the month of May, street based youth work staff will be supporting RGU Street Dance in Torry, Inchgarth and Kincorth - these classes will run for 10 weeks each. Youth work staff completed 2 hr training session on Young Scot. Street Based Youth Workers attend sessions at Northfield Outdoor Centre, providing advice and information on a range of topics. This is part of "Project Fit" which is a partnership initiative for young people in the Northfield area. Project Fit aims to promote healthy lifestyles and positive choices. Youth work in schools team are delivering Peer Education, Youth Information Sessions and Personal/ Social Development Courses in an increasing number of secondary schools. A Community Learning Youth Worker is supporting a LAC group at Northfield. Personal Development groups for young people who exhibit challenging behaviour or lack confidence have been running at Bucksburn Academy. One of the groups has run successful fund-raising coffee mornings and the other planned and took part in a residential to an Outdoor Centre in Grantown.

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		<input type="text" value="50%"/>
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Start Date	01-Apr-2010	Due Date	31-Mar-2016	Completion Date	
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Progress update

The 2010-13 'More Choices, More Chances' Strategy has now concluded and is superseded by the 2013-18 'Opportunities for All' Strategy and action plans which are currently being prepared.

01.02b - Work with young people, particularly those in the More Chances More Chances Group, to support their transition into employment particularly 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	Chris Smillie	Lead Officer	Gerry Dawson	Progress		<input type="text" value="16%"/>
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Start Date	23-Jan-2012	Due Date	31-Mar-2016	Completion Date	
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Progress update

The Team have completed placements for 1573 pupils with 72.30% getting their first choices.

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; Lynsey Logan	Progress	 <input type="text" value="45%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2016	Completion Date	


Progress update
 On track with review of Childcare Services policies & procedures. New policy guidance note is presented to staff on weekly basis and implemented. The Service continues 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	 <input type="text" value="33%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	

Progress update
 7 Management Committees have now signed up to the new lease and management agreement. Legal services have agreed to complete exercise on Management Committee constitutions by end of February so that management committee funds can be transferred into their own bank accounts and therefore they are able to manage their own funds. All management committees have received Finance training.

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	 <input data-bbox="1783 411 1982 451" type="text" value="57%"/>
Start Date	14-Apr-2009	Due Date	28-Oct-2013	Completion Date	

Progress update

Graham Construction, the Principal Contractor for the contract, is currently reporting that the project is on programme. The construction contract is programmed for completion at the end of September 2013. The steel frame to the main pool and changing village is now complete and work is progressing on the erection of the steel frame to the diving pool which is due for completion by the end of 2012. The roof and insulated cladding panels to the main pool hall and changing village are complete which effectively means that this section of the building is water tight. The entire building is programmed to be weather-tight by the end of April 2013. The blockwork walls to the ground floor changing areas are also progressing on programme and the structural concrete slabs to the first floor area are almost complete. Work has also commenced on the installation of the pool filtration equipment, mechanical services electrical first fix works and it is anticipated that the heating to the building will be operational by the end of April 2013.

ECS CulSp 012 Refurbishment of Beach Ballroom

Description	Refurbishment of Beach Ballroom will open opportunities to new markets, re-launching to business and conference market. Refurbishment programme will generate savings on heating and lighting				
Managed by	Neil Bruce	Lead Officer	Ray Douglas	Progress	 <input data-bbox="1783 927 1982 967" type="text" value="35%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2015	Completion Date	

Progress update

These works are currently on target with those projects identified and funded from the 2012-13 budget now completed

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** 


Start Date 01-Nov-2009 **Due Date** 01-May-2017 **Completion Date**

Progress update

Aberdeen Art Gallery awarded a First-round pass for funding of £10million from the Heritage Lottery Fund [HLF] for its redevelopment project 'Inspiring Art and Music'; announced throughout the UK on 9/5/2013. HLF's support includes Development funding of £126,200 to help Aberdeen City Council progress its plans to apply for a full grant at a later date

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** 

Start Date 01-Apr-2010 **Due Date** 31-Dec-2013 **Completion Date**

Progress update

Council approval of the project was provided in December 2012 with a £3m estimated cost. Awaiting further information regarding partnership arrangements

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** 

Start Date 01-Apr-2011 **Due Date** 31-Mar-2014 **Completion Date**

Progress update

Identified 2013/14 priorities for EC&S condition and suitability works in December 2012, which were agreed by EP&I Committee in March 2013. Working closely with Architects section to schedule works over the Summer period. Identification of priorities for 2014/15 programme will take place between September – December 2013.


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	 <input type="text" value="57%"/>
Start Date	04-May-2012	Due Date	31-Mar-2014	Completion Date	

Progress update

The second Service Asset Management Plan was reported and approved by Education, Culture and Sport Committee in September 2012. Plan to be reviewed and updated on an annual basis. Detailed work is nearing completion on Sports & Leisure Asset Plan, (due to report in September 2013), and work is also underway on Review of Community Facilities, (due to report in November 2013), and a Cultural Assets Review, (due to report in November 2013), as key components 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	 <input type="text" value="71%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2013	Completion Date	

Progress update

A comprehensive School Security survey was carried out in 2011. Together with information from School Suitability assessments, this information is being used to help establish school security priorities. Work has progressed on major security improvements at a number of city schools, including Dyce Academy, Broomhill, Kittybrewster and Woodside Primaries.


