

REPORT TO: EDUCATION COMMITTEE - 11 MAY 2009

REPORT ON: EDUCATION DEPARTMENT SERVICE PLAN UPDATE

REPORT BY: DIRECTOR OF EDUCATION

REPORT NO: 271-2009

1.0 PURPOSE OF REPORT

- 1.1 This report contains an update on the Education Department Service Plan 2008-2011 and other corporate planning initiatives where there is educational involvement. The report also clarifies the clear relationship between the Service Plan objectives and the Dundee Single Outcome Agreement 2009-2012.

2.0 RECOMMENDATIONS

- 2.1 The Education Committee is recommended to note and approve the contents of the report.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 MAIN TEXT

- 4.1 This report updates the Education Department's Service Plan 2008-2011, approved by the Education Committee on 25 August 2008 (Education Committee Report No. 420-2008, **Education Department Service Plan, 2008-11**, refers), and confirms that the Department's objectives are aligned to the Dundee Single Outcome Agreement (SOA).

- 4.2 At the heart of the Service Plan is the Department's statement of commitment:

"We will maximise opportunities for all our young people. We will continue to create the best conditions for learning. We will work with all our partners to support young people to attain and achieve the highest levels of performance, and to be responsible citizens ready for the world of further learning, training and work."

- 4.3 The Service Plan has three broad objectives: creating the best conditions for learning; supporting children and young people; and supporting and developing partnerships. Within these objectives, the plan sets out ten themes where improvement is sought:

- Theme 1 Developing the Learning and Teaching Experience
- Theme 2 Measuring, Monitoring and Reporting Progress
- Theme 3 Improvement through Information Technology
- Theme 4 Leadership
- Theme 5 Better Behaviour Better Learning
- Theme 6 Equality and Inclusion
- Theme 7 The Arts and Culture
- Theme 8 Involved and Informed

- Theme 9 Health and Wellbeing
- Theme 10 Raising Aspirations

- 4.4 There is, in addition, a corporate compliance section which covers the key themes of equality, risk, sustainability, human resources, finance and best value.
- 4.5 Outwith the Service Plan the Department has corporate involvement as partners in specific targets in additional council plans. These cross departmental targets are reported on along with our own Service Plan in the corporate planning database.
- 4.6 The Education Department's approach to quality improvement is encapsulated within its *'Improving Pupil Attainment and Achievement'* (IPAA) strategy. Each objective and target in the Service Plan is the responsibility of an IPAA Theme Group and is overseen by an appropriate lead officer. Progress is reported by the IPAA Theme Group to the main IPAA Strategy Group, accountable to the Director of Education. Performance is regularly scrutinised by the IPAA Audit Group and the Department's Management Team.
- 4.7 Each target in the Education Department Service Plan has a link, where appropriate, to the SOA, or to a Statutory Improvement Indicator, or to the Department's Annual Improvement Objectives. As part of the Corporate Service Plan monitoring system, it should be noted that progress on these objectives, along with those in the Dundee SOA, will be reported on annually in April. The appendix (*'Review and Update of Education Department Service Plan'*) lists each of the targets with an update assessment and indicates where linkage exists. In broad outline form, each theme in the Service Plan contributes to the SOA outcomes as in Table 1 overleaf.
- 4.8 **Of 63 targets listed in this report, 62 are reported on schedule.** Only 1 target is reported as behind schedule. The specific target is *"The Education Department will continue to work closely with the Personnel Department to develop ways to publish all relevant information in a sensitive and helpful way."*
- 4.9 The delay is due in the main to the later than expected deployment of *Resourcelink*. When fully operational, *Resourcelink* will allow the department to monitor many aspects of the Human Resources function more efficiently, including staff absence and important recruitment measures.
- 4.10 The Department has recently reviewed its risk register based on this Service Plan. The key risk factors are: severe criminal activity; catastrophic fire damage; and significant fire damage. The Department has been working to reduce these risks through enhanced controlled entry systems and the introduction of sprinkler systems in new build schools. All school buildings have a fire risk assessment that is periodically reviewed and updated.

