



Learning and Teaching Scotland

**Annual Plan
2005–2006**

LEARNING AND TEACHING SCOTLAND

Learning and Teaching Scotland is a national public body sponsored by the Scottish Executive Education Department (SEED), for whom it manages a number of national initiatives. LT Scotland works in close partnership with local authorities, schools and other educational establishments, HM Inspectors of Education, the Scottish Qualifications Authority, Careers Scotland and a range of professional associations, business organisations and other relevant bodies.

AMBITIOUS, EXCELLENT SCHOOLS

Ambitious, Excellent Schools sets out the Scottish Executive's agenda for action for Scottish education under five main headings:

- Heightened expectations, strong leadership and ambition
- More freedom for teachers and schools
- Greater choice and opportunity for learners
- Better support for learning
- Tougher, intelligent accountabilities.

Over the next three years and beyond, LT Scotland will focus on supporting the delivery of this agenda.

LT Scotland's Annual Plan

In the coming year LT Scotland will undertake a complete review of its Strategic Plan to ensure it delivers on this remit. The review will undoubtedly shape future planning and reporting, and will result in a new format and structure to its annual operating plan in future years that better emphasises LT Scotland's role in helping deliver the *Ambitious, Excellent Schools* agenda.

For 2005–06 the Plan also includes a quick reference table to indicate the specific stage areas addressed by each project in this year's work.

REMIT

Learning and Teaching Scotland's remit is currently being updated to reflect the changing roles and priorities of the organisation in the changing Scottish education environment. Until this revision is finalised the remit of Learning and Teaching Scotland remains to:

- review all matters relating to the school and pre-school curriculum, including the use of ICT to support the delivery of the curriculum, and to provide independent advice to Scottish Ministers
- review all matters relating to the use of ICT in Scottish education and provide independent advice to Scottish Ministers and, as appropriate, to the funding councils
- undertake, manage, quality assure and support a programme of research and development work relating to the school and pre-school curriculum and to the use of ICT in Scottish education as agreed with the Scottish Executive
- provide advice and carry out development work, including staff development, in relation to ICT and the curriculum, where agreed with the organisations providing or responsible for education in Scotland.

Project Title	Early Years and Pre-school	5–14 Education	Post-14 Education	Whole School Issues	Schools and LA Managers
Heightened Expectations, Stronger Leadership and Ambition: Support for the Scottish Executive and education authorities to promote high expectations, high quality leadership and confident, ambitious schools					
A Curriculum for Excellence					
National Priorities Improvement Framework					
Scottish Schools Digital Network (SSDN)					
ICT Masterclass					
Heads Together					
SETT Conference 2005					
More Freedom for Teachers and Schools: Support for teachers and other professionals to tailor learning to the needs of individual young people and deliver excellent learning and teaching					
Emerging Trends in Early Education and Childcare					
ICT in Early Years					
Early Years Support Series					
Early Years Online					
5–14 Guidelines					
Assessment is for Learning					
5–14 Teacher Support Series					
5–14 Online					
Modern Foreign Languages 5–14					
NQ Curriculum Support					
NQ Online					
Gaelic Medium Education					
Gaelic Online					
Religious Observance in Schools					
Respect and Responsibility					
Physical Education					
SSDN Support from NGfL					
NGfL Digital Content Procurement					
NGfL Web Services Development and Maintenance					
NGfL Support, Events and Publications					
Connected magazine					

Project Title	Early Years and Pre-school	5–14 Education	Post-14 Education	Whole School Issues	Schools and LA Managers
Becta and NGfL Scotland					
Project Evaluation Programme					
ICT Training and Software Events					
Software Provision					
Greater Choice and Opportunity for Learners: Support for education authorities and others in providing choice and opportunity for all young people to help each of them realise their potential					
Inclusive Education Online					
NGfL Digital Content Procurement					
Citizenship – Guidance and Support					
Literacy and Numeracy in Scotland					
Phrasebox					
Education for Citizenship Online					
Enterprise in Education					
Technology Education and Enterprise					
Scottish Centre for Financial Education					
Outdoor Connections					
Sustainable Secondary Schools Project (SSSP)					
Sustainable Development Education Liaison Group					
Global Dimension in the Curriculum; revision					
Scottish Schools Online					
Parental Involvement Coordination					
Parentzone					
GridClub					
Online Events					
ICT for Communities Online					
Better Support for Learning: Support for education authorities and schools in providing learning for young people in challenging circumstances					
SchoolsOut					
Scottish Health Promoting Schools Unit					
Anti-sectarianism Online					

Heightened Expectations, Stronger Leadership and Ambition

LT Scotland will work with the Scottish Executive, education authorities and others to support high expectations, high quality leadership and confident, ambitious schools.

Specifically LT Scotland will undertake the following work in 2005–06.

Title	Aims	2005–06 Outcomes
A Curriculum for Excellence	To promote, lead and support, in partnership with SEED, HMIE and SQA, all aspects of communication and consultation on developments relating to <i>A Curriculum for Excellence</i> , and all aspects of development work to take forward the recommendations of the Programme Board.	<ul style="list-style-type: none"> • Positive impact on levels of awareness of implications of <i>A Curriculum for Excellence</i> for education authorities, schools and other key stakeholders • Effective contributions to strategic thinking and operational implementation of initial phases of the development programme • Provision of support services for partners, education authority staff, schools, SEED, and other bodies through a range of in-service training activities, multimedia publications, and focus groups • Contributions to in-service events as requested by SEED, education authorities and schools • Delivery of an informative programme of briefings and website information • Dissemination of good practice and support for professional reflection in education authorities and schools
National Priorities Improvement Framework Support	To promote and support professional and institutional development in relation to all aspects of the National Priorities and the key features of the <i>Ambitious, Excellent Schools</i> agenda, including <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Provision of relevant and useful advisory support and services to education authority staff, schools, SEED, colleagues within LT Scotland and other bodies, where appropriate • Effective contributions to in-service events as requested by Education Authorities and schools • Effective delivery of informative programmes of briefings on the National Priorities in the context of the <i>Ambitious, Excellent Schools</i> agenda • Extension and improvement of the database of extracts from education authority statements of Education Improvement Objectives, related Progress Reports, National Priorities Action Fund reports. Preparation of authority-specific, thematic and other reports using evidence from the database • Effective provision of support through a range of in-service training activities and multimedia documents, e-mail focus groups and other partnerships focused on supporting education authorities in implementing the <i>Ambitious, Excellent Schools</i> agenda • Provision of support to achieve the effective dissemination of 'lessons learned' from Future Learning and Teaching projects and other case studies of good practice
Scottish Schools Digital Network (SSDN)	To support the leadership and ambition of school education in Scotland by the establishment of the Scottish Schools Digital Network to promote the effective embedding of ICT as part of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • The establishment and effective management of a national education intranet, in partnership with SEED, offering a valued range of services to teachers, learners and education managers within a secure online environment • Provision of effective support for education authorities and other end users resulting in them being well prepared for the rollout of the intranet • Provision of effective support resulting in maximum take-up and effectiveness of SSDN in supporting learning • Effective arrangements for joint working with all other ICT initiatives in education and for the integration with NGfL web services

Heightened Expectations, Stronger Leadership and Ambition

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Title	Aims	2005–06 Outcomes
ICT Masterclass	To further develop the Masterclass community as a key agent for implementing the <i>Ambitious, Excellent Schools</i> priorities in leadership at both local and national level.	<ul style="list-style-type: none"> • Development and extension of the training programme of Leadership for Learning with links to the Heads Together and ICT in School Management and ICT in Early Years programmes to meet users' needs • Effective delivery of a further Classic Masterclass programme in September 2005 • Organisation of up to three summit conferences for Masterclass coordinators to explore their role in SSDN rollout • Provision of valued Masterclass events at SETT 2005 • Development and extension of the Masterclass online community focused on meeting users' needs • Coordination of a flexible funding model to facilitate local Masterclass initiatives
Heads Together	To support the <i>Ambitious, Excellent Schools</i> priorities in leadership at both local and national level by developing online support for headteachers and heads of centre, which will promote mutual support and the development of ICT skills and their potential for management, administration, teaching and learning.	<ul style="list-style-type: none"> • An increase in the level of contributions within the community with support for discussion on key issues in implementing the <i>Ambitious, Excellent Schools</i> agenda • Effective action on the results of the independent evaluation of the project • Completion of the registration and training of a further 1000 headteachers • Development of interconnections with other communities e.g. depute headteachers, probationers, education authority staff, the Scottish Further Education Unit (SFEU), Scholar • Development of interconnections with the Scottish Qualification for Headship (SQH) programme and leadership resources such as the Scottish Educational Leadership, Management and Administration Society (SELMAS) and Applied Educational Research Scheme (AERS), and effective liaison with the General Teaching Council (GTC) • Report on results of investigation and liaison with parallel initiatives in other countries
Advisory Council	To keep under review all aspects of learning, teaching and management in the pre-school and school stages of formal education and provide informed, independent advice to the Scottish Ministers.	<ul style="list-style-type: none"> • Advice to the Scottish Executive on ways of taking forward <i>A Curriculum for Excellence</i> and the <i>Ambitious, Excellent Schools</i> agenda • Review the role and function of the Advisory Council's Reference Groups • Through the six Reference Groups, maintain an overview of developments in 3–18 education, inclusive education, the future of education in Scotland and the effective application of ICT • Respond to consultations as appropriate
SETT: The Scottish Learning Festival 2005	To establish SETT as a key impetus for implementing the <i>Ambitious, Excellent Schools</i> priorities in leadership at both local and national level, provide teachers and education managers with an opportunity to share and encourage good practice in ICT with colleagues across Scotland, and contribute to the wider current educational debates in the context of developing <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Effective contributions to preparing the teaching profession for the impact of developments envisaged in <i>A Curriculum for Excellence</i> 3–18 • Dissemination of good practice in teaching and learning that contributes to the implementation of the National Priorities in Education • Effective preparation of professionals for the opportunities available through the Scottish Schools Digital Network • Provision of keynote presentations, seminars and workshops, supportive of continuing professional development (CPD), demonstrating state-of-the-art ICT resources, targeted on needs • Provision of a series of local SETT events, targeted on needs • Effective communication resulting in increased levels of awareness of the National Priorities in Education, the SSDN, NGfL Scotland and Future Learning and Teaching (FLaT) projects

More Freedom for Teachers and Schools

LT Scotland will work with education authorities and others in support of professional freedom for teachers to tailor learning to the needs of individual young people.

Specifically LT Scotland will undertake the following work in 2005–06.

Title	Aims	2005–06 Outcomes
Emerging Trends in Early Education and Childcare	To develop national guidance for care and learning 0–3, and highlight emerging trends within early education and childcare.	<ul style="list-style-type: none"> • Publication, distribution and launch of <i>A Framework for Care and Learning from Birth to Three</i> • Publication and distribution of useful guidance for parents and carers • Development and distribution of additional materials and case studies for support and guidance of staff in early education
ICT in Early Years	To assist in the implementation of the national strategy for the role of ICT in early years education.	<ul style="list-style-type: none"> • Provision of effective staff development to include the use of ICT in supporting children’s learning; and exemplification of the role of ICT in recording and reporting learning, personal learning planning and documentation • Provision of well-designed Masterclass courses for Early Years and Train the Trainers programme for all local authorities • Provision of support for education authorities in their dissemination of the national strategy • Provision of support for early years staff in use of the online discussion forum • Effective response to the external, independent evaluation of the programme
Early Years Support Series	This ongoing project aims to produce publications on identified subjects to support practitioners in early years education.	<ul style="list-style-type: none"> • Publication of support and guidance for those working with young children from birth to 3 • Publication of support and guidance for managers in the context of recording and reporting • Publication of additional papers to stimulate discussion and reflection • Provision of series of Saturday seminars for early educators
Early Years Online	To support ongoing professional development for all involved in the care and education of children 0–18 in the context of developing <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Dissemination of useful case studies of good practice to support the <i>Ambitious, Excellent Schools</i> agenda • Provision of materials to support <i>Birth to Three: supporting our youngest children</i> • Dissemination of materials to support the Early Years ICT project • Dissemination of updated ICT case studies and advice to meet users’ needs • Effective implementation of new discussion forum • Production of review of early years taxonomy • Provision of an extended range of useful downloadable illustrations • Production of a further two <i>Early Years’ Matters</i> newsletters

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Title	Aims	2005–06 Outcomes
Assessment is for Learning	To produce guidance and support for schools and teachers regarding assessment policies and practice in the context of developments related to <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Provision of useful support material defining ‘What is an AifL School?’ • Support for Assessment is for Learning (AifL) focus on S1–S3 as part of the <i>Ambitious, Excellent Schools</i> agenda • Development of flexible online ‘toolkits’ to show the links and provide access to case studies of effective practice • Provision of support to education authorities in developing local expertise in AifL • Development of firmer links between formative assessment and Personal Learning Plans and local moderation • Continued publication of AifL newsletters to meet users’ needs • Continued liaison with parents’ organisations (Scottish School Board Association (SSBA) and Scottish Parent Teacher Council (SPTC)) to build to meet their needs • Support for the Scottish Survey of Achievement (SSA), particularly the subject reference groups • Maintenance and further development of the National Assessment Bank
Teacher Support Series 5–14	To continue production of titles in the Teacher Support Series 5–14.	<ul style="list-style-type: none"> • Future areas of need for publications within the 5–14 series identified • Publication of a useful range of papers for reflection and discussion
5–14 Online	To support ongoing professional development, in the context of developments relating to <i>A Curriculum for Excellence</i> , for all involved in the education of children 5–14.	<ul style="list-style-type: none"> • Creation of a useful multimedia resource to support 5–14 RME • Creation of resources for sustainable development, levels E and F • Creation of a set of teacher-based resources to support the development of thinking skills and emotional development in the primary school • Development of useful interactive whiteboard resources • Further development of resources for the royalty-free digital image bank • Publication of useful information on national and local events • Analysis of implications of <i>Ambitious, Excellent Schools</i> agenda
Modern Foreign Languages 5–14	To support the teaching of modern foreign languages, in the context of developments relating to <i>A Curriculum for Excellence</i> , by making available a variety of resources.	<ul style="list-style-type: none"> • Identification of locally developed teaching resources and programmes of study for primary and secondary schools to be further developed as an online resource via the 5–14 Online website • Provision of an online portal with links to language resources, a forum for networking and resource sharing • Investigation of ways in which subject-based online services can develop sustainable learning
NQ Curriculum Support	To provide support for teachers/lecturers in response to SQA’s Review of National Qualifications and develop further titles in the NQ Curriculum Support (NQCS) series.	<ul style="list-style-type: none"> • Provision of support materials to help teachers and lecturers with the implementation of SQA subject reviews and piloting of new Skills for Work courses • Development of titles in the NQCS series to support subjects not part of the SQA subject review process • Provision of online support materials where copyright permits • Effective management/administration of the NQ Networking Group and purposeful liaison with partner organisations and teachers/lecturers in national groups and other settings

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Title	Aims	2005–06 Outcomes
National Qualifications Online	To continue development of the online resource to support the planning and delivery of National Qualifications.	<ul style="list-style-type: none"> • Provision of effective support for National Priority 1 (to raise standards of educational attainment for all school pupils), through a more focused and accessible online resource for the post-14 curriculum • Maintenance and development of online resources through the continual updating of the electronic library support for National Qualifications • Improvements to the accessibility and navigation of the relevant website • Effective responses to needs of practitioners through local staff development opportunities for school and local authority staff • Promotion of the resource to students and newly qualified teachers
Gaelic Medium Education	To initiate a review of existing guidance and resources for teachers in Gaelic Medium education 3–14 in the context of the developments relating to <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Establishment of a Gaelic Education Steering Group • Report on evaluation of existing guidelines and materials identifying gaps in provision • Successful identification of examples of good practice • Effective consultation with national bodies such as Bòrd na Gàidhlig • Successful organisation of a 3rd National Gaelic Conference (A' Chuisle) • Contribute to the Gaelic ICT Implementation Group • Report on recommendations to SEED regarding new guidance and support materials
Gaelic Online	To support ongoing professional development for all involved in the education of children being taught using the medium of Gaelic, or learning Gaelic, and to provide a range of online resources to support learning and teaching.	<ul style="list-style-type: none"> • Development of the Gaelic Online channel for NGfL • Development of resources for the channel • Successful establishment of a Gaelic online community • Identification of other development needs
Religious Observance in Schools	To develop guidance and resource materials in support of the recommendations of the 2004 report of the Religious Observance Review Group (2004).	<ul style="list-style-type: none"> • Production of a 'toolkit', primarily for use by non-denominational primary and secondary school managers, including a range of audio-visual and other materials • Dissemination of materials: <ul style="list-style-type: none"> – on the planning, preparation and presentation of religious observance in schools – to provide a 'directory' of information on published and currently available resource materials, categorised by topics – to demonstrate approaches to self-evaluation that schools will find helpful in reviewing and developing provision for religious observance • Provision of a series of events, regional seminars/conferences for school managers to focus on the issues and recommendations from the Religious Observance Review Group, engaging participants with resource development and encouraging networking among schools • Analysis and effective action on consultation with key groups and organisations

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Title	Aims	2005–06 Outcomes
Respect and Responsibility	To support education authorities and schools in the ongoing implementation of the McCabe Report on Sex Education in Scottish Schools, in the context of Respect and Responsibility, the national sexual education strategy.	<ul style="list-style-type: none"> • Details to be agreed in consultation with local authorities and the Scottish Executive
Physical Education	To support education authorities and schools in the ongoing implementation of the recommendations of the PE Review Group (2004).	<ul style="list-style-type: none"> • Development of an effective national PE network that facilitates the exchange of ideas and experiences • Dissemination of good practice, in partnership with HMIE, including early years establishments and special schools
SSDN Support from NGfL	<p>To develop, and evaluate the use of, network and communication technologies in education, in the context of <i>Ambitious, Excellent Schools</i> and <i>A Curriculum for Excellence</i>.</p> <p>To provide a full multiparty videoconferencing facility, enabling schools, early learning centres, libraries, colleges and education authorities to explore the potential of the technology.</p> <p>To promote best use of the content delivery network recently procured for all schools in Scotland.</p>	<ul style="list-style-type: none"> • Provision of effective support for SEED, education authorities and other users in the development and integration of NGfL and SSDN • Establishment of a user-friendly videoconferencing area on the LT Scotland website, to include bulletins, newsletters and case studies • Regular 'meet the experts' videoconference sessions for both primary and secondary students • Effective use of videoconferencing as a means of organising and delivering CPD events and training for teachers across Scotland • Development and online dissemination of useful case studies and guides to effective practice • Development of services for remote sites to access live or archived videoconferences, and to ensure conference events, e.g. SETT, can be accessed as archived streams • Identification of sources which maximise the benefits afforded through rich media to learning and teaching • Assistance for local authorities and schools in introducing opportunities • Regular liaison with SSDN team to enable content delivery infrastructure (CDI) to link in with SSDN as it is rolled out
NGfL Digital Content Procurement	To identify and commission the development of classroom resources designed to support <i>Ambitious, Excellent Schools, A Curriculum for Excellence</i> , and other current major initiatives.	<ul style="list-style-type: none"> • Provision of digital resources in areas of enterprise in education, creativity and citizenship • Provision of Gaelic materials for Scottish history and environmental studies • Effective arrangements to license access to images, video clips and sound files to enable teachers and learners to create their own materials • Provision of resources to support professional practice and developing core skills, particularly in learning about learning, leadership in ICT and developing learning skills

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Title	Aims	2005–06 Outcomes
NGfL Web Services Development and Maintenance	To provide a world-class online support service to Scottish education in line with the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Improved provision of interactive content • Implementation of a resource-sharing facility • Implementation of a personalisation strategy • Implementation of the content management system to include additional functionality • Enhanced search and information management functions • Extended provision for online communities, including further support for curriculum networks
NGfL Support, Events and Publications	To support the dissemination of information and updates regarding developments in ICT in learning, in the context of developments relating to <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Delivery of events for education professionals which disseminate information and share best practice • Identification and delivery of opportunities for dissemination events • Analysis and effective action on consultation with stakeholders across the education sectors, including education authorities, councillors, schools, colleges, communities, libraries, museums and industry • Provision of support for education authorities in delivering ICT and education events
Connected magazine	To provide news, information and guest articles about the implementation of the National Grid for Learning in Scotland, including examples of good practice in using ICT to enhance learning and teaching.	<ul style="list-style-type: none"> • Publication of three issues and distribution to all state-funded schools, special schools, colleges, libraries and community centres • Effective coverage of a specific area of the curriculum for both primary and secondary subjects in each issue • Provision of useful, relevant information for novice users of ICT • Provision of well-focused articles by leading thinkers in the field of ICT in education as well as relevant and appropriate academic research • Successful introduction of an international dimension to <i>Connected</i> • Effective awareness raising of the opportunities provided through the Scottish Schools Digital Network
Becta and NGfL Scotland	Promote and disseminate information within the education community about the projects and services of Becta for Scotland.	<ul style="list-style-type: none"> • Effective raising of awareness in the Scottish education community about the range of publications, online services and events offered by Becta • Provision of support for Becta to ensure that the BBC Digital Curriculum meets the needs of learners and teachers in Scotland • Effective collaboration on areas of mutual interest • An increase in Scottish participation in Becta Award schemes and events
Project Evaluation Programