

# Business Plan 09/10



## CORPORATE OBJECTIVES

1. Deliver World Class Learning Experiences for Scottish Education

2. Develop New Partnerships across the Integrated Learning Landscape

3. Lead Innovation in Technology, Teaching and Learning

4. Deliver an Efficient and Effective Public Service that is responsive to Emerging Trends and Issues

**Note: The Scottish Government has advised that we should 'assume no deviations in terms of our 2009/10 Business Plan' and, similarly, that we should budget on an 'as is' basis.**

At the LTS Board meeting in April 2008 a decision was made to publish a Business Plan as a means to communicate the key objectives and projects to be undertaken in the financial year 2008/09. This was to facilitate the work to shape the future role of Learning and Teaching Scotland, which was undertaken as part of the review of LTS, to be incorporated into the three year Corporate Plan.

Due to the change in timescales for the completion of the review it has been agreed that this process is repeated for the year 2009/10.

The guiding principles behind the development of this plan are:

- (a) to recognise the increasing focus on Global Citizenship and International education hence the CMT decision to establish a discrete programme in this area
- (b) to build on our key achievements in 2008/09. Below are a few examples:

- Creative development of CfE Experiences & Outcomes delivered through effective engagement with key stakeholders culminating in a highly successful launch with LTS gaining special recognition from the Cabinet Secretary for Education and Lifelong Learning
- Successful development of learning communities to support the recognising achievement agenda
- Creation and development of new national early years networks to establish the early years sector as a fundamental model reference point
- Establishment of a Health & Wellbeing organisation in LTS to take forward the health agenda in education through strategic partnership working
- Improved capacity building in Local Authorities to enable them deliver more coherent, structured and relevant programmes in Literacy, Numeracy, Enterprise and Education
- Design and development of a LTS Gaelic Language Plan to support the National Plan for Gaelic
- Increase in the uptake and usage of Glow in Local Authorities, Schools and other education establishments
- Redevelopment of the online service to provide a platform for the successful delivery of Curriculum for Excellence
- Development of a framework which facilitates the research of best practice in global teaching and learning to enhance Scottish education
- Development of new partnerships across the learning landscape, eg CIDREE, Careers Scotland, Youth Work Sector, Outdoor Learning, HMIE Good Practice
- Successful design and implementation of a performance framework aligned with the National Outcomes

DIRECTORATE	CURRICULUM / EDUCATION IMPROVEMENT	
KEY OBJECTIVE	DELIVER WORLD CLASS LEARNING EXPERIENCES FOR SCOTTISH EDUCATION	
PROGRAMME	CURRICULUM & ASSESSMENT	
PROJECTS	DESCRIPTION	VALUE (£)
Support for Ongoing CfE Implementation	<ul style="list-style-type: none"> <li>We will support teachers, schools and LAs in using the new curriculum guidance to improve the quality of education and the learning experience of pupils.</li> <li>We will work in close partnership with SG and other key stakeholders to build capacity and support the delivery of a first class education system.</li> <li>We will provide support and advice at strategic and operational levels on implementation of Building the Curriculum 3 (BtC3), including sharing emerging good practice and case studies flowing from the support prepared for 'Testing the Framework' - building skill and confidence and assisting schools and a wide range of partners in high level curriculum planning, timetabling and delivery within the values, purposes and principles of CfE / BtC3.</li> <li>We will establish, manage, facilitate and support networks and communities of good practice through Glow and CPD Reflect to encourage the cultural change required to make CfE effective.</li> <li>We will further engage and collaborate with key stakeholder groups including TEIs, FE, Parents and Employers.</li> <li>We will engage with partners, particularly HMle, SQA and Scottish Government to ensure effective links are developed and maintained with other key projects and workstreams across the Curriculum for Excellence programme.</li> </ul>	£ 1,926,000
Assessment, Achievement and NQ	<ul style="list-style-type: none"> <li>We will promote understanding of how assessment information should be used to effect improvement.</li> <li>We will work with partners to deliver the national survey (SSA) which, from 2010, will exemplify the range of assessment tools appropriate for literacy and numeracy as defined by CfE.</li> <li>We will work with partners to develop the National Assessment Resource, and provide a range of support for assessing pupils' progress within the broad outcomes of CfE.</li> <li>We will work with partners to identify need and commission support for staff delivering NQ course and which takes account of the changing pedagogy which will be required for the senior phase in CfE.</li> <li>We will promote the importance of professional dialogue about the experiences and outcomes, to enable shared expectations and standards and consistent approaches to assessment.</li> <li>We will interpret the impact of revised SQA arrangements for Higher science and devise guidance on content and pedagogy to support delivery of new courses.</li> </ul>	£ 966,815
<b>PROGRAMME TOTAL:</b>		<b>£ 2,892,815</b>

## DIRECTORATE

## CURRICULUM

## KEY OBJECTIVE

## DELIVER WORLD CLASS LEARNING EXPERIENCES FOR SCOTTISH EDUCATION

## PROGRAMME

## TARGETED SUPPORT

## PROJECTS

## DESCRIPTION

## VALUE (£)

Early Years	<ul style="list-style-type: none"> <li>We will provide guidance, leadership and support to LAs, FE, schools and pre-school settings in improving the quality of education and raising levels of achievement, participation and involvement of all learners.</li> <li>We will seek to support aspects of the key themes which are outlined in the Scottish Government's Early Years Strategy and support the priorities for action within Early Years Framework, both published in 2008.</li> </ul>	£ 308,200
Health and Wellbeing	<ul style="list-style-type: none"> <li>We will support the mainstreaming of Health and Wellbeing in schools and Early Years establishments within the context of Integrated Children's Services, CfE and the <i>Schools (Health Promotion and Nutrition) Act</i>.</li> <li>We will take forward Health and Wellbeing within CfE developments and the wider schools agenda.</li> <li>We will incorporate and further develop the work carried out in mainstreaming the health agenda.</li> </ul>	£ 397,200
Support for Children & Young People	<ul style="list-style-type: none"> <li>We will provide guidance, leadership and support to education authorities and schools.</li> <li>We will ensure that <u>all</u> of Scotland's children and young people have access to high quality educational experiences by supporting the provision of more choices and more chances, involving parents in their children's learning, working with partners in community learning and development, and supporting those who work with our most vulnerable young people in the context of the Additional Support for Learning Act.</li> </ul>	£ 446,000
Skills for Learning, Skills for Life and Skills for Work	<ul style="list-style-type: none"> <li>We will promote and encourage the development of key skills in a range of contexts within educational establishments and beyond.</li> <li>We will support the agenda of the national Skills Strategy.</li> <li>We will work towards high levels of achievement for all in Literacy and Numeracy.</li> <li>We will develop self-confidence, self-reliance, ambition and enterprise in children and young people.</li> <li>We will develop sound financial education skills and awareness in teachers, local authorities and children and young people</li> <li>We will promote more innovative, effective and sustainable approaches to outdoor learning.</li> </ul>	£ 1,112,125
Gaelic	<ul style="list-style-type: none"> <li>We will provide guidance, leadership and support to the education community by implementing a Gaelic Language Plan (GLP) to support the National Plan for Gaelic.</li> <li>We will seek to "normalise" the position of Gaelic, to the extent that the Gaelic dimension is a consideration in the planning and implementation of LTS business and that Gaelic is treated at all times as an integral part of Scottish Education.</li> </ul>	£ 106,600

PROGRAMME TOTAL: £ 2,370,125

**DIRECTORATE**

**LEARNING AND TECHNOLOGY**

**KEY OBJECTIVE**

**LEAD INNOVATION IN TECHNOLOGY, TEACHING AND LEARNING**

**PROGRAMME**

**GLOW**

**PROJECTS**

**DESCRIPTION**

**VALUE (£)**

Leadership, Management, Support and Development of Glow

- We will drive uptake and usage of Glow among the learning and teaching community.
- We will increase understanding of Glow and how it can be used.
- We will encourage uptake of Glow among non-users who have access details.
- We will raise and maintain awareness of Glow and it's benefits.
- We will develop a better understanding among practitioners of the capabilities of Glow as a tool for teaching and learning.
- We will share examples of good practice using Glow from around the country.
- We will raise awareness of national Glow Groups and events.

Budget being managed at programme level

Development, Technologies and Infrastructure

- We will procure and manage the implementation and provide continued support for the National Interconnect.
- We will develop the specification for Glow V2.
- We will explore new ways for Glow to interoperate with other technologies in line with trends in uptake and usage.

**PROGRAMME TOTAL: £ 3,950,082**

<b>DIRECTORATE</b>	<b>LEARNING &amp; TECHNOLOGY</b>	
<b>KEY OBJECTIVE</b>	<b>LEAD INNOVATION IN TECHNOLOGY, TEACHING AND LEARNING</b>	
<b>PROGRAMME</b>	<b>SCHOOLS ICT</b>	
<b>PROJECTS</b>	<b>DESCRIPTION</b>	<b>VALUE (£)</b>
Online Support for LTS	<ul style="list-style-type: none"> <li>We will support all LTS programmes and the wider organisation with their requirements for online content publishing and technical development.</li> <li>We will set the strategic direction for the development of LTS' web estate, its alignment with Curriculum and its integration with Glow.</li> </ul>	£ 2,233,100
Innovative uses of Technologies for Learning & Teaching	<ul style="list-style-type: none"> <li>We will take a strategic approach to the use of ICT to enhance the quality of teaching and learning in school and post-school contexts, and, in particular, to harnessing the potential of ICT to support the 4 capacities identified in Curriculum for Excellence.</li> <li>We will focus on the use of new technologies such as hand-held devices and games as well as online technologies (including Glow) to support teachers in delivering these outcomes.</li> </ul>	£ 435,000
Scottish Learning Festival	<ul style="list-style-type: none"> <li>We will offer a world class seminar programme for all education professionals focussed on Assessment and Qualifications.</li> <li>We will provide access to internationally renowned thought leaders in education.</li> <li>We will promote engagement with Curriculum for Excellence and Glow.</li> <li>We will showcase excellent practice in order to inspire practitioners to embrace and implement pedagogical and methodological changes in learning and teaching.</li> <li>We will evaluate the impact of the Scottish Learning Festival on teacher behaviour and awareness of national and international developments in education.</li> </ul>	£ 320,000
National Assessment Resource (NAR)	<ul style="list-style-type: none"> <li>We will develop a repository where all assessment resources will reside, which will provide a single coherent national assessment system, building a service for Scotland based on international best practice.</li> <li>We will include video, audio and interactive resources as well as the more familiar text that could also be enhanced with graphics and pictures.</li> <li>We will support and integrate with present services from SQA and LTS and provide an innovative, distinctive and internationally admired service.</li> <li>We will support any new approaches to assessment that are likely to develop as Curriculum for Excellence (CfE) is implemented.</li> </ul>	£ 1,008,809
<b>PROGRAMME TOTAL:</b>		<b>£ 3,996,909</b>

<b>DIRECTORATE</b>	<b>EDUCATION IMPROVEMENT</b>	
<b>KEY OBJECTIVE</b>	<b>DELIVER WORLD CLASS LEARNING EXPERIENCES FOR SCOTTISH EDUCATION</b>	
<b>PROGRAMME</b>	<b>DEVELOPING GLOBAL CITIZENS</b>	
<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>VALUE (£)</b>
International Education	<ul style="list-style-type: none"> <li>We will continue to build capacity in the local authorities to increase the number of teachers with the knowledge and understanding to embed international education within a Curriculum for Excellence.</li> <li>We will build capacity through professional development activities in Scotland, including the development of professional learning communities (Masterclasses, SCIPD participants and Global Teachers etc) through GLOW and national and regional events.</li> <li>We will continue to facilitate individual and group study visits through the SCIPD programme which will continue to focus on key local and national education priorities and connect to ongoing reflection and practical action in school.</li> <li>We will develop professional development activities within the Confucius Classroom Hubs to increase the number of teachers and pupils' understanding of Chinese language and culture. Regional and national events will be organised to showcase and learn from the work of the Hubs.</li> <li>We will continue to develop knowledge, understanding and meaningful links with other countries through a range of activities. We will further develop the capacity to benchmark and share ideas and information by extending the database of international education activities in schools in Scotland. This will enable knowledge transfer between agencies and contribute to the Scottish Government's International Engagement Plan for Education and Lifelong Learning.</li> </ul>	£ 953,000
Global Citizenship and Sustainable Development	<ul style="list-style-type: none"> <li>We will align the processes of International Education and Global Citizenship and Sustainable Development</li> <li>We will have a specific focus on embedding education for citizenship and sustainable development education within Curriculum for Excellence and in the ethos and life of the school. It will involve the development of participative ways of working including pupil advisory groups and new teacher networks.</li> <li>We will work in partnership with key stakeholders to develop Climate Change resources for schools.</li> <li>We will develop activities related to Homecoming by connecting it to ongoing work related to Curriculum for Excellence, including the development of interdisciplinary studies.</li> </ul>	£ 246,500
<b>PROGRAMME TOTAL:</b>		<b>£ 1,200,000</b>

DIRECTORATE

EDUCATION IMPROVEMENT

KEY OBJECTIVE

DEVELOP NEW PARTNERSHIPS ACROSS INTEGRATED LEARNING LANDSCAPE

OBJECTIVE

DESCRIPTION

FUNDING

Foster, Promote and Energise effective Partnerships

- We will continue to identify, evaluate and review the need and potential for new partnerships.
- We will build on our strong partnership with ADES to build capacity in local authorities in readiness for CfE.
- We will position ourselves as partners with arts and cultural organisations to support the effective delivery of new education programmes, including through Glow.
- We will continue to engage partners in the development and implementation of the LTS support strategies in readiness for CfE.
- We will continue to support our Local Authority partners in the identification of and dissemination of good/interesting/innovative practice.
- We will continue to build capacity for change in Local Authorities through SCIPID study visits.

Core

Identify and Communicate Emerging Trends from an Overview of Internal and External Information and Evidence

- We will continue to undertake regular horizon scanning to ensure we identify and communicate emerging trends.
- We will continue the analysis of those emerging trends to inform our future work.
- We will endeavour to develop approaches to horizon scanning across the curriculum and it's delivery.

Core

Facilitate and Support the Application of New Knowledge and Practices

- We will build approaches to knowledge management which enables us to exploit our knowledge to support specific initiatives in national developments; share best practice; apply technology in delivering education and skills and work closely with external partners.
- We will review and prioritise the knowledge that we are required to deliver based on our strategic objectives, integration of curriculum and skills.
- We will develop consistent messages regarding the importance of knowledge management and its contribution to the development of the business.
- We will share results and learning from the use of research information with our internal and external partners/stakeholders.
- We will exploit the potential of new technologies to harness the collective intelligence of the organisation and its partners and fully embrace collaboration, cooperation and participation.

Core

**DIRECTORATE**

**CORPORATE SERVICES**

**KEY OBJECTIVE**

**DELIVER AN EFFICIENT AND EFFECTIVE PUBLIC SERVICE THAT IS RESPONSIVE TO EMERGING TRENDS AND ISSUES**

**OBJECTIVE**

**DESCRIPTION**

**FUNDING**

Better service outcomes through partnership working

- We will seek input and engagement from partners in the further development of our outcome based approach to strategic and operational planning.
- We will build on our strong relationships with organisations from across the public sector and, where appropriate, private sector to deliver outcomes through partnership working.
- We will continue to drive stakeholder value through new partnership opportunities , customised campaigns and targeted strategies.

Core

Processes of the organisation are effective and efficient in supporting the delivery of services

- We will benchmark Corporate Services against other public sector organisations and, where appropriate, the private sector as part of our commitment to continuous improvement and performance management.
- We will adapt where necessary our programme governance structures to reflect changes in the way LTS delivers its services.

Core

Develop the capacity, capability and flexibility of the organisation to deliver the outcomes

- We will make an explicit link between LTS' professional development programme and strategic objectives to provide a clear focus for the development of individuals and teams.
- We will establish a database of skills and experience from across the organisation to maximise value in the use of our resources.
- We will develop and implement an agreed level of professional development for teams in line with the Scottish Government's baseline study for Corporate Services.
- We will embed managing knowledge into the competency framework to explicitly link knowledge, individual and team performance.
- We will develop new strategies to improve employee engagement across the organisation.
- We will identify and facilitate the engagement with key strategic stakeholders to reflect emerging trends.

Core

Deliver an efficient and effective public service

- We will explore opportunities to develop and assess outcomes around 'groupings' or 'clusters' of bodies.
- We will collaborate with other public service organisations on efficiency gains made through smarter ways of working.
- We will explore different ways of measuring the impact of our services in contributing to the delivery of the national outcomes.
- We will explore the use of resources and carbon budgets as a way to build on our sustainable development agenda.

Core