Table 1

Dundee SOA outcome	Department Service Plan Theme
Outcome 1 Dundee will be a regional centre with better job opportunities and increased employability for our people	Theme 3: Improvement through Technology Theme 10: Raising Aspirations
Outcome 3	

Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included	Theme 1: Developing the Learning and Teaching Experience Theme 2: Measuring, Monitoring and Reporting Performance Theme 3: Improvement through Technology Theme 4 : Leadership Theme 5: Better Behaviour Better Learning Theme 6: Equality and Inclusion Theme 7: The Arts and Culture Theme 8: Involved and Informed Theme10: Raising Aspirations
Outcome 5 Our people will have improved physical and mental wellbeing	Theme 9: Health and Well Being
Outcome 11 Dundee will have a sustainable environment and environmental justice	Sustainable Development <ul style="list-style-type: none"> • reduce CO2 emissions from our activities • promote the use of recycled and recyclable products and disposing in an environmentally friendly way • implement the Council's Fairtrade policy and promote the use of fair trade products • encourage greater use of public transport, walking and cycling by implementing the Council's travel plan in all schools

5.0 POLICY IMPLICATIONS

- 5.1 This Report has been screened for any policy implications in respect of sustainability, strategic environmental assessment, anti-poverty, equality impact assessment and risk management.

6.0 CONSULTATIONS

- 6.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Head of Finance have all been consulted.

7.0 BACKGROUND PAPERS

- 7.1 None

Jim Collins
Director of Education

1 May 2009

Review and Update of Education Department Service Plan: 2008-2011						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
1a. Continue to create motivating learning environments through LTID	On Schedule	Support for the development of LTID in schools is being maintained by staff tutors through twilights, CPD for schools and clusters by arrangement. Further support materials have been commissioned to maintain impact of LTID in schools. SQA academy launched in secondary schools. Membership and future role of Reference Groups under review.	Lina Waghorn	June 2008	June 2011	Continue to raise attainment in English Language and Mathematics (AIO) Work towards all schools achieving an Eco Schools award (AIO)
1b. Design an appropriate curriculum for all learners through CfE	On Schedule	While awaiting final national guidance, a plan is being published through a CfE newsletter with guidance for schools on audit and implementation of outcomes and experiences. Illustrations of good practice in implementing CfE are published in a DEN special edition newsletter.	Michael Wood	June 2008	June 2011	
1c. Develop a literacy and numeracy strategy, incorporating moderation procedures	On Schedule	An initial meeting of representative parties was convened on 9 January. With one or two changes, these people will form an overarching strategy group, chaired by Lina Waghorn. A series of action points was recorded, to be discussed further at the first meeting of the strategy group.	Lina Waghorn/ Michael Wood	June 2008	June 2011	Achieve a common understanding of assessment and reporting between sectors, concentrating on the principle transition (AIO)
1d. Develop a strategy for active learning in nursery and primary schools	On Schedule	The LTID Birth to Six Years guidance material has been distributed to Education Department settings and to some partners in other sectors. Feedback is being sought to help with planning CPD to support the	Lina Waghorn	June 2008	June 2011	

Review and Update of Education Department Service Plan: 2008-2011						
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		document.				

Review and Update of Education Department Service Plan: 2008-2011						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
1e. Develop opportunities for creative activities across the curriculum	On Schedule	A wide range of creative activities has been developed across sectors at departmental and school level.	Lina Waghorn	June 2008	June 2011	
2a. Develop and implement a consistent tracking and monitoring system in primary and secondary schools	On Schedule	Tracking and monitoring guidelines are being discussed as well as best practice in monitoring level 3 English and Maths with Head Teachers next month. Level 3 lists are updated and Offsite targets have been added and agreed.	Paul Clancy	June 2008	June 2011	
2b. Develop a consistent approach across sectors and within sectors to reporting to parents	On Schedule	Agreement has been reached on tweaking of current reports in the short term. These will be added for this year's reporting cycle.	Paul Clancy	June 2008	June 2011	
2c. Develop a consistent approach across sectors to recording wider achievement	On Schedule	Action plan to be fully agreed at the next meeting of the Performance Monitoring Group.	Paul Clancy	June 2008	June 2011	
2d. Develop and evaluate a system of baseline assessment	On Schedule	INCAS testing now complete and PIPS P1 and MIDYIS guidelines ready to go out in draft for consultation.	Paul Clancy	June 2008	June 2011	
2e. Develop the use of benchmarking as a data analysis tool	On Schedule	Twilights to deliver the material now in planning phase. Support materials completed.	Paul Clancy	June 2008	June 2011	