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	 <input type="text" value="75%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2014	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 Mc Phee	Progress	 <input data-bbox="1783 308 1980 347" type="text" value="60%"/>
Start Date	08-Feb-2012	Due Date	31-Oct-2013	Completion Date	

Progress update

Energy budgets now being managed centrally to ensure greater consistency and more robust monitoring of trends. The majority of properties have had insulation works to improve energy efficiency. Major project on installation of Photo Voltaic Solar technology in underway 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	 <input data-bbox="1783 746 1980 786" type="text" value="35%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2015	Completion Date	

Progress update

Secondary School Estate Review agreed by Education, Culture and Sport Committee in October 2010
 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. Developed detailed business case for the new School for Children with Severe and Complex Needs.
 Primary School Estate Review agreed by Education, Culture and Sport Committee in February 2013. Programme of statutory consultation on specific proposals is in place from August 2013 onwards.
 Secured in principle funding from Scottish Government/ Scottish Futures Trust for new Academy to replace Torry & Kincorth Academies. Preferred site was agreed in March 2013 and statutory consultation is underway, April – September 2013.
 Work on an extension for Riverbank School, was agreed as part of the Non Housing Capital Programme and is due for completion in autumn 2013.
 Detailed design work is underway for new Primary School to replace Bucksburn and Newhills Schools. Decant of Newhills School scheduled for summer 2013 and building of new school due for completion by August 2015.
 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	 <input type="text" value="20%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2014	Completion Date	

Progress update

Tenant/ landlord agreements have been reviewed to bring these up to date, in the light of new national guidance. Propose to establish a new Working Group on Devolved Education Management with representatives from schools, in order to embed guidance and deliver training, as required.

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	 <input type="text" value="50%"/>
Start Date	01-Apr-2011	Due Date	31-Dec-2013	Completion Date	

Progress update


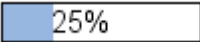
Detailed discussions are ongoing with Enterprise, Planning and Infrastructure about the content and format of SLAs, to take account of proposed budget savings. Draft SLAs to be completed by end of April 2013. Discussions ongoing to finalise these agreements,

Priority 03 - Learning in the Wider Community

03.01 - Support learners to access employment opportunities

03.01a - 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


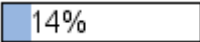
Description	To engage with learners and raise awareness of the benefits to returning to learning				
Managed by	Craig Singer	Lead Officer	Melanie Garrick; Colin Lemmon	Progress	 
Start Date	23-Jan-2012	Due Date	31-Mar-2016	Completion Date	

Progress update

Employability Awards are ongoing in Harlaw, Grammar and Torry Academies (Approximately 22 pupils are taking part). New classes, due to start in June, have been added to the curriculum in Harlaw and Torry, Employability Awards are SQA approved; the course content helps people to develop their skills and confidence in preparation for the world of work. The Youth Development team of ACC have also developed the Employability awards in partnership with SHMU. These Employability Awards are being run for the first time using the "campus" model: ten pupils from six academies will meet in the Belmont Cinema for the 12-week programme. The recruit programme (delivered in partnership with ENET) has finished with 5 young people awaiting their results.

03.01b- 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	Enhancing support for ICT and English skills that increase adult employability				
Managed by	Chris Smillie	Lead Officer	Gerry Dawson	Progress	 
Start Date	08-Feb-2012	Due Date	31-Mar-2016	Completion Date	



Progress update

Discussions with Employee Development have identified a need to provide basic IT support to enable some employees to undertake duties which require basic ICT skills. Work is ongoing to establish a "summer school" for citizens who require assistance with English skills to progress into employment .

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


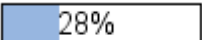
Description	New structure to be developed and implemented within revised budget				
Managed by	Gail Woodcock	Lead Officer	Gail Woodcock	Progress	 
Start Date	31-Mar-2011	Due Date	31-Mar-2016	Completion Date	01-Feb-2012

Progress update

With implementation of the structure, work is now ongoing to sustainably manage and implement delivery of the services identified above

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	Neil McLennan	Lead Officer	Penny Morton	Progress	 
Start Date	13-Jan-2012	Due Date	29-Jul-2014	Completion Date	


Progress update

Progress on this project has been marginally delayed due to a need to revise the personnel involved in the Strategy Group and to re-align resources to ensure meeting of the strategy aims

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	Provide support, training and advice for voluntary management committees				
Managed by	Linda Clark	Lead Officer	Fiona Gray	Progress	 <input type="text" value="38%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2015	Completion Date	

Progress update
 CAN Day (come along and network) 2013 was held on the 23rd March, where a choice of workshops was made available to 60 Management Committee members attending on the day. This provided the participants with relevant information, support and networking opportunities that had been requested by them with the event culminating in a Volunteers Celebration.

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	 <input type="text" value="39%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	

Progress update
 The service is currently preparing a bid for upskilling monies in order to deliver training in relation to the recently released national Strategic guidance documents

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	Kate Anderson	Progress	 <input type="text" value="46%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	

Progress update

The Enterprise Innovation and Funding Officer and the Lifelong Learning Team Manager have developed a pilot work experience project with Northfield Academy as a result of an action from the Learning Partnership.

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	Fiona Gray	Progress	 <input type="text" value="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.				
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Managed by	Jacky Hardacre	Lead Officer	Elspeth Winram	Progress	 
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Start Date	01-Apr-2010	Due Date	31-Dec-2012	Completion Date	31-Dec-2012
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Progress update

The 50+ Festival 2012 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, involving some 300 taking part weekly, were organised for inclusion into the festival programme. These included digital photography led by National Galleries Outreach officers, the new Artist in Residence in Care Homes pilot project, and an exhibition in John Lewis of local residents art work.

ECS CulSp 301 Delivery of Outreach Programme

Description	Delivery of a community based outreach arts programme				
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Managed by	Jacky Hardacre	Lead Officer	Elspeth Winram	Progress	 
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Start Date	01-Apr-2010	Due Date	31-Dec-2016	Completion Date	07-Feb-2013
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Progress update



Supported by a successful application to Creative Scotland, the City, led by Aberdeen International Youth Festival, in partnership with Arts Development developed the 'First in a Lifetime' fund which brought considerable investment and an outreach project to eight areas of Aberdeen City in 2012 providing for sustainable outreach work, engaging residents of Aberdeen in participatory arts. The Arts Development programme itself offered ongoing opportunities to 150 learners in the city in weekly classes led by local artists. 'Engage and Enable' a project funded by Fairer Scotland offered opportunities to regeneration areas of Aberdeen. 500 participants took part in an outreach programme linked to AAG exhibition Wildlife Photographer of the Year. 'Next Step' is a cash back funded project in collaboration with the Youth Justice team and partners to offer diversionary activities for young people involved in violent crime which was ongoing from May 2011 - May 2012 involving artists working with Barnardos and the RGU Street Sport project along with musicians working with the Foyer and Adventure Aberdeen in 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		 
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date	16-Jan-2013

Progress update
 Policy ready in draft along with supporting guidelines. Guidelines are continuously updated. Committee paper and policy refinement to be completed.


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	 
Start Date	08-May-2012	Due Date	31-Mar-2014	Completion Date	


Progress update
 Work is ongoing to maximise the potential of e1, to achieve consistency and accuracy of data and to empower users in their daily work. All schools will move to web-based Groupcall Messenger during June 2013, in order to provide improved communication with parents and carers. Development of pupil tracking, monitoring and reporting is ongoing in primary and secondary schools.

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

Description	ICT SLA implementation				
Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress	 <input type="text" value="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, taking account of changing circumstances and new developments in ICT.

ECS A&F 005c Work with Sport Aberdeen to agree a fit for purpose management information system

Description	Alignment of Sport Aberdeen management information systems with Aberdeen City Council reporting and Bookings and Lettings frameworks				
Managed by	David Wright	Lead Officer	Jo Conlon	Progress	 <input type="text" value="75%"/>
Start Date	08-Feb-2012	Due Date	31-Mar-2016	Completion Date	

Progress update
Management information system has been procured by Sport Aberdeen and is currently being 'rolled out' to sports facilities. It is intended that this will be 'up and running' for Educational Lettings system in time for August 2014.

ECS A&F 005d Secure funding for citywide roll out of wireless networks across Education, Culture and Sport facilities

Description	As above				
Managed by	David Wright	Lead Officer	Rosaleen Rentoul	Progress	 <input type="text" value="45%"/>
Start Date	08-Feb-2012	Due Date	31-Mar-2014	Completion Date	

Progress update
Approximately half of the schools have Wireless LAN and this is being treated as top priority within the ICT Rolling Programme. Work on other schools has been delayed due to new asbestos regulations, and Corporate ICT and the Service are working closely with Facilities Management and others to progress asbestos surveys as quickly as possible.

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		<input type="text" value="45%"/>
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Start Date	01-Apr-2010	Due Date	31-Mar-2016	Completion Date	
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Progress update

Spending has particularly focussed on installing managed wireless local area networks in schools. Additional funding has been targeted to the replacement of laptops in schools

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		<input type="text" value="45%"/>
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Start Date		Due Date	31-Mar-2016	Completion Date	
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Progress update

Schools have been supported in the roll out of the next phase of Glow. A new interface was made available for staff and pupils by January 2013. Migration to the new GlowMail system has now taken place.

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


Description

Managed by	Chris Smillie	Lead Officer	Julie Milne	Progress		<input type="text" value="9%"/>
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Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	
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Progress update

In addition to the ACC guidance for Facebook and social media use the Communities Team is planning to pilot the use of the Online Compass free online tool from the UK safer Internet Centre developed for use by groups and organisations that need to protect young people online. This is a complementary tool to the 360 degree safe, which is being used for online safety in schools settings. The Communities Team are currently in discussion with the Education ICT Strategy Team to determine how adult learners and tutors will be able to access the new version of GLOW which will increase the availability of online learning resources and support for the wider learning community. The development of a mobile optimised website to support the Youth Information Sessions delivered in schools by the Communities Team is underway with completion and launch scheduled for the autumn.


ECS Edu 005 Implement Science and Technology Strategy in schools					
Description	As above				
Managed by	Charlie Penman	Lead Officer	Neil McLennan	Progress	 <input type="text" value="60%"/>
Start Date	26-Aug-2011	Due Date	31-Aug-2016	Completion Date	
Progress update					
The Services Science, Technology, Engineering and Mathematics (STEM) Development Policy, supporting the implementation of the S&T Strategy, was approved at the E,C&S Committee meeting in January and outlined the aims and objectives of the STEM Action Plan which will articulate with those in the Service's School Improvement Plan.					

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 activities 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	 <input type="text" value="40%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2014	Completion Date	


Progress update

The current Corporate Health and Safety Policy was approved by the Chief Executive in April 2013. There is no longer a requirement for a Directorate Health and Safety Policy to reflect the Corporate Policy however there is a requirement for each Directorate to develop a Health and Safety Plan, highlighting and prioritising their own health and safety activities. The current plan needs to be reviewed and updated.

The Health & Safety Annual Service Update Report was presented to Committee on 30 November 2012 detailing the health and safety activities for EC&S for the period 1 October 2011 to 30 September 2012. Quarterly reports are provided on the Directorates H&S activities to the EC&S H&S Committee, the last meeting being held in March 2013. This included a breakdown of all accidents and incidents in this period. Work is continuing with health and safety colleagues to introduce an electronic incident recording and reporting system as part of Phase 2 of the e-form project. Linked to PSe and absence management data this will enable collated information to be manipulated to assist in the identification of trends and the cost of work related accidents, injury and ill health. The system will also ensure consistency and accuracy in accident recording and reporting

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


ECS DSup 000b Co-ordination of the risk management process within EC&S.

Description	Identification, analysis, monitoring and reporting of risks through a regularly maintained Directorate risk register.				
Managed by	Lesley Kirk	Lead Officer	Lesley Kirk	Progress	 <input type="text" value="18%"/>
Start Date	14-Dec-2011	Due Date	31-May-2013	Completion Date	

Progress update

A Directorate group 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 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. 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. A meeting was held with the Development Officer in the Policy and Performance Team to discuss how this piece of work might be moved forward and a paper is being prepared for SMT with recommendations as to how this could be linked to the review of the Service Plans.

ECS DSup 000c 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	 <input type="text" value="60%"/>
Start Date	03-Dec-2012	Due Date	31-Mar-2014	Completion Date	


Progress update

Ongoing process whereby all critical services need to be reviewing their Business Continuity Plans when required but at least once a year. All BCPs received have been sent to the Emergency Planning Unit who are currently considering all BCPs which they hold for the various Directorates to see how the plans dovetail with one another. It's expected that there will be some overlap in services' plans and that further work will be required to review the emergency plans on a corporate basis. A meeting on 9 May with the Emergency Planning Manager highlighted some establishments categorised as 'critical functions' which have yet to return their completed BCPs. These will be followed up. In addition, the BCP for EC&S Support Services encompassing staff at Marischal College and Balgownie One is to be reviewed. This will require decisions from SMT regarding planning for different scenarios and incident team responsibilities. Once feedback received on the plans received to date, schools and other critical services will be required to update BCPs where applicable, likely to be at the start of the new term in August 2013.

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	As above				
Managed by	Gail Woodcock	Lead Officer	Jonathan Kitching	Progress	 <input type="text" value="40%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2015	Completion Date	

Progress update

Work on this strategy has progressed slowly to date due to other priorities. There is a need to establish baseline information.


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	Neil McLennan	Lead Officer	Lynn Scanlon	Progress	 <input type="text" value="100%"/>
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


ECS Edu 009 Produce and publish health related resource packs on Glow

Description	Make resource packs available to schools through Glow				
Managed by	Neil McLennan	Lead Officer	Lynn Scanlon	Progress	 <input type="text" value="95%"/>
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 were leading on sexual health and relationship pack which was completed by early 2012 and Moray were leading on mental health pack which was concluded in the latter half of 2012. Both of these additional resources, along with ACC's substance misuse resource pack, will available on Glow as a planning resource in City schools.


ECS Edu 011	Sexual Health and Relationship Education (SHARE) training to be offered to primary teachers				
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Description	Provision of SHARE training to primary school teaching staff				
Managed by	Neil McLennan	Lead Officer	Lynn Scanlon	Progress	 <input type="text" value="75%"/>
Start Date	29-Nov-2011	Due Date	31-Jul-2013	Completion Date	

Progress update

In 2012, primary schools from the three ASG's with the highest rates of teenage pregnancy within Aberdeen City (St Machar, Northfield and Torry) were 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 were asked for two representatives (from early/middle and middle/upper stages) to attend the training in the expectation that the teachers who attended the training would cascade the information to all staff within their own establishment. This training will be complemented by relationships, sexual health and parenthood education guidelines which were circulated for consultation in late 2012 and are currently being finalised.


ECS Edu 022	In partnership with Education Scotland, develop a common understanding of the Responsibility of All - Health and Wellbeing Outcome and Experiences				
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Description					
Managed by	Neil McLennan	Lead Officer	Lynn Scanlon	Progress	 <input type="text" value="75%"/>
Start Date	03-Feb-2012	Due Date	30-May-2013	Completion Date	


Progress update


The authority was 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 were provided time out of school to develop "I Can" statements for all levels within the Curriculum for Excellence, supported by a short term steering group including representatives from Early years, EP services, NHS, Education Scotland primary and secondary education 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 available across the Service's establishments in order to increase awareness and understanding.

