



From mountain to sea

Service Plan 2017-2020

Education & Children's Services

Agreed at Education & Children's Service Committee
23rd March 2017





Contents

Forward	5
1 Who We Are, What We Do	6
2 The Education & Children’s Service Vision:	7
3 Education & Children’s Service Achievements	8
4 Challenges and Opportunities for Education & Children’s Services in 2017-2020 and beyond	10
4.1 External Challenges	11
5 Council Priorities 2013-2017	12
Table 1 – Aberdeenshire Council’s Vision and Priorities	14
Table 2 – Education & Children’s Services Council Priority	15
6 Service Priorities 2017–2020	16
Table 3 – Service Priority: 1. Developing Excellence and Equity	17
Table 4 – Service Priority: 2. Embedding GIRFEC	20
Table 5 – Service Priority: 3. Support Inclusive, Vibrant and Healthy Communities	21
7 Tracking Progress	23
8 Appendix	24

Visit aberdeenshire.gov.uk



Education & Children's Services Plan 2017-2020

Forward

Education & Children's Services is the largest service of Aberdeenshire Council and accounts for 55% of the total Council spend, with a revenue budget in 2016-17 of £301 million. The Service is responsible for improving the lives of children and young people, families and communities through the delivery of high quality services across Aberdeenshire. To achieve this 2698 FTE teachers and more than 6000 non-teaching staff are employed to deliver:

- education to over 40,500 children and pupils in 161 local authority and partnership pre-school centres, 152 primary, 17 secondary and 4 special schools.
- support to families across Aberdeenshire through a range of services, including family centres, residential children's homes, family placements and one to one support.
- 20 leisure facilities, 17 community centres, 36 libraries, 4 mobile libraries, 9 museum and visitor centres. Pop up museums have also been established throughout Aberdeenshire.

The Service plays a major role in fulfilling Aberdeenshire Council's vision of having happy, healthy and confident people living in safe, friendly and lively communities. This is achieved by:

- Promoting lifelong learning in the interests of personal development and employability
 - Advancing community well-being by supporting and empowering individuals, families and community groups
 - Adopting sustainable approaches to all that we do
 - Promoting Service Excellence
-

1 Who We Are, What We Do

DIRECTOR OF EDUCATION & CHILDREN'S SERVICES

<p>HEAD OF PRIMARY EDUCATION & CURRICULUM DEVELOPMENT</p> <p>Andrew Griffiths</p> <p>The primary education and curriculum development team work with Head Teachers and a range of internal and external partners to ensure effective quality of education and raising of attainment of young people across Aberdeenshire.</p> <p>Key areas include:</p> <ul style="list-style-type: none"> • Curriculum/educational developments across Aberdeenshire Council. • Raising attainment and achievement and closing the attainment gap. • Development of learning and teaching strategies. • Supporting and developing joint approaches agreed by Directors on behalf of the "Northern Alliance" of local authorities. • Leading on joint approaches to key areas such as Developing the Young Workforce, etc. • Provide support and challenge to primary schools across Aberdeenshire. • Early Learning & Childcare. 	<p>HEAD OF SECONDARY EDUCATION & ADDITIONAL SUPPORT</p> <p>Vincent Docherty</p> <p>The secondary education and additional support team work in partnership with head teachers and school staff to ensure effective quality of education, raising of attainment standards, and progressive improvement to promote achievement of young people across Aberdeenshire.</p> <p>Key areas include:</p> <ul style="list-style-type: none"> • Supporting Additional Support Needs provision, support for learner policies and guidelines and meeting learner's needs. • Continued development of Standards and Quality, Improvement Planning and Self-Evaluation. • Developing the Young Workforce Liaison and partnership agreements with Universities/Colleges. • Skills Development and Liaison committing to partnership development with relevant stakeholders in business/industry and national bodies. • Developing engagement with Pupil Participation Forum and Parent Councils. • Building Leadership Capacity, Teaching Scotland's Future, Staff Professional Learning and Self-Evaluation. 	<p>HEAD OF RESOURCES AND PERFORMANCE</p> <p>Craig Clement</p> <p>The Resources & Performance Team will ensure that:</p> <ul style="list-style-type: none"> • The learning estate is fit for purpose through re-zoning, new builds/extensions, and meeting the needs of staff, pupils and the wider community. • Staffing (both teaching & non-teaching) are appropriate to the needs of the service, including teacher numbers, probationers, etc. • Management Information Systems meet the needs of the service and we use the performance data to support and challenge how services are delivered. • Budgets (Capital & Revenue) are monitored regularly in line with the Council's financial regulations. • Provision of operational services, including catering, transport and Health & Safety. 	<p>HEAD OF CHILDREN'S SERVICES</p> <p>Robert Driscoll</p> <p>Aberdeenshire's social work services for children and families provide flexible assistance to help ensure that children remain safe and nurtured within their families and communities.</p> <p>Although each child is unique, in general terms our targeted assistance includes that provided via:</p> <ul style="list-style-type: none"> • Our settlement based teams of social workers. • Kinship care Teams • Family resource Centres. • Residential Children's Homes. • Fostering and Adoption Services. 	<p>HEAD OF LIFELONG LEARNING & LEISURE</p> <p>John Harding</p> <p>Lifelong Learning and Leisure seeks to provide lifelong learning opportunities and support wider achievement, especially for those who will particularly benefit.</p> <p>It supports people to develop healthier lifestyles and promotes community wellbeing, supporting the development of vibrant communities and diverse local economies.</p> <p>The service includes:</p> <ul style="list-style-type: none"> • Community Learning and Development, • Sports and Physical Activity • Cultural Services. 	<p>Area Managers</p> <p>Margaret-Jane Cardno (Banff & Buchan) Douglas Milne (Garioch)</p> <p>The Area Managers, with the support of their Area Management Teams, enables the Area Committees in Banff & Buchan and Garioch to make local decisions and to ensure that these decisions are carried out.</p> <p>The Council works with communities to prepare Community Plans which reflect local needs and provides input for the Council's policies and programmes. Every elected Member is a member of an Area Committee ensuring that the six areas of the Council do not become 'mini Councils'. Area Committees are therefore able to influence central policy making within the context of local grass roots requirements.</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2 The Education & Children's Service Vision:

We aim to build an Aberdeenshire community in which everyone is able to develop the skills and confidence needed for learning, life and work, and where children and families receive the support they need, when they need it within their local community.