Review and Update of Education Department Service Plan: 2008-2011						
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2f. Continue to develop quality improvement procedures and revise the Quality Improvement Strategy	On Schedule	The continuing application of the School Review programme is resulting in consistency of support and challenge. Work has yet to start on drawing together the various Quality Improvement procedures.	Lina Waghorn/ Michael Wood/Jim Gibson	June 2008	June 2011	Continue to raise attainment in English Language and Mathematics (AIO) Achieve an average tariff score in S4 of 149 (SPI) Increase the proportion of schools and pre-school centres receiving positive inspection reports (SOA)
3a. Promote the effective use of ICT for learning	On Schedule	CPD events refocused to emphasise ways in which ICT and Glow can underpin Curriculum for Excellence. Planning underway with International Education Masterclasses regarding the use of ICT to promote the development of the global information society. Transitions projects underway (EY/primary focusing on Active Learning, primary/secondary focusing on Comic Life).	Paul Clancy	June 2008	June 2011	

Review and Update of Education Department Service Plan: 2008-2011						
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		<p>The use of ICT in Moving Image Education being promoted across all sectors. Ongoing support for ECDL. ICT evaluation proposals well received by secondary schools following positive feedback from Harris and Morgan extended reviews.</p> <p>Planning about to start for an event which will showcase to parents how their youngsters use ICT at school (via the IPAA Communication and Consultation Group). Continued raising of awareness regarding internet safety and security.</p>				
3b. Develop the use of SEEMIS as the authority management information tool	On Schedule	MIDYIS manual almost finalised. Conference planned for June along with a PIPS/INCAS conference. Successful use of the MIS MOT in the Morgan extended review. Ongoing provision of CPD, including training for new School Development Plans 2009-2011.	Paul Clancy	June 2008	June 2011	
3c. Implement GLOW across all sectors	On Schedule	Evidence of increased uptake and usage of Glow. Glow Learn training now being provided to secondary schools. Examples of good practice being disseminated via Glow and demonstrated at various meetings. Ongoing activity with IT colleagues regarding the use of net books to provide increased access to Glow.	Paul Clancy	June 2008	June 2011	
4a. Promote effective leadership for learning through a revised framework for	On Schedule	Ongoing CPD for leadership and management development. Revised	David Johnstone	June 2008	June 2011	Evaluations from CPD Online show

Review and Update of Education Department Service Plan: 2008-2011						
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leadership and management development		framework for leadership development was presented to IPAA leadership group in February 2009. Ongoing support for school SMT by arrangement. Support for schools from Xcel consultants by arrangement.				an increase in levels of both CPD uptake and positive impact of CPD on classroom practice and work efficiency (AIO)
4b. Further develop the 'Coaching to Lead Learning' programme	On Schedule	Arrangements made for three additional cohorts - 54 teachers - to be trained this session. An introduction to coaching course has been introduced as well as coaching element introduced into Revised First Steps to Management course offering coaching training for 30 staff.	David Johnstone	June 2008	June 2011	
4c. Revise arrangements for Professional Review and Development (PRD) of teaching staff	On Schedule	Pilot of teacher and PT review ongoing including nursery, primary and secondary schools. Early feedback positive. Ongoing discussion of revised arrangements with teacher associations.	David Johnstone	June 2008	June 2011	
5a. Continue to implement strategies to promote better behaviour in schools	On Schedule	Range of INSET available: CALM, NVCI; Cool in School; restorative practices - management of reaccreditation of CALM training for staff groups under discussion - new concept of flexible learning packages currently in development - wide consultation on Options process has taken place - review group set up to begin a formal review of the Options process following consultation - communication with hard-to-reach groups will continue to be addressed as part of the wider Parenting Strategy being tackled by a citywide	Jim Gibson	June 2008	2011	Exclusion measures continue to show a decrease with reference to all children, including those who are looked after (AIO). Continue to improve

Review and Update of Education Department Service Plan: 2008-2011						
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		group				attendance rates across the city (AIO)

Review and Update of Education Department Service Plan: 2008-2011						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
6a. Improve access for all learners to appropriate learning experiences and environments	On Schedule	A PT of Technology is proposed for the multi-sensory service. A proposal will be put forward for the Accessibility Plan re accessing a budget to revise the range of technology for pupils with a visual loss. Deaf pupils have access to an Educational Audiologist as well as suitable technology.	Jim Gibson	June 2008	June 2011	<p>Increase % of looked after children in Dundee achieving at least one qualification at SCQF level 3 or above (SOA)</p> <p>Increase % age of looked after children attaining both English and Maths at SCQF level 3 or above</p> <p>Support all children with additional support needs through joint programmes of assessment and intervention (AIO)</p>
6b. Review and implement 'Protecting Children' training strategy	On Schedule	Committee Report 51-2009 "Child Protection Guidelines and Procedures" agreed by the Education Committee on 26 January 2009.	Jim Gibson	June 2008	June 2011	

Review and Update of Education Department Service Plan: 2008-2011						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
		A training needs analysis has commenced. SCSS Protecting Children Team working with partners to establish joint training events.				

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6c. Work with partners in the continuing development of Joint Action Teams (JATs) (LB, SW, HTs)	On Schedule	JATs are now established in all secondary schools and early years/primary clusters. Staff development events are regularly held. Over 400 individual cases have been referred. An evaluation of the JAT system was completed in January and has been overwhelmingly positive. Further planned initiatives include the establishment of a post-school JAT to support young people leaving and beyond school. Consideration is also being given to a specific early years cross-city JAT in recognition of the large number of babies and very young children requiring multi-agency intervention.	Jim Gibson	June 2008	June 2011	

Review and Update of Education Department Service Plan: 2008-2011						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
7a. Increase opportunities for participation in a wide range of quality cultural activities	On Schedule	<p>Primary schools have taken part in workshops exploring Chinese culture. Sessions supported by Cultural Co-ordinators were supported in language, food, fashion and art and design in partnership with Dunnes, the Dundee China Association.</p> <p>Braeview Academy have established a progressive Dance Academy working in partnership with Scottish Dance Theatre and the Dance Officer of the Leisure and Communities Department. A programme of CPD for all PE staff has been taken forward along with the implementation of a Community Dance Leadership Award Scheme which sees senior pupils visiting and coaching in the cluster primary schools. Dundee Schools Music Theatre, due to the project's continuing success, has extended this year to accommodate the 240 pupils wishing to take part in the programme. Dundee Schools Arts Festival syllabus has been released to all educational establishments regarding this year's festival. The festival has been extended to include an extra Sunday night concert to promote new musical initiatives taking place as part of the</p>	Lina Waghorn	June 2008	June 2011	Increase further the percentage of young people participating in cultural activities (AIO)

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		department's arts provision including the RSAMD singing centre.				

Review and Update of Education Department Service Plan: 2008-2011						
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7b. Ensure the value of culture is recognised in schools	On Schedule	Arts Update 2 editions of the report have now been produced and circulated to all educational establishments, partner organisations, senior management and Elected Members. The document is funded by the Scottish Arts Council and aims to promote and share good practice in Arts education in the Authority. A further 3 publishing dates have been set for 2009/10. YMI External Evaluation This report, compiled by Consultant Sue Moody, will be sent to all Head Teachers and educational establishments. This report highlights the very positive impact the programme has had to date.	Lina Waghorn	June 2008	June 2011	
7c. Ensure partners develop a shared understanding of common aims, values and purposes	On Schedule	Partnerships continue to be strengthened and extended as above.	Lina Waghorn	June 2008	June 2011	
8a. Develop strategies for effective parental involvement in children's learning	On Schedule	Parental website launched and continually updated. Evaluations by school staff and parents re Caird Hall event being discussed to form next steps. Four schools will present their parental involvement projects at events in Stirling and Aberdeen.	Lina Waghorn	June 2008	June 2011	
8b. Ensure all stakeholders are able to participate in the consultation and decision-making process	On Schedule	The Parental Group (Involved Parents, Inspired Pupils) has been consulted on a number of issues including reporting, parking issues and additional in-service days.	Lina Waghorn	June 2008	June 2011	

Review and Update of Education Department Service Plan: 2008-2011						
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		Further consultation will take place as appropriate. A group has been formed and met twice to redraft the Involved and Informed strategy. Parental survey results show an increased level of satisfaction.				