ECS Edu 023	Continue to work in partnership with NHS Grampian developing peer education approach to oral health in five targeted primary schools				
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Description	Five targeted primary schools are: Stoneywood, Bramble Brae, Riverbank, Woodside and Broomhill				
Managed by	Neil McLennan	Lead Officer	Lynn Scanlon	Progress	 <input type="text" value="100%"/>
Start Date	03-Feb-2012	Due Date	31-Jul-2012	Completion Date	3-Sep 2012




Progress update

ECS Edu 024 Develop PE agenda in schools					
Description					
Managed by	Neil McLennan	Lead Officer	Gary Giles	Progress	 <input type="text" value="70%"/>
Start Date	03-Feb-2012	Due Date	31-Jul-2014	Completion Date	
Progress update					
A Curriculum Development Officer has been appointed on secondment to take this project forwards and is working with the Service HWB Network to develop the agenda principles and a School and Community Action Plan with internal and external partners					

ECS Edu 025 CPD training for teachers and other professionals on substance misuse					
Description					
Managed by	Neil McLennan	Lead Officer	Lynn Scanlon	Progress	 <input type="text" value="100%"/>
Start Date	03-Feb-2012	Due Date	30-May-2012	Completion Date	
Progress update					
Substance Misuse Training, supporting staff working with young people around Substance Misuse, incorporating up to date information on Legislation, Alcohol, Drugs and Tobacco from health professionals, teaching staff and police was provided to primary and secondary schools during 2012. This training, in partnership with the Alcohol and Drugs Partnership, Aberdeen City Council, NHS Grampian and Grampian Police, was offered to teaching staff from each school with provision for youth workers, school nurses, 3rd sector employees/volunteers 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	Jackie Thain	Lead Officer	Averil Ferries	Progress	 <input type="text" value="42%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	
Progress update					
Communities Team Health and Wellbeing subgroup now meeting regularly, share information , collate response to appropriate consultations and drive forward some partnership initiatives. Group also identifying gaps, issues and opportunities.					



ECS Edu 010 Establish Health and Wellbeing Network					
Description	To establish a Service wide HWB Network encompassing Schools, Communities, FVL and Culture and Sport services				
Managed by	Derek Samson	Lead Officer	Lynn Scanlon	Progress	 <input type="text" value="100%"/>
Start Date	11-Jan-2012	Due Date	31-Jul-2012	Completion Date	27-Jan-2012
Progress update					
The Network now meets on a regular basis to develop, implement and advance actions and issues that support the HWB themes					
05.03 - Environmental sustainability					
05.03a - Encourage and increase active travel to school					
ECS Edu 012 Encourage and increase active travel to school					
Description	As above				
Managed by	Neil McLennan	Lead Officer		Progress	 <input type="text" value="40%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2014	Completion Date	
Progress update					
Four city primaries are currently nominated as Cycle Friendly Schools by Cycling Scotland, Greenbrae, Fernielea, Cults and Airyhall primary schools received the nationally recognised award for being committed to increasing the number of children cycling to school. Additional schools will continue, through the HWB Network, to be encouraged to consider seeking nomination under the Scheme during 2013/14					
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	Neil McLennan	Lead Officer	Roslyn Shanley	Progress	 <input type="text" value="95%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date	
Progress update					
As of May 2013, 59 out of 64 schools hold eco-school awards at Silver or Bronze level with 15 having been awarded Green Flag status and work is on-going to encompass the remaining schools.					

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

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				
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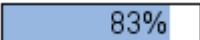
Managed by	Jacky Hardacre	Lead Officer	Elspeth Winram	Progress	 
Start Date	01-Apr-2010	Due Date	31-Mar-2012	Completion Date	12-Dec-2012

Progress update

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', was developed. The first round of Public Art commissions was launched in early 2012 and the Strategy team and External funding officers gained £250,000 in funding from the EU lively Cities Programme, the delivery of which was supported by Arts Development. The project itself used 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. The artists for the Aberdeen Olympic Public Art Commission were confirmed in Jan 2012, building 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 2012 and the Public Art toolkit was launched in September 2012 and is available to the public.

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)				
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Managed by	Jacky Hardacre	Lead Officer	Jacky Hardacre	Progress	 
Start Date	01-Mar-2010	Due Date	31-May-2013	Completion Date	

Progress update



A two year writer in residence programme as the main education initiative linked to the The Green Townscape Heritage Initiative commenced in October 2010 supported by funding of £50,000 from Scottish Arts Council Lottery and £20,000 The Green Townscape Heritage Initiative (THI) delivered early progress through work with schools in the Torry ASG and through other community activities, The main programme concluded with an end of project publication and event celebrating the participants' achievements in October 2012 with the final project evaluation due to be completed in May 2013.

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

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

06.01a - 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	 
Start Date	01-Apr-2010	Due Date	31-Dec-2013	Completion Date	13-May-2013





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.

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

ECS CulSp 303 Delivery of Twinning Projects


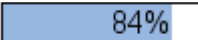
Description					
Arts Development has developed projects for ten years with Clermont Ferrand, Stavanger and Regensburg. The partnerships that have developed have led to successful cultural exchanges.					
Managed by	Neil Bruce; Jacky Hardacre	Lead Officer	Elspeth Winram	Progress	 
Start Date	01-Apr-2010	Due Date	01-Dec-2016	Completion Date	07-Feb-2013

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 2012, the Arts Development team also worked in partnership with APA 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 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	 
Start Date	01-Apr-2010	Due Date	30-Jun-2013	Completion Date	
Progress update					
The Project was nominated for the Critics Award for Theatre in Scotland in Best Ensemble category which was the first nomination for a non-professional company since the awards began in 2002. A year of input to Kingsford Primary School with artist Fiona Milligan Rennie -working with teachers and pupils to further embed creative approaches to teaching and learning in the school concluded with a project report being completed by the artist in July 2012 and participants from the school providing a presentation at the Scottish Learning Festival in September 2012.					
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	 
Start Date	01-Apr-2010	Due Date	31-May-2013	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		
Start Date	01-Apr-2010	Due Date	31-May-2014	Completion Date		



Progress update
 The Arts Education Team was 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.

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

06.03b - Move to Cultural Trust

ECS_C03 Future Delivery of Cultural Services

Description Creation of a Cultural Trust. Transfer the operation of Art Gallery and Museums from the Council to a charitable trust. Scope to include catering venues, including the Beach Ballroom, and libraries. 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		
Start Date	31-Mar-2011	Due Date	31-Mar-2016	Completion Date	09-May-2013	

Progress update
 Consideration of possible joint working with University of Aberdeen being developed through monthly meetings between Vice Principal and ECS Head of Service. Possibilities of joint collections centre to be confirmed.

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	 
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date	09-May-2013


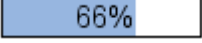
Progress update

A review of the administration of the Cultural Grants application process for 2013/14 has recently been concluded providing for more focused investment decisions and the gathering of additional information around project outcomes, the Museums & Galleries, Library and Creative Learning Teams, taking into account the actions arising from the Review of External investment and the City of Culture bid, are finalising their 2013-14 team plans to incorporate future programming priorities

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	 
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.

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 - 2014/15 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		<input type="text" value="42%"/>
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Start Date	01-Apr-2011	Due Date	31-Mar-2015	Completion Date	
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Progress update

An update to the Plan was presented to and approved at the most recent ICS Partnership forum

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		<input type="text" value="60%"/>
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Start Date	12-Apr-2012	Due Date	31-Mar-2016	Completion Date	
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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	Develop a system in line with the Additional Support for Learning Act 2004 and Getting It Right for Every Child policy to identify and assess additional support needs in order to provide timely and effective support					
Managed by	David Leng	Lead Officer	Helen Milne	Progress		<input type="text" value="15%"/>
Start Date		Due Date	31-Mar-2016	Completion Date		
Progress update						
A working group has been established to deliver the effective collection and sharing of data relating to pupils' additional support needs. Work is underway with schools to ensure the consistent use of E1 to record additional support needs. The Supporting Learners' CPD Framework for 2013/14 will focus on the Education Staged Intervention and on the knowledge and skills required to identify and assess pupils' needs in order to raise attainment.						
ECS Edu 015 Evaluate ASN bases in primary schools as part of school improvement approach						
Description	To review and evaluate the quality of learning, teaching, support and resource in primary ASN bases and make recommendations in order to raise attainment. This evaluation links to the Inclusion Review ECS Edu 17					
Managed by	David Leng	Lead Officer	Helen Milne	Progress		<input type="text" value="10%"/>
Start Date		Due Date	31-Mar-2016	Completion Date		
Progress update						
A Quality Improvement Officer for Additional Support Needs has been appointed and will lead this review. All primary school ASN bases will be evaluated by 31 December 2013. All primary schools have completed an ASN audit of pupils with additional support needs and of those in ASN bases.						
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	Helen Milne	Progress		<input type="text" value="10%"/>
Start Date		Due Date	31-Aug-2014	Completion Date		
Progress update						
A Quality Improvement Officer for Additional Support Needs has been appointed to focus on raising attainment for pupils with additional support needs. A task and finish group has been established to develop a robust system for the collection and intelligent use of performance, attainment and achievement data. Skills development in using information and data effectively to improve attainment will be part of the Supporting Learners CPD Framework for 2013/14						


ECS Edu 026 Redesign of Pupil Support Service					
Description	To develop a Pupil Support Service which meets the needs of pupils to raise attainment in line with the Additional Support for Learning Act 2004, Getting It Right for Every Child and Curriculum for Excellence.				
Managed by	David Leng	Lead Officer	Helen Milne	Progress	 <input type="text" value="10%"/>
Start Date		Due Date	31-Mar-2016	Completion Date	
Progress update					
The Quality Improvement Officer for ASN has started working on improved outcomes for the Pupil Support Service with a focus on improved data collection and intelligent use of performance, attainment and achievement data. The Service will be redesigned in light of recommendations from the Inclusion Review.					

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	Helen Milne	Progress	 <input type="text" value="16%"/>
Start Date		Due Date	31-Aug-2014	Completion Date	
Progress update					
A systematic review of the Inclusion Strategy and Inclusive Practice is in progress. A headteacher has been seconded to lead the project. A timeline for the Review has been produced which includes work with schools and partners during the autumn and spring terms of school session 2013/14. A draft vision statement is being finalised prior to circulation for consultation in June 2013.					

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	 <input type="text" value="57%"/>
Start Date	08-Feb-2012	Due Date	31-Mar-2016	Completion Date	
Progress update					
The SEBN policy and strategy will be based on the findings of the Inclusion Review. SEBN provision will be reviewed as part of the Inclusion Review. The current Exclusion Policy will be reviewed by the end of 2013. A review of the "Second Starts" process for pupils removed from roll has already taken place. An audit of all pupils with social, emotional and behaviour needs has been carried out to target need effectively. Work is ongoing to develop staff in solution oriented approaches, restorative practice and nurturing approaches.					

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	 <input type="text" value="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	Reduce the demand for out-of-authority residential placements by 18 over the next 5 years by developing a local service; retain Kincorth Children's Unit; use on satellite unit and develop an intensive support and monitoring service.				
Managed by	Patricia Cassidy; Susan Devlin	Lead Officer	Patricia Cassidy; Susan Devlin	Progress	 <input type="text" value="15%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2016	Completion Date	

Progress update

This is a demand driven budget. Officers are continuing to monitor this, however the reduction in cost continues to be at risk. Officers continue to strive to reduce the number of Out of Authority Placements though decisions can be taken which are outwith Officer control. These decisions have an impact on the costs.

07.02f - Develop a programme of support for young carers

ECS FVL 009 Develop a programme of support for young carers

Description	Develop a programme of support for young carers				
Managed by	Sheila Sansbury	Lead Officer	Sheila Sansbury	Progress	 <input type="text" value="100%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date	13-May-2013


Progress update

Programme of work ongoing through carers funding from SC and WB. Work transferred from the Communities team to FVL team. Currently working with a third sector provider to agree additional project work

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 opportunities 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		<input type="text" value="30%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date		

Progress update


The milestones identified for 2012/13 have been successfully completed with 38 classes delivered over the year. 2 new classes are proposed to start May 2013 as part of the 2013/14 programme.

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		<input type="text" value="33%"/>
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. Now included in savings proposal ECS_C25, 'Potential Shared Services with other Local Authorities'. It is anticipated that it would be possible to reduce managerial costs and it is suggested one principal and a team of deputies 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 pay scales are nationally negotiated.				
Managed by	Patricia Cassidy	Lead Officer	Sheila Sansbury	Progress	 <input type="text" value="0%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2016	Completion Date	
Progress update					
This savings proposal had been included in the savings option ECS_C25, 'Potential Shared Services with other Local Authorities, however, discussions with partner Council's have made it clear that there is no appetite to share Educational Psychology Services included in this option and resultantly the Directorate will be unable to make realistic savings from these sources, although an alternative savings plan has been agreed					

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	 <input type="text" value="25%"/>
Start Date	01-Jul-2011	Due Date	31-Mar-2014	Completion Date	
Progress update					
EC&S Services continue to work with other local authorities to consider how to deliver joint/shared services. This service option was developed at a time when both Aberdeenshire and Moray Councils had vacancies in the post of Director of Education. Since that time Aberdeenshire, Moray and Aberdeen City Councils have appointed new Directors of Education against which posts the proposed savings were based					

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	As above				
Managed by	Lesley Kirk	Lead Officer	Lesley Kirk	Progress	 <input data-bbox="1783 405 1980 448" type="text" value="10%"/>
Start Date	13-May-2013	Due Date	31-Mar-2014	Completion Date	

Progress update

The EC&S Directorate and HR colleagues have continued to work together in developing service agreements which set out the responsibilities for parties involved in the various HR processes. EC&S Directorate distributed the service agreement for Recruitment and Resourcing and supporting workflow documents across all Service areas for action on 15th June 2012. It was also uploaded to Glow, the national intranet for all our teachers. In addition, in August 2012, the same guidance was made available through the EC&S Policy and Guidelines pages on the Zone. An Absence/Leave service agreement and Employee Life Cycle service agreement are being worked on - HR colleagues are developing procedural charts to sit alongside the SLAs which will assist staff in carrying out their day to day tasks around HR processes. HR are about to review the recruitment and resourcing service agreement across all Directorates - a meeting has been set for 6th June 2013 between HR colleagues and EC&S representatives to review these processes within schools. In the last year, 4 audits have been done into HR processes across Directorates. A memo dated 29th April 2013 has been circulated to all establishments highlighting issues identified. In addressing the issues and recommendations made, a number of changes have been made to the way in which the HR Service Centre handles and processes information. The memo also reiterates that all paperwork should be submitted to the HR Service Centre timeously by Services. In addition, all Directorates have been asked to complete and return a proforma to capture HR data which might be held by Services instead of being passed to the HRSC for placing in the employees' personal files. Once this exercise has been completed, the data will be analysed and decisions taken as to the appropriate and correct storage of the personnel information.

ECS DSUp 007 Service implementation of corporate robust financial systems – PECOS, E-Financials, Collaborative Planning



Description	As above				
Managed by	Lesley Kirk	Lead Officer	Lesley Kirk	Progress	 <input data-bbox="1783 1043 1980 1086" type="text" value="65%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2014	Completion Date	

Progress update

To facilitate improved budget monitoring, all budget holders who manage budgets totalling £250,000 receive 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 use of Collaborative Planning by budget holders for predicting year end out-turns is sporadic across the Directorate and is an area for improvement in the coming year. Last year's Priority Based Budgeting exercise resulted in an overview and scrutiny of all budget lines across all Service areas, realigning budgets to those service areas with the greatest need, and working towards a balanced budget. The 2014/15 PBB process is about to commence with the Directorate and Corporate Round Tables currently being scheduled for August and September 2013.

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	 
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date	09-May-2013


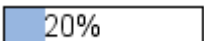
Progress update

With completion of the Service's Review of External Investment as part of ECC C_10, through the Review sessions held with Culture and Sports organisations covering capacity and alternatives, a range of recommendations relating to the implementation of alternative models for the culture and sports sector was reported to the Culture and Sport Sub-Committee in January 2013 and are being taken forwards. In addition, the Leisure Asset and Pitch Strategy Review, due for conclusion in mid 2013 and reporting to a later meeting of the Committee, may inform future direction.

08.02 - Demonstrate our commitment to continuous improvement

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


ECS P&P 001 Implementation of How Good is Our Council self assessment framework


Description	Develop and implement a qualitative self- assessment Service performance framework based on the HGIOC template				
Managed by	Sarah Gear	Lead Officer	Sarah Gear	Progress	 
Start Date	01-Apr-2012	Due Date	28-Jun-2013	Completion Date	

Progress update


ECS colleagues are actively involved in the Corporate 'How Good is our Council' self evaluation. The outcome is anticipated in July 2013.

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	 <input type="text" value="100%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2013	Completion Date	08-Feb-2012
Progress update					
The PLQIM report outcome for 2012, covering Indicator 2 - Community and Personal Participation, rated the Service at level 5 "Very Good" and the PLQIM process for 2013 is due to commence in May 2013					

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	 <input type="text" value="20%"/>
Start Date	08-Feb-2012	Due Date	31-May-2015	Completion Date	
Progress update					
QIS actions have recently been added to the Museums and Galleries Service Plan 2013-16 and performance evaluation framework linked to this					

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	Colin Wright	Progress	 <input type="text" value="34%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	
Progress update					
Good progress being made across range of CPD and performance management activities. CPD Audit and update of Self Evaluation Calendar about to be completed					

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	 
Start Date		Due Date	30-Apr-2012	Completion Date	09-Mar-2012


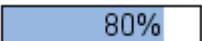
Progress update
A leadership development policy has been drafted and will be presented to ECS Committee on 23rd February. A leadership development framework has been produced and launched on Glow and the Zone.

ECS P&P 003b Implement a programme of professional development opportunities to develop leadership skills across the service

Description	Enhance professional development opportunities within the Service linked to learned leadership skills				
Managed by	Sarah Gear	Lead Officer	Andrew Jones	Progress	 
Start Date	18-May-2012	Due Date	31-Dec-2013	Completion Date	14-Feb-2013

Progress update
A job shadowing scheme for aspiring head teachers has been launched.


ECS P&P 003c Build leadership capacity for our emerging, existing and experienced leaders

Description	Within a leadership and management 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	 
Start Date	18-May-2012	Due Date	31-Mar-2014	Completion Date	

Progress update
A group of 6 secondary faculty PTs have been trained as trainers to use the SCSSA leadership toolkit training materials. They are due to start delivering this training to faculty leaders across the City from March 2013.

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	 <input type="text" value="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	 <input type="text" value="66%"/>
Start Date	18-May-2012	Due Date	31-Dec-2013	Completion Date	

Progress update



Currently working with the Libraries Team to carry out an updated audit of CPD needs for library staff, which will be used to create a programme of appropriate on-going CPD opportunities.

ECS P&P 002c Develop and deliver a high quality New Teacher Induction programme


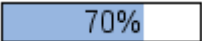
Description	The New Teacher Induction Programme provides support to all probationer teachers working in Aberdeen City schools. It includes the provision of appropriate professional development opportunities throughout the induction year, as well as supporting school staff in supervising and assessing probationer teachers.				
Managed by	Sarah Gear	Lead Officer	Andrew Jones	Progress	 <input type="text" value="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		
Start Date	18-May-2012	Due Date	31-Mar-2014	Completion Date	March 2013	
Progress update						
A programme of conferences was developed and delivered for 2012/13 and the content of these conferences delivered within the existing ECS schedule of meetings. A conference programme for 2013/14 is currently being planned						

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		
Start Date	01-Jun-2011	Due Date	30-Jul-2012	Completion Date		
Progress update						
The Directorate aims to improve internal communications based upon the findings of an internal staff survey undertaken in August / September 2011 and focus groups conducted in March 2012. The expected outcome is an improved flow of information to, from and across staff groups ensuring that relevant information is shared timeously using suitable methods and that, where appropriate, opportunities are provided for comment. The Internal Communications Strategy was worked up as a report for Committee in 2012. However, as a strategy document and not a Policy, there was no requirement for it go to Committee. The document needs to be reviewed and guidance sought from SMT on how to further develop and/or publish and circulate the communications strategy.						

ECS P&P 004a Recognise and celebrate the achievements of staff						
Description						
Managed by	Sarah Gear	Lead Officer	Andrew Jones	Progress		
Start Date	18-May-2012	Due Date	31-Mar-2013	Completion Date	14-Feb-2013	
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	 
Start Date	18-May-2012	Due Date	31-Mar-2013	Completion Date	14-Feb-2013



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.

Priority 10 - Working Together






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






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	 
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 pupil 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	
	Alert
	Warning
	OK
	Unknown
	Data Only

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse