

**THE HIGHLAND COUNCIL**  
**EDUCATION, CULTURE and SPORT COMMITTEE**

<b>Agenda Item</b>	
<b>Report No</b>	

**22<sup>nd</sup> May 2008**

**Draft Education, Culture and Sport Service, Service Plan 2007 -2011**

**Report by Director of Education, Culture and Sport**

**Summary :**

The draft Service Plan for the Education, Culture and Sport Service (Appendix 1) outlines the proposed objectives and supporting actions which will deliver the Council's **Programme for Administration** and the statutory and core functions of the Service. The report seeks approval of the draft which may be subject to minor changes once the Strategic Environmental Assessment (SEA) of the Corporate Plan is completed.

**1. Introduction**

- 1.1 The Education, Culture and Sport Service Plan for 2007-11 was first considered by Education, Culture and Sport Committee on 8<sup>th</sup> November 2007. This updated draft (Appendix 1) takes into account further work on the Corporate Plan and the Single Outcome Agreement for Highland.
- 1.2 The plan has been the subject of an initial screening for Equality Impact Assessment (EQIA) which has been submitted to the Chief Executive's Office as part of corporate monitoring systems for Equalities Legislation. The result of the screening assesses that a full EQIA is not required for the Service Plan. However policy, strategy and plans linked to the delivery of Service Plan commitments will be screened to assess their impact.
- 1.3 This draft may be subject to further minor alternation following the Strategic Environmental Assessment (SEA) of the Corporate Plan due for completion in early June 2008. Should the SEA require significant change to this current draft then the plan will be return to Committee for further consideration.
- 1.4 The draft Service Plan has also been developed in the context of corporate guidance on structure and content and reflects key elements of the Council's **Programme for Administration** and the statutory and core functions of the Service. The plan is divided into two main sections.

**2. Section 1 - Background and Context**

- 2.1 This section provides detail on the background and context to the plan and is divided into the following headings:
  - Purpose of the plan, time frame and how it will be monitored
  - Service structure, main functions and overview of resources
  - Financial Resources

- **Programme for Administration** and Corporate Governance priorities
- Review of Service performance and progress
- Risk Management

### 3. **Section 2 - Objectives and Actions**

3.1 This section of the plan is structured around the themes of the **Programme for Administration**. Detail is provided on the actions the Service will take to deliver each of the Programmes commitments where the Service is the lead or supporting Service. In addition the objectives and actions to deliver the Service's statutory and core services along with corporate governance priorities are also detailed under the Programme themes.

3.2 The sections/themes of the plan are as follows:

- 1 Care in the Community
- 2 Sustainable Communities
- 3 A Clean Environment
- 4 A Planned Culture of Enterprise and Growth
- 5 A Skilled and Confident Highlands
- 6 Arts, Heritage, Culture and Sport
- 7 Gaelic Language
- 8 Improved Transport and Connectivity
- 9 Children and Young People
- 10 Corporate Objectives

### 4. **Monitoring and Review**

4.1 The Service Plan will be subject to scrutiny through the Chief Executive's Quarterly Performance Reviews and through annual performance reports to the Education, Culture and Sport Committee in the autumn meeting cycle each year.

4.2 The Service is also subject to a range of performance reviews and inspections which directly relate to the Service Plan these include:

- Statutory Performance Indicators outcomes
- Monitoring of the Children's Plan Key Outcomes
- External Inspection by HMIE and the Care Commission
- The Councils Annual Performance Survey
- The Council's Staff Survey

### 5. **Recommendation**

- 5.1 Education, Culture and Sport Service Committee is asked to:
- Agree the draft Service Plan for 2007-2011

Signature:

Designation: Director of Education, Culture and Sport Service

Author: Evelyn Johnston, Policy Officer, Education, Culture and Sport Services

Date: 6 May 2008

EDUCATION, CULTURE AND SPORT SERVICE

DRAFT SERVICE PLAN

2007-2011

2008 revision

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# **1. THE EDUCATION, CULTURE AND SPORT SERVICE - BACKGROUND & CONTEXT**

## **1.1 Plan Purpose and Monitoring**

This plan provides information for elected members on how the Education, Culture and Sport Service will deliver the commitments of the Programme of Administration for which the Service has either a lead or supporting role. In addition the plan details key actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. The plan covers the period of the current Administration of the Council 2007-2011, this update relates to the period 2008-2011..

The plan will be subject to review on an annual basis with reports being submitted to the Education, Culture and Sport Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review of the Service with the Service Director and Senior Managers.

### **1.1.1 Service Vision, Mission and Values**

The Education, Culture and Sport Service managers consider the Service's vision, mission and values when developing strategic plans . The Service's Management Team reviewed these in February 2008 and they are set out below:

#### **Vision**

'Working together to inspire learning and achievement in Highland communities'

#### **Mission**

To enable the people of the Highlands to achieve their full potential as;

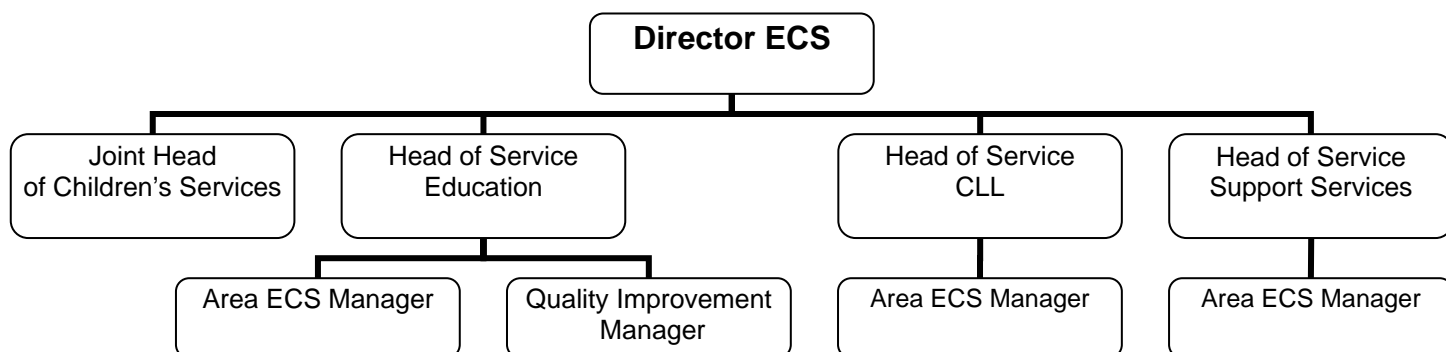
- Effective contributors;
- Confident, healthy and safe individuals and communities;
- Active and successful learners;
- Respected and responsible citizens

#### **Values**

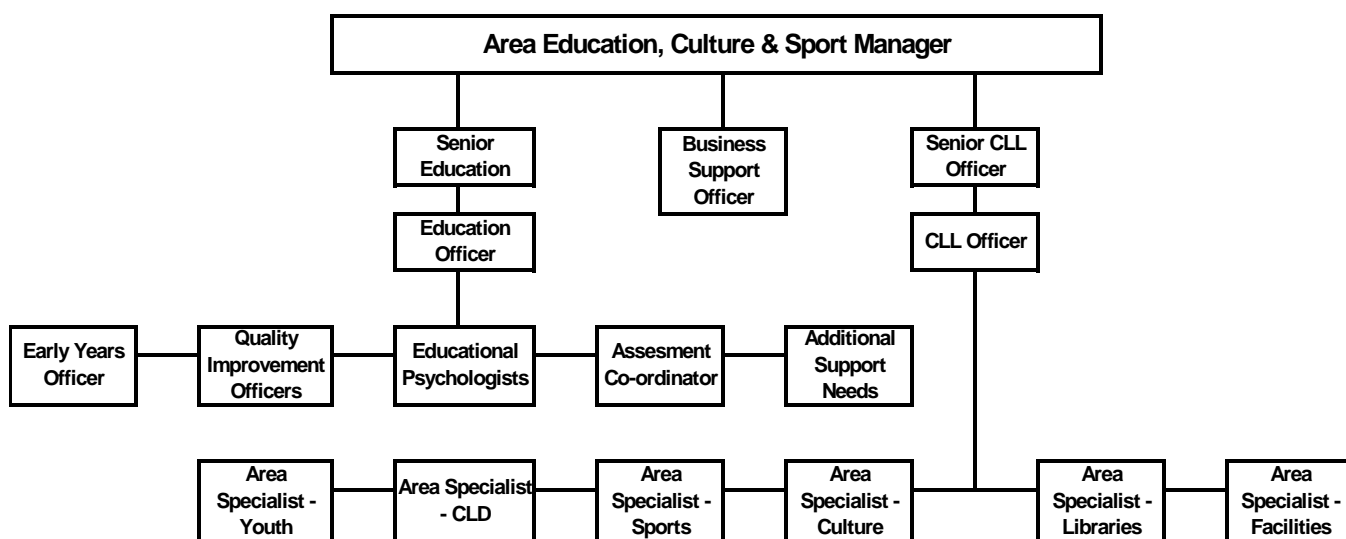
- Promoting sustainable communities through building the capacity of individuals and the community.
- Meeting the needs of children, adults, families and communities through inclusive service provision, based on effective consultation.
- Recognising our staff as our most valuable asset and ensure they are enabled to develop their skills, expertise and potential.
- Promoting teamwork, collegiality and leadership at all levels within the Service.
- Fostering the social and cultural values of the Highlands and its communities.
- Promoting achievement, health and well-being through education, arts, culture, sport and heritage.
- Delivering continuously improving services through self-evaluation, quality assurance, planning and management.

## 1.2 Structure, Main Functions and Overview of Resources

The Service is lead by a Director of Education, Culture and Sport Services supported by four Heads of Service with responsibility for policy development and the day to day delivery of Services through three new posts of Area Education, Culture and Sport Manager. Each Area Manager is based in and responsible for one of the Council's three operational Areas. Diagrams are provided below, while sections 1.2.1 – 1.2.4 detail the specific remit of each Head of Service.



