

Education, Children and Families Committee

10:00 am, Tuesday, 12 December 2017

Outdoor Learning

Item number	7.10
Report number	
Executive/routine	
Wards	
Council Commitments	

Executive Summary

The March 2016 Education, Children and Families Committee meeting accepted the recommendation for the Outdoor Learning Team to report on the performance of the Outdoor Learning Centres in the next full financial and academic year.

An organisational review was largely completed by early January 2017 and the Outdoor Learning Centres have continued to provide an impressive example of transformational change.

Outdoor Learning

1. Recommendations

- 1.1 Note the performance and progress since the completion of an organisation review of the Outdoor Learning Centres.
- 1.2 Note the proposed developments regarding the Outdoor Learning Centres.
- 1.3 Continue to support the recommendation that The City of Edinburgh Council's Primary Schools choose Benmore or Lagganlia as their first choice of a fully serviced residential outdoor learning week, providing there is available space during the peak period of mid February through to mid November.
- 1.4 Continue with the provision to carry forward any budget surplus from Benmore and Lagganlia for vital future investment in infrastructure and resources to ensure their long term sustainability.

2. Background

- 2.1 The City of Edinburgh Council's Sports and Outdoor Learning Unit incorporates the Outdoor Learning Team and operates two residential centres and two Edinburgh-based centres.
- 2.2 Benmore Outdoor Learning Centre in Benmore Botanic Gardens, near Dunoon, and Lagganlia Outdoor Learning Centre in Glen Feshie, near Aviemore, are residential centres in unique locations within Scotland's two National Parks. These locations provide outstanding opportunities for children, young people and others to experience inspirational outdoor and adventurous learning in wild surroundings.
- 2.3 Bangholm Outdoor Learning Centre is a non-residential centre located on Craighall Gardens in North Edinburgh. Bangholm staff focus on excursion approval (UK and overseas); specialist technical advice; achievement awards (Duke of Edinburgh's Award, John Muir Award and Junior Award Scheme for Schools); Curriculum for Excellence advice and support; outdoor learning partnership working; delivering training and specialist courses, equipment loans and direct delivery to children, young people and others.
- 2.4 The Risk Factory, located in Southwest Edinburgh, is an interactive safety centre focused on supporting children and young people. The Centre 'manufactures' everyday risks in a safe environment with the aim to teach how to deal with or avoid risks. The Centre is part funded by four local authorities: The City of Edinburgh

Council, East Lothian, Midlothian and West Lothian Councils. The Risk Factory joined the Outdoor Learning Team in March 2017.

- 2.5 In line with the transformational change process, an organisational review was largely completed by early January 2017. This included a new Principal Officer and Sales and Operations Officer. The organisation chart is available via Appendix 11.1. This new structure ensures there is the breadth and depth of appropriate skills, knowledge and experience to support the long term sustainability of the Team and the four Centres.
- 2.6 The Outdoor Learning Team works closely with many partners including the Friends of the Award, The Green Team, Bridge8, All Ability Bike Club and the Duke of Edinburgh's Award, Scotland. These partners have a significant impact on school and community-based outdoor learning.
- 2.7 On 1 March, 2016 the Education, Children and Families Committee approved the Outdoor Learning Strategy for the period 2016 – 2020.
- 2.8 The Outdoor Learning Team is responsible for maintaining the Communities and Families Excursions Policy and Schools and Lifelong Learning Staff Travelling and Working Overseas Policy.
- 2.9 Outdoor learning continues to be a dynamic and engaging context for the delivery of a wide range of outcomes. The policy framework for outdoor learning is well established within Scotland's Curriculum for Excellence. Learning for Sustainability is a core part of the General Teaching Council for Scotland's (GTCS) Professional Standards. 'Outdoor Learning' is one of the three core strands of Learning for Sustainability, alongside Global Citizenship and Sustainable Development Education.

3. Main report

- 3.1 The 2016/17 financial year was an exceptionally strong financial performance. The two residential Centres created a combined budget surplus of £211,611. This is explained by an increase in income and one-off funds and savings. Income generation has benefitted from the recommendation for The City of Edinburgh Council's Primary Schools to choose Benmore and Lagganlia (1.3). Additional income has been secured from other sources including self-catering provision and other groups. Income generation continued to grow significantly in 2016/17:

Combined income 2013/14	Combined income 2014/15	Combined income 2015/16	Combined income 2016/17
£1,585,208.89	£1,699,307.56	£1,737,944.32	£1,892,835.70

- 3.2 The 2016/17 budget surplus has been combined with other available funds and grants to create an investment plan for 2017/18 (£422,161). The provision to carry

forward any budget surplus generated in a financial year is critical to securing urgent and sustained investment in infrastructure and resources at the two residential Centres. Staff were consulted and actions prioritised. These include urgent and planned building improvements (£145,246); a new pontoon and boat shed on Lock Eck (£20,000 - Additional Needs support at Benmore); urgent improvements to Benmore's Sail Base (£20,000); road improvements (£20,000); wired broadband connectivity at Benmore (£25,000); a new Outdoor Learning website (£17,500); urgent additional resources due to increased demand (£9415) and a new SnowSports base at Lagganlia (£165,000).

- 3.3 A new residential provider comparison toolbox has been created to compare the charges of different providers throughout the UK. This includes a range of factors which should be considered when comparing centres. The research for residential stays in June 2018 indicates that Benmore and Lagganlia's charges are towards the top of the 'mid-range' price band. It is important to recognise that Benmore and Lagganlia mostly deliver offsite adventurous activities within remote and wild environments. Each activity sub-group generally has the same instructor for the week and programmes are developed to meet the needs of everyone. These programmes are adjusted daily to maximise outcomes. Instructors are highly trained, experienced and possess national governing body qualifications.
- 3.4 The number of The City of Edinburgh Council's Schools visiting Benmore and Lagganlia during the 2016/17 academic year increased by 21% to 81, compared to 2015/16 (updated August 2017). This is compared to 56 in 2014/15. An increase in use by The City of Edinburgh Council's Schools is expected to continue.
- 3.5 The number of The City of Edinburgh Council's pupils visiting Benmore and Lagganlia during the 2016/17 academic year increased by 10% to 3201, compared to 2015/16 (updated August 2017).
- 3.6 The residential Centres are increasingly busy with very limited availability for 2018/19, as evidenced by schools visiting the Centres from mid-January to mid-December. It was therefore decided to provide a new priority 'window of opportunity' for The City of Edinburgh Council's Schools to book at the Centres for 2019/20. This reflects extremely well on the quality of provision at the Centres and a copy of the letter is in Appendix 11.2.
- 3.7 A new online residential questionnaire was introduced in mid-September 2017. This now provides consistent evaluation feedback across both residential Centres (Appendix 11.3). It is designed to ask probing and demanding questions about the Centres and their impact on key outcomes. Results are also available to schools and other groups to support their self-evaluation and improvement; and provide feedback to Parent Councils. Feedback indicates very high levels of satisfaction and impact. For example, mean figures of 96% ('strongly agree' and 'agree') and 75% ('strongly agree') across all relevant statements demonstrate the impact of both Centres. The feedback supports development planning, particularly linked to improving how residential excursions fit into the school curriculum through effective pre and post learning. An Edinburgh Head Teacher provided additional feedback in

the new Sports and Outdoor Learning Newsletter (Appendix 11.4). An example of parental feedback from a recent residential excursion:

'Today I picked up a daughter who was stronger, more confident and resilient than she was a week ago.'

Parent of a P7 pupil at Sciennes Primary School, 2017 (visit to Lagganlia).

Other feedback, including responses from young people and children, is available.

- 3.8 A combination of grant funding from Boyd Anderson Trust (£66k) and the residential Centres' budget surplus fund is being used to build a new SnowSports Centre at Lagganlia. This will improve residential and local community provision and income generation, which will protect the important heritage of snowsports at Lagganlia. Planning permission was secured in October 2017 and the building is expected to be completed by Autumn 2018. A copy of the proposed Snowsports Centre newspaper article is included in Appendix 11.5. Winter last year provided very little snow, which had a significant impact on snowsports provision. The artificial slope is an important resource and Lagganlia's SnowSports School is ready for snow this coming year.
- 3.9 A new Business Development Plan was created in March 2017 with 43% of actions completed and 35% of actions started by November 2017 (Appendix 11.6). This Plan aims to continue to grow core business; identify and secure savings; improve business systems and develop commercial income which complements the core functions of the Centres. The intended outcome is to create a sustainable and reliable budget surplus for continued and vital investment in the Centres.
- 3.10 The BBC commissioned a children's fantasy adventure game show to be produced and filmed in Scotland through the Summer of 2017. Following comprehensive research throughout Scotland, the BBC chose Lagganlia and the surrounding area as their main production base. Lagganlia Instructors supported the high profile production and the young people stayed onsite. Due to the success of the partnership with Lagganlia, the BBC may continue with production in 2019 (subject to the success of the series). The has created an additional £70,000 of net income and left a great physical legacy in the form of a ropes course (£20,000), which can be used by young people on their residential visits.
- 3.11 Significant and urgent investment is being used to improve the Bernice Farmhouse at Benmore. This will provide additional capacity to assist targeted groups, including those supporting vulnerable individuals. Bernice will be an important Adventure Hub for servicing Eco-learning, Duke of Edinburgh's Award, Secondary School fieldwork, community and Pupil Equity Funded (PEF) groups. The Farmhouse will also support our capacity-building strategy to address a predicted increase in school rolls and class sizes. Both priorities are included in our new 2-year Centre Development Plans, which will launch in January 2018 (3.12). Bernice will allow for a unique and inspirational experience with young people often 'journeying in' by walking, biking or kayaking.

- 3.12 Summary progress with the 2016-2020 Outdoor Learning Strategy is included in Appendix 11.7. With the introduction of new Locality Improvement Plans and other plans; Pupil Equity Funding; The City of Edinburgh Council restructuring; and an Outdoor Learning Business Development Plan; it has been decided that each Centre will create a two year Development Plan. These will articulate how each Centre will contribute to the Outdoor Learning Strategy, Business Development Plan and Locality Improvement Plans. Actions have started and the plans will be completed for January 2018. Centres' plans will start to address an increase in Edinburgh School rolls, including new schools and larger groups. The residential Centres' budget surplus will allow investment to support an expected increase in demand.
- 3.13 The Centre Development Plans will include details of addressing inequality. These will feature a range of actions prioritising support with residential camps, accessing affordable day and holiday provision, and improving DofE participation and completion rates (3.14/3.15). The Outdoor Learning Team have used the draft Locality Improvement Plans to support this work. Proposed actions include signposting groups to grants; running bid-writing training; sharing good practice from existing groups; attracting sponsorship to match fund residential camps; better access to hired/loaned outdoor clothing and equipment; guidance on effective use of PEF resources; delivery of affordable provision; and financial support from Friends of Lagganlia and Friends of Benmore Centre (3.19).
- 3.14 Duke of Edinburgh's (DofE) Award achievements have been significant. Data provided by DofE Scotland includes:
- The 2016/17 estimated values of Duke of Edinburgh's participants' contributions to their community through the Volunteering section were 24,345 hrs and £98,597.
 - The 2016/17 estimated values of Duke of Edinburgh's Leaders' contributions to their community were 160,787 hrs and £1,607,870.
 - The Duke of Edinburgh's participants' achievement rate across all awards between 2015/16 and 2016/17 increased by 5%.
 - The percentage of disadvantaged young people taking part in the Duke of Edinburgh's Awards for 2016/17 increased by 5% compared to 2015/16. This is a key priority for 2017-19.
- 3.15 The participation and achievement of disadvantaged young people via the DofE Award is a key priority for 2017/18. A new provision map was created in August 2017 to bring together support from the Friends of the Award, DofE Scotland (additional temporary member of staff employed by DofE) and Lifelong Learning Development Officers.
- 3.16 Completions of the John Muir Award during 2016/17 increased by over 200 to more than 1200 young people and families completing the award.
- 3.17 The Outdoor Learning Staff, particularly those based at Bangholm, continue to undertake significant partnership work with many organisations. Key partners were

asked to provide evaluation feedback on the quality of their partnership with the Outdoor Learning Team. Summary feedback in Appendix 11.8 provides excellent evidence of the effectiveness of these partnerships. Development points are being analysed and will form part of the Team's future work.

- 3.18 The Friends of the Award (FOTA) will be moving to The Risk Factory in early December 2017. The Outdoor Learning Unit initiated this move, which will provide an important outdoor learning hub in the South West of the City. FOTA's presence at The Risk Factory is planned to secure additional income via grant funding expenditure and sponsorship advice.
- 3.19 A new charity is being established at Benmore: Friends of Benmore Centre. Friends of Lagganlia already exists. Amongst many aims, both charities will provide resources to support Edinburgh's young people in attending a residential experience.
- 3.20 The Outdoor Learning Team led the review of the Communities and Families Excursions Policy. The Team approved 851 excursion requests between August 2016 and July 2017 (Category Three and Category Four - adventurous, residential, overseas and any other potentially hazardous activities). Individual requests will often include multiple trips so the actual number of trips will be higher. This represents 66,957 excursion participant sessions during 2016/17. The recent restructuring of the Outdoor Learning Team has retained and developed an important breadth and depth of knowledge and experience of excursions. These persons collectively provide the specialist technical knowledge and experience required to approve a wide range of excursions.
- 3.21 The recruitment of a new Schools and Communities Outdoor Learning Development Officer was completed in June 2017. This is an important role, which will have a significant impact on school and community based outdoor learning. The person fulfilling this role was undertaking a similar secondment post within the Outdoor Learning Team; funded by the Forestry Commission. An example of their impact is the development of high quality Continuing Professional Development (CPD). A total of 24 Training CPD activities have been delivered since February 2017 (Appendix 11.9). These have involved 245 teachers and 177 'others' (including University students, trainee teachers, and other outdoor learning providers). Some activities included pupil participation (155 pupils). This role will include the ongoing development of Secondary School fieldwork and other provision at the residential Centres.
- 3.22 Extensive school curriculum advice and resources is being made available via the new website. This is planned to include a new interactive outdoor learning map where users can plot ideas and resources for outdoor learning across the Edinburgh area.
- 3.23 The Outdoor Learning Team have continued to deliver high quality training. An example is evidenced by the excellent excursion training feedback in the

Communities and Families Excursions Policy Report, which is included within the 12 December Education, Children and Families Committee Meeting.

- 3.24 The Secondary School Convenor's Challenge has continued and there are ambitious targets for including more pupils in 2018. This adventure race across the Edinburgh area, in collaboration with outdoor learning providers, is well established and finishes at The City Chambers. A new Primary School resource is being developed by the Outdoor Learning 'Lead Teachers Network': 50 outdoor things to do in Edinburgh before you are 11 ³/₄.
- 3.25 Bangholm, Benmore and Lagganlia successfully renewed their separate adventure activities licences (10.4), which enables them to continue to deliver a range of adventurous activities.
- 3.26 Regarding micro-renewables, an energy efficiency survey reviewed energy provision at both Benmore and Lagganlia. Appendix 11.10 provides a summary of energy provision and plans. There are rolling replacement programmes for heaters and lights. Energy awareness has been improved and this will be developed further during 2018. Whilst there has been a significant increase in occupancy of the centres, energy expenditure has broadly remained the same. Energy bills are now being paid via individual budgets, which will allow the Team to monitor actual usage and expenditure more closely. There is currently no use of micro-renewables at either Benmore or Lagganlia. Energy efficiency reports and recent advice from a consultant have enabled the new Outdoor Learning Team to start to focus on planning appropriate long term micro-renewable solutions. The ability to carry forward any budget surplus from Benmore and Lagganlia is essential in supporting future investment plans in micro-renewables. The Team have obtained quotes for updated surveys and will then examine the costs and payback options for each centre. A plan will be created in 2018 for 2019/20 onwards.

4. Measures of success

- 4.1 The 2017/18 financial year planned investment work is either completed or committed.
- 4.2 Planned outcomes are achieved in the Outdoor Learning Strategy, new Centre Development Plans and the Business Development Plan.
- 4.3 The Residential Centres to achieve a combined 2017/18 budget surplus for investment of at least £100,000 (assuming a £100,000 contribution to The City of Edinburgh Council is required).
- 4.4 Inequality addressed via advice, sharing good practice, access to affordable holiday and day provision; and direct financial support through the Friends of Lagganlia and Benmore Centre, and sponsored matched funding (as detailed in the new Centre Development Plans).

- 4.5 The average residential centre questionnaire ‘strongly agree’ and ‘agree’ combined score will be consistently above 95%. Aspirational ‘strongly agree’ targets are set and performance will be monitored (an overall average score of 80%). Centres will continue to respond to the very small number of issues identified in feedback.
- 4.6 Outdoor Learning Team training evaluation feedback is a mean score of at least 3.5 for each relevant question.

5. Financial impact

- 5.1 The Outdoor Learning Centres continue to be an impressive example of transformational change. The latest 2017/18 financial year forecasts predict a combined Residential Centre budget surplus in the region of £100,000, assuming the Centres are required to make a £100,000 return to The City of Edinburgh Council. The continued provision to carry forward any budget surplus is critical to the sustained development of the residential Centres and to meet the predicted increased in demand for residential outdoor learning provision.

6. Risk, policy, compliance and governance impact

- 6.1 There are no health and safety, compliance or regulatory implications arising from the report.

7. Equalities impact

- 7.1 A significant number of developments via the Outdoor Learning Centres and partners are specifically targeted at addressing inequality.

8. Sustainability impact

- 8.1 There are no adverse economic, social or environmental impacts resulting from these areas of activity.

9. Consultation and engagement

- 9.1 The approach to consultation and engagement is ongoing with stakeholders.

10. Background reading/external references

- 10.1 Previous Committee report: [1 March 2016, Outdoor Centres and Outdoor Learning](#).
- 10.2 Previous Committee report: [11 September 2014, Sports and Outdoor Learning Unit](#).
- 10.3 Previous Committee report: [21 June 2011, Outdoor Learning Strategy 2011 – 2014](#).

- 10.4 [Adventure Activities Licensing Authority](#). The Adventure Activities Licensing Authority (AALA) came into existence in April 1996. It is currently sponsored by the Department for Work and Pensions. The Health and Safety Executive is currently designated as the AALA. Adventure activities licensing ensures that activity providers follow good safety management practices. These should allow young people to experience exciting and stimulating activities outdoors without being exposed to avoidable risks of death or disabling injury.
- 10.5 The Scottish National Improvement Hub. [Support for Professional Development in Outdoor Learning](#).
- 10.6 [English Outdoor Council - High quality outdoor learning publication](#). This guide outlines the benefits of working in outdoor contexts and has been written to help evaluate, and set about improving, or further improving, the quality of outdoor learning. In support of this, ten key outcomes of outdoor learning have been identified with a range of indicators attributed to each one.

Alistair Gaw

Executive Director for Communities and Families

Contact: Robin Yellowlees, Strategic Development Manager - Sport and Physical Activity

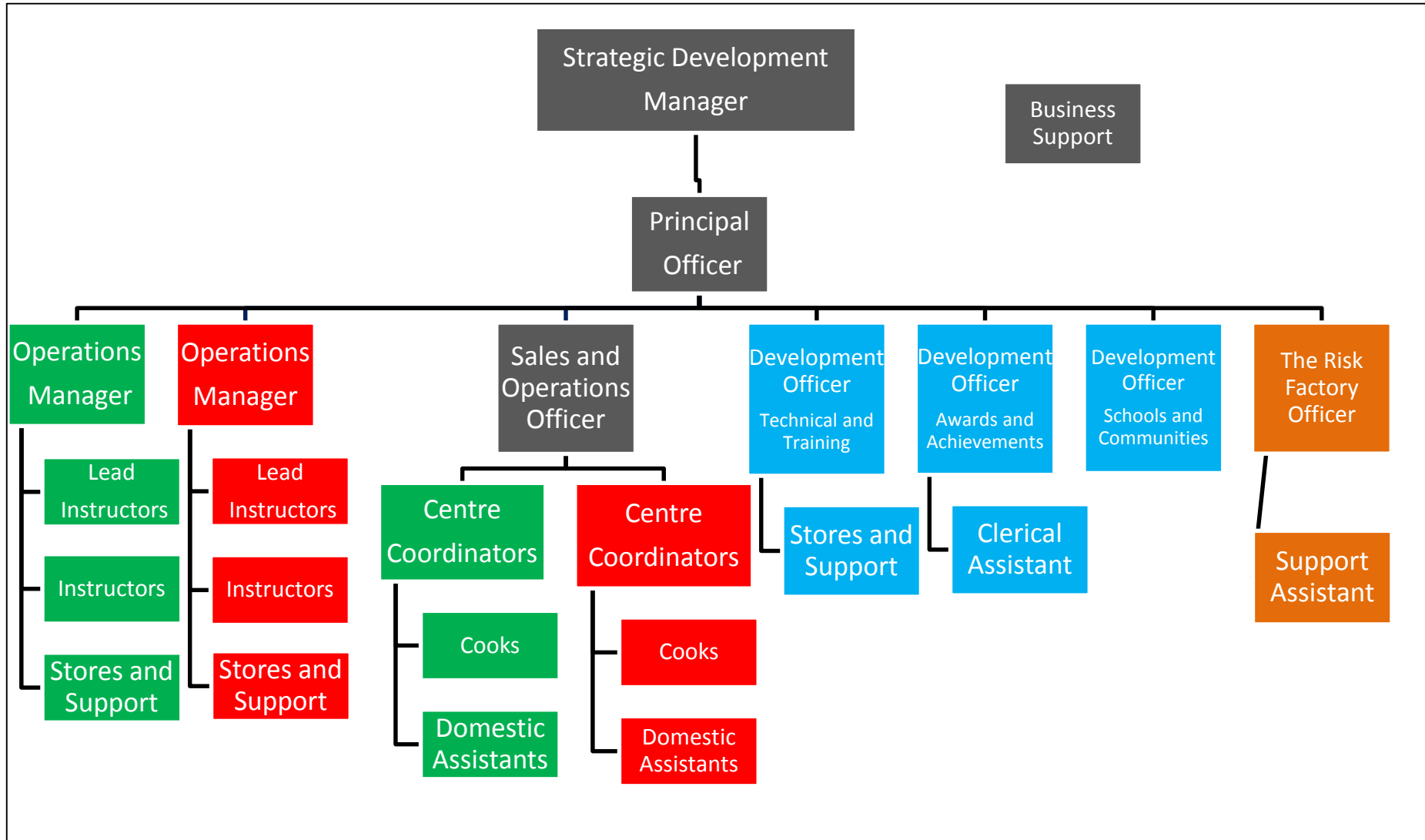
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11. Appendices

- 11.1 Outdoor Learning Organisation Structure.
- 11.2 Letter to Schools Regarding 2019/20 residential bookings.
- 11.3 Residential Outdoor Learning Questionnaire Analyses.
- 11.4 Sports and Outdoor Learning Newsletter Article – Benmore.
- 11.5 Lagganlia Snowsports Base Newspaper Article Text.
- 11.6 Business Development Plan.
- 11.7 Outdoor Learning Action Plan Progress Summary.
- 11.8 Outdoor Learning Partnerships Evaluation Feedback.
- 11.9 Schools and Communities Continuing Professional Development Summary.
- 11.10 Energy Provision and Plans Summary.



Outdoor Learning Organisational Structure



Date 28/08/2017

Important Updates from the Outdoor Learning Team

Dear Head teacher,

2019/20 Residential Bookings at Lagganlia and Benmore

We wish to inform all City of Edinburgh Council schools they are now able to book their **2019/20** residential visit/s to Benmore and/or Lagganlia. We appreciate this is well into the future, however, our residential centres are extremely busy with visitor numbers continuing to increase with significant demand beyond next year. This is great news and reflects the high quality experiences provided by Benmore and Lagganlia. Your commitment to using Edinburgh's own residential centres is highly valued and it is essential we plan well ahead.

We invite you to contact the centres as soon as possible to reserve your preferred dates for **2019/20**. CEC schools have the opportunity for priority booking between now and Friday 13th October 17. This is before reservations open to all other schools on Monday 16th October 17.

For visits reserved prior to Friday 13 October 17, the guaranteed basic City of Edinburgh schools **2019/20** charges are detailed below. Please talk to each centre regarding any additional requirements.

Arrival date**	2019/20 Charges*
1 August 2019 – 30 September 2019	£305
1 October 2019 – 30 November 2019	£295
1 December 2019 – 31 January 2020	£245
1 February 2020 – 31 March 2020	£295
1 April 2020 – 31 July 2020	£305

*weekly charges for a fully serviced week includes 4 nights' accommodation, 3 ½ days' adventure activities, evening activities and all meals from Monday evening dinner until Friday breakfast (excludes transport to and from Edinburgh).

**the date of the first day of the residential visit i.e. arrival at the centre.

Lagganlia Adventure FOCUS Ski week	Contact Lagganlia for a quote
Lagganlia Adventure Education EXPEDITION week	£20 per person supplement
Benmore Sailing week	Contact Benmore for a quote



Other Important Updates

New Outdoor Learning Website

Planned to go 'live' during this academic year it will provide easy access to key information, resources, best practice, training opportunities and booking residential and day provision at Bangholm, Benmore and Lagganlia. We will send you more information nearer launch date.

Updated Excursions Policy and Training

We are currently finalising the reviewed Excursions Policy. More information will be circulated during November. Please note that you must continue to use the existing Policy until informed otherwise. This can be accessed via the Orb using the link below:

https://orb.edinburgh.gov.uk/directory_record/225906/excursions_policy_procedures_and_guidance_for_all_non_residential_communities_and_families_establishment_and_staff

We will provide a separate communication about the new Policy, excursions training and any transition arrangements.

Group Leader Training. Location: Bangholm Outdoor Learning Centre.

1. 07 Sep 2017. **Course CF2247**. 16:30 – 18:30.
2. 27 Oct 2017. **Course CF2247**. 14:00 – 16:00.

This is the existing Group Leader Training model. New Group Leader Training will be starting from January 2018 onwards.

Outdoor Learning Training via the CEC CPD Directory:

http://www.edinburgh.gov.uk/directory/104/a_to_z/O

Registration of Excursions Coordinator and eUpdates

Thank you to all the schools who responded to our update letter in the last academic year and have registered their Excursions Coordinator with the Sports and Outdoor Learning Unit. We have started sending out a short monthly eUpdate email to Excursions Coordinators, which includes key contacts and alerts about potential funding grants, training and learning resources. Registration is quick and easy. Use the following link to register a new Excursions Coordinator or update any existing details:

<https://www.surveymonkey.co.uk/r/SR8XMW8>

Online Feedback Form

From September 2017, Group Leaders visiting Benmore and Lagganlia will be asked to complete a new evaluation form to evaluate their stay. It is important we listen to your feedback so we can make our provision even better. There will be online and paper versions. Thanks for your cooperation.

If you require any additional advice or support, please do not hesitate in contacting us.

Yours sincerely,

Andrew Bradshaw

Principal Officer Outdoor Learning | Sports and Outdoor Learning Unit | Schools and Lifelong Learning | Communities and Families |



Key Contacts	Email/Tel
General excursions admin and submission of forms	excursions@edinburgh.gov.uk
Excursions advice (general, adventurous activities/technical advice, UK based excursions) – Cliff Smith	Cliff.Smith@edinburgh.gov.uk 0131 551 4368
International excursions advice – Andrew Bagnall	Andrew.Bagnall@edinburgh.gov.uk 0131 551 4368
The Duke of Edinburgh's Award advice – Fraser Robertson/Pam Waugh	Fraser.Robertson@edinburgh.gov.uk Pam.Waugh@edinburgh.gov.uk 0131 551 4370
Bangholm Outdoor Learning Centre Craighall Gardens. Edinburgh. EH6 4RJ.	0131 551 4368 Website
Benmore Outdoor Learning Centre By Dunoon. Argyll. PA23 8QX.	info@benmorecentre.co.uk 01369 706 337 Website
Lagganlia Outdoor Learning Centre Kincraig, Kingussie. Inverness-shire. PH21 1NG.	info@lagganlia.com 01540 651 265 Website
Principal Officer for Outdoor Learning Andrew Bradshaw	Andrew.Bradshaw@edinburgh.gov.uk 07718 660 549



Appendix 11.3 – Residential Questionnaire Summary

A new questionnaire was introduced in mid-September across both residential centres. This allows us to analyse performance, set benchmarks and future targets, and to develop the Centres. Last updated on 03 November, 2018 (online responses). 21 responses in total. One response equals approximately 4.75%.

Questionnaire Statement	Strongly Agree	Agree	Strongly Agree and Agree	Comments
Booking				
The booking process was straightforward (sufficient pre-course information/guidance, helpful staff and efficient communication).	67%	24%	91%	A new website with online booking resources and support is due for Dec/Jan.
Induction				
On arrival, all our children/young people/vulnerable adults received an appropriate induction to the Centre.	95%	5%	100%	-
On arrival, all our supervising adults received an appropriate induction to the Centre.	81%	14%	95%	-
Quality of Instruction and Learning				
We had the opportunity to identify programme priorities and aims before coming to the Centre.	76%	24%	100%	-
The programme was adapted to meet the needs of our participants (appropriate range of activities, support, challenge, daily discussions with centre staff making adjustments). <u>This maximised participation and outcomes.</u>	76%	24%	100%	-
Immediate Impact (during the visit)				
Impact on enjoyable learning:				
Nearly all our children/young people/vulnerable adults enjoyed their visit.	100%	0%	100%	-
Impact on relationships:				
Overall , our visit had a very positive impact on developing peer relationships.	71%	29%	100%	-
Overall , our visit had a very positive impact on participant to visiting staff relationships.	86%	10%	96%	-
Impact on a 'sense of community' : our visit provided a very positive opportunity for nearly all participants to live away with others successfully (including facing common	81%	19%	100%	-

challenges and overcoming problems together as a team).				
Impact on confidence: staff have noted <u>significant</u> and <u>appropriate</u> changes in many participants' confidence (within themselves, their learning and/or relationships).	62%	38%	100%	This focuses on significant changes. This often develops further back at school.
Impact on attainment, health, wellbeing and engagement:				
Overall , staff have noted significant general improvements in:				
specific academic subjects (knowledge, understanding, skills vocabulary);	38%	29%	67%	20% not sure. This depends on the aims of the School. A development area.
environmental awareness (age appropriate understanding of the physical environment, threats, solutions);	48%	52%	100%	A development area.
activity/discipline skills (e.g. climbing, kayaking, skiing);	77%	23%	100%	-
participants recognising the importance of a fit and healthy lifestyle;	71%	24%	95%	-
engagement and resilience by priority learners who most require to develop these qualities.	62%	24%	86%	Focuses on learners who can be the hardest to reach. 14% - varied significantly across groups.
Accommodation and Facilities				
The sleeping accommodation and washing facilities for the children and/or young people were clean, comfortable and appropriate.	71%	24%	95%	Continued investment is essential.
The sleeping accommodation and washing facilities for the adults were clean, comfortable and appropriate.	71%	24%	95%	Continued investment is essential.
Food				
The quantity, quality and range of food were appropriate for nearly all participants (children, young people and adults).	81%	19%	100%	Continued high standards.
Customer Care				
Overall, the Centre staff are professional and helpful.	95%	5%	100%	-
Overall				
Overall, our visit has been a success.	100%	0%	100%	-
Mean scores:	75%		96%	-
How well were your programme priorities and aims met (best fit)?	Exceeded Group Leader's expectations 63%	Exceeded Group Leader's expectations 33%	96%	-

A selection of quotes from different parts of the questionnaire:

Benmore made magic happen. A determined and dedicated staff, led by the wonderful Graeme Adams, 'made the impossible, possible' during our residential stay last week at Benmore. Our needs were complex, extensive and sensitive. Our special child and family, dear to our hearts, had a dream, a dream to come to Benmore and be able to join in. To be included, to build memories, to have fun. The efforts made to acquire the correct equipment to allow for all of our children to be integrated into the Benmore programme was above and beyond anything we could have ever imagined. From accessible sleeping arrangements, food choices, programme flexibility, risk assessment meetings, family involvement, high ratio staffing and finance, Benmore cared for and considered all factors that could have been challenging for all involved. To work with such a caring and family led team was refreshing and lifted any potential strains off of all of the other partnerships involved. All instructors built strong relationships with our children in such a short period of time. Every single child was well cared for, kept safe, encouraged, nurtured and entertained by all of their instructors.

Instructors during the day were excellent at adapting the programme to meet the needs of the children. Supportive and also challenging them to have growth mindsets and try new things.

Instructors were great at supporting the needs of our students in particular the ones with additional support needs.

The level of support and quality of instruction was exceptional. All the staff were friendly, welcoming and most attentive to pupil and visiting staff needs.

The support is second to none and we are delighted with what we get from Lagganlia.

Continue your already fabulous communications with all of your schools.



‘For our children the experience of journeying to Dunoon by bus and ferry is as good as a trip round the world’

Happy birthday

Benmore Celebrates its 50th year (and we have found a Head Teacher who has seen a fair few of them!).

Benmore Outdoor Learning Centre first opened her doors to school and community groups in 1967. In that time, the Centre has become an educational institution enjoyed by generations of Edinburgh school children.

Part of the excitement of every child casting their eye on the 1840s House for the first time, is that it could easily resemble ‘Hogwarts’ and a scene from Harry Potter.



Lindsey Watt

Finding someone who has an educational perspective across the entire fifty years is too big an ask but we have come close. One of our most experienced and respected Head Teachers, Lindsey Watt, from Castleview Primary School shares her thoughts before retiring next year.

‘My first experience of a primary residential was in 1980, it was then that I was converted to become a life-long

believer in the benefits of outdoor learning. Thirty-Seven years later, the opportunities offered by Benmore Centre and it’s outstanding teaching team complement the teaching and learning provided by Team Castleview.

My ‘Castleview’ parents talk fondly of their own time at Benmore and say that it’s one of their happiest school memories. For our children, the experience of journeying to Dunoon by bus and ferry is as good as a trip round the world. Their wonder when they lie on their backs and look at the stars, unsullied by light pollution is very

moving. At the end of the week they are full of enthusiasm for exercise and Scotland’s scenery and wildlife.

My respect for the Team at Benmore is immense. I am grateful to have been given the privilege of taking hundreds of children to such a high quality outdoor learning experience.’

As Lindsey kindly says, there is little doubt the enduring quality of the Centre lies in its people. One of the key features of the Outdoor Learning Team is the number of staff who start as trainees and stay on or return as full time members of staff.

One such example is Graeme Adams who started his career at the Centre as a trainee instructor in 1999. Graeme was inspired to sail around the West Coast of Scotland and work as river guide in Nepal and New Zealand. His time in Nepal allowed him to work and paddle with Gerry Moffat – a former Benmore trainee himself and now a world renowned adventurer.



Graeme Adams

Graeme returned to Benmore and developed his career within the Council to become a much respected Operations Manager and specialist in his field.

Graeme states, ‘The opportunity to train at Benmore provided me with the skills, knowledge and confidence to pursue a career in the outdoors’

Footnote

Another successful academic year at Benmore saw a total of 4,263 participants, of which 3,281 were from schools and 982 attended adult and weekend courses. The Centre facilitated 42 Edinburgh Primary and 5 Edinburgh Secondary Schools, accompanied by 198 Edinburgh supporting staff.

The Main House is set amongst the Benmore Botanical Gardens and hosts 120 beds. It is complimented by Bernice Farmhouse and Cottage which are currently being refurbished. These will soon be ready for booking by schools, groups and holidaymakers wishing to enjoy its spectacular Lock Eck location. Benmore also has a Sail Base at Holy Loch, leading directly into the Clyde – one of the biggest accessible sailing areas in the UK. For further information, please contact info@benmore.co.uk/01369 706337



Highland ski centre plan for expansion revealed

Council: Retreat aimed at beginners and groups with disabilities

BY RITA CAMPBELL

Plans have been revealed for an extra snowsports development and learning centre at a Highland outdoor retreat.

The Lagganlia Centre For Outdoor Learning at Feshie Bridge, Kingussie, is owned by [City of Edinburgh Council](#). It has a dry slope and staff help teach youngsters how to ski.

In a planning application lodged with Highland Council, permission is sought for the proposed new centre and equipment store.

The planning statement says: "The proposed design is in response to the need for an additional snowsports development centre and equipment store to the side of the existing dry ski slope.

The facility would be aimed primarily at beginners and groups with disabilities to gain knowledge and access to the world of skiing.

"The site has been carefully chosen so as to engage with the overall masterplan of the centre while fitting in with the rural context."

While Lagganlia feels remote, it is eight miles from Aviemore, nine miles from Kingussie and two-and-a-half hours from Edinburgh

and Glasgow. The Lagganlia Centre was opened by the Duke of Edinburgh on June 30, 1970.

The land/original buildings were gifted to the citizens of Edinburgh by the philanthropist George Boyd Anderson as part of his vision to give the young people of the Edinburgh a chance to ski. His vision included the building of Hillend Dry Ski Slope on the outskirts of Edinburgh, which was then the longest dry ski slope in Europe.

A [City of Edinburgh Council](#) spokesman said: "The new classroom will build on the heritage of the Lagganlia Outdoor Centre which has strong local links and is an important part of the community.

"Based at the bottom of the dry ski slope the building will provide an all year round facility to help develop ski talent and participation among Edinburgh young people and local pupils who will have access to an outdoor classroom. George Boyd Anderson built both the Hillend slope in Edinburgh and the original Lagganlia centre and this new base would be a further fitting tribute to his legacy of promoting snow sports."

If planning permission is

approved the aim is for the new classroom to be available for use by early 2018.

It would cost £160,000, with £66,000 coming from the Boyd Anderson Trust and the rest from the council.

"The building will provide an all year round facility"

Facility: How it all started

The Lagganlia Centre for Outdoor Education has been open for 40 years.

It was started by Boyd Anderson who, having gifted money to start Hillend Dry Ski Slope in Edinburgh, was looking for a property near the ski areas in the Cairngorms as a natural progression.

He wanted children

and young people from Edinburgh to get the opportunity to move to real snow during the winter season.

His signature is the first in the visitors' book and one of the chalet lodges was named Anderson Lodge in recognition of his inspirational vision in establishing the facility.





CAREFULLY CHOSEN: An artist's impression of a snowsports development and learning centre with equipment store at the Lagganlia Centre



Strategy Aim	Year 1 Activity	Target Date	Lead Staff Member(s)	Year 1 Outcome / Deliverables	Activity Progress		
Core Provision Development							
1.1 Understand school customer base	Establish breakdown of participating schools by local authority	Jan 17	AB, CC, KP	<ul style="list-style-type: none"> Understand the: <ul style="list-style-type: none"> -breakdown of core bookings -potential for growth -number of schools and pupils per local authority -% breakdown Data is available for reporting as required 	P	S	C
1.2 Increase penetration of Edinburgh primary schools actively engaged in residential outdoor learning experience.	Identify which of the 88 primary schools are engaged with Edinburgh's outdoor learning residential	Jun 17	AB, CC, KP	<ul style="list-style-type: none"> Target schools identified Letter to schools providing priority booking opportunity. Barriers to booking explored. More Edinburgh schools book onto residential 	P	S	C
1.3 Maximise occupancy levels of residential visits by indentifying and utilising spare capacity.	Analyse capacity of each week's residential bookings	Jun 17	AB, CC, KP	<ul style="list-style-type: none"> Booking system is used to identify and respond to opportunities 	P	S	C
	Use capacity information to target small and secondary schools (particularly target from 1.2)	Mar 18	AB, CC, KP	<ul style="list-style-type: none"> Reduction in each weeks spare capacity Increase in each seasons occupancy levels 	P	S	C
1.4 Ensure pricing is consistent, affordable and sustainable	Cost out core delivery and associated domestics of residential	Mar 17	DR, AB, CC, KP, NG, GA	<ul style="list-style-type: none"> Actual operating costs are known and managed to ensure sustainability and affordability 	P	S	C

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	Benchmark and set pricing include Edinburgh schools price cap	Mar 17	DR, AB, CC, KP, NG, GA	<ul style="list-style-type: none"> Competitors pricing is collated and monitored. 3 year seasonal pricing structure is produced 	P	S	C
	Identify sources of funding to increase accessibility	Dec 17	AB, CC, KP	<ul style="list-style-type: none"> A distribution list of funding suggestions and helpful links is created Schools are signposted to access funding 	P	S	C
Commercial development (for investment into core provision)							
2.1 Increase self catering non - serviced bookings	Analyse "additional" costs of energy, domestic and manpower to establish baseline expenditure and price point	Mar 17	DR, AB, CC, KP	<ul style="list-style-type: none"> Baseline expenditure is known 2 year pricing structure is available 	P	S	C
	Explore feasibility of self-catering facilities within main residential buildings	Aug 17	DR, ABr, GA, NG, AB, CC, KP	<ul style="list-style-type: none"> Costs of investment in adaptations and staffing is evaluated against potential income and decision made 	P	S	C
	Create staffing and standby solutions to provide enhanced customer care and emergency support	May 17	DR, ABr, GA, NG, AB, CC, KP	<ul style="list-style-type: none"> Implement intended 7 day a week operation as required Stand by staff identified, inducted and trained Costs of operation factored into pricing structure 	P	S	C
	Create resources to showcase location of accommodation.	Feb 18	KP, CC, AB, DR	<ul style="list-style-type: none"> Resources created and displayed on line to enhance appeal of self catering -(tourist attraction/activities) 	P	S	C

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	Invest in Lagganlia lodges to demonstrate return on investment	Mar 18	KP, CC, DR	<ul style="list-style-type: none"> Investment results in increased occupancy 	P	S	C
	Promote venue and availability	Jan 18	DR, KP, CC, AB	<ul style="list-style-type: none"> Web launched and marketing plan (below) implemented 	P	S	C
2.2 Devise packages to maximise profitability of school holidays and weekends	Establish packages of activities tailored to target groups. <ul style="list-style-type: none"> Snow and water sports Cycling and walking Wildlife and photography Fitness and wellbeing Adventure and survival Triathlon and sports Orienteering and rambling Botanical and art 	Jan 18	AB, CC, KP, DR, GA, NM, ABg, CS, FR	<ul style="list-style-type: none"> Plan and operate a sample of packages to evaluate popularity and profitability for future development Allocated 'slots' for 2018/19. 	P	S	C
	Create a calendar of packaged activities around existing bookings. (consider safeguarding children)	Jan 18	AB, CC, KP, DR, GA, NM	<ul style="list-style-type: none"> Have a calendar of availability for package and self-catering options balanced with non-serviced, self-catering availability 	P	S	C
	Identify and implement legislative practices/ license needed i.e. PEL	Feb 18	DR, GA, NM	<ul style="list-style-type: none"> Any licences required are acquired 	P	S	C
	Contingency plan to ensure sustainable commercial growth without impacting core service	Jul 17	AB, CC, KP, DR, GA, NM	<ul style="list-style-type: none"> Flexible rotas and systems of work support growth. Bank of relief staff and third party providers are checked and available 	P	S	C

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2.3 Generate income from Bernice	Scope works, funding and contractors for Bernice.	Apr/May 17	AB, GA, DR, ABr	<ul style="list-style-type: none"> Have Bernice refurbished and ready for use 	P	S	C
	Meet with forestry commission to discuss access needs	Mar 17	GA, DR, ABr	<ul style="list-style-type: none"> Investigate temporary access via the north until preferred route can be repaired Explore access via 'South entrance' – boat and jetty Agree partner approach to repair road 	P	S	C
	Discuss challenges and considerations of operating Bernice	Feb 17	AB, GA, DR, ABr	<ul style="list-style-type: none"> Have identified systems and requirements to support operation and maintenance of Bernice 	P	S	C
	Investigate and improve existing power provision and review renewable energy options	Apr 17	DR, ABr	<ul style="list-style-type: none"> Have recommendations and costs 	P	S	C
	Promote venue and availability	Feb 18	GA, DR, AB	<ul style="list-style-type: none"> Web launched and marketing plan implemented 	P	S	C
2.4 Progress new Lodge at Benmore	Progress project planning to stage 3 (5 – 10k outlay)	Mar 18	RY, ABr, DR	<ul style="list-style-type: none"> Have firm costs for the development enabling funding and investment plan to be put in place 	P	S	C
	Identify potential capital funding options linked to water sports (coastal communities, lotto, HIE)	Mar 18	DR, ABr, GA, AB	<ul style="list-style-type: none"> Funding plan in place for new financial year 	P	S	C
2.5 Generate income from Lagganlia Camp Huts	Check and resolve health and safety concerns	Apr 17	KP, CC	<ul style="list-style-type: none"> Improved exposure of camp huts demonstrated by increase in bookings 	P	S	C
	Benchmark and set pricing	Apr 17	KP, CC, DR				

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	Targeted promotion to potential users	Feb 18	KP, CC, DR, NG, ABg, FR, CS				
2.6 Capitalise on income potential of Lagganlia snow sports school	Seek approval from Asset Committee to progress project	Aug 17	DR	<ul style="list-style-type: none"> Permission to proceed is obtained 	P	S	C
	Design for flexible use of space throughout the year	Oct 17	DR, NG, ABr	<ul style="list-style-type: none"> Planning permission granted 	P	S	C
	Project Manager is commissioned	Nov 17	DR, ABr	<ul style="list-style-type: none"> Project is managed internally within desired timescales 	P	S	C
	Plan to maximise use of asset for core and commercial purposes	Mar 18	NG, DR, ABr, KP, CC	<ul style="list-style-type: none"> Snow sports asset is well utilised and profitable 	P	S	C
2.7 Optimising resources	Identify funding opportunities and ideas for complimentary on site facilities	Mar 18	ABr, DR, GA, NM, AB, KP, CC, FR, CD, ABg	<ul style="list-style-type: none"> Funding plan in place for new financial year . i.e. trim trial, flying fox, green gym, bike wash down 	P	S	C
	Strengthen and evolve "friends of" groups to support development	Apr 17	DR, AB, GA, NM, CC, KP	<ul style="list-style-type: none"> Proactive groups are evolved to share service vision and make the most of funding channels available to charitable organisations 	P	S	C
	Any alternations, improvements, repairs and purchases that benefit the business are planned	Apr 17	DR, ABr, RY	<ul style="list-style-type: none"> Resources and surplus are pooled for planned schedule of improvements and investments 	P	S	C

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2.8 Venture into pet friendly trial	Trial Introduction of 1 dog friendly Lagganlia lodge	Feb 18	DR, CC, KP	<ul style="list-style-type: none"> Exploit free marketing route associated with pet friendly venture Measure any issues against benefits Increase occupancy of selected cabin with supplement offsetting any increase in costs 	P	S	C
2.9 Utilise Bangholm assets and expertise in a commercial context.	Team meeting to discuss and identify vision	Mar 17	ABr, CS,FR, ABg, DR	<ul style="list-style-type: none"> Team agree vision and actions 	P	S	C
	Prepare an advisory, consultancy and training service	Feb 18	ABr, CS, FR, ABg	<ul style="list-style-type: none"> Advisory services are prepared on website and circulated through target channels Training programme developed and marketed. 	P	S	C
	Offer an equipment hire resource/delivery	Feb 18	ABr, CS, FR, ABg	<ul style="list-style-type: none"> Equipment is marketed and hired to groups reducing down time and increasing accessibility to activities 	P	S	C
	Offer a mobile maintenance service	Feb 18	ABr, CS, FR, ABg	<ul style="list-style-type: none"> Council owned equipment has opportunity to be properly maintained and quality assured Checked legal liability 	P	S	C
	Direct/indirect delivery to compliment residential opportunities	Dec 17	ABr, CS, FR, ABg	<ul style="list-style-type: none"> Work with providers and existing pathways to support young people with interest and ability in outdoor activities. 	P	S	C

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Marketing and Communications Development							
3.1 Procure independent website which meets corporate requirements yet provides the functionality to achieve business outcomes	Present business case to CGI to procure external web design and build	Feb 17	DR	<ul style="list-style-type: none"> Approval to deviate from standing contract and go out to tender 	P	S	C
	Create spec with CEC digital team to ensure compliance and suitability	Mar 17	DR, ABr	<ul style="list-style-type: none"> Contract specification put out to tender on public contract Scotland 	P	S	C
	Score and award contract	Apr 17	DR, ABr	<ul style="list-style-type: none"> Timescales and costs known 	P	S	C
3.2 Populate and launch website to showcase core service, commercial opportunities and key message	Design and build site	Apr 17	GA, NM, DR, AB, CC, KP, FR, CS, Abg	<ul style="list-style-type: none"> A staff and user friendly website to showcase our service and process booking and payment 	P	S	C
	Staff needs/expectation of the new site to be communicated						
	Training for content publishers and administrators	Feb 18	DR	Staff will be confident and competent in contributing to the site.	P	S	C
	Contributions to be submitted: Visuals, location, facilities, activities, videos, virtual tours, meet the team and testimonials (any quality existing resources can be re-used)	Dec 17	GA, NM, DR, AB, CC, KP, FR, CS, Abg	<ul style="list-style-type: none"> A bank of content will be created, published and stored in the CMS 	P	S	C
	Test, launch and promote site	Feb 18	DR	<ul style="list-style-type: none"> Search engine optimised site supported by marketing plan will raise profile of OL service, resulting in more enquiries and bookings 	P	S	C
3.3	Marketing toolkit will be created consisting of Logo, template letters, posters, certificates,	Feb 18	DR	<ul style="list-style-type: none"> Marketing toolkit will be available on share drive and intranet/web 	P	S	C

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3 sites to be brought together as components of the one brand.	notices, booking forms, PowerPoint presentation, media release template						
	Staff e signatures will be standardised to communicate consistent branding and links to website	Mar 18	DR	<ul style="list-style-type: none"> Brand identity and promotional platforms will be embedded into all communications 	P	S	C
3.4 Raise profile of outdoor learning and development of commercial operations to support core service through promotional activity and advertising	Good news/success stories to be submitted	Jan 17	ABr, GA, NM, DR, AB,CC,KP, FR, CS, ABg	<ul style="list-style-type: none"> All staff will contribute to collating successes 	P	S	C
	Identify and obtain awards/ratings, accreditations relevant to sector	Oct 17	GA, NM, DR, AB,CC,KP, FR, CS, ABg	<ul style="list-style-type: none"> Awards will be achieved, displayed and celebrated. 	P	S	C
	Utilise Edinburgh.gov resources for advertising	Jan 18	DR, ABr	<ul style="list-style-type: none"> Improved visibility of OL service and opportunities Link on orb Premium benefits ad Visual presence at Waverly 	P	S	C
	Administrators will be trained to monitor and respond to consumer review sites and encourage customer feedback	Feb 18	DR, AB, CC, KP	<ul style="list-style-type: none"> Positive reputation and ranking Quantitative and qualitative data is available for reporting 	P	S	C
	Needs led advertising/communications campaign will be developed	Jan 18	DR, AB, CC, KP	<ul style="list-style-type: none"> All advertising will be channelled through DR to monitor budget and impact 	P	S	C
	Social media administrators will be appointed and trained	Feb 18	DR, AB, CC, KP, FR, CS, ABg, NM, GA	<ul style="list-style-type: none"> Minimum of 2 administrators will be trained at each site 	P	S	C

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				<ul style="list-style-type: none"> Face book and twitter pages will be relaunched and regularly updated You tube videos will be embed on website Achievement of milestones and performance will be monitored 			
	Create digital map of inspirational outdoor learning in partnership with forestry commission and national heritage	Dec 17	ABr, ABg	<ul style="list-style-type: none"> Map will be available on website generating more traffic to pages 	P	S	C
3.5	Build and grow customer database for direct mailing/email	Jan 17	DR	<ul style="list-style-type: none"> Council's communication team support growth of business 	P	S	C
Includes a clear understanding of current and potential users/customers.	Develop distribution list of target audiences	Feb 18	GA, NM, DR, AB,CC,KP, FR, CS, ABg DR	<ul style="list-style-type: none"> Live database developed and managed in accordance with data protection 	P	S	C
	Training in council version of mail chimp and survey monkey	Feb 18	DR	<ul style="list-style-type: none"> Quality correspondence controlled via mail chimp 	P	S	C
Business Systems and Operations Development							
4.1	Embed new structure promoting staff performance and collaboration	Apr 17	RY, NM, GA, ABr, CC, KP, DR	<ul style="list-style-type: none"> All staff will be briefed on service vision at induction and reminded at meetings/ trainings and communications of progress 	P	S	C
	Ensure staff understand the importance of role in the achievement of local plans and wider agenda	Oct 17	NM, GA, AB, CC, KP	<ul style="list-style-type: none"> All staff will have access to local plans Line manager will refer to areas of responsibility as 	P	S	C

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				part of daily duties and performance framework plan			
	Team meetings will be held regularly, minutes/action points will be recorded and posted in staff areas for all staff to read and sign prior to next meeting.	Oct 17	NM, GA, AB, CC, KP	<ul style="list-style-type: none"> Staff will be empowered to share ideas, work more cohesively and feel more involved and informed 	P	S	C
	Training log created and held on share to show essential, desirable and development training need and achievements	Feb 17	ABr, DR, NM, GA, AB, CC, KP, CS, FR, ABg	<ul style="list-style-type: none"> Quality ongoing training and targeted development opportunities are made available and achieved by staff 	P	S	C
	Address any performance issues promptly	Feb 17	ABr, DR, NM, GA, AB, CC, KP	<ul style="list-style-type: none"> CEC support and policies are utilised A positive and collaborative working environment where all team members input equally 	P	S	C
4.2 Ensure all customers have a positive customer experience	Signage will be reviewed at each centre	Jan 18	DR	<ul style="list-style-type: none"> Facilities and information will be easily found and informative 	P	S	C
	Weekly audit will be conducted by facility coordinators	Mar 17	AB,CC,KP	<ul style="list-style-type: none"> Quality assurance of cleanliness, maintenance and safety, enabling prompt resolution of any issues. 	P	S	C
	Customer care training in a commercial context will delivered to front line staff	Feb 18	DR, AB, CC, KP	<ul style="list-style-type: none"> Staff will be more customer focused and commercially aware. 	P	s	c

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	Survey monkey used within website and emails to undertake surveys and research	Aug 17	ABr, DR	<ul style="list-style-type: none"> Satisfaction scores and repeat business stats will be gathered and published Core and commercial evaluations will be standardised and made available at time of visit electronically and manually Performance will be monitored Dissatisfied customers/ negative feedback will escalate to address. 	P	S	C
4.3 Maximise efficiency and cost effectiveness of resources	Analyse business systems and processes	Sep 17	DR, AB, CC,KP	<ul style="list-style-type: none"> More time efficient systems and processes in place, duplication is reduced freeing up manpower hours for development focus 	P	S	C
	Identify opportunities for efficiencies and best value, controlling expenditure through budget responsibility and allocation of remits	Apr 17	ABr, DR, AB,CC,KP, NM,GA	<ul style="list-style-type: none"> Accurate monthly budget reports enable key decision to be made. Surplus increased through savings contribution 	P	S	C
	Requisition and monitoring training	Feb 17	ABr, DR, AB,CC,KP, NM,GA	<ul style="list-style-type: none"> Staff understand and are able to apply training to processes 	P	S	C
	Scope capacity and implications of implementing the 7-day operating structure	Mar 17	ABr, DR, AB,CC,KP, NM,GA	<ul style="list-style-type: none"> Improved efficiency and ability to operate 7 day service with minimal uplift in expenditure 	P	S	C

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	Standardise and streamline practices where practical	Feb 17	ABg, ABr, DR, AB,CC,KP, NM,GA, ABg, CS,FR	<ul style="list-style-type: none"> Consistent and streamlined practices adopted and applied across sites where possible -i.e. procedures, documents, work patterns, systems of work 	P	S	C
	Raise internal service awareness	Jun 17	ABr, DR, KP, CC, AM	<ul style="list-style-type: none"> Departments are aware of remote sites and nature of their needs. 	P	S	C
	Explore costs and performance of networking and wifi capabilities at all 3 sites	Apr 17	ABr, DR	<ul style="list-style-type: none"> Improved networking and wifi capabilities to increase efficiency and allow more joined up approach to Edinburgh Council protocols. 	P	S	C
4.4 Ensure a safe and best practice operation	Health and safety audits to be conducted by CEC.	Feb 17	ABr, DR, AB,CC,KP, NM,GA, ABg, CS,FR	<ul style="list-style-type: none"> Audits and action plan in place 	P	S	C
	Risk assessments to be reviewed	Apr 17	AB,CC,KP, NM,GA, ABg, CS,FR	<ul style="list-style-type: none"> Risk assessment will be current and cover all areas 	P	S	C
	Operating procedures to be reviewed for normal and emergency operation	Apr 17	CC,KP, NM,GA, ABg, CS,FR, DR, ABr	<ul style="list-style-type: none"> NOP and EAP available on share drive for each facility 	P	S	C
	Accidents and near miss reporting to be collated and analysed	Feb 17	AB,CC,KP, NM,GA, ABg, CS,FR, DR, ABr	<ul style="list-style-type: none"> Accidents will be reviewed as part of meetings and reported in accordance with CEC policy 	P	S	C
	Identify training needs	Jan 17	DR, AB,CC,KP, NM,GA, ABg, CS,FR	<ul style="list-style-type: none"> Essential courses will be planned and organised cost efficiently 	P	S	C

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	Create ongoing training schedule and attendance log which meets statutory H&S requirements	Jun 17	DR, ABr, CC, KP,	<ul style="list-style-type: none"> Quarterly training plan in place to cover all essential topics and test competency 	P	S	C
	Trigger matrix to be created to ensure significant occurrences are reported (critical incidents to be integrated)	May 17	DR, ABr	<ul style="list-style-type: none"> Trigger matrix available 	P	S	C

November 17 progress status:

- 43% Complete
- 35% Started
- 22% Planned

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Appendix 11.7 (Committee Report)

Strategy Aim	Strategy Timescales	Year 1 Activity	Target Date	Lead Staff Member(s)	Year 1 Outcome / Deliverables	Activity Progress			Progress Notes
1.1 City based and residential OL courses are reviewed, and developed with links to CfE meeting the needs of all learners.	Year 1	Cycling programmes are developed at Bangholm.	31/03/2017	Cliff Smith	<ul style="list-style-type: none"> Bangholm is key training centre for city based cycling (CfE and Community) 	P	S	C	Completed.
		Programmes are delivered to support achievement awards.	31/03/2017	Fraser Robertson	<ul style="list-style-type: none"> Delivery of 3 DofE expeditions 	P	S	C	Delivered 4 (bikes), 5 (walking) and 3 residential at Lagganlia/Benmore .
		Staff and course development at Benmore and Lagganlia.	31/03/2017	Nick March Graeme Adams	<ul style="list-style-type: none"> Adventure Journal used by all staff Assessment document developed 	P	S	C	New PRD process embedded into development.
1.2 Progressive pathways (3-18) are developed for Outdoor Learning including SQA Qualifications.	Year 1 – 4	Staff are trained to be more confident in delivering fieldwork elements of high school courses	30/06/2016	Andrew Bagnall	<ul style="list-style-type: none"> Fieldwork course piloted with local partners 2 fieldwork training sessions delivered 	P	S	C	Exceeded.
1.3 The excursions policy, processes and training supports Communities and Families staff in delivering safe OL experiences	Year 1	Excursion policy review group is formed with a clear remit and relevant membership.	30/06/2017	Cliff Smith Barry Hewitt	<ul style="list-style-type: none"> Schools are issued with new policy prior to start of academic year 2017/2018. 	P	S	C	Due to be launched Jan 2018. Substantial project.
1.4 Buildings, equipment and resources are well managed, renewed and shared across the Sports and Outdoor Learning Unit to support the development of OL	Year 1 – 4	High level surveys of Benmore and Lagganlia are analysed to identify priorities for investment.	01/05/2016	Ian Ross Robin Yellowlees	<ul style="list-style-type: none"> Investment Plan for Benmore and Lagganlia is developed and implemented. 	P	S	C	Included within the investment plan for 2017/18 and regular budgets.

Activity Progress Update - 09/11/2017

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Started (S) – Activity has started and is being progressed.

Complete (C) – Activity complete and Outcomes / Deliverables have been achieved.



Appendix 11.7 (Committee Report)

					<ul style="list-style-type: none"> Budget for investment is identified in 2016/2017 financial year 				
1.5 Outdoor Learning is delivered in school grounds, in the local area and on residential and international excursions	Year 1 – 4	Whole school training and development support schools in delivering CfE through OL	31/03/2017	Barry Hewitt Andrew Bagnall	<ul style="list-style-type: none"> 10 schools receive in-service training on Outdoor Learning 	P	S	C	Delivered via a different CPD package.
		Staff supported in international excursions supporting best practice from BS8848.	30/09/2016	Barry Hewitt	<ul style="list-style-type: none"> CPD course is developed and piloted increasing staff competencies and sharing of good practice 	P	S	C	Forms part of the new excursions training programme from Jan 2018.
1.6 Lead Teachers in OL are trained and supported to develop OL in their own schools and in partnership with clusters and neighbourhoods	Year 1 – 4	Lead Teacher in Outdoor Learning course is advertised & delivered in partnership with early year team.	31/07/2017	Barry Hewitt Louise Caldwell	<ul style="list-style-type: none"> 30 Places offered on course 50% of participants gain professional recognition from GTCS 	P	S	C	Consultation with previous LTs completed. New course being designed in Spring 2018. New LTs network started.
Strategy Aim	Strategy Timescales	Year 1 Activity	Target Date	Lead Staff Member(s)	Year 1 Outcome / Deliverables	Activity Progress			Progress Notes
1.7 Forest Education is developed and expanded.	Year 1 - 4	Forrest Kindergarten and Forrest Schools Training are advertised and delivered	31/07/2017	Louise Caldwell	<ul style="list-style-type: none"> 16 places offered on FK training 16 places offered on FST 50% of FS participants complete level 3 practitioner award 	P	S	C	Ongoing.
1.8 A comprehensive programme of CPD and CLPL supports staff from across the city in confidently and safely delivering OL	Year 1 – 4	Edinburgh Outdoor Learning course calendar is compiled and published.	01/09/2016	Cliff Smith Nick March Graeme Adams	<ul style="list-style-type: none"> Course calendar available to all C&F staff via C&F CPD directory Courses are coordinated across all centres 	P	S	C	New calendar via new website (Jan 2018). New programme of excursions training

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Appendix 11.7 (Committee Report)

					<ul style="list-style-type: none"> 50th Birthday is a launch event 			
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Strategy Aim	Strategy Timescales	Year 1 Activity	Target Date	Lead Staff Member(s)	Year 1 Outcome / Deliverables	Activity Progress			Progress Notes
3.2 Courses, buildings and equipment are developed to provide opportunities for pupils with additional needs to fully participate in an OL course alongside their peers. Staff members are trained and confident in working with the full range of children and young people who access our service.	Year 1 – 4	C&F staff consider the needs of all current and future pupils when planning excursions	01/05/2016	Barry Hewitt	<ul style="list-style-type: none"> Equalities procedures are part of GL training course 	P	S	C	-
		Equalities action plan developed for buildings, courses and staff training at all outdoor centres	01/03/2017	Cliff Smith Graeme Adams Nick March	<ul style="list-style-type: none"> Equalities plan with areas to develop Funding sources examined by centres and charity partners for development 	P	S	C	To form part of the new 2 year development plans.
		A development group takes forward OL in CEC Special Schools	31/03/2017	Barry Hewitt Maria Lloyd	<ul style="list-style-type: none"> Action plan produce and implemented 	P	S	C	To form part of the new 2 year development plans.
4.1 The opportunity to start a DofE Award is available to all young people through either a school or community based group. Along with a growth in completion levels all young people are able to progress to the next stage of the award. The outdoor centres provide support through expedition	Year 1 – 4	Engage 4 Secondary schools without open provision for DofE.	31/07/2016	Fraser Robertson	<ul style="list-style-type: none"> 2 schools currently without provision start delivering DofE 	P	S	C	Achieved and supported improvement in participation and completion.
		In partnership with FOTA identify communities without DofE	01/12/2016	Fraser Robertson	<ul style="list-style-type: none"> Geographic, cultural & ethnic review of city completed 	P	S	C	Substantial impact.
		eDofE training for schools with low completion rates.	31/03/2017	Fraser Robertson	<ul style="list-style-type: none"> 3 sessions delivered 	P	S	C	8 sessions completed.

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Appendix 11.7 (Committee Report)

training and residential activities.		Support training needs of centre staff in delivery of DofE.	31/03/2017	Fraser Robertson	<ul style="list-style-type: none"> Training assessment completed and programme planned and implemented. 	P	S	C	-
		Residential DofE opportunities at Benmore and Lagganlia	31/03/2017	Fraser Robertson Graeme Adams Nick March	<ul style="list-style-type: none"> 2 Snowsports Weeks 4 Other Residential Weeks 	P	S	C	-
4.2 The John Muir Award is widely available in both schools and community groups. Opportunities for quality conservation tasks are supported through the council, key partners and community groups. Leadership qualifications in award delivery are piloted.	Year 1 – 4	Provide training opportunities in the John Muir Award	31/03/2017	Fraser Robertson /Barry Hewitt	<ul style="list-style-type: none"> 2 John Muir Leader training courses opportunities delivered. 	P	S	C	2 training courses.
		Raise awareness in schools not currently delivering the JMA	31/03/2017	Fraser Robertson	<ul style="list-style-type: none"> Attend 4 cluster HT meeting to promote JMA/JASS 	P	S	C	Attended cluster meetings. Increased by 200 pupils (completions).
		Support partners delivery of JMA.	31/07/2016	Fraser Robertson	<ul style="list-style-type: none"> 3 Partners engaged and supported 	P	S	C	-

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Appendix 11.8 – Outdoor Learning Partners Questionnaire Feedback

Partnership feedback was undertaken during early November 2017.

Development ideas have also been collated and will be addressed in the new Development Plans.

Partners	Key Extracts
Friends of the Award (FOTA)	<p>How effective is the current partnership between the Outdoor Learning Unit and your organisation?</p> <p>FOTA was established 20 years ago to provide added value to the delivery of the DofE by City of Edinburgh Council. DofE management lies with Outdoor Learning Unit. Over the years our partnership has developed and matured whereby we currently support delivery of accredited learning packages. Through collaborative working at all levels and mutual respect our partnership is stronger than it has ever been.</p> <p>The partnership is supported by a formal agreement between both parties which provides FOTA with accommodation and access to training. Our staff are recognised as CEC volunteers which commits FOTA to adopting CEC policies in relation to health and safety and child protection. The partnership commits FOTA to supporting the delivery of the Outdoor Learning Unit's priorities for accredited learning.</p> <p>This agreement is made real through regular meetings between managers and staff of both Outdoor Learning and FOTA. These meetings ensure that the partnership is nurtured, FOTA is supported and therefore in a position to deliver on its' commitment.</p> <p>There are three key areas where FOTA provides added value and the effectiveness of the partnership can be evidenced through the ability of the Outdoor Learning Unit's ability to set and meet ambitious growth targets in relation to DofE and JASS delivery.</p> <ol style="list-style-type: none"> 1. FOTA provides a comprehensive support package for DofE Expeditions. This involves recruiting, facilitating training and coordination of over 100 CEC volunteers, management of EE1 process and provision of affordable kit hire. In this area FOTA works to CEC's AALA licence and Health and Safety procedures. FOTA's Expedition Coordinator attends meetings with Outdoor Learning Managers (Cliff Smith) to coordinate effort, delivers training guided by Cliff Smith and links directly with DofE Expedition Leaders to ensure that they are trained and supported in planning of ventures. In 2017 the partnership has seen an increase of 18% in Expedition delivery with 120 young people completing their challenging Gold Venture – the highest total ever in Edinburgh. Through FOTA Funding we are providing 30 free places for volunteers to gain their Lowland Leader Award to increase our capacity. 2. FOTA has expertise in making the DofE accessible to disadvantaged/marginalised young people. This work is guided by the Outdoor Learning Accredited Learning Officer (Fraser Robertson). Through the work of FOTA's Youth Development Officer and CAMHS Officer over 800 young people who face additional life challenges have accessed their DofE Programme. As a consequence of this work 22% of DofE participants in Edinburgh are from the most deprived areas of the City or face additional life challenges. 3. In 2010 the partnership developed Junior Award Scheme for Schools (JASS). Through a joint effort between FOTA and Fraser Robertson over 4,500 young people in Edinburgh are engaged in JASS with a further 8000 throughout Scotland and elsewhere. A condition of the partnership is that any income generated by JASS sales subsidises pack prices in Edinburgh and is re-invested in accredited learning in the city. Edinburgh Schools pay £1 less than elsewhere for packs, the management of JASS is self-financing and a small sum is now being re-invested.

	<p>The mutual respect between Outdoor Learning and FOTA ensure that this is a very effective partnership.</p>
The Green Team	<p>How effective is the current partnership between the Outdoor Learning Unit and your organisation?</p> <p>The current partnership is working very well. The Green Team is able to offer a range of programmes beyond what is agreed in our Partnership Agreement through the ability to raise external funding and to develop new areas of Outdoor Learning particularly with those experiencing social and economic disadvantage and exclusion. Staff in the Outdoor Learning Unit work actively in partnership with the Green Team, demonstrate a thorough understanding of the programmes we deliver, understand the challenges we face as a 3rd sector voluntary organisation and most importantly value and acknowledge our work and the quality to which it is delivered.</p> <p>Support from the Principal Officer in terms of dealing with accommodation issues that arise, applications for external funding and inclusion in the Outdoor Learning Unit is very forthcoming. In 22 years this is the most productive and mutually supportive relationship that has existed between the Council and the Green Team in working to a common aim. Issues are resolved in a timely manner and we are included in discussions about future planning and developments.</p> <p>We are pleased with the support we receive from the Council in training for volunteers (e.g. Child Protection, Group Leader Training).</p>
Duke of Edinburgh's Award Scotland	<p>How effective is the current partnership between the Outdoor Learning Unit and your organisation?</p> <p>DofE Scotland has an excellent working relationship with the CEC Outdoor Learning Unit (in particular the DofE Manager). Together we have worked over the past five years on strategic and operational developments to grow the Award throughout the City. During this period the numbers participating and those completing the Award have significantly increased. Data collected through edofe the DofE online system which participants use to log achievement, has been used to target resources and time to support a more equitable approach to the delivery of the Award.</p> <p>Through the partnership which has been developed DofE Scotland has funded a worker to engage with schools in the City of Edinburgh to build capacity to deliver a sustainable model within each targeted school/learning community.</p> <p>DofE manger, DofE Scotland and Friends of the Award meet regularly to update each other and to plan to tackle issues, for example: demand from young people to participate in the Award is often greater than the perceived capacity of schools to deliver the Award.</p>
All Ability Bike Club	<p>How effective is the current partnership between the Outdoor Learning Unit and your organisation?</p> <p>Since our project began in July 2015, the partnership between the Edinburgh All-ability Bike Centre and Edinburgh Outdoor Learning based at Bangholm has been vital in getting ourselves established. The access that you allow us to equipment in your workshop and stores means that we can keep our bikes serviced and operational as well as offer our riders the additional clothing, gloves etc that may be required and ensure their experiences are positive. The access we have to the solo mountain bikes is great as well because it allows our riders to progress to good quality bikes as their skills develop.</p>

A Bagnall – Outdoor Learning CPD / sessions delivered / organised: 2017

Date	Location	Title	Description	Participants (number / type)
2 February	Dynamic Earth	Spring Outdoors: Steps into STEM	Taking STEM learning outside offers a whole host of opportunities for pupils at all levels. Discover the support available to kick-start your STEM journey into the outdoors. Explore the benefits this can offer and meet a range of organisations working in this area. Who for: Anyone with an interest in teaching STEM -	Teachers & providers, 45 people attended.
3 & 4 March	Benmore Centre for Outdoor Learning	<i>TeachMeet Dirty Weekend</i>	An informal professional learning opportunity delivered by teachers & a workshop by Plantlife Scotland, for teachers. Enjoy an overnight stay at Benmore Outdoor Learning Centre, near Dunoon, with opportunities to share photographs of your own pupil's experiences of outdoor learning and/or get practical ideas for taking the curriculum outside! Primary and Secondary welcome.	14 Teachers
21 March	Dynamic Earth	<i>Lead Teacher in OL Network</i>	First meeting for CEC's OL Lead Teachers. Introduction to new OL staff structure & facilitated discussion on role and requirements of this network.	19 CEC primary teachers
19 & 20 April	Lagganlia	<i>Fieldwork skills</i>	Training in practical fieldwork skills, approaches to fieldwork for the senior phase in Biology, Geography & Environmental Science	12 PGDE students
12 th May	Napier University, Craiglockhart Campus	LfS Annual Conference: Making Connections with Nature	This year Edinburgh Council's Annual LfS Conference is delivered in partnership with LfS Scotland's Connections with Nature Task Group and is themed 'Making Connections with Nature'. The aims of the conference are to enhance practice through gaining ideas, sharing good practice and making connections. The programme includes speakers, practical workshops and reflection, covering the key themes of Learning for Sustainability: Sustainable Development Education, Global Citizenship and Outdoor Learning.	185; mostly teachers, also HE & FE staff, NGOs / voluntary sector.

26 & 27 May	Lagganlia Centre for Outdoor Learning	Leading Environmental Fieldwork	Set in the beautiful surroundings of Glen Feshie, this field-based residential will cover managing fieldwork in remote locations, investigative approaches to delivery of Outdoor Learning, describing sites and survey skills. Aimed primarily at Secondary Biology, Geography and Environmental Science teachers, aspects will also be relevant to enthusiastic teachers in upper Primary.	9 Secondary teachers / 2 primary teachers
9 & 10 June	Lagganlia	<i>Teachmeet Dirty Weekend II</i>	An informal professional learning opportunity delivered by teachers for teachers with opportunities to share photographs of your own pupil's experiences of outdoor learning and/or get practical ideas for taking the curriculum outside! Primary and Secondary welcome.	17 primary teachers
14 June	Royal High Secondary school	<i>Sharing Good Practice – BGE Secondary Science</i>	Teacher-led workshops on delivering chemistry, physics and scientific method outdoors	11 CEC secondary teachers
8 August	Lagganlia	<i>Preparatory support for AH Biology Investigations</i>	Introduction to fieldwork sites, skills & pupil-led question formulating	Craigmount – AH Biology class teacher
21 August	Water of Leith Conservation Trust	<i>Edinburgh Outdoor Learning Network</i>	First meeting of The Edinburgh Outdoor Learning Network. Purpose: To share knowledge of current practice and areas of work, to identify potential for collaboration, signpost relevant support and encourage a strategic approach to the city-wide development of Outdoor Learning. Agenda for first meeting: Introductions & areas of work. Outdoor Learning and Pupil Equity Funding – examples of partnerships.	OL Provider organisations: 13 people representing 10 organisations
25 August	Cammo Park	<i>Fieldwork skills</i>	Introduction to essential fieldwork skills & use of equipment	9 pupils + 1 staff member
1 September	Glentress	<i>Natural Partners STEM project</i>	Part of University of Edinburgh Moray House & Forestry Commission Scotland's Natural Partners project – workshop on Carbon cycle / photosynthesis / carbon sequestration. Delivered with Sally York	3 sessions of approx. 22 STEM subject & Geography PGDE students
4 September	Royal Botanic Gardens Edinburgh	<i>Lead Teacher in OL Network</i>	Meeting of CEC's OL Lead Teachers & other teachers with a focus on OL. Agenda set by the group – meeting focussed on an Edinburgh version of NT's '50 things to do before you're 11½'.	13 CEC primary teachers

8 September	Holyrood Park	<i>Open Geography Fieldwork for Higher & Advanced Higher</i>	Introduction to fieldwork skills & techniques and data gathering for Higher & Advanced Higher Geography pupils	56 pupils + 7 staff from 6 CEC secondary schools
11, 15, 20, 21 September	James Gillespie's & Craigmount High Schools	<i>Preparatory support for AH Biology Investigations</i>	Introduction to AH Biology classes – conducting environmental fieldwork / creating your own investigation / fieldwork skills: equipment available & how to use it.	JGHS – 12 pupils Craigmount – 9 pupils
25 – 28 September	Lagganlia	<i>Advanced Higher Biology Investigations</i>	Support to pupils conducting and staff supervising environmental projects in fulfilment of their Advanced Higher Investigation	Craigmount High School: 9 pupils + 1 staff member
29 September	Hermitage of Braid	<i>Get Outdoors! Intro to OL for probationer teachers</i>	Introduction to policy & practice in OL and practical workshop on ideas for delivery. Jointly delivered with Rachael Bottom, Lead Teacher in OL (Clermiston Primary)	18 CEC probationer teachers
3 – 6 October	Lagganlia	<i>Advanced Higher Biology Investigations</i>	Support to pupils conducting and staff supervising environmental projects in fulfilment of their Advanced Higher Investigation	James Gillespie's High School: 12 pupils + 2 staff members
11 October	Scottish Rural College (SRUC), Kings Buildings	<i>Training session for Citizen Science Champions</i>	First training programme of new Citizen Science Champion Programme. Covering: intro to CS & it's importance, impact of CS and presentation skills	6 SRUC students
25 October	Gracemount Primary School	<i>Citizen Science Champion – pilot session</i>	Introducing Citizen Science to P7 pupils – what it is and why it's important. Delivery of an outdoor session: OPAL's Bug Survey	6 students & 1 staff member from SRUC: 32 P7 pupils + their teacher
3 November	Holyrood Park	<i>Introduction to Navigation (Bronze DofE)</i>	An introductory session to navigation for St. Thomas' High School new Bronze cohort. Intention that this model (use of many volunteer leaders) can be a model for an open navigation / navigation 'clinic' for DofE participants.	46 pupils + 8 volunteers
24 training sessions			Approximate Totals (where applicable):	155 pupils, 245 teachers, 177 'others' (including University students, trainee teachers, other OL providers)

	Appendix 11.10 Energy Provision and Plans Summary	OUTDOOR LEARNING: Energy overview for residential venues
	BENMORE AND BERNICE	LAGGANLIA
HEATING	77 electric storage and panel heaters (rolling replacement of convectors to modern) various control measures. Current heating system accounts for 56% of energy use.	Main building is a wet system- LPG with a Buidling Management System (BMS) Hillend is domestic oil system. Other 5 lodges are electric convector heaters with basic controls. Current heating system accounts for 60 %.
HOT WATER	7 calorifiers.	Main building has several calorifiers controlled by BMS, lodges have calorifiers with domestic controls.
EPC RATING	G.	D +.
LIGHTING	Incandescent lights, energy saving lamps and fluorescent lamps (rolling programme to replace with Compact Flourescent Lamp/LED). Controlled by local switches not sensors, sensor install £2000.	Incandescent lights, energy saving lamps and fluorescent lamps (rolling programme to replace with Compact Flourescent Lamp/LED). Sensors recommended- potential to replaces incandescent lights in each dorm room with 2D light and PIR £500.
BIOMASS	Estimated costs: Biomass £250,000 with LPG back up £188,000.	Biomass can be integrated into existing wet system. Estimated cost: Biomass £160,000.
SOLAR	Main building requires survey for solar PV panels and solar thermal. Bernice could use ground mounted solar PV panels with battery back up £10,000.	Solar PV Hillend and main house £40,000. Solar thermal £35,000.
HEAT PUMP	Estimated cost: main house ground source heat pump £300,000.	Estimated cost: main house £300,000 , lodges £120,000.
HYDRO	Bernice burn has hydro potential.	River Fieshie unsuitable.
WIND	Sites unsuitable.	Site unsuitable.
16/17 PLAN	Improve energy awareness amongst staff and visitors, ensure commitment to good energy practices.	Improve energy awareness amongst staff and visitors, ensure commitment to good energy practices.
	Assess heating controls to ensure correct set up and working order- CEC property helpdesk.	Assess heating controls to ensure correct set up and working order- CEC property helpdesk.
17/18 PLAN	Commission surveys to gain up to date recommendations, costs and payback periods contact- Paul Jones, Energy and Sustainability Manager.	
	Explore funding and procurement options contact Janice Pauwels - Sustainable Development Manager.	
	Plan investment from reserves.	
	Energy awarness - review induction for visitors and improve signage further to improve use of energy resources.	