Our strategic priorities are:

- to develop excellence and equity
- to embed the principles of GIRFEC (Getting it Right for Every Child)
- to provide support in developing inclusive, vibrant and healthy communities

This will be achieved by a nurturing culture which supports our staff to deliver quality, efficient and responsive services. In addition, the Service is committed to working effectively in partnership with key partners such as NHS Grampian, Scottish Government, Scotland, Scotland's Fire & Rescue Service as well as those within the Third Sector to deliver the outcomes for people across Aberdeenshire.

3 Education & Children's Service Achievements

Over the previous year, Education & Children's Services were able to show success across all our major teams. These are as follows:

Head of Primary Education & Curriculum Development

- In the past year, nineteen Early Years Principal Teachers have been recruited to improve support to all Early Learning settings. This helps to provide comprehensive access to high quality Early Learning and Childcare for all families across Aberdeenshire with increased provision for families most in need.
- In partnership with Education Scotland, one of the key achievements in primary education has been the development of a framework which underpins planning for progression and curriculum design. The development of this framework, (and accompanying support materials), is evidence of our commitment to providing support and guidance to schools, settings on effective learning and teaching approaches and to minimising workload demands for staff.

Head of Secondary Education & Additional Support

- The Educational Psychology Service has continued to meet the standards of Customer Service Excellence, with a trend for an increasing number of areas of good practice being recognised through the annual assessment process. The May 2016 review highlighted the service's ethos of self-evaluation and continuous improvement.
- SQA performance in Academies across Aberdeenshire has improved significantly
- There was a notable increase in the percentage of looked after young people securing a positive post school destination into work, training, volunteering and further or higher education. This went up to 90% from below 73% in the previous year.
- Positive relationships have been developed with colleges and universities with collaboration on Senior Phase design and content including collaboration with learning and teaching provision in curricular areas where there are shortages of staff.

Head of Resources and Performance

- The Catering Service provided lunch to over 14,000 primary school pupils on average each day in 2016. They also achieved the Silver Food for Life Catering mark from the Soil Association, in recognition of the fresh and healthy food it provides.
 - Throughout January to June 2016, the Catering Service rolled out an online payments system to all primary and special schools through Aberdeenshire. This enables parents/carers to make payments online and is also linked to a classroom ordering system for pupils to make their daily lunch selections. There was also an upgrade to the online payments system in Academies to enable parents to view balances and payment history.
-

Head of Children's Services

- The re-launch of the Corporate Parenting "Our Family Firm" initiative has seen 26 new requests for bespoke work placements for looked after children across Aberdeenshire.
- Our work on reducing drift and delay in planning for children requiring permanence in alternative family care via the Permanence & Care Excellence Program received national acclaim by achieving the Herald Society awards for the Young Peoples Project of the Year and the Scottish Government Quality Improvement Award for 'Outstanding Contribution to Improving Outcomes for children and families.'
- Children's Social Work Service have led on the development and implementation of the 'My Voice' tool for gathering views of children and young people which achieved a GO Award and is in the running for a further national award.
- We opened a brand new safe and supported accommodation resource, Taizali, for young people leaving local authority care who are transitioning into independent living.
- We enhanced our Family Resource Centre provision in Fraserburgh through the development of a purpose built resource located in the grounds of Westfield School.
- Introduction of crises team to support families to prevent the need for young people to become accommodated by the local authority.
- Our work on chronologies was acknowledged by Inspectors and referenced in national guidance.
- Further roll out of wrap around care which provides respite care for children with additional support needs enabling them to remain with their families and in their local communities.
- Opening of new purpose built residential care home in Fraserburgh for young people requiring alternative care provision

Head of Lifelong Learning & Leisure

- In 2015/16 the total users of sports facilities increased by 3.5%, with over 906,000 attendances at swimming pools (3480 per thousand population) and 527000 in indoor sports facilities (2023 per thousand population).
 - New indoor and outdoor Sports facilities are also under development at Macduff & Banff with these due to open by early 2017 along with refurbishment works at Banff
 - The Active Schools programme, which provides a range of out of school physical activity opportunities for young people across Aberdeenshire, participant sessions and events continued to grow, with a 12% increase over the last three years.
 - Macduff Marine Aquarium was the winner of Aberdeen City and Shire's Tourism Award for best visitor attraction in November 2015 and a finalist in the Visit Scotland Thistle Awards in the same category in March 2016.
 - In presenting a range of opportunities for people with a disability to participate fully in sport, the service developed a tailored holiday programme, which, along with other initiatives has led to a 15% increase in the number of sessions being offered.
-

4 Challenges and Opportunities for Education & Children's Services in 2017-2020 and beyond

In developing our Service Plan we have taken account of our vision and objectives, how we will contribute to the vision, objectives and priorities of Aberdeenshire Council and its partners, as well the progress we have currently made in relation to each objective, and the quality of our provision and our capacity to improve. In doing this we have taken account of a range of data and evaluative evidence, gathered from both internal and external sources.

Our annual Standards and Quality reporting exercise indicated the following as being areas for continued improvement:

- To consolidate and secure further improvements in attainment and achievement for learners
 - To support and challenge schools to ensure more positive outcomes to HM Inspections and address the areas for improvement highlighted by Inspectors
 - Focus on improving the quality of learning and teaching across all schools and Early Learning and Childcare establishments.
 - Improve data sharing processes across the service to support performance management processes.
 - Embed revised quality improvement processes to provide effective support and challenge across the Service.
 - Consolidate our work within the Northern Alliance Local Authority group to address difficulties in recruiting teachers to work in Aberdeenshire.
 - Improve planning and decision making by widening the scope of the range of types of data and information that informs these processes at the strategic level
-

In addition, our analysis of the data from the Local Government Benchmarking Framework (LGBF) report for (2014/15) has highlighted a number of areas that need to be reflected within our service planning. The LGBF is a common set of performance indicators that are measured for every Scottish Council. The indicators focus on core service delivery areas for councils, which we use as a basis with other Scottish local authorities for working and learning to improve service deliver. Each year we highlight the improvement activity we are undertaking through the Local Government Benchmarking Framework on our website - <http://www.aberdeenshire.gov.uk/strategy-and-performance/about-performance/#howwepperform>. In 2016/17 the Education & Children's Service identified a small number of indicators that will be the focus for improvement. These indicators and the action we are taking can be viewed by following the Education & Children's Service and Cultural and Leisure Service's links [here](#)

All of the above have been reflected within improvement work streams linked to the improvement priorities outlined in this plan.

4.1 External Challenges

We also have to take account of the external factors that will have an impact on our work as part of our Service planning. These present a number of challenges that we have had to consider in framing our plans. For the period 2017-2020, these will include:

- The financial settlement for the Council
 - Legislative challenges, including the Education Act and Community Empowerment Act
 - Addressing the attainment gap
 - Teachers in schools and maintaining the pupil teacher ratio
 - Implementing the priorities in the Aberdeenshire Children's Service Plan 2017 -2020 and a commitment to tackling inequality and child poverty and prioritising children's rights
 - Responding to any changes from the Governance review
-

5 Council Priorities 2013-2017

The Council Plan 2013-2017 sets out the strategic outcomes that will help fulfil our vision that Aberdeenshire is the best area for those who wish to live, learn, work and play here whilst ensuring the area is served by the best council.

In support of these strategic outcomes, Aberdeenshire Council will focus on the delivery of a specific set of priorities over the next three years. These priorities have been agreed by all Elected Members as critical areas of work, alongside managing the day to day delivery of core services. Education & Children's Services, along with every Service within the Council, has a role to play in the delivery of these priorities and leads on several of the priorities. The priorities are:

Peterhead Campus – A purpose built learning environment using new technology, will give young people, teachers and other partners the opportunity to enhance and develop learning and teaching in innovative and relevant ways which can help meet a number of objectives and priorities. A community 3-18 campus provides an opportunity to address social, regeneration, health and educational needs. The development of the new Academy (and potential primary and other services), will be a catalyst for improved educational outcomes, community engagement and developing confidence, and will complement the objectives of the Peterhead Regeneration Action Plan.

Active Travel – Supporting the national long term vision for active travel in Scotland by 2030, Aberdeenshire Council's Transport Strategy adopts a hierarchy of *Travel Less, Travel Actively, Travel Effectively* as the guiding principles. The promotion of active travel has these principles at its core.

Regeneration – Building on work already undertaken in the towns of Banff, Macduff, Fraserburgh and Peterhead we will deliver a comprehensive regeneration strategy for the four towns based around three action plans covering Peterhead, Fraserburgh and Banff/Macduff. The development of these action plans for each community will be based on a partnership approach and will embrace the forthcoming principles of Community Empowerment. By focussing our efforts across the key themes of People, Place and Prosperity we will ensure that we move forward on a cohesive front rather than one action being at the expense of another. Robust outcomes and rigorous evaluation will ensure we remain on track. The Director of Infrastructure Services will co-ordinate this work with all services.

City Region Deal – The starting point of a long-term improvement programme for the North-East identified as having the greatest impact on unlocking the region's potential. The proposals focus on two pillars – Infrastructure and an Economic Strategy that covers internationalisation, innovation and skills. It will have far reaching impacts, not just on the economy, but on regional competitiveness, connectivity, infrastructure, housing, employment and lifestyle, all of which are key elements in attracting and retaining the people we will continue to need to support continued growth in the area.

Climate Change – The Council has committed to becoming carbon neutral in the short to medium term. This includes reducing Aberdeenshire’s global footprint, achieving sustainable development, protecting and promoting the historic environment, protect and promoting the natural environment, reducing dependence on finite resources and managing waste. Current targets have been updated to include 44% carbon reduction by 2025 from the 2010/11 baseline year and carbon neutrality for council buildings by 2030. In order to reach set targets, a Carbon Neutral strategy is currently being developed and will focus on investing in lean interventions such as behavioural, procedural and process changes, plant upgrades, fabric improvement works and building optimisation. These interventions would assist the Carbon Budgets of Services by improving the efficiency of the buildings they use.

Affordable Housing – To increase the supply of affordable housing across all tenures across Aberdeenshire in accordance with the Local Housing Strategy. To support the recruitment of key public sector workers.

Estate Rationalisation (&HQ) –Continue to rationalise the built estate, including rationalisation of existing office estate and new ways of working i.e. workSPACE Programme and promoting Worksmart to transform the office estate. Developing new HQ in Aberdeenshire as a significant presence and delivering modern work environments close to where service is delivered supporting a wider operational Estate Rationalisation. Unified communications will support the desk ratio reductions and new ways of working, allowing more staff to work flexibly through the effective use of mobile technology.

Balancing the Books – The financial pressures being experienced in the public sector mean that budget savings need to be identified. By focussing on efficiencies and service redesign front line services can be maintained. The adoption of a medium term financial strategy will provide the estimated costs of running the Council over the next five year period. A multi-year balanced budget will allow service delivery to continue on the basis that future finances whilst not guaranteed are available to fund prioritised services.

Future Governance –The integration of health and social care, together with significant funding changes which will impact on the future shape of council services makes a fundamental review of the Council’s governance structure necessary. As a result the Council will be assured that it has the best fit of decision-making so as to make it an agile and efficient body and a governance structure that reflects and serves well the communities whose priorities it is here to deliver as well as demonstrating that it achieves the objectives set in terms of the Council Plan.

Table 1 – Aberdeenshire Council’s Vision and Priorities

Council’s Vision	Outcomes	Priorities 2013-2017	Lead	Service contribution
<p>The Best Area: Helping to create and sustain the best quality of life for all through...</p> <ul style="list-style-type: none"> • Happy, healthy and confident people • Safe, friendly and lively communities • An enterprising and adaptable economy • Our special environment and diverse culture <p>The Best Council: Aiming to provide excellent services for all by ...</p> <ul style="list-style-type: none"> • Involving, responding and enabling • Finding new and more efficient ways of doing things • Providing elected leadership for our area • Working with our partners in the North East and beyond • Always looking for the future 	<p>Lifelong Learning: Aberdeenshire is the best place to live and learn, work and play. It is an area where we are working together for the best quality of life, supporting healthy, successful, inclusive communities.</p>	Peterhead Campus	Director of Education & Children’s Services	E&CS is leading on this priority. Further information on this is provided overleaf
	<p>Strong & Sustainable Communities: Aberdeenshire is the best area where the council works with partners and communities to create and sustain the best quality of life for all through an enterprising and adaptable economy, that is the location of choice for high value national organisations, for smaller expanding businesses and for social enterprises.</p>	Active Travel	Director of Infrastructure Services	ECS will ensure managers enforce council policies for business travel, and will actively employ Worksmart policies to take advantage of opportunities to reduce travel, where appropriate. We will encourage staff to consider signing up for “Getabout” car sharing scheme. Through our service priority, we will support and promote active lifestyles, and in schools ensure that curriculum plans incorporate health and wellbeing as a core component.
		Regeneration	Director of Infrastructure Services	As well as the specific work around the Peterhead Campus priority, E&CS will support community empowerment through our work to set up and support Learning Community Partnerships in Banff, Peterhead and Fraserburgh
		City Region Deal	Director of Infrastructure Services	We will work collaboratively with Aberdeen City and partners in FE, HE and employers groups to ensure that skills for learning, life and work are promoted through the curriculum and support the development of the Aberdeenshire and City young workforce
		Climate Change	Director of Infrastructure Services	All new build developments within the ECS Learning Estate will be designed and delivered according to sustainable and energy efficient principles. All ECS establishment managers are required to manage their energy budgets efficiently and in line with corporate targets. Schools will continue to ensure that curricular provision reinforces key climate change messages. We will develop a Carbon Budget for 2017/18 to sit alongside the revenue, capital and other financial budgets. This Carbon Budget will be approved by Aberdeenshire Council in February 2017. Future Service Plans will incorporate the Carbon Budget.
	<p>Caring for Communities: Aberdeenshire is the best place to be, where the council is creating and sustaining the best quality of life for all through involving and enabling happy, healthy and confident people who live in safe, friendly and lively communities.</p>	Affordable Housing	Director of Infrastructure Services	Through our service priorities we are reviewing and developing our workforce planning strategy and practices to ensure that processes for recruitment, selection and retention of teachers deliver, on a sustainable basis, sufficient numbers of teachers to deliver our curricular ambitions.
	<p>Public Service Excellence: Aberdeenshire is the best council. It is a dynamic, effective organisation aiming to provide excellent services by finding new and more efficient ways of doing things. The focus is on continuous improvement of the quality and efficiency of service provided with strong leadership and motivated employees.</p>	Estate Rationalisation	Director of Business Services	E&CS Learning Estates Team will work closely with colleagues in Business Services on developing a corporate approach to asset management and programme management, as well as feeding into the LDP and master plan process. In addition, we will be active participants in the disposal options for the former Ellon Academy site, in order to maximise the opportunity to rationalise the diverse range of accommodation in the Ellon area. In particular we will seek opportunities to create a family Resource Centre as part of a multi agency Hub of services.
		Balancing the Books	Director of Business Services	The social work children’s services management team has created a group to identify options and risk management strategies related to the medium term financial requirements.
		Future Governance	Director of Business Services	ECS will continue to contribute fully to ongoing work led by the Director of Business Services to develop recommendations for changes to the council’s Scheme of Delegation, Standing Orders, List of powers delegated to officers and financial regulations. In addition, as part of the GIRFEC leadership Group, E&CS will be participating in a facilitated seminar on ensuring the appropriate communication and governance arrangement between ECS and the Integrated Joint Board.

Table 2 – Education & Children’s Services Council Priority

Priority	Impact	Outputs	Lead	Milestones	Measures	Resources
<p>Peterhead Campus</p>	<ul style="list-style-type: none"> • A stimulating and secure educational environment which meets the needs of pupils in the Peterhead network and prepares them for work, life and lifelong learning in the 21st Century • Learning estate facilities rated as A or B category, in terms of the Scottish Government’s condition and suitability criteria • An integrated community campus providing a wide range of services, including for primary, secondary pupils and for those with additional support needs • Purpose built early learning and childcare facilities (in the context of emerging local and national priorities) • Access to a wide range of leisure and cultural services • Purpose built provision for pupils with additional support needs across the Peterhead school network • Contribute to regeneration of town 	<ul style="list-style-type: none"> • Secondary school provision for 1300 pupils • Primary school provision will require reconfiguration of school/catchment areas • Early learning and childcare provision for 2,3 and 4 year olds (not necessarily on school campus) • Leisure facilities (replacing current provision at Academy site, including swimming pool) • Provision for primary and secondary pupils with additional support needs (which are currently provided at Anna Ritchie School) • Cultural/community facilities 	<p>Craig Clement, Head of Resources and Performance</p>	<ul style="list-style-type: none"> • Preferred site option determined (March 2017) • Informal engagement to consult on options for educational provision (nursery, primary and secondary) (April – September 2017) • Engagement to determine which additional support needs (ASN), community, leisure and cultural services are delivered across Peterhead (April – September 2017) • Agree requirements for campus (including services to be incorporated) and potential phasing of requirements as part of a Business case (December 2017) • Agree preferred site for new campus • Consider funding requirements in context of capital plan and external funding options (December 2017) • Subject to agreed business case/funding package, undertake statutory consultation (early 2018) • Commence design/procurement preparation 	<p>Covalent Performance Measures:</p> <ul style="list-style-type: none"> • Delivery milestones • SQA attainment figures, primary standardised testing, and CfE achievement data • Citizens panel Peterhead Residents Survey satisfaction • Reputation Tracker – satisfaction with local schools; local leisure facilities and town centre • Conditions survey of school estate – national indicators • Strategic assessment will report decrease in child poverty, increase in economic activity and increase in educational attainment • Positive destinations • External (HMle) and internal (Quality Improvement visits) Quality Assurance arrangements 	<p>Support Team:</p> <ul style="list-style-type: none"> • Maxine Booth Quality Improvement Manager (Learning Estates) with link to Peterhead primary schools • Ian Stirling Quality Improvement Manager (Secondary) with links to Peterhead Academy • Representatives from Property, Corporate Improvement Team, Finance and ECS

Risks: 1. Adverse ground conditiona, 2. Legal issues including title/wayleave restrictions, 3. Changes to project scope, 4. Difficulties in securing appropriate phasing/decanting accommodation, 5. availability of sports pitch provision, 6. Planning constraints, 7. Availability of funding

6 Service Priorities 2017–2020

As a Service, three key priorities have been identified that will help the council to fulfil its vision that Aberdeenshire is the best area for those who wish to live, learn, work and play here whilst ensuring the area is served by the best council. These three key priorities are **Developing Excellence and Equality, Embedding GIRFEC and Supporting Inclusive, Vibrant and Healthy Communities.**

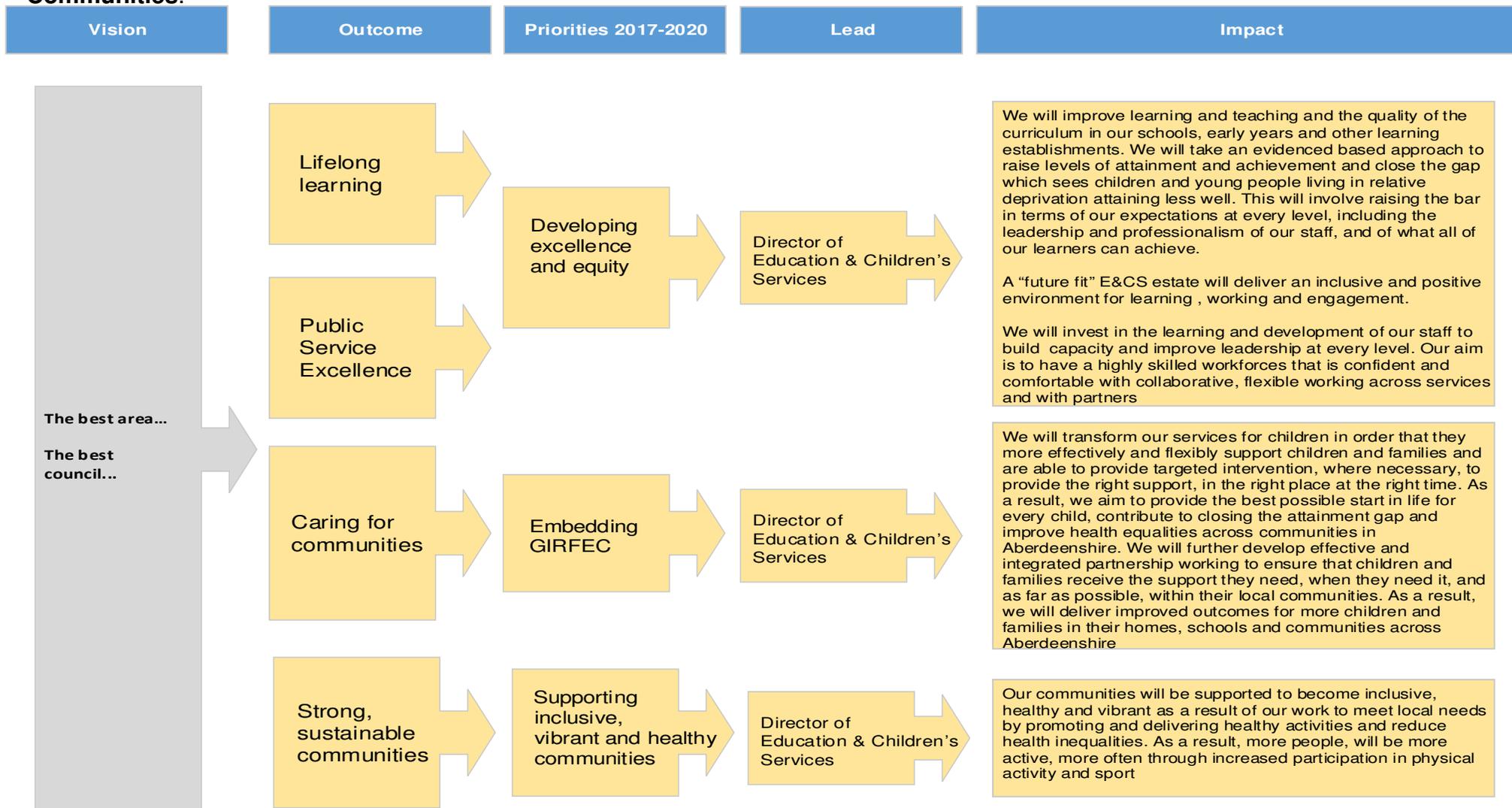


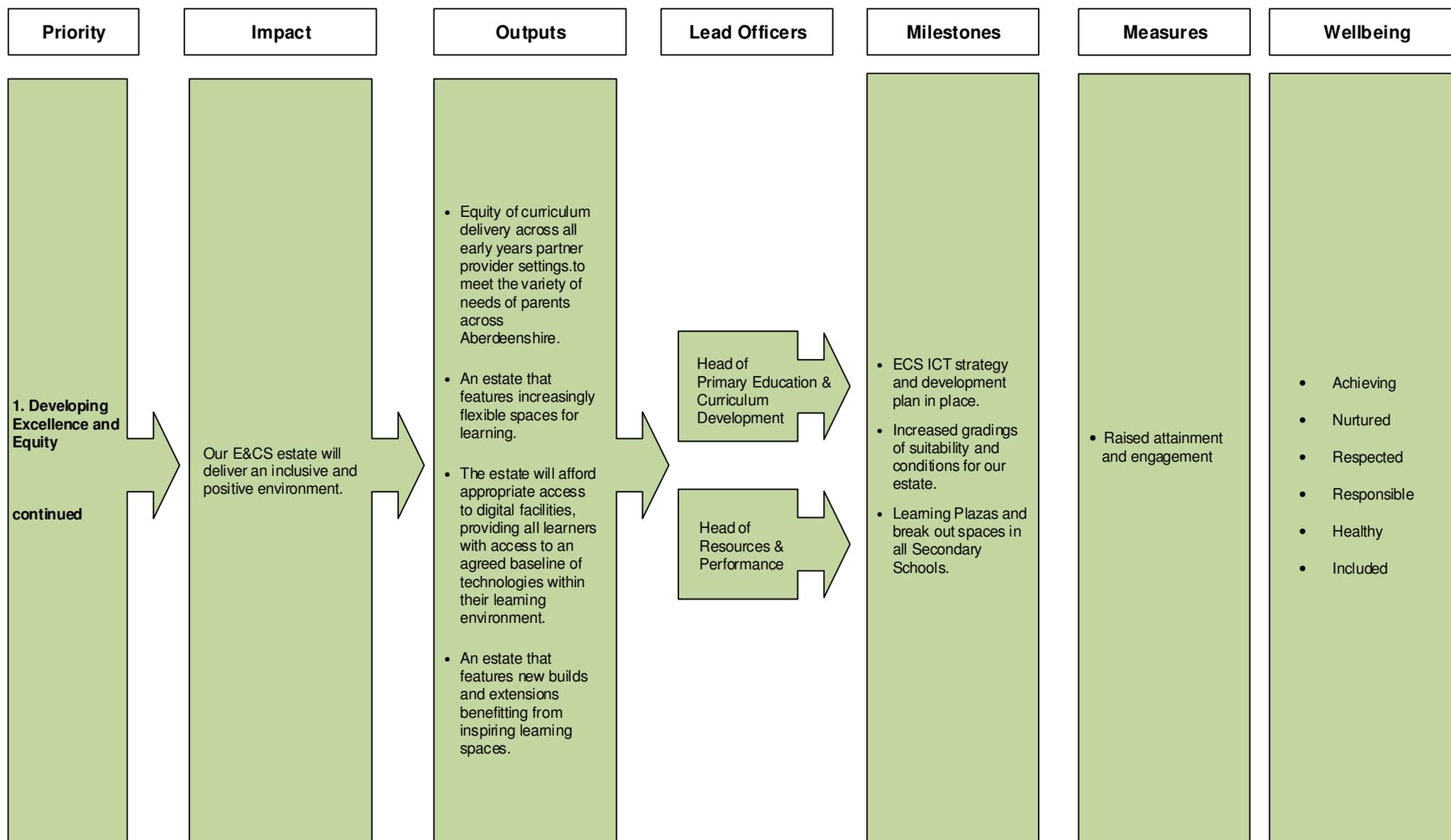
Table 3 – Service Priority: 1. Developing Excellence and Equity

Priority	Impact	Outputs	Lead Officers	Milestones	Measures	Wellbeing
<p>1. Developing Excellence and Equity</p>	<p>We will improve learning and teaching and the quality of the curriculum in our schools, early years and other learning establishment to deliver better outcomes for learners.</p> <p>This will involve raising the bar in terms of our expectations at every level, including the leadership and professionalism of our staff, and of what all of our learners can achieve.</p>	<ul style="list-style-type: none"> Improved professional practice through high quality Professional Learning, peer support and rigorous use of professional standards to develop skills, build capacity and support succession planning. Improved leadership at every level by reviewing management and leadership structures to include more specific co-delivery and integration. Enhanced curriculum rationale and design, with improved focus on Literacy, Numeracy and Health and Wellbeing by ensuring further involvement of community partners in strategic curriculum planning. Improved curricular transitions at all stages and learning settings to ensure effective progression in learning. 	<p>Head of Primary Education & Curriculum Development</p> <p>Head of Secondary Education & Additional Support</p>	<ul style="list-style-type: none"> Leadership Framework/Strategy in place Systems and processes for recording and reporting as part of NIF in place (June 2017) Publication of moderation advice and practice for schools (Dec 2017) Revised Literacy, Numeracy and Health and Wellbeing training programme available in all schools (June 2018) Progression strategy for adult learners Embedding 'How Good is Our School 4, 'How Good is Our Early Learning & Childcare Centre' and 'How Good is the Learning and Development in Our Community' 	<ul style="list-style-type: none"> Increased participation in leadership development programmes Number of establishments using systems for recording NIF data reports Uptake of training for Literacy, Numeracy and Health and Wellbeing. QIV and Inspections evaluations and reports, base lined at 2016-2017 session. Number of teams, establishments and clusters using framework for self-evaluation. 	<ul style="list-style-type: none"> Achieving Nurtured Respected Responsible Healthy Included

Risks: 1.Reduced funding. 2. Other workload/bureaucracy concerns leads to slippage 3. Inability to recruit full complement of teachers. 4. Failure to consistently apply best practice recommendations across all schools. 5. Inability to source appropriate data to measure and monitor the defined attainment gap. 6. Increase estate development to match expanded early year provision.

Priority	Impact	Outputs	Lead Officers	Milestones	Measures	Wellbeing
<p>1. Developing Excellence and Equity</p> <p>continued</p>	<p>We will take an evidenced based approach to raise levels of attainment and achievement and close the gap which sees children and young people living in relative deprivation attaining less well.</p>	<ul style="list-style-type: none"> Improved transition for young people including increase in positive destinations. Continue to work towards closing the attainment gap and improve health equalities through the development of positive relationships. More effective outcome focussed, single and multi-agency planning for children and young people Improved outcomes for looked after children Wider achievement valued alongside formal academic qualifications Support and provision to allow adult learners to achieve their potential. Enhanced community and parental engagement around planning curriculum and desired learning outcomes 	<p>Head of Primary Education & Curriculum Development</p> <p>Head of Secondary Education & Additional Support</p>	<ul style="list-style-type: none"> Local guidance on the Pupil Equity Fund and establishing a system for reporting its impact. Strategic approach to identification and measurement of the attainment gap in Aberdeenshire agreed (June 2017) Range of wider achievement awards reported alongside data on school SQA (Oct 2017) Nursery Admissions Management System (NAMS) in place (Aug 2018) 	<ul style="list-style-type: none"> Guidance in place and training delivered for PEF. Number of teams and establishments referencing PEF impact in Standard & Quality report. Increase of Good/Very Good/Excellent in inspections reports. School leavers scores for Looked After Children, Additional Support Needs and those from deprived areas. School leaver destinations data reports. Council PI 1.3 - Percentage of young people achieving outcomes Council PI 1.7 - Percentage school leavers achieving an award in literacy and numeracy at at least SCQF level 4 Council PI 1.10 - The difference in average tariff score of all S4 in SIMD Quintile 5 and Quintile 1 	<ul style="list-style-type: none"> Achieving Nurtured Respected Responsible Healthy Included

Risks: 1.Reduced funding. 2. Other workload/bureaucracy concerns leads to slippage 3. Inability to recruit full complement of teachers. 4. Failure to consistently apply best practice recommendations across all schools. 5. Inability to source appropriate data to measure and monitor the defined attainment gap. 6. Increase estate development to match expanded early year provision.



Risks: 1.Reduced funding. 2. Other workload/bureaucracy concerns leads to slippage 3. Inability to recruit full complement of teachers. 4. Failure to consistently apply best practice recommendations across all schools. 5. Inability to source appropriate data to measure and monitor the defined attainment gap. 6. Increase estate development to match expanded early year provision.

Table 4 – Service Priority: 2. Embedding GIRFEC

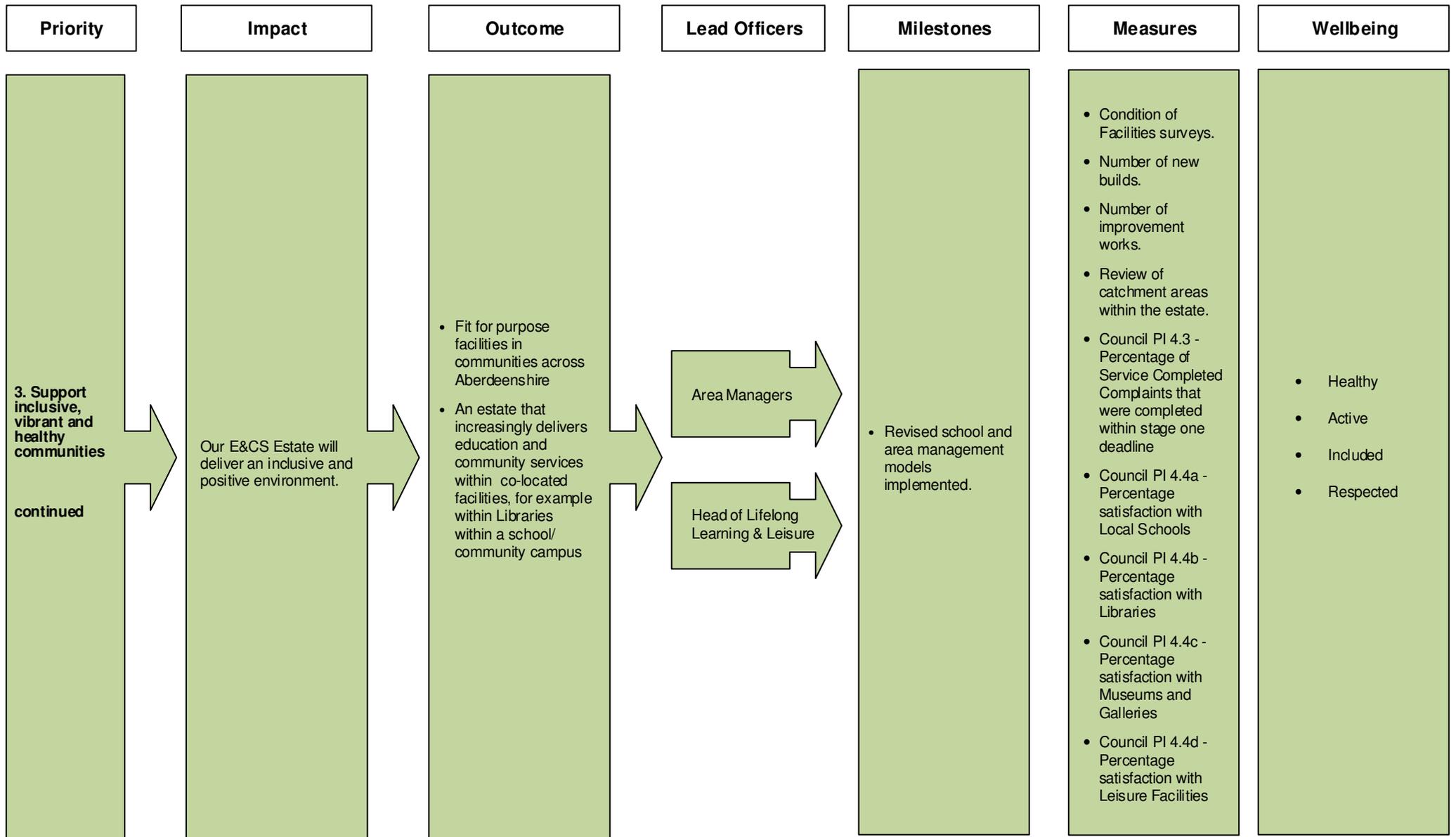
Priority	Impact	Outputs	Lead Officers	Milestones	Measures	Wellbeing
<p>2. Embedding GIRFEC</p>	<p>We will further develop effective and integrated partnership working to ensure that children and families receive the support they need, when they need it, and as far as possible, within their local communities.</p> <p>As a result, we will deliver improved outcomes for more children and families in their homes, schools and communities across Aberdeenshire</p>	<ul style="list-style-type: none"> • More effective single and multiagency processes for planning and assessment around individual children, involving effective use of shared information and available data • Improved processes around communication of concerns to identify and action appropriate support • Increased range of available interventions, through effective partnership working with third sector partners and other agencies. • A multi-agency Learning and Development framework is embedded ensuring that all staff are confident in contributing and taking the lead in GIRFEC processes 	<p>Head of Children's Services</p> <p>Head of Secondary Education & Additional Support</p>	<ul style="list-style-type: none"> • Children's Plan 2017-2020 published. • Streamlined and consistent processes and systems in place to support children and young people who are looked after and/or at risk of being looked after. • Outcomes from ICS Inspection re multi-agency planning implemented (December 2017) • Development of cross boundary agreements in order to allow for greater flexibility. • Staffing model for "equity of provision" to be fully implemented (August 2018). • Multi agency learning and development framework in place . • Roll out of wrap around care. 	<ul style="list-style-type: none"> • Staff Survey • HMle external evaluations • Quarterly statically reports • Pupil voice returns • All establishments to have effective processes for raising concerns about children and families • Tracking and monitoring reports of pupils on Shaped Intervention. • Positive destination reports • Reduced exclusion and cases to Reporter 	<ul style="list-style-type: none"> • Safe • Healthy • Active • Nurtured • Achieving • Respected • Responsible • Included

Risks: 1. Inability to engage effectively with third sector partners 2. Reduced range of appropriate transition opportunities from school destinations

Table 5 – Service Priority: 3. Support Inclusive, Vibrant and Healthy Communities

Priority	Impact	Outputs	Lead Officers	Milestones	Measures	Wellbeing
<p>3. Support inclusive, vibrant and healthy communities</p>	<p>Our communities will be supported to become inclusive, healthy and vibrant as a result of our work to meet local needs by promoting and delivering healthy activities and reduce health inequalities.</p> <p>Our families through learning, building their capacity and support will become supportive community networks that contribute to the development and delivery of health activities that reduce health inequalities.</p>	<ul style="list-style-type: none"> • Healthier communities with reduced obesity, better emotional and mental health, better dental health • Reduced substance and alcohol misuse • Increased participation in physical activity, sport, culture and learning. • Increased capacity within communities to design, direct and deliver services • Development of the Early Years learning estate to ensure equity of provision, in terms of a quality, positive learning environment across Aberdeenshire • Improve accessibility and participation to community activities including vulnerable groups. • Development and delivery of programmes and activity to increase employability in our communities 	<p>Area Managers</p> <p>Head of Lifelong Learning & Leisure</p>	<ul style="list-style-type: none"> • Ensure that those entitled receive free school meals. • All schools to provide a minimum of 2 hours PE each week. • Maintaining Active School provision. • Community Learning and Development Youth Week. • Development of Early Year Estate pilot 	<ul style="list-style-type: none"> • Uptake of free school meals • Ensure those eligible for free school meals receive them • FME report (June) • Delivery of PE in Primary schools • Measurement of Health and Wellbeing data • Active Schools/Leisure Centre Admission data • Increase of Active Aberdeenshire uptake • Increase of number of places and uptake in Early Years provision • Area Manager Community Planning • Council PI 2.4a - Percentage of adults achieving outcomes • Council PI 3.1a - Percentage of groups achieving outcomes 	<ul style="list-style-type: none"> • Healthy • Active • Included • Respected

Risks: 1. Failure to establish all Learning Community Partnerships 2. Reduced funding. 3. Unexpected demographic changes.



Risks: 1. Failure to establish all Learning Community Partnerships 2. Reduced funding. 3. Unexpected demographic changes.

7 Tracking Progress

Aberdeenshire Council aims to be the best in Scotland and this is supported by setting challenging targets and benchmarking performance against the best-performing local authorities.

Performance reporting arrangements cascade from Aberdeenshire Community Planning Partnership's Single Outcome Agreement, through the Council Plan to this Service Plan. Each Service Plan uses Covalent (the Council's performance management system) to record, monitor, compare and report on performance. Progress with projects and actions which support the service objectives and priorities is reported quarterly and annually to the Education & Children's Service Committee, Communities Committee and to Area Committees. This information is available to view [here](#).

Feedback from reports to relevant Council committees, Council management teams, and customer surveys influences the focus for improvement activity. Education & Children's Services managers routinely review local performance data on service delivery and employees have opportunities to reflect on and improve their practice through learning and development. In future years this will be more closely aligned to the strategic service objectives and priorities.

Residents can see how Aberdeenshire Council is performing in comparison to other Scottish local authorities through the mylocalcouncil website - <http://scotland.myllocalcouncil.info/Data.aspx?id=S12000034&lang=en-GB>

8 Appendix

Below are links to plans and strategies that underpin service delivery. Hyperlinks are provided where these can be accessed on the website.

Corporate Asset management strategy, including Capital Plan:

<http://www.aberdeenshire.gov.uk/media/11752/corporateassetmanagementplan2009final.pdf>

Scottish Government Strategic Objectives and Public Service Reform -

<http://www.gov.scot/Topics/Government/PublicServiceReform>

Community Planning – <http://www.ouraberdeenshire.org.uk/resources-and-useful-links/annual-reports/>

(This will be the Local Outcome Improvement Plan (LOIP) from October 2017)

Council Plan – <http://www.aberdeenshire.gov.uk/media/3821/councilplan2013-17.pdf>

Aberdeenshire Integrated Children's Services Plan: <http://www.girfec-aberdeenshire.org/wp-content/uploads/2015/03/Integrated-Childrens-Service-Plan.pdf>

(Aberdeenshire's Children's Services Plan 2017-2020 will be available from 1st April 2017)

Peterhead Regeneration Action Plan:

<http://www.aberdeenshire.gov.uk/media/18312/2016-0023364-2016-09-15-peterhead-regeneration-action-plan.docx>