### EDUCATION, CULTURE & SPORT SERVICE



#### 1.2.1 Head of Education

- Pre school education provision and quality assurance
- Primary and secondary school education
- Additional Support for Learning
- Vocational Learning and Employability
- Educational Psychology (shared)
- Continuing Professional Development (CPD) of teachers and support staff
- Quality Development and Improvement
- Gaelic Development (shared)

### **1.2.2 Head of Community Learning and Leisure**

- Community Learning and Development
- Community and school library service
- Leisure Centres and Swimming Pools
- Arts Development
- Sports Development
- Outdoor Education
- Archives and genealogy
- Museums and exhibitions
- Gaelic Development (shared)
- Youth work
- Adult Literacies
- Quality Development and Improvement
- CPD of community learning and leisure staff

### **1.2.3 Head of Support Services**

- Revenue and Capital Budget Management
- School Transport
- Staffing Resource Management
- Catering and Cleaning Services
- ICT Management
- Estate Management
- Health and Safety
- Procurement
- External Grants
- Business Improvement
- Quality Development and Improvement
- CPD of support staff

### **1.2.4 Head of Children's Services**

- Early years – playgroups, family centres, after school clubs and childcare
- Residential Child Care
- Youth Justice – Youth Action Service
- Intensive Support and Vocational Training Units
- Looked After Children
- Parenting and Family Support Services
- Services to the Children's Hearing System
- Through and aftercare services
- Educational Psychology (shared)
- GIRFEC
- Quality Development and Improvement
- Child Protection

The Head of Children Service's is responsible for integrated children's services and the delivery of the multi-agency Children's Plan – For Highland's Children 2. This is a shared post between Education, Culture and Sport, Social Work Services and NHS Highland.

### 1.2.5 The Service deploys the following resources in delivering services:

- 6900 full and part time staff (including 2,932 Teaching Staff)
- Revenue Budget £199.026M net
- Capital Budget of £13.38M
- 29 secondary Schools
- 183 primary Schools
- 161 nursery units
- 88 partner centres providing pre-school education
- 5 special schools
- 3 hostels for pupils
- 32,163 Pupils
- 18 leisure centres
- 41 libraries and 9 mobile libraries
- 146 public access personal computers in community libraries
- 33-community education centres
- 34 vocational centres
- 3 archive centres
- A genealogy service
- 3 dedicated art galleries
- 2 regional museums
- 3 outdoor and residential centres
- Over 180 sports pitches

## 1.3 Resources

### 1.3.1 Revenue Budget

The approved 2008/09 budget is £211.057M (this figure excludes those budgets delegated to the Joint Committee for Children and Young People). The budget comprises of the following elements:

	Gross Expenditure Budget	Income Budget	Net Expenditure Budget
	£M	£m	£m
Education – devolved	132.760	0.123	132.637
Education – non devolved	77.797	16.672	61.125
Community Learning & Leisure	22.700	5.404	17.296
Catering – trading account	8.797	8.797	0.000
Cleaning – trading account	4.809	4.809	0.000
<b>Total</b>	<b>246.863</b>	<b>35.805</b>	<b>211.057</b>

There are a number of issues and pressure which may impact on this and future year's budgets:-

1. Supporting the commitments within the Programme for Administration including:
  - Implementation of the Gaelic Plan
  - Improving the School Estate
  - Building on and continuing the success of Highland 2007
2. There are particular issues that will challenge the Revenue budget in 2008-09
  - Increasing fuel costs will impact on both School Transport and energy costs within our buildings
  - Increased food costs will have a significant impact on the school catering service.
  - The demand for additional staffing to support children and young adults with additional support need is increasing year-on-year placing significant pressures on this budget.
3. The impact of demographic change and the resultant re-allocation of resources from those areas where the population is declining to those areas where the population is increasing.

### **1.3.2 Significant efficiency projects**

The 2008-09 savings target is £5.074M covering 31 separate measures. The achievement of this savings target will be under-pinned by the on-going efficiency measures being implemented throughout the Service. Effective asset management will form the basis of future efficiency projects. This will include:

- A comprehensive review of back-office and support functions across the Service in conjunction with the corporate Business Improvement Team with a report to the ECS Committee planned for autumn 2008.
- The identification of the most appropriate ICT infrastructures and equipment to under-pin effective frontline service delivery
- The creation of the most appropriate information management systems
- A strategic review of the ECS estate to ensure that Capital investment is allocated to meet the future needs of service delivery
- A reduction in consumption combined with an increase in re-cycling
- Changing the procurement culture by the creation of competitively awarded contracts and ensuring compliance with them

Current and Planned Actions:

- Workforce planning – preparatory work has commenced in order to identify the future staffing needs of the Service.
- Asset management - joint working with colleagues in the Housing & Property Service, Planning and Economic Development Service and the Finance Service to develop a strategic approach to investment planning linked to demographic change and future housing developments.

- Information and data management – preparatory work has commenced in order to identify the future information and data management requirements of the Service

### 1.3.3 Capital budget

The approved net expenditure position for the current and succeeding 2 financial years is as follows (please note these figures reflect the programme approved by the ECS Committee in November 2006).

	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
	£m	£m	£m
Gross Expenditure	20.838	12.297	12.612
Income	3.229	3.191	3.152
<b>Net Expenditure</b>	<b>17.609</b>	<b>9.106</b>	<b>9.460</b>

A revised 5 year ECS Capital programme will be approved by the Highland Council during June 2008. As a result there may be some changes to the existing approved programme.

The main priorities will continue to be:

- School Estate
- CLL facilities
- H2007 legacy projects
- PPP2 curricular equipment
- ICT equipment and infrastructure
- Health & Safety
- Cashless catering systems

The approved Capital programme is under pressure for the following reasons:

- On-going building inflationary pressures within the Highland economy
- The physical capacity to deliver the planned programme within the time-scales required
- Demographic change with significant housing developments in certain areas placing significant strain on existing school capacities
- The impact of future developments within the A96 corridor

## **1.4 Programme for Administration, Statutory and Core Governance Priorities**

This section outlines the themes of the Programme for administration and the other internal influences which have been taken into account in the development of this plan.

### **1.4.1 Programme for Administration 2007-11**

There are eight improvement themes in our Service Plan for the period 2007-11 which are drawn from the themes of the Programme for Administration. Not all of the themes have objectives which relate to Education, Culture and Sport Service and Section 2 of this plan is structured around the themes which do relate to the Service. The Programme for Administration Themes:

- Care in the Community:
- Sustainable Communities \*
- A Clean Environment
- A Planned Culture of Enterprise and Growth\*
- A Skilled and Confident Highlands
- Arts, Heritage, Culture and Sport
- Gaelic Language
- Improved Transport and Connectivity
- Children and Young People
- Corporate Objectives

\* Not included in the Service Plan.

### **1.4.2 External Influences**

The following key influences will affect the direction of the Education, Culture and Sport Service:

- The COSLA concordat with the Scottish Government and the Single Outcome Agreement.
- Local Authority Funding Review and Settlement for 2008/9 to 2010/11
- The Scottish Executive's National Priorities for Education.
- A Curriculum for Excellence.
- More Choices, More Chances
- The Parental Involvement Act
- The development of the third Joint Children's Service Plan and the Getting It Right for Every Child (GIRFEC) agenda
- Joint Health Improvement agenda.
- The new Community Learning and Development agenda.
- Pupil projections and current demographic trends.
- The Adult English for Speaker of Other Languages (ESOL) Strategy for Scotland
- The implementation of the Gaelic Language Plan.
- External Inspections including HMle and Care Commission.
- Compliance with Equalities Legislation

### **1.4.3 Customers, Staff and Partners**

The Service works closely with colleagues in Social Work, Health and the Voluntary Sector through a range of joint working, service level agreement and grant support mechanisms. In this respect, the development of Integrated Learning Communities which focus service delivery and development with the catchment of 29 associated schools groups is crucial to Service improvement and responsiveness to stakeholders.

The contribution of all staff is valued and is fundamental to the success of the Service Plan. It is essential that we all work closely and cooperatively over the life of this plan to ensure a shared commitment to Education, Culture and Sport Service goals.

We will ask the users of our Service to help shape service delivery, secure improvement and advise on change. User groups such as Ward Forums, Youth Voice, Community Learning Groups, Sports Councils, Parent Councils and Pupil Councils will regularly be invited to contribute.

The Service contributes to the corporate working of the council through joint initiatives such as the Joint Children's Plan (For Highland's Children 2), the Highland Regeneration Outcome Agreement which replaced the Highland Social Inclusion Partnership (SIP) and the new Fairer Scotland Fund aimed at tackling poverty and deprivation.. As the Council's largest Service it will promote sustainable development through its approach to the design of new buildings, its use of energy and resources and curriculum delivery within a Curriculum for Excellence (ACE) including Eco Schools.

### **1.4.4 Best Value Improvement Plan**

The Highland Council's Corporate Plan and Best Value Improvement Plan and the rapid development of e-governance and e-commerce will continue to be major influences. Efficiency will be a major focus for the Service over the life of this plan and major exercises will be carried out to review the deployment of staff and other resources such as our buildings. The Service will also make major contributions to meeting the targets for energy efficiency. The Service currently monitors its Catering and Cleaning Contract and PPP2 within the Best Value Improvement Plan to ensure the Council can demonstrate competitiveness and a focus on value for money.

### **1.4.5 Equalities**

The Service is also committed to the Council's corporate equal opportunities policies and to the new duties to promote Race, Disability and Gender equality and produce Equality Schemes. Arrangements are in place to meet the general and specific duties with regard to the wider functions of the Service and in relation to schools.

The specific duties require education authorities to produce identifiable action plans for race, disability and gender. The duty to produce a [Race Equality Policy](#) has been met and actions plans for education are included in the Council Disability and Gender Equality Schemes and are to be implemented through the Children's Plan performance framework.

Key actions included in the Equality Schemes are to assess and monitor the impact of policies on service users including pupils, parents and staff from the different equality

groups. Equalities Impact Assessment processes are being put in place to ensure that all activities, plans and strategies of the Service consider equalities issues on an on-going basis and as an integral part of our approach to service delivery.

## **1.5 Review of Performance and Progress**

### **1.5.1 The Planning and Review Calendar**

The following key steps are in place within a three year cycle to ensure linkage between Aims, Audit and Action together with fully integrated budget planning. In addition to the timetable below, which is currently under review, the Service has set in place via the Intranet an interactive process of reviewing the Service Plan Improvement Objectives on a quarterly basis as part of the Chief Executive's Quarterly Performance Review Process.

- Spring Annual progress report on National Priorities for Education.
- Spring Service Forums – staff and school board consultation.
- April 30 Staff Development Calendar Published and ongoing.
- April Risk Management Review and Action Plan set.
- May Annual Service Plan review completed.
- May/June Self Evaluation process and improvement targets set.
- June 30 School Development Plans completed.
- Autumn Service Forums – staff and school board consultation.
- September 30 Statutory Performance Indicators Published.
- Sept - Nov Annual Service Plan & School Performance Reports.
- Sept - Nov Annual Corporate Public Performance Report.

### **1.5.2 Highland Council Annual Performance Survey**

Each year the Highland Council commissions an independent performance survey. The results of the survey provide a year on year comparison of how the Council and Council Services are perceived by the public. The Survey gathers views on satisfaction with services; the type and quality of contact with the Council; important features and important services of the Council; services for children and families and views on living in Highland communities.

Survey results each year inform the review of the Education, Culture and Sport Service Plan and management self evaluation processes. In the results of the 2007 Annual Performance Survey our schools, libraries and leisure centres continue to rate highly in terms of their importance to our stakeholders. There have been notable reductions in 'net' satisfaction scores for primary and secondary education, pre-school and community learning. There have been notable improvements for libraries, museums and other Sports Facilities.

Participants were asked to rate their satisfaction with various council services on a

scale of 1 (very satisfied) to 5 (very dissatisfied). A “net satisfaction score” was calculated which is the percentage of participants who said “very satisfied” or “fairly satisfied” minus the percentage who said “very dissatisfied” or “fairly dissatisfied”.

The ‘net’ satisfaction scores for ECS Service (previous year’s scores in brackets):

Primary Education 50% (63%)  
Libraries 61% (57%)  
Pre-school Services 39% (54%)  
Secondary Education 40% (51%)  
Swimming Pools 37% (35%)  
Community/Adult Learning 30% (29%)  
Museums 34% (26%)  
Other Sports Facilities 32% (21%)  
Community Learning/adult education 23% (30%)

Some services have negative net scores, within ECS services there are no functions with a negative net score. The sample size was 1,470 questionnaires completed and analysed, a response rate of 17% from the 9,000 questionnaires sent out. The Service will supplement this information with feedback gained from the consultation and partnership work outlined in section 1.4.3 in order to plan for continuous improvement within the Service Plan.

### **1.5.3 Quarterly Performance Reporting and Statutory Performance Indicators**

All the Service’s key performance information is scrutinized through the Chief Executive’s Quarterly Performance Review meetings. Detailed performance reports detailing progress and actions are prepared and reviewed each quarter covering the following performance information:

- Service Plan Progress
- Corporate Plan Progress
- Statutory Performance Indicators – Improvement Actions
- Key Outcomes of the Children's Plan
- Update on staffing – absence, recruitment and Employee Survey actions
- Finance – report on revenue and capital budget
- Freedom of Information and Complaints monitoring

Statutory and key performance indicators have been set for schools, libraries, sports and leisure centres and museums and are the subject of annual statutory returns to the Accounts Commission. The Service reports to Committee on both the annual outcomes and the national benchmark position of indicators. The Education, Culture and Sport Service also makes use of council-wide Performance Indicators (PI’s) e.g. absence management or procurement, the PI’s for local education authorities and Quality Indicators for schools, which have been developed by Her Majesty’s Inspectors of Education.

#### **1.5.4 Update on progress of 2007-11 Plan**

The Quarterly Report to the Chief Executive on the Service Plan performance at the end of Quarter 4 for 2007-8 reported good progress was being made in meeting the Programme for Administration commitments being led by the Service. There are 44 objectives with 210 related enabling actions in the Service Plan and 84% of these are progressing well, 14% have some slippage but are being managed and one objective is currently not progressing as planned. Areas where good progress is being made and those with slippage are detailed below.

Good **progress** has been made under the objectives with most targets being met and in particular the following:

##### **Care in the Community**

- The 'Your Choice' to Health Living implementation plan was updated and published during 2007. Our partnership with NHS Highland continues to progress well including work on a range of initiatives including tooth brushing, healthy eating, increasing physical activity and safer routes to school.
- Health and Wellbeing has been adopted as a cross-curricular strand of A Curriculum for Excellence.

##### **A Clean Environment**

- All schools are now working towards Eco Schools awards with currently 36 with a bronze award, 18 with silver and 13 schools with full 'green flag' status. An ambitious target has been set for the Single Outcome Agreement which will look for all 212 schools in Highland to have with at least a bronze award, and all schools progressing towards 'Green Flag' by 2011.

##### **A Skilled and Confident Highlands**

- Following a positive impact on literacy standards in primary schools the Literacy Project is now being extended into secondary schools.
- Performances in 5-14 and SQA attainment remain high and are being maintained in most indicators
- Achievement opportunities through Youth Work, the Active Schools Programme and 2007 are supporting implementation of a Curriculum for Excellence.
- PPP2 schools programme is on target with the first 5 schools open for the start of the academic session 2007/8.

##### **Arts, Heritage, Culture and Sport**

- 2007 has provided a significant focus on access to\_ and participation in\_ arts, sport and heritage across Highland. Highland 2007 legacy discussions are well underway with local and national partners.
- A financial package including Lottery Funding of £4.3M secured for the Highland Archive Centre.

## **Gaelic Language**

- The Service has completed a public consultation exercise on a revised Gaelic Language Plan and submitted a final draft to Bord na Gaidhlig.
- Latha Mor (The Big Gaelic Day) was planned and delivered to over 500 Gaelic Medium pupils from all over Scotland.
- A Gaelic Toolkit on the Council's web pages has been launched to support access to the Gaelic Language.

## **Improved Transport and Connectivity**

- National Entitlement Cards (NEC) enabling access to reduced cost transport for 16-18 year old have been amalgamated with the High Life, Young Scot Card.

## **Children and Young People**

- The Service has dedicated funds for Child Protection development and training work. The "child protection policies for your community group" guidance has been updated and distribute. Training for the voluntary sector is ongoing.
- The Service has significantly increased the number of young people undergoing 'Skills for Work' courses delivered directly by schools or through college links.
- A Youth Convener has been appointed with full voting rights on the ECS Committee.

## **The Administration's Corporate Objectives for the Highland Council**

- The transition from School Boards to Parent Councils has involved 46 public meetings with almost 1200 parents participating.
- The Service is engaging with a number of efficiency projects including a review of administrative support and accommodation.

Some **slippage** or review which has informed the planning process:

**PfA:** 'We have already commenced an examination of involvement of young people in the decision making process and are committed to acting on the findings'

**PfA:** We will ensure a youth worker is present in every Associated School Group and a review is completed on leisure, recreation and development opportunities'.

- Progress on the above PfA commitments has halted pending a review of Youth Work requested at ECS Committee. The review paper will be presented to Committee on 22<sup>nd</sup> May.

**PfA:** 'We aim to achieve full implementation of the Scottish Government's policy of "Getting it Right for Every Child" which will ensure that all children get the help they need when they need it, by 2008'.

- Major difficulties have been encountered in progressing the upgrade of school information system Phoenix Gold to e1 involving the finalisation of an agreement with providers Pearsons. This is affecting other local authorities and a series of high level meetings between Pearsons and the Scottish Government are being

progressed. Contingency plans are being considered however these would result in further delays and additional cost.

### **1.5.5 External Scrutiny and Self Evaluation**

HMIe and Audit Scotland provided The Highland Council with robust external evidence on the quality of the Education, Culture and Sport Service through external inspection. The authority also deployed a range of methods to evaluate its work internally. The Employee Survey, Focus Groups, Corporate Performance Survey, the Trade Union Joint Consultative Groups and Service Area Forums as well as Heads of Establishment groups all provided evidence to support our approach to self-evaluation. The Service will also engage with the newly established Ward Forums.

The Service uses a number of tools for self evaluation and development. In particular, Local Government works within a Best Value framework in relation to the delivery of service which provides scrutiny in relation to value for money and effectiveness of services. The Inspection of Education Authorities (HMIE INEA2) reviews management performance through a self-evaluation framework directly linked to external inspection. Improvement actions are identified through self evaluation and drawn into the Service Plan.

### **1.5.6 Principles of Best Value**

Best Value is a Government led initiative, with legislative status, which helps the Council to demonstrate that it is delivering quality services in an effective and efficient way. What Best Value expects of local authorities is that they:

- seek continuous improvement of the services they deliver
- actively involve the public in making choices about service standards
- act on their behalf to achieve those standards in the most effective and efficient manner
- demonstrate that those standards have been achieved.

To achieve this Education Culture and Sport Service will ensure that the interests of the public are put first. We must also gain the commitment of elected members, management and staff and promote the expectation that services must and can be continuously improved. The Service will compare its performance to other service providers to demonstrate that value for money is being achieved.

## **1.6 Risk Management**

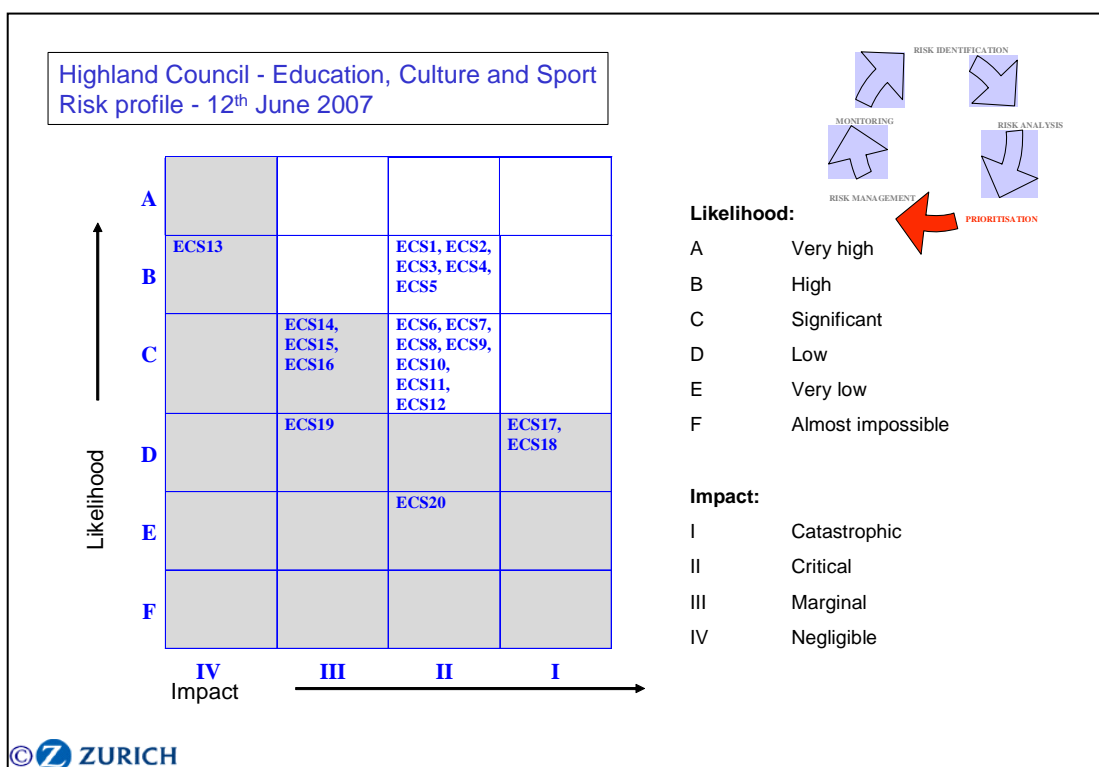
On 14<sup>th</sup> April 2008 a review of strategic risk management was conducted by the Service's Senior Management Team. The workshop's aims were to identify, analyze and prioritize those risks that may affect the ability of Education, Culture and Sport to achieve its objectives. This process forms part of a Service risk management strategy which has embedded risk management within the Service's strategic planning processes.