Review and Update of Education Department Service Plan: 2008-2011						
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8c. Promote effective communication with stakeholders	On Schedule	LTiD planners are used as a two-way communication tool between schools parents. The Director of Education and SMT meet regularly with chairs of Parent Councils.	Lina Waghorn	June 2008	June 2011	
8d. Improve communication and the delivery of school information	On Schedule	The involved and informed strategy is being revised.	Elspeth Walker	June 2008	June 2011	
9a. Encourage all establishments to further the health and wellbeing of staff and pupils	On Schedule	Very successful Health Promoting Schools twilight held on 28th January, with 26 establishments represented from all sectors. 2 Primary and 1 Secondary schools shared good practice and NHS Schools Team reviewed available resources. The revised accreditation scheme will be presented to the Management Team in February for comment. Further events are planned with colleagues from NHS Schools Team and HMIE to further embed Health and Wellbeing. The Education Department Healthy Working Lives Group is now planning the appropriate next steps to address the outcomes of the Health Needs Assessment undertaken with staff.	Avril Barnett	June 2008	June 2011	Continue to support all establishments to be health promoting, and increase further the number of accreditations (AOI) Increase participant sessions in active sports (AIO) Increase the numbers of delivering the active sports programme (AIO)

Review and Update of Education Department Service Plan: 2008-2011						
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9b. Ensure compliance with the Schools (Health Promotion and Nutrition) (Scotland) Act 2007	On Schedule	HMIe nutritional assessor has briefed all Health Assistants on compliance with the Act. Three twilight sessions will be available on CPD online for March/April 2009 to cascade this to all staff. The Health & Wellbeing Reference Group has posted responses to the consultation on the draft outcomes and await further guidance. Clear links have been established between the Reference Group and the HPA IPAA strategy group to ensure efficiency and clear communication.	Avril Barnett	June 2008	June 2011	
9c. Extend and develop partnership working with statutory and voluntary organisations	On Schedule	Partnerships continue to be strengthened and extended as above. A new Staff Tutor for Health and Wellbeing has been appointed, funded by NHS Tayside. SCSS have also appointed a new Community Health Officer and partnership working will be extended and enhanced.	Avril Barnett	June 2008	June 2011	

Review and Update of Education Department Service Plan: 2008-2011						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
10a. Work with the Council and wider community to promote greater confidence and self-esteem	On Schedule	The IPAA Attainment and Achievement Group have begun discussions of this project. A whole-day development event is planned, facilitated by an external consultant. A sub-group is also looking at how lessons learned by the health authorities in seeking to change people's lifestyles and cultures might be applied in the field of education to a pilot area of Dundee. In addition, a second sub-group is now developing a Parenting strategy for the city.	Jim Gibson	June 2008	June 2011	<p>Achieve an average tariff score in S4 of 149 (SPI)</p> <p>Increase performance in all S4-S6 measures and achieve a target of 90% of pupils attaining English and Maths at SCQF level 3 or above by the end of S4 (SPI)</p> <p>Achieve level of 88% of school leavers entering a positive destination (SPI)</p>

Review and Update of Education Department Service Plan: 2008-2011						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
10b. Identify and support young people at risk of not entering employment, education or training	On Schedule	Education Department personnel are working closely with Dundee College and the More Choices More Chances Implementation Group to identify more vocational opportunities. At least six secondary schools will have a vocational component in their S3/S4 curriculum in 2009-10, and the remaining three schools will be encouraged to develop this aspect of the curriculum. Citywide, the MCMC team is introducing the 16+ Learning Choices programme which will aim to guarantee a positive destination for every school leaver.	Jim Gibson	June 2008	June 2011	Achieve level of 88% of school leavers entering a positive destination (SPI)

Corporate Compliance - Sustainable Development						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Reduce CO2 emissions from activities	On Schedule	All school buildings are being assessed for energy performance which will highlight poor performing buildings. All maintenance work where there is an impact on the structure i.e. roofs and windows, are upgraded to minimise heat loss and carbon emissions.	Norrie McGowan	June 2008	June 2011	
Promote the use of recycled and recyclable products and disposing in an environmentally responsible way	On Schedule	All schools are registered as eco schools and are encouraged to involve the whole school community to participate in improving the ecological approach.	Morag Cooney	June 2008	June 2011	Work towards all schools achieving an Eco Schools award (AIO)
Implement the Council's fairtrade policy and promote the use of fairtrade products	On Schedule	Staff are aware of the guidance in ACfE regarding the capacity of pupils to be responsible citizens. Opportunities to develop are identified in a number of curricular areas including the use of Fair trade and its place in the economy	Morag Cooney	June 2008	June 2011	
Implement the council's travel plan	On Schedule	All schools have received Travel Action Plans with training in their use. Schools are being encouraged to devise their own travel plans in conjunction with parents and pupils.	Avril Barnett	June 2008	June 2011	

