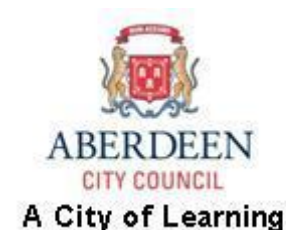


Appendix A3 - ECS Service Plan - Progress of Actions

Performance Scorecard of Service Plan Actions

Report Author: Alex Paterson

Generated on: 29th August 2013




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


01.01b - 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="44%"/>
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 November 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 over the course of the 2013/14 academic year.					

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="9%"/>

Start Date	01-Apr-2011	Due Date	31-Mar-2014	Completion Date	
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Progress update

New guidance has been issued by the Scottish Government that superseded the previous strategy development and influenced progress against the original timelines. A review group has now been established to accommodate this guidance and implement a renewed strategy. It is intended that a report highlighting the issues and action plan linked to the updated guidance will be reported to Committee in November

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%"/>
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Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	
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Progress update

Young people from Torry & Tullos Community Centre performed at the Torry Lighthouse Festival. The event was a huge success with circa 1800 people in attendance. Streetworkers and youth workers were in attendance engaging with young people and delivering a youth information session. Partnership work with Deeside Family Centre has now concluded and group have development an alcohol resource toolkit which can be used by partners. Possibility of further partnership work with St Machar & Police Scotland, another girls group this time to engage with young people who are engaging in low level disruption both in schools and the community. It is anticipated that this piece of work will start after the summer holidays.

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%"/>
Start Date	23-Jan-2012	Due Date	31-Mar-2016	Completion Date		

Progress update


The team have completed placements for Harlaw, Grammar, Bridge of Don and Dyce Academies. A total of 565 pupils were placed with 68.2% getting their first choice

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="34%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	

Progress update
 Completion of the relevant administrative documents enabling the transfer of funds to Community Centre Associations is currently pending. Presently, one transition Centre, Kincorth has yet to sign the appropriate agreements.


02.01b - Development of Culture and Sport Facilities

ECS CuISp 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	Gail Woodcock	Lead Officer	Trevor Smith	Progress	 <input type="text" value="75%"/>
Start Date	14-Apr-2009	Due Date	31-Jan-2014	Completion Date	

Progress update
 Graham Construction last reported in June that the project was approximately 6 weeks behind programme and that they were using their best endeavours to catch up on the timeline for completion and handover. Much of this slippage has now been retrieved and works are progressing well with a view to a 'soft opening' of the facility in early 2014.

ECS CuISp 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 type="text" value="39%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2015	Completion Date	

Progress update
 These works are currently on target with 'second phase' works funded from the 2013/14 budget having been identified and planned.

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-Dec-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. A report is due to be presented to the September meeting of E,C&S Committee.


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 with 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 783 1980 823" 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 a 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. Construction work on the new Brimmond School, on the site of the former Newhills Primary commences in September 2013


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. 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	 <input type="text" value="25%"/>


Start Date	23-Jan-2012	Due Date	31-Mar-2016	Completion Date	
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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	 <input type="text" value="14%"/>
Start Date	08-Feb-2012	Due Date	31-Mar-2016	Completion Date	


Progress update

66 learners completed employability related classes between April and June 2013

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

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	 <input type="text" value="28%"/>
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="43%"/>

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.					

Priority 04 - Technology


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 implemented by Sport Aberdeen and tested. Further discussions linked to extending the system to encompass Bookings and Lettings are on-going

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="50%"/>
Start Date	08-Feb-2012	Due Date	31-Mar-2014	Completion Date	

Progress update
Approximately half of the schools have Wireless LAN and a methodology for funding the next phase of installation has been established. Currently work is being slowed due the requirement to complete asbestos surveying at each school involved, the effect of which may be to delay the equitable access to/provision of service across City schools


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%"/>
Start Date	01-Apr-2010	Due Date	31-Mar-2016	Completion Date	

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="16%"/>
Start Date		Due Date	31-Mar-2016	Completion Date	

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%"/>
Start Date	01-Aug-2011	Due Date	31-Mar-2016	Completion Date	

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="93%"/>
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.

05.02a - 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 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

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	As above				
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.

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%"/>
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Start Date	01-Apr-2010	Due Date	31-Mar-2014	Completion Date	
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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

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

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

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		<input type="text" value="84%"/>
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Start Date	01-Apr-2010	Due Date	31-May-2014	Completion Date	
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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.

06.05 – Attract and retain creative practitioners in the City

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="52%"/>
Start Date	01-Apr-2011	Due Date	31-Mar-2015	Completion Date		


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%"/>
Start Date	12-Apr-2012	Due Date	31-Mar-2016	Completion Date		

Progress update

07.02 - Support vulnerable learners to achieve their full potential						
07.02a - Early identification and assessment of children and young people with additional support needs						
ECS Edu 014 Early identification and assessment of children and young people with additional support needs						
Description	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="9%"/>
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.

07.02g - 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	
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Progress update

2 new classes have successfully been developed and delivered from May and 13 classes in total, proportion of which have been delivered in partnership with other services (e.g, Aberdeen College, PC Inspire and Library and Information Service) have been provided for service users from March 2013 onwards.

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

08.01c - 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 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 724 1980 762" 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.

08.02c - Effectively monitor and evaluate the impact of arts, culture, heritage and sports activities

ECS CuISp 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 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	 <input type="text" value="80%"/>






Start Date	18-May-2012	Due Date	31-Mar-2014	Completion Date	
Progress update					
Following a meeting with the co-ordinators of each of our established leadership support groups, we are considering the possibility of setting up new groups for aspiring head and depute head teachers in the secondary sector. Joint meeting and CPD sessions for primary and secondary support groups are also being examined					






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




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="70%"/>
Start Date	18-May-2012	Due Date	31-Dec-2013	Completion Date	
Progress update					
The CPD team is currently working closely with the Communities service to co-ordinate a range of core training for childcare staff. Funding for this has been provided for from within the core CPD budget.					




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	 <input type="text" value="70%"/>
Start Date	01-Jun-2011	Due Date	30-Jul-2014	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 to 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.					

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