During the workshop potential risks were identified, rated and plotted on a matrix and a risk tolerance line was agreed in order to prioritize each identified risk. Each risk was considered in terms of its likelihood to occur and impact in terms of its potential to affect

the ability of the Education, Culture and Sport Service to achieve its objectives. The top five risks identified through this process were:

- Reducing Financial Resources
- Impact of Demographic Change
- Impact of Job Evaluation/ Equal Pay
- Stress and Workload Management
- IT Project Management

Risk actions which relate to or influence plan priorities have been identified in the tables of Objectives in section 2 of this plan.



### Above the line Risk Clusters

There are twelve risks which are above the tolerance line and will be managed through the Service Plan. These are identified within Improvement Objectives in Section 2 of this plan. The Service's Risk Management Report is accessible on the Council's Management Intranet at the following address and will provide more detailed information on the risk and the process of risk management.

[http://ntintra1/miweb/current/performance/risk-management/colin\\_risk\\_master/risk\\_register\\_master\\_210408.xls](http://ntintra1/miweb/current/performance/risk-management/colin_risk_master/risk_register_master_210408.xls)

<b>Risk Number</b>	<b>Name</b>	<b>Service Plan Reference</b>
ECS1	Reducing Financial Resources	3.8, 5.2, 5.3, 7.5, 8.5
ECS2	Impact of Demographic Change	3.3, 8.5
ECS3	Impact Job Evaluation/Equal Pay	8.4
ECS4	Stress and Workload Management	8.3, 8.4
ECS5	IT Project Management	7.1, 7.6, 7.9, 8.5
ECS6	Internal and External Partnerships	3.6, 8.5
ECS7	Disability Discrimination Legislation/ ASL Act	8.6
ECS8	Equalities – Duty of Care	8.6
ECS9	Health and Safety – Duty of Care	8.3
ECS10	IT Systems Failure	8.5
ECS11	Deteriorating Building Stock	8.5
ECS12	Devolved School Management	8.5

## 2. SUMMARY OF THE MAIN IMPROVEMENT OBJECTIVES FOR 2005-2007/8

1	Care in the Community
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Health Improvement is a key driver for the Education, Culture and Sport Service through our schools, leisure centres, libraries, sports, arts and heritage provision we provide opportunities for individuals and communities to improve their physical and mental wellbeing. 'Your Choice' to healthy living is the branding the Service uses in partnership with NHS Highland to deliver a comprehensive programme of health improvement activity. A detailed action plan is in place and is regularly reviewed and monitored through a Joint Health Action Group.

Id.	1.1		
Objective	<b>With our Wellbeing Alliance partners we will give a high priority to health improvement in the Highlands and will focus on combating drug and alcohol misuse, smoking reduction, improving healthy eating and increasing the opportunities for people to take exercise.</b>		
PfA Ref	<b>1.8</b>		
Lead Officer	Head of Community Learning & Leisure		
Resource	N/A		
Key Performance Results	<p>Increase the cardiovascular fitness of P7 boys and girls monitored measured through Active School Fitness Checks (SOA 6);            Increase by 4% No. participant sessions in Active Schools programme for girls in primary and secondary school (SOA 6);            Increase by 3% No. participant sessions in Active Schools programme for boys in primary and secondary school (SOA 6);            High Life Scheme membership increased from 2006/7 baseline 19,789 to 20,500 by 2010/11 (SOA6);            High Life Budget Scheme membership increased from 2006/7 baseline 3913 to 4000 by 2010/11 (SOA7);            All school to maintain and further develop Health Promoting Schools status (SOA6);            Increase the number of young people taking part in targeted positive activity such as midnight football and streetwork from a 2008/9 baseline (SOA 4);            Increase the numbers of users of Badaguish Residential Base from a baseline of 4020 in 2007-8 by 30% (5226) (SOA 12).</p>		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX

Enabling Actions		Review Date
1.1.1	Take forward the 'Your Choice' to Healthy Living Implementation Plan in partnership with NHS Highland and other agencies.	March 09
1.1.2	Implement the Health Promoting School and Nutrition (Scotland) Act 2007	August 08
1.1.3	All staff to implement the learning outcomes for health and wellbeing within A Curriculum of Excellence.	April 09
1.1.4	Target improvements in mental and physical activity to older people to improve individual sense of mental and physical wellbeing.	April 09
1.1.5	Promote and increase participation in Outdoor Education at the Badaguish Residential Base.	April 09
1.1.6	Establish a baseline and set target to increase the number of young people participating in positive activity e.g. midnight football, streetwork.	April 09

## 2 A Clean Environment

A clean environment is addressed by the Service through its vigilance in monitoring and reducing our carbon footprint through the efficient use of resources, particularly a reduction in energy consumption. The Service also plays a key role through learning opportunities such as Eco Schools to ensure our young people understand environmental issues such as climate change.

Id.	2.1		
Objective	<b>We will produce and implement a climate change strategy for the Highlands which will reduce our impact on the environment and adapt our service to cope with the impact of climate change.</b>		
PfA Ref	<b>3.5, 3.6, 3.7</b>		
Lead Officer	Head of Support Services		
Resource	N/A		
Key Performance Results	By 2010 contribute to corporate targets for reducing carbon footprint by: <ul style="list-style-type: none"> <li>• 15% from buildings (SOA13)</li> <li>• 5% from staff travel (CP)</li> <li>• 4.5% from fleet transport (CP)</li> </ul> Number of schools working through the levels of bronze, silver and green flag Eco School Awards by March 2011 (SOA13).		
Risk	N/A		
Date Equalities Screening		Equalities Impact Assessment	XX/XX/XX

conducted: By (Initials):	XX/XX/XX ABC	conducted: Date Published:	XX/XX./XX
Enabling Actions			Review Date
2.1.1	Awareness raising amongst school pupils		August 08
2.1.2	All new building have low carbon designs		April 09
2.1.3	Invest in the energy efficiency of buildings – 5 year programme		April 09
2.1.4	Increase the installed capacity of renewable energy equipment by 2010.		April 09
2.1.5	Awareness raising amongst staff		April 09

### 3 A Skilled and Confident Highlands

A Skilled and Confident Highlands is central to the aims and objectives of the Education, Culture and Sports Service. Through the provision of formal and informal learning opportunities our schools, learning centres, libraries and community learning and development services our mission is to enable the people of the Highlands to: achieve their full potential; to enable them to be effective contributors; active and successful learners and respected and responsible citizens.

Id.	3.1		
Objective	<b>We will work with the UHI Millennium Institute and HIE to complete the University of the Highlands and Islands Project and secure the development of a high quality campus;</b>		
PfA Ref	5.1		
Lead Officer	Head of Community Learning & Leisure		
Resource	N/A		
Key Performance Results	Outline Planning approval secured by 2009 (SOA3)		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
3.1.1	Develop a partnership agreement with UHI and HIE to include agreement to widen community access to UHI Learning		April 09

	opportunities and closer school/college/UHI partnerships.	
3.1.2	Enable senior pupils access to UHI Curriculum	April 09
3.1.3	Support development of a Sportscotland funding bid for UHI campus.	April 09
3.1.4	Share development and expertise in virtual learning environments including learning centres.	April 09

Id.	3.2		
Objective	<b>We will seek to continue to raise levels of attainment in literacy and numeracy for pupils in pre-school, primary and secondary provision and improved outcomes for pupils in externally accredited courses.</b>		
PfA Ref	<b>5.2</b>		
Lead Officer	Head of Education		
Resource	N/A		
Key Performance Results	<p>Increase the proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths (SOA 4);</p> <p>Increase the proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths (SOA 4);</p> <p>Increase the % of pupils in primary 3 attaining the appropriate levels in reading, writing and maths (SOA5);</p> <p>SPI Children' Services on Attainment of Looked After Children (SOA7);</p> <p>Educational tariff scores of each quintile in S4, S5 and S5 (SOA3);</p> <p>Proportion of schools inspected by HMIE receiving at positive inspection report (SOA4).</p>		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
3.2.1	Increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths. Particular focus on upper primary and early secondary through the expansion of the Literacy Project in secondary schools.		Sept 08
3.2.2	Develop a Numeracy and Literacy Strategy for primary and secondary schools.		April 09
3.2.3	Improve ethos in primary and secondary schools through implementation of the four capacities in a Curriculum for Excellence (ACE). Delivered through the learning outcomes in each curricular area and particularly through the cross curricular theme of Health and Wellbeing. (CP5.7)		April 09

Id.	3.3		
Objective	<b>We will place primary schools at the centre of our communities and will work to secure their long term future by developing community schools with a wide range of activities and services.</b>		
PfA Ref	5.3		
Lead Officer	Head of Support Services		
Resource	N/A		
Key Performance Results	Effective use of schools as community resources; Efficiency saving achieved through co-location of provision.		
Risk	ECS2		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
3.3.1	Establish a database to enable the analysis of the condition; capacity and project requirements within each school catchment.(CP5.9)		April 09
3.3.2	Map school and other community facilities.		April 09
3.3.3	Review schools letting policy.		April 09
3.3.4	Continue to plan for the provision integrated community facilities e.g. co-location of school, library, leisure and arts facilities, learning centres and Service Points.		April 09

Id.	3.4		
Objective	<b>We welcome migrants and their families settling in our communities and will increase English Language tuition to assist their integration.</b>		
PfA Ref	5.5		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Increase the number of new learners supported with English language tuition in 2008-9 and review targets (SOA1); Increase the number of inward migrants and their families who have limited English to settle in to the Highlands (SOA1); Increase the number of, and participants in events promoting community cohesion through the Cultural Bridges Fund (SOA14)		

Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
3.4.1	Provide the opportunity to learn English in a variety of formats and to a range of levels.		April 09
3.4.2	Train more tutors in the Highlands to teach English to accredited levels.		April 09
3.4.3	Sustain the service provided through bi-lingual Community-Based Language Assistants (CBLA). CBLAs to work with families who do not have English as a first language in collaboration with teachers of English as a second language and community based Adult Basic Education Co-ordinator.		April 09
3.4.4	Administer the Cultural Bridges Fund to support community cohesion through arts, sports and cultural activities.		April 09
3.4.5	Work with representatives of migrant and ethnic minority communities.		April 09
3.4.6	Implement the Council's Race Equality Scheme and the Council's Race Equality Policy for Education.		April 09
3.4.7	Develop a Highland Literacies plan.		April 09
3.4.8	Develop a Highland English for Speakers of Other Languages (ESOL) Plan		April 09

Id.	3.5		
Objective	<b>We will build on the achievement of securing Health Promoting Status for all Highland schools by ensuring that they achieve Eco School status by 2011.</b>		
PfA Ref	<b>5.6</b>		
Lead Officer	Head of Community Learning and Leisure/Head of Education Services		
Resource	N/A		
Key Performance Results	All schools maintain and further develop Health Promoting School status (currently 100%) (SOA 6); Number of schools working through the levels of bronze, silver and green flag Eco School Awards by March 2011.(SOA13); Maintain the uptake of free school meals from a 2006/7 baseline (SOA7).		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX

Enabling Actions		Review Date
3.5.1	Implement 'Your Choice' to Healthy Living Plan.	April 09
3.5.2	Increase the provision of fresh drinking water within schools.	April 09
3.5.3	By working progressively through the bronze, silver award levels increase the number of schools engaged in eco activity working towards Green Flag status.	April 08
3.5.4	Increase the range of conservation initiatives in which the majority of schools are engaged including energy saving measures.	April 09
3.5.5	Implement the standards within the Health Promoting Schools and Nutrition (Scotland) Act 2007.	August 08

Id.	3.6		
Objective	<b>We will complete the programme of 11 new Primary and Secondary schools and invest a further £28M in a schools capital building programme which will refurbish 5 Secondary, replace 2 Primary schools and commence work on a replacement of a 3<sup>rd</sup> Primary school by 2011.</b>		
PfA Ref	<b>5.7</b>		
Lead Officer	Head of Support Services		
Resource	N/A		
Key Performance Results	Completion of 11 new primary and secondary schools (SOA10); Replace 2 primary schools and start work on a third (SOA10); Refurbish 5 secondary schools (SOA10).		
Risk	ECS6		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions		Review Date	
3.6.1	Reprioritise the existing 5 year capital plan to reflect existing commitments and emerging pressures.		April 09
3.6.2.	Complete the second Education Private Public Partnership		April 09

Id.	3.7		
Objective	<b>Facilitate and support growth in community capacity through Community Learning and Development programmes of courses, classes and activities.</b>		
PfA Ref	<b>N/A</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		

Key Performance Results	Community Learning Plan in place in each associated school group (ASG) (SOA 11); Increase the number of training awards for volunteers in Sports Leadership (SOA 11); By April 2009 16 'Community Activists' will have been identified and undertaking development programmes; Maintain the current number of community groups supported annually, as identified by the National Performance Information Project (PIP) Audit; By November 2008 each of the 29 ILCs will have a Learning, Evaluation and Planning (LEAP) Plan describing how the Community Engagement Standards will be incorporated in the work and consultations of the ILCs.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
3.7.1	The Needs Analysis for each ILC will determine a baseline for local learning provision and identify excluded groups.		April 09
3.7.2	Ensure the appropriate local delivery of opportunities for learning through direct provision and by coordinating the work of partners based on need.		April 09
3.7.3	Work with excluded groups to build their confidence and capacity to participate in the community and their employability.		September 08
3.7.4	Identify and develop the next generation of community activists.		April 09
3.7.5	Help ensure that community groups have the skills to implement their various obligations.		September 08
3.7.6	Coordinate, integrate and develop local learning plans based on local community plans and Needs Analysis.		April 09
3.7.7	Raise awareness of the National Standards of Community Engagement		April 09

Id.	3.8
Objective	<b>To provide, deliver, promote and enable the use of high quality library and information services to meet the educational, information, cultural and recreational needs of all who live, work or study in the Highlands.</b>
PfA Ref	<b>N/A</b>
Lead Officer	Head of Community Learning and Leisure
Resource	Direct relationship between investment and improvement in book stock SPI's – Budget Working Group bid for investment to be prepared for 2009/10.
Key Performance Results	% improvement evidenced in Library SPI's; External Verification of Public Library Quality Standards Matrix; Improvement evidenced against COSLA standards.

Risk	ECS1		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
3.8.1	Review the library service through consultation with users, lapsed users and non-user and make recommendations on how to increase library use, raise awareness of reading and writing and improve access to learning activities.		April 09
3.8.2	Work in partnership with NHS Highland and 'We are MacMillan Cancer Care' to Establish a Health and Well-being centre in Fort William Library.		Dec 08
3.8.3	Deliver joint public and community library facility in Portree, Dingwall and Kinlochleven and provide WiFi public access in Inverness, Thurso and Fort William libraries.		April 09
3.8.4	Prepare a new library stock contract which can cover the procurement of all library materials purchased by The Highland Council to improve access to a range of resources both printed and electronic.		April 09
3.8.5	Complete the integration of the financial information on the Talis Library Management System with Oracle.		Sept 08

Id.	3.9		
Objective	<b>Through Adult Basic Education services provide opportunities and support for learners to improve their ability to read, write and use numeracy, to handle information, to express ideas and opinions to make decisions and solve problems, as family members, workers, citizens and lifelong learners.</b>		
PfA Ref	N/A		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Increase opportunities for Adult Literacy Learners and take up by 10% (SOA 7)		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date

3.9.1	Deliver the Highland Adult Literacy and Numeracy Strategic Plan in partnership with the Highland Adult Literacies Partnership.	April 09
3.9.2	Deliver a programme of Adult Basic Education across Highland.	April 09
3.9.3	Work in partnership with a range of agencies to raise awareness of adult literacies issues and develop literacies learning opportunities.	April 09

## 4 Arts, Heritage, Culture and Sport

The Education, Culture and Sport Service provide a wide range of opportunities for participation in cultural and leisure activities in the Highlands. It achieves this in a variety of ways through direct provision and management of facilities and services and through partnership with various voluntary groups and other organisations.

Id.	4.1		
Objective	<b>We will deliver a state of the art Archive, Family History and Registrars Centre by 2009 as the hub of a network of local archive facilities.</b>		
PfA Ref	<b>6.1</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Skye and Lochalsh Archive opens by end of 2009 Highland Archive Centre opens by end of 2009 (CP6.1)		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
4.1.1	Project Plan adopts national standards for archives (CP6.2)		April 09
4.1.2	Create a network of hubs and spokes for archives to be preserved and accessible to local communities.		April 09
4.1.3	Complete Lochaber Archive Centre		April 09
4.1.4	Records Management scheme review by March 2010.		April 09
4.1.5	Work in partnership with the Nuclear Decommissioning Authority in developing new premises for the North Highland Archive at Wick..		Aug 08

Id.	4.2
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Objective	<b>We endorse the 'Year of Homecoming' in 2009 and will develop a Highland strategy to ensure we play a major role in the celebrations.</b>		
PfA Ref	<b>6.2</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	January 2009 Launch of Homecoming Highland Autumn 2009 Opening of Highland Archive Centre April 2009 Opening of exhibition and event programme		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
4.2.1	Costed partnership plans ready to put to elected members for the legacy of 2007, the year when Scotland celebrates Highland Culture by August 2008.		Dec 08
4.2.2	Plans finalised and resources confirmed by October 2008.		Oct 08
4.2.3	Marketing and publicity material finalised by October 2008 for release to sector.		Oct 08
4.2.4	Launch Homecoming Highland in January 2009		Dec 08
4.2.5	Open Highland Archive Centre Autumn 2009		April 09
4.2.6	Plan and open exhibition and events programme in April 2009		Mar 09
4.2.7	Plan and deliver Latha Mor 2009 for Gaelic Medium Pupils		Sept 09

Id.	4.3		
Objective	<b>We will continue to encourage the growth in Arts, Literary, Drama and Music Festivals and local involvement in them.</b>		
PfA Ref	<b>6.3</b>		
Lead Officer	Head of Community Learning & Leisure		
Resource	N/A		
Key Performance Results	Festivals supported by the Council more than 3 years old at least maintain % of seats sold (SOA14); Positive feedback on Blas Festival (SOA14)		
Risk	N/A		
Date Equalities Screening conducted:	XX/XX/XX	Equalities Impact Assessment conducted:	XX/XX/XX  XX/XX./XX

By (Initials):	ABC	Date Published:	
Enabling Actions			Review Date
4.3.1	Decision by partners on way forward by October 2008		Oct 08
4.3.2	Establish a new events and festival body by October 08		Oct 08
4.3.3	Carry out an evaluation of the social and economic impact of Highland 2007 by August 2008.		July 08
4.3.4	Report to elected members on options for encouraging, sustaining and growing events and festivals in Highland by November 2009		April 09

Id.	4.4		
Objective	<b>We will work with other agencies and partners to develop cultural industries.</b>		
PfA Ref	<b>6.4</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	New Highland Graduates touring exhibition curated in 2009 & 2011; Highlands and Islands Visual Arts (HIVA) represented at Glasgow Art Fair annually 2008-11.		
Risk	N/A		
Date Equalities Screening conducted:	XX/XX/XX	Equalities Impact Assessment conducted:	XX/XX/XX
By (Initials):	ABC	Date Published:	XX/XX./XX
Enabling Actions			Review Date
4.4.1	Cooperate with Creative Scotland and HIE Creative Industry Unit to support established and particularly, emerging artists		April 09
4.4.2	Link work to Enterprise in Education and Determine to Succeed initiatives and within the cross-cutting theme of creativity within a Curriculum for Excellence (ACE).		April 09
4.4.3	Develop new and strengthen existing pathways to excellence, enabling emerging creative talent in Highland to grow to become professional Small to Medium Enterprises (SMEs).		April 09
4.4.4	Promote the work of new Highland artists through the Exhibitions Unit programme and work with HI-Arts to support HIVA to promote the work of emerging Highland artists to markets outwith the Highlands.		April 09
4.4.5	Participate in developing discussions on establishment of a Fèisean Academy		April 09

Id.	4.5		
Objective	<b>We will continue to work with our partners to establish a year round programme of events to follow on from the good work of Highland 2007. A coordinated approach will be taken to link events to maximise visitor numbers to a range of artistic, cultural and sporting events across the Highlands.</b>		
PfA Ref	<b>6.5</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Develop and co-ordinate a year round programme of events by 2010/11 (SOA 14); Establish a new partnership between the Highland Council and Highlands and Islands Enterprise to promote the Highlands through a shared events and festivals strategy.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
4.5.1	Decision by partners on way forward by October 08		Oct 08
4.5.2	Establish new events and festival body by October 2008		Oct 08
4.5.3	Evaluation of social and economic impact of by August 2008		July 08
4.5.4	Report to members on options for encouraging, sustaining and growing events and festivals in Highland by November 2009		April 09