Corporate Compliance - Sustainable Development						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Encourage greater use of public transport, walking and cycling as an alternative means of travel	On Schedule	Travel Action Plans include cycling, walking and the appropriate use of public transport. The Active Schools Team are working with schools to promote cycling through a wide ranging programme including cycling instruction and assisting schools with planning for cycling shelters etc.	Avril Barnett	June 2008	June 2011	Continue to support all establishments to be health promoting, and increase further the number of accreditations (AIO)

Corporate Compliance - Human Resources Training						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Develop and introduce induction programmes for new teaching and support staff	On Schedule	Collation of different documentation and practice being undertaken for development of a departmental induction pack. Consideration being given to electronic input. First draft due for discussion by January 2009.	Janet Robertson	June 2008	June 2011	
Develop and deliver people management training; absence; recruitment and selection; disciplinary	On Schedule	Development of managing sickness absence and recruitment and selection training documentation underway. Regular programme of training courses being put into CPD online. Seeking to link to post details of mandatory training.	Janet Robertson	June 2008	June 2011	

Corporate Compliance - Human Resources Workforce Planning						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Review current provision of training for support staff across all school sectors and department sections, including Professional Review and Development	On Schedule	Departmental staff survey and EFQM results highlighted that support staff were looking of a more structured approach to CPD and PRD. Review of arrangements still to begin.	Janet Robertson	June 2008	June 2011	
Review departmental structure	On Schedule	As previous comments. Vacancies and structure continue to be reviewed to ensure effectiveness and efficiency.	Janet Robertson	June 2008	June 2011	
Review temporary and fixed-term posts	On Schedule	Progress is continuing on ensuring review of temporary/fixed term posts.	Janet Robertson	June 2008	June 2011	
Review Education Department recruitment and selection documentation	On Schedule	Corporate guidelines now in final draft format and Education Department-specific issues are being added.	Janet Robertson	June 2008	June 2011	
Review all conditions of service documentation, including development of teaching handbook	On Schedule	Teaching staffing procedures currently being updated.	Janet Robertson	June 2008	June 2011	

Corporate Compliance - Best Value Review						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Best Value Review on Attainment	On Schedule	Main aspects of the BVR have now been built into the 2008-2011 Service Plan	Jim Collins	June 2008	June 2011	
New Kingspark School	On Schedule	Building has begun at the site of the new school. Final design has been agreed. New partnership agreement with Angus Council being drafted for joint consideration.	Norrie McGowan	June 2008	June 2011	
Merger of Whitfield and Newfields primary schools and Whitfield Early Years Child Centre	On Schedule	The consultations with all parents and staff have been conducted with unanimous agreement that this merger and new build should go ahead. The report has been to committee and accepted by elected members.	Lina Waghorn	June 2008	June 2011	
Best Value Review on Residential Schools (led by Social Work)	On Schedule	Best Value Review - Residential Schools - Completed - report agreed by Social Work and Health Committee	Jim Gibson	June 2008	June 2011	

Education Department Involvement in Additional Corporate Plans						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Use of schools out with normal hours.	On Schedule	Progress made on charging framework for consideration with revised policy proposals	Norrie McGowan	June 2008	June 2011	
Produce School Emergency Evacuation Plans and Review Annually	On Schedule	The schools have evacuation plans in place for fire. The departmental Health & Safety Co-ordinator and Support for Learning colleagues are working closely with schools to develop Personal Evacuation Plans for pupils who have disabilities.	Jim Gibson/ Janet Robertson	June 2008	June 2011	

Education Department Involvement in Additional Corporate Plans						
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Deliver the 21st century school building improvement programme.	On Schedule	Pupils have moved into the first 4 new primary schools to be completed under the PPP programme. 2 more primaries, St Paul's Academy and the completion of the replacement for Grove Academy will follow in the second phase.	Gillian Ross Pond	Nov 2007	May 2011	
Ensure that all communication with children, young people and their families is in plain English and complies with the interpretation and translation needs and requests of parents or service users. Due date - ongoing.	On Schedule	Material is checked, both printed and electronic, to make sure that information is made available.	Lewis Thomson	April 2007	April 2010	

Education Department Involvement in Additional Corporate Plans						
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Increase the capacity of the existing 'Understanding Disability' programme to support greater numbers of schools in delivering educational and social experiences designed to expose children and young people to the effects of living with a variety of disabilities and to challenge negative attitudes towards disability and people with disabilities. Due date - December 2009	On Schedule	The Equalities Group have considered a Dundee-specific version of the Disability Equality Training resource pack. The proposal is still under consideration.	Ken McAra	April 2007	April 2010	
The Education Department will continue to work closely with the Personnel Department to develop ways to publish all relevant information in a sensitive and helpful way. Due date - ongoing	Behind Schedule	Delays have been experienced in the implementation of this system (Resource Link)	Elspeth Walker	April 2007	April 2010	
Ensure that ICT provision allows the Department to access, monitor, evaluate and review data on disabled staff in terms of recruitment, retention and career progression to enable appropriate action to be taken. Due date - December 2009	On Schedule	Still a work in progress due to developments of Resourcelink and move to the recruitment portal.	Janet Robertson	April 2007	April 2010	

Education Department Involvement in Additional Corporate Plans						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Assess Sure Start Strategy by June 2009	On Schedule	Sure Start (SS) approaches and ongoing evaluation of service provision and quality assurance is continuing. NHS Tayside are currently assisting in evaluating the impact of the SS Health Visitor service on service users, with a view to rolling out some SS approaches across Dundee via all Health Visitors. Pre-school Home Visiting Service (PSHV) is reviewing the effectiveness of service provision to meet increased number of referrals.	Charlotte Maccrimmon	April 2007	April 2010	
Assess guidelines on use of schools out with normal hours by July 2008	On Schedule	Progress made on charging framework for consideration with revised policy proposals	Norrie McGowan	April 2007	April 2010	
Raise awareness of environmental stewardship among children and young people by ensuring that all Dundee schools continue to participate in the Eco-school programme. TARGET: All pupils will have the opportunity to participate in the scheme thus improving the environmental performance of their individual schools and impacting on the local community.	On Schedule	All schools are registered as eco schools and are encouraged to involve the whole school community to participate in improving the ecological approach.	Morag Cooney	Aug 2008	Jan 2012	Work towards all schools achieving an Eco Schools award (AIO)

Education Department Involvement in Additional Corporate Plans						
Target	Current Status	Update Assessment	Lead Officer	Start Date	End Date	Single Outcome Agreement (SOA) Annual Improvement Objective (AIO) Statutory Performance Indicator (SPI)
Further raise awareness of Sustainable Development Education (SDE) through Environmental Studies Programmes and Citizenship Network Coordinators Meetings. TARGET: SDE is a more explicit focus in Environmental Studies topics. Coordinators investigate further means of introducing SDE into the curriculum.	On Schedule	Staff are becoming more aware of the impact of SDE and identifying it in environmental studies within the school. As part of planning for ACfE SDE will become more prominent.	Morag Cooney	Aug 2008	Jan 2012	
To continue to explore ways of developing the capacity in a Curriculum for Excellence - to ensure that all young people become Responsible Citizens. TARGET: All staff are aware of, and are putting into practice, the guidance in Curriculum for Excellence regarding developing the capacity for pupils to become Responsible Citizens.	On Schedule	Staff are aware of the guidance in ACfE regarding the capacity of pupils to be responsible citizens. Opportunities to develop are identified in a number of curricular areas.	Morag Cooney	Aug 2008	Jan 2012	
Assist schools in the Safer Routes to School initiative and in developing School Travel Plans. TARGET: All schools will receive School Travel Packs and will develop their own plan dependent on their own priorities and needs.	On Schedule	All schools have received Travel Action Plans with training in their use. Schools are being encouraged to devise their own travel plans in conjunction with parents and pupils.	Avril Barnett	Aug 2008	Jan 2012	