Id.	4.6		
Objective	<b>We will build on the success of the Highland Promise, which, as part of Highland 2007, provided opportunities for young people to enjoy the arts, sport and cultural experiences.</b>		
PfA Ref	<b>6.6</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Establish a baseline for performance following planning phase.		
Risk			
Date Equalities Screening		Equalities Impact Assessment	XX/XX/XX

conducted: By (Initials):	XX/XX/XX ABC	conducted: Date Published:	XX/XX./XX
Enabling Actions			Review Date
4.6.1	Take stock of the outcomes of the Highland Promise, An Gealladh Mor.		July 08
4.6.2	Identify which successes can be funded through existing resources		Oct 08
4.6.3	Prepare proposals for additional activity subject to Budget Working Group approval in September 08		Sept 08
4.6.4	Establish systems to ensure the accreditation of wider achievement within A Curriculum for Excellence (ACE).		April 09

Id.	4.7		
Objective	<b>We will actively promote the celebration of the diverse heritage and interpretation of the Highlands.</b>		
PfA Ref	<b>6.7</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Improvement evidenced in: SPI's for Museums – maintain number of users at 220,000; Monitoring reports on Gaelic Language Plan.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
4.7.1	Implement the Gaelic Language Plan 2008-11 which outlines a number of strategies, including enhancing interpretation within Inverness and Highland Folk Museums.		April 09
4.7.2	Roll out the Cultural Coordinator Programme.. Cultural Co-ordinator and Museums Learning & Outreach teams initiating heritage based programmes and projects for children and young people.		April 09
4.7.3	Through community Learning & Development teams, support community groups to develop celebrations of local diverse heritage, and assist them to access funding.		April 09
4.7.4	Curate heritage based mobile exhibitions that can be toured to non traditional gallery spaces throughout the Highlands. Heritage Exhibitions Programme launched April 09.		April 09
4.7.5	Homecoming Highland Programme in place for 2009		Dec 08

Id.	4.8		
Objective	<b>We will develop and encourage use of the Council owned Museum and Art Gallery in Inverness, the Highland Folk Museum, and support a range of independent or community run museums across the Highlands with advice, training and grant aid.</b>		
PfA Ref	<b>6.8</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	£200k bid to Bord Na Gaidhlig for Revenue Funding bids to Highlands and Islands Enterprise, Heritage Lottery and other funding partners – target £12 million. £45k in 2008/9, 2009/10, 2010/11 for staffing and £120K in 2012 for revenue operating costs.		
Key Performance Results	Improvement evidenced in SPI's for Museums (CC3): 50% increase in visitor numbers by 2014 from a 2006/7 baseline (CP6.3)		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
4.8.1	Establish new methods of interpretation and outreach that promote the understanding of the long history and contemporary nature of the Gaelic language and culture of the Highlands,		April 09
4.8.2	Provide access to learning opportunities about Gaelic heritage, culture and language through developing facilities and partnerships at the museum		April 09
4.8.3	Complete a site appraisal of Inverness Gallery and Museum for consideration and approval of members.		Sept 08
4.8.4	Open Highland Folk Museum 2011		April 09
4.8.5	Open Inverness Gallery & Museum 2013		April 09
4.8.6	Continue to support the Independent Museum sector through curatorial advice, grant aid and Service Level Agreements.		April 09

Id.	4.9		
Objective	<b>We will support the development of shinty and of other specialised sporting activities.</b>		
PfA Ref	<b>6.9</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance	Increase by 4% No. participant sessions in Active Schools programme for girls in primary and secondary school (SOA 6);		

Results	Increase by 3% No. participant sessions in Active Schools programme for boys in primary and secondary school (SOA 6); High Life Scheme membership increased from 2006/7 baseline 19,789 to 20,500 by 2010/11 (SOA6); High Life Budget Scheme membership increased from 2006/7 baseline 3913 to 4000 by 2010/11 (SOA7) ; One Celtic games event in each area to introduce Shinty to P7's; Maintain and then grow the numbers of shinty participants in schools from 2006/7 baseline figures. (CP6.15)		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
4.9.1	The Sport and Activity Working Group provide a detailed report on their work to the Education, Culture and Sport (ECS) Committee.		Nov 08
4.9.2	Develop a Sport Strategy for adoption by ECS Committee.		Nov 08
4.9.3	Develop a Physical Activity Strategy for adoption by ECS Committee.		Nov 08
4.9.3	Develop a Community Facilities Plan for adoption by ECS Committee.		Nov 08
4.9.5	Active schools co-ordinators and physical education staff will develop and promote school club links and pathways for children to take part in sport at clubs in the community.		April 09
4.9.6	Provide coach education courses for volunteers through Coaching Highland.		April 09
4.9.7	Establish a schools Highland Games Association to develop more opportunities for young people to take part in Highland Games.		April 09

Id.	4.10		
Objective	<b>We will continue to support initiatives such as Am Baile, the Feis Movement and the Blas Festival.</b>		
PfA Ref	<b>6.11</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Maintain positive customer feedback on Blas Festival at 60-80% (SOA 14); Maintain site visit numbers and time spent on the Am Baile web-site		
Risk	N/A		
Date Equalities Screening		Equalities Impact Assessment	XX/XX/XX

conducted: By (Initials):	XX/XX/XX ABC	conducted: Date Published:	XX/XX./XX
Enabling Actions			Review Date
4.10.1	Actively support the Feis Academy and the introduction of approved qualifications in traditional music.		April 09
4.10.2	Blas Festival delivered each September 2007-2011		April 09
4.10.3	Increase the resources available through Am Baile by adding 50 Highland based authors to the site.		April 09

## 5

## Gaelic language

The Education and Sport Service will work with Bord na Gaidhlig and other partners to support the development of the Gaelic language and culture through the delivery of the Council's Gaelic Language Plan.

Id.	5.1		
Objective	<b>We will put in place a Gaelic Language Plan based on the principle of equal respect for Gaelic and English, and review the plan and progress in implementing it annually.</b>		
PfA Ref	7.1		
Lead Officer	Head of Education		
Resource	N/A		
Key Performance Results	Increase the % of clients accessing Council Services through the medium of Gaelic by 20% over the lifetime of the plan (SOA14); Increase the Council's written and verbal communications to clients through Gaelic; Increase by 10% the number of people in the Highlands describing themselves as well-disposed towards Gaelic (from 2008 baseline) (SOA14); Increase the number of Gaelic learners over the lifetime of the plan.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
5.1.1	Sustain and further develop to support Gaelic Development.		Dec 08
5.1.2	Promote a range of initiatives across the main themes of the Gaelic Language Plan.		Mar 09

5.1.3	Raise the profile of Gaelic across Council Services and introduce new Gaelic services where appropriate.	Mar 09
5.1.4	Ensure Council's Annual Performance Survey adequately captures how well-disposed the Highland population is towards Gaelic.	Sept 08
5.1.5	Raise awareness of Gaelic by implementing and participating in marketing and awareness strategies.	Oct 08
5.1.6	Develop Gaelic Learning in the home, in schools and the community.	Aug 08
5.1.7	Expand the Gaelic Learners in Primary School Programme.	Nov 08
5.1.8	Map existing provision and develop a coordinated system of adult tuition including a progressive tuition plan.	April 09
5.1.9	Survey stakeholders and then develop an out of school Gaelic Learners provision.	April 09
5.1.10	Carry out survey to establish required baseline data in order to monitor the targets set in the Gaelic Language Plan (CP7.13)	April 09

Id.	5.2		
Objective	<b>We will continue to promote Gaelic medium education in primary schools and expand Gaelic medium education in the secondary sector.</b>		
PfA Ref	<b>7.2</b>		
Lead Officer	Head of Education		
Resource	Investment required to expand provision – costs currently being worked on for submission to Scottish Government and may be the subject of a Budget Working Group bid in future years.		
Key Performance Results	Increase by 20% the number of 5-19 year olds speaking Gaelic by 2011 (SOA14); Increase the % of Gaelic Medium pupils who have Gaelic speaking parents/carers (including learners) (SOA14); Increase the % of Gaelic Medium pupils reporting regular use of Gaelic in the home.(SOA14)		
Risk	ECS1		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
5.2.1	Expand and enrich Gaelic Medium Education provision in pre-school, primary and secondary education.		April 09
5.2.2	Increase use of Gaelic in the whole-school environment		April 09
5.2.3	Set Gaelic Medium Education in a modern multi-media context		April 09

Id.	5.3		
Objective	<b>We will develop Gaelic medium education in pre-school provision where there is parental support for it.</b>		
PfA Ref	<b>7.3</b>		
Lead Officer	Head of Education		
Resource	Investment required to expand provision – costs currently being worked on for submission to Scottish Government and may be the subject of a Budget Working Group bid in future years.		
Key Performance Results	Increase by 20% the number of 0-3 year olds in Gaelic Medium provision by 2011. (CP7.6)		
Risk	ECS1		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
5.3.1	Promote Gaelic Medium pre-school in areas of low uptake		Oct 08
5.3.2	Expand Early Years Gaelic Medium provision and uptake		Oct 08

Id.	5.4		
Objective	<b>We will enhance the Gaelic team, led by a new post of Gaelic Development Manager, to co-ordinate the development of Gaelic.</b>		
PfA Ref	<b>7.4</b>		
Lead Officer	Head of Education		
Resource	N/A		
Key Performance Results	Enabler for PfA 7.1, ECS5.1		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
5.4.1	Establishing a Gaelic Team led by a Gaelic Development Manager		Nov 08

Id.	5.5		
Objective	<b>We will work with the Scottish Government and Higher Education institutions to address the key issue of supply of Gaelic medium teachers.</b>		
PfA Ref	<b>7.5</b>		
Lead Officer	Head of Education		
Resource	Investment required to expand provision – costs currently being worked on for submission to Scottish Government and may be the subject of a Budget Working Group bid in future years.		
Key Performance Results	The number of Gaelic Language teachers undertaking their probationary year in Highland; Number of those teachers who take up permanent contracts.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
5.5.1	To ensure that the existing and anticipated demands for education through the medium of Gaelic are met in full.		Aug 08
5.5.2	Annual comparisons of the demand for Gaelic teachers and the numbers in post		Oct 08

Id.	5.6		
Objective	<b>We will continue implementation of the Council's Memorandum of Understanding with Nova Scotia to ensure collaboration on a range of mutually beneficial cultural projects.</b>		
PfA Ref	<b>7.6</b>		
Lead Officer	Head of Education/Head of Community Learning & Leisure		
Resource	N/A		
Key Performance Results	Number of exchanges undertaken (CP7.12)		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date

5.6.1	Review the Memorandum of Understanding and set priorities for the next five year period.	Oct 08
5.6.2	Collaborate with the Nova Scotia provincial Government in a range of mutually beneficial cultural projects.	April 09

Id.	5.7		
Objective	<b>We will work with Sabhal Mor Ostaig (SMO) – Scotland’s Gaelic College – to develop partnership projects which will support the Council’s objectives for Gaelic.</b>		
PfA Ref	7.7		
Lead Officer	Head of Education		
Resource	N/A		
Key Performance Results	Partnership Agreement in Place (CP7.11); Staff CPD record for Gaelic Language Training.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
5.7.1	Undertake a number of projects within the partnership		Oct 08
5.7.2	Implement Gaelic language training to meet Council's needs		Sept 08
5.7.3	Identify ECS staff to be trained at SMO		Oct 08
5.7.4	Work with the centre for Creative and Cultural Industries through SMO to develop initiatives in the Gaelic arts		April 09

## 6 Improved Transport and Connectivity

The Education, Culture and Sport Service works in partnership with Transport, Environmental and Community Services to ensure safe and efficient school transport; reduce the speed limits around schools and encourage alternatives routes to schools through initiatives such as ‘safer routes to schools’ and walking and cycling.

Id.	6.1
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Objective	<b>We will accelerate the focus on safe school transport for all pupils, encouraging more healthy and environmental options such as “walk to school” pathways, safety support and safe cycle tracks.</b>		
PfA Ref	<b>8.9</b>		
Lead Officer	Head of Support Services		
Resource	N/A		
Key Performance Results	Increase the number of children walking and cycling to school; Increase the proportion of schools with agreed travel plans from 2006-7 base-line of 95.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
6.1.1	School Travel Teams (which involve children, parents and teachers) prepare School Travel Plans support by TEC Services, Road Safety Unit.		April 09
6.1.2	The School Travel Plans identify safe routes to school, and encourage walking and cycling.		April 09
6.1.3	Identify through school Travel Plans areas where there is a deficiency or lack of sufficiency of safe routes for pupils to access schools and associated infrastructure and liaise with TEC Services over solutions.		April 09
6.1.4	Monitoring of safer routes to schools, working with TEC Services		April 09
6.1.5	Support TEC Services full utilisation of all “safer routes to schools” funding and preparation of Safe Routes to School bids.		April 09

## 7 Children and Young People

The Education, Culture and Sport Service fully supports the vision of the Highland Children’s Plan - For Highlands Children 2 that ‘All of Highland’s children have the best possible start in life, enjoy being young, and are supported to develop as confident, capable and resilient to fully maximise their potential.’ The Service will support the implementation of GIRFEC and the delivery of the Key Outcomes for Children outlined in For Highland’s Children 2 and the development of the third Children’s Plan for Highland for the period 2008-2011.

Id.	7.1
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Objective	<b>We aim to achieve full implementation of the Scottish Government's policy of "Getting it Right for Every Child" which will ensure that all children get the help they need when they need it, by 2008.</b>		
PfA Ref	<b>9.1</b>		
Lead Officer	Head of Children's Services		
Resource	N/A		
Key Performance Results	Implementation of the GIRFEC Pathfinder in Highland Key performance results in the longer term should be: <ul style="list-style-type: none"> <li>• Fewer referrals to the Reporter;</li> <li>• Fewer children escalating through the system in order to get the help they need;</li> <li>• Fewer meetings, fewer reports requiring to be written and less bureaucracy;</li> <li>• Agencies being able to share information electronically.</li> </ul>		
Risk	ECS5		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
7.1.1	Implementation of GIRFEC Pathfinder in the Inverness area.		June 08
7.1.2	Establish Shared Information Systems for all agencies working with young people.		April 09
7.1.3	Complete the roll out of a single review system for children and families which cuts out bureaucracy and creates more time to support clients.		Aug 08
7.1.4	Put in place structured intervention (Tiered) which meets the needs of all children taking into account provision of universal services through to targeted support for those with additional or complex support needs.		April 09

Id.	7.2		
Objective	<b>We will undertake to review and consult on childcare and educational services for young children to ensure that we deliver and support a sustainable network of quality wraparound childcare and educational services for young children and their families by 2010.</b>		
PfA Ref	<b>9.2</b>		
Lead Officer	Head of Children's Services		

Resource	N/A		
Key Performance Results	At least one wrap around child care provider in each of the 29 Associated School Groups (ASG) target 24 by 2011 (SOA2); Number of vulnerable families of 0 - 3 year olds accessing services supported by "Surestart" funding stream; No. of families excluding/including supported toddler groups; No. of Children under 4 yrs including Supported Toddler Groups accessing Sure Start Funded Services.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
7.2.1	Progressively work towards at least one wrap around care provider in each of the 29 Associated School Groups (ASG). This will be a partnership between statutory, private and voluntary sector providers including childminders.		April 09

Id.	7.3		
Objective	<b>We will give high priority to our corporate parenting responsibility for Highlands looked after children including educational attainment, transition to work, high education and training support at home, more family placements and fewer children living outwith the Highlands.</b>		
PfA Ref	<b>9.3</b>		
Lead Officer	Head of Children's Services		
Resource	N/A		
Key Performance Results	Increase the % of Looked After Children ceasing to be Looked After attaining SCQF level 3 in at least one subject with specific targets for those Looked After 'at home' or 'away from home'. (SOA 7) Increase the number of children taking part in Skills for Work courses in school (SOA3)		
Risk	CCC15		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
7.3.1	Improve the educational attainment of Looked After Children (LAC).		Sept 08
7.3.2	Expand and develop the range of Skills for Work courses in schools		Oct 08

	in collaboration with colleges, employers and businesses.	
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Id.	7.4		
Objective	<b>We have already commenced an examination of involvement of young people in the decision making process and are committed to acting upon the findings.</b>		
PfA Ref	<b>9.4</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	<p>All 212 schools have active pupil councils by 2010/11 (SOA 4);  Each Youth Forum will meet with Ward members at least annually (SOA4);  Increase the number of young people on Pupil Councils and Youth Forums who are from ethnic minority backgrounds;  Increase the number of young people on Pupil Councils and Youth Forums who have disabilities;  Four SNO Patrol meetings per year.</p>		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
7.4.1	Through Youth Work, coordinate, integrate and develop local provision for all young people. All ILCs produce a Learning Plan that includes Youth Development.		April 09
7.4.2	Through the posts of Youth Convenor and Youth Workers engage with young people and take the lead on giving them a voice in decisions that affect them. Youth Convenor attendance at Full Council and key committee meetings.		August 08
7.4.3	Work with Service Nominated Officers (SNO) from each Council Service to pick up issues of relevance to young people and to enable services to seek out issues and opportunities to engage with young people. Broaden membership of the SNO Patrol to Wellbeing Alliance partners.		April 09
7.4.4	All schools have School Councils to provide a mechanism for allowing children and young people to influence decision making within schools.		April 09
7.4.5	Maintain Youth Forums and consider how Youth Forum can best be used to support young people's involvement in the decision making process at ward level and within the new corporate areas.		Dec 08
7.4.6	By August 2008 conduct an event in each Corporate Area to link Wards to Youth Forums.		Oct 08

Id.	7.5		
Objective	<b>We will ensure a youth worker is present in every Associated School Group and that a review is completed on leisure, recreation and development opportunities available to young people.</b>		
PfA Ref	<b>9.5</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	Following review of leisure, recreation and development – Budget Working Group bid on prioritised gaps in provision.		
Key Performance Results	All 212 schools have active pupil councils by 2010/11 (SOA 4); Each Youth Forum will meet with Ward members at least annually (SOA4);		
Risk	ECS1		
Date Equalities Screening conducted: By (Initials):	24/04/08 PM	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
7.5.1	Maintain an overview of youth provision in each Associated School Group.		April 09
7.5.2	Identify gaps in provision and work with partners to develop appropriate solutions.		April 09
7.5.3	Co-ordinate provision that young people themselves want and need.		April 09
7.5.4	Consider the needs of young people who do not respond well to formal structures and traditional ways of engaging with them.		April 09
7.5.5	Facilitate young people's involvement in reviewing the leisure, recreation and development opportunities available to them.		Dec 08
7.5.6	Complete a review and report on the leisure, recreation and development opportunities available to young people (CP9.19)		Sept 08
7.5.7	The Youth Work Service will work in partnership with the Youth Action Service and young people to support a reduction in youth offending and anti-social behaviour.		April 09
7.5.8	The Youth Work Service will work in partnership with young people and schools in securing positive destinations into employment, education and training.		April 09
7.5.9	A Youth Worker employed in every Associated School Group (ASG)		Jun 08

Id.	7.6		
Objective	<b>We will roll out the National Entitlement Card (NEC) as the single smart card to all young people in Secondary school, giving access to national travel concessions and local High Life services such as leisure, libraries, arts and culture activities, youth information and school meals in 2008.</b>		
PfA Ref	<b>9.6</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	Capital funding is being scheduled for 2008/9, 2009/10 and 2010/11. Proposals will be put before members in November 2007 for approval.		
Key Performance Results	All secondary school pupils have access to the National Entitlement Card (NEC); Uptake by a minimum 70% of young people aged 12-18 in secondary school by August 2008. (CP9.20)		
Risk	ECS5		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
7.6.1	By August 2008 an upgrade of the equipment and a common server for the leisure centres will enable them to accept NEC's and have a single data base of members.		Aug 08
7.6.2	Libraries systems integration and NEC capability by August 2008		April 09
7.6.3	NEC card offered to all secondary school pupils by Aug 2008.		Aug 08
7.6.4	Secondary school canteens upgraded to accept NEC from June 2008 subject to members approval of ECS Capital Plan.		Dec 08

Id.	7.7		
Objective	<b>We will support the continued development of Highland Youth Voice and the Scottish Youth Parliament to represent the interests of young people in the Highlands.</b>		
PfA Ref	<b>9.7</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	Highland Youth Voice conferences held biannually; HYV Executive meetings held six weekly.		
Risk	N/A		
Date Equalities		Equalities Impact	

Screening conducted: By (Initials):	XX/XX/XX ABC	Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
7.7.1	Highland Youth Voice conferences will be held biannually in November and June.		April 09
7.7.2	HYV Executive Committee meetings will be held on a six weekly basis throughout the year.		April 09
7.7.3	The Apprentice Day is planned for and delivered in April each year		April 09
7.7.4	Support Members of the Scottish Youth Parliament and develop links between these young people and those involved with Highland Youth Voice.		April 09

Id.	7.8		
Objective	<b>We will seek to reduce the number of young people who do not progress to employment, further or higher education or training.</b>		
PfA Ref	<b>9.8</b>		
Lead Officer	Head of Education		
Resource	N/A		
Key Performance Results	<p>Increase the % of Looked After Children ceasing to be Looked After attaining SCQF level 3 in at least one subject with specific targets for those Looked After 'at home' or 'away from home'. (SOA 7)</p> <p>Increase the number of children taking part in Skills for Work courses in school (SOA3)</p> <p>National and Local Data on those Not in Employment, Education or Training (NEET). Reduce the number if young people not in education, employment and training by 40% (SOA7);</p> <p>Increase the number of children and young people taking part in recognised leadership and achievement awards (SOA4)</p>		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
7.8.1	Promote achievement for learners from vulnerable groups, including the lowest performing 20% of children who are looked after or have special needs.		Oct 08
7.8.2	Continue to develop and expand the Literacy project – particularly in secondary schools.		Oct 08
7.8.3	Develop digital courses for interrupted learners (e.g. illness or exclusion from school).		April 09

7.8.4	Expand and develop the range of Skills for Work courses in secondary schools in collaboration with colleges, employers and businesses.	Jan 09
7.8.5	Continue to develop partnerships with Colleges, Work Experience providers and Careers Scotland, employers and businesses.	April 09

Id.	7.9		
Objective	<b>The Education, Culture and Sport Service has a duty to keep children safe and a shared responsibility for child protection and child welfare work in partnership with other Services and agencies. The Service will support and contribute to the delivery of the GIRFEC agenda and the work of the Highland Child Protection Committee.</b>		
PfA Ref	N/A		
Lead Officer	Head of Children's Services		
Resource	N/A		
Key Performance Results	Implementation of the GIRFEC Pathfinder in Highland Key performance results in the longer term should be: <ul style="list-style-type: none"> <li>• Fewer referrals to the Reporter;</li> <li>• Fewer children escalating through the system in order to get the help they need;</li> <li>• Fewer meetings, fewer reports requiring to be written and less bureaucracy;</li> <li>• Agencies being able to share information electronically.</li> </ul>		
Risk	ECS5		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
7.9.1	Ensure the consistent application of the Highland Child Protection Policy Guidelines within the Service.		April 09
7.9.2	Contribute to the work of the Highland Child Protection Committee and on-going implementation of the action plan.		April 09
7.9.3	Contribute to the implementation of GIRFEC enabling sharing of information between Service and Agencies.		April 09
7.9.4	Contribute to the improved assessment of risks and needs supported by a standard format for education records.		April 09
7.9.5	Review the policy for home educated children.		April 09
7.9.6	Maintain and on-going programme of Child Protection training for staff and community groups		April 09

## The Administration's Corporate Objectives for the Highland Council

The Service contributes to the corporate work of the Council across a range of activity including sustainability, equalities, Best Value, customer contact and engagement, workforce relations and support for the voluntary sector.

In this section of the plan the Service outlines its objectives and actions in response to the Programme for Administrations Corporate objectives, compliance with legislation and the Council's corporate governance priorities.

Id.	8.1		
Objective	<b>We will develop a five year concordat with the voluntary sector in the Highlands governing the Council's £14m investment.</b>		
PfA Ref	<b>10.1</b>		
Lead Officer	Head of Support Services		
Resource	N/A		
Key Performance Results	5 year Service Level Agreements (SLAs) in place for all ECS grants over £50K.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted: Date Published:	XX/XX/XX XX/XX./XX
Enabling Actions			Review Date
8.1.1	Implement the corporate SLA process..		April 09
8.1.2	Implement the corporate single grants process.		April 09

Id.	8.2		
Objective	<b>We will develop a meaningful and realistic approach to consultation which adopts the national standards of community engagement.</b>		
PfA Ref	<b>10.3</b>		
Lead Officer	Head of Community Learning and Leisure		
Resource	N/A		
Key Performance Results	The number and % of community consultations conducted by CLD staff which use the standards; An increase in the number of ECS Service staff trained in the use of the		

	standards – base line as at 1.4.07; All schools have Parent Councils; Result of external inspection on the extend to which the Services is engaging with stakeholders.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
8.2.1	Liaise with other Service Directors and Corporate Managers on all community consultation issues and processes to ensure the standards are adopted		April 09
8.2.2	ECS Area Service Managers will liaise with Ward Managers on all community consultation issues and processes to assist the standards to be adopted		April 09
8.2.3	ECS Service will use Ward Forums where appropriate to consult with communities.		April 09
8.2.4	Set an annual target for the number of ECS staff to be trained in the Standards and liaise with the Employee Development Manager on the delivery of training.		April 09
8.2.5	Continue implementation of the Scottish Schools Parental Involvement Act. Establish a network and forum to support Parent Councils.		April 09
8.2.6	Identify training needs for Parent Council member, particularly in relation to appointments procedures for Head Teacher and Depute Head Teacher posts.		April 09
8.2.7	Through self-evaluation and external inspection demonstrate the extent to which our stakeholders are involved and engaged with the Service.		April 09

Id.	8.3
Objective	<b>We will value and consult with staff and trade unions through joint consultative committee between Council and trade unions.</b>
PfA Ref	<b>10.4</b>
Lead Officer	Head of Support Services
Resource	N/A
Key Performance Results	Increase the number of Service employees who consider the Council to be an above average or one of the best employers to 40% by 2010; ECS staff satisfaction with level and type of information received as reported in the employee survey (%); Service employees perception of the Council's ability to manage change well (%); % of ECS staff with personal development plan as measured in Employee

	Survey; Absence statistic for the Service for Teachers, Manual Workers and APT&C staff reported within the QPR. Recruitment Statistics (Teachers) - Probationers appointed - primary and secondary. Annual Health & Safety Report on accidents and incidents.		
Risk	ECS4, ECS9		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
8.3.1	Regular formal meetings of the Local Negotiating Committee for Teachers (LNCT).		April 09
8.3.2	Participate as required in meeting of the Joint Consultation Group (JCG).		April 09
8.3.3	Plan improvements in response to Employee Survey results and report progress through Quarterly Performance Reviews.		April 09
8.3.4	Refresh Personal Development Plans following staff restructuring. Ensure all staff have plans in place.		April 09
8.3.5	All staff receive training to meet the needs of the Service and personal development requirement.		April 09
8.3.6	Continue existing policies which attract probationer teachers into the Highlands ensuring a sustainable workforce.		April 09
8.3.7	Develop leadership skills for our managers and a mentoring scheme for staff new to the Service.		April 09
8.3.8	On-going development and implementation of health and safety policy and staff training.		Sept 08

Id.	8.4		
Objective	<b>We will work with the trades unions to deliver modernised working conditions and a single status workforce by 2008.</b>		
PfA Ref	<b>10.5</b>		
Lead Officer	Head of Support Services		
Resource	N/A		
Key Performance Results	By 2008 support the delivery of modernised working conditions, a new pay and grading structure and a single status workforce.		
Risk	ECS3, ECS4		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX

Enabling Actions		Review Date
8.4.1	Support the completion of the Council's Job evaluation scheme.	Oct 08
8.4.2	Support the development of harmonised terms and conditions for Manual and APT & C employees.	Oct 08
8.4.3	Manage the on-going implications of Equal Pay for the Service.	Oct 08
8.4.4	Support staff through the implementation of job evaluation and harmonisation of terms and conditions of service.	April 09

Id.	8.5		
Objective	<b>We will continue to pursue best value for our residents and service users, seeking efficiencies in the way we work and we will undertake a comprehensive review of the Council's spending priorities by 2009.</b>		
PfA Ref	<b>10.6</b>		
Lead Officer	Head of Support Services		
Resource	N/A		
Key Performance Results	Resources are deployed to meet the needs of the Service and business improvement; Efficiency savings through a planned reduction in accommodation where duplication is identified; Efficiency savings through the review and effective deployment of ICT equipment; SPI Classroom sizes; Recruitment Statistics (Teachers) - Probationers appointed - primary and secondary.		
Risk	ECS1, ECS 2, ECS5, ECS6, ECS10, ECS11, ECS12, CCC11		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
8.5.1	Develop a forward plan for effective resource management taking into account demographic change and economic growth.		April 09
8.5.2	Working with the Business Improvement Team complete a comprehensive review of support staff structures and accommodation across the Service to ensure effective deployment of resources following the management restructure.		April 09
8.5.3	Review the Service's assets including buildings, equipment and materials to assess the condition, use and suitability. Establish a database of information on buildings to include structure, energy rating, running costs and maintenance needs.		Sept 08
8.5.4	Review procurement practices and inventory management across the Service.		April 09
8.5.5	Improve ICT provision across the Service through effective change		April 09

	management of a range of significant projects including school/community broadband, ICT procurement and the Data Sharing Partnership.	
8.5.6	Monitor the Catering and Cleaning contract to maintain focus on value for money.	April 09
8.5.7	Monitor the PPP2 and School Transport contracts to maintain focus on value for money within the Council's Best Value Improvement Plan.	April 09
8.5.8	Carry out an options appraisal on Catering and Cleaning contracts to ensure Best Value is being obtained from current arrangements.	April 09
8.5.9	Develop Service Level Agreements or equivalent arrangements in order to ensure Best Value from internal and external partnerships.	April 09
8.5.10	Working with the Business Improvement Team complete a review of the Service's information management needs.	April 09

Id.	8.6		
Objective	<p><b>The Education, Culture and Sport Service will meet the requirements of UK Equal Opportunities legislation to ensure the prevention and elimination of discrimination between persons on grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, religion or belief. This principle underpins all the work of the Scottish Government.</b></p> <p><b>The Service will also meet the specific and general duties covering Race, Disability and Gender and will promote and encourage equal opportunities and ensure that our policies and practices recognise equality of opportunity as an underpinning principle.</b></p>		
PfA Ref	N/A		
Lead Officer	Head of Education Services (All ECS Heads of Service)		
Resource	N/A		
Key Performance Results	No. of racial incidents reported in schools; No. of participants from equalities groups participating in activity programmes; No of staff attending Equal Opportunities and Diversity Training; No of Equality Impact Assessments undertaken.		
Risk	ECS7, ECS8, CCC9		
Date Equalities Screening conducted: By (Initials):	XX/XX/XX ABC	Equalities Impact Assessment conducted:  Date Published:	XX/XX/XX  XX/XX./XX
Enabling Actions			Review Date
8.6.1	Review the Race Equality in Education Scheme.		Nov 08
8.6.2	Progress report on the Gender Equality Scheme		June 08
8.6.3	Ensure the new gender equality duties for children and young		April 09

	people are integrated with the Children's Plan performance framework.	
8.6.4	Ensure front line staff access cultural awareness/diversity training to improve customer services/contact with equalities groups/individuals.	April 09
8.6.5	Undertake Equalities Impact Assessments on relevant existing and new policies, plans and services.	April 09
8.6.6	Apply the Standards of Community Engagement to consultations with equalities groups/individuals and ensure approach is appropriate to the group/individual.	April 09
8.6.7	Improve data collection in relation to service users from equality groups, identify gaps and target services to improve uptake.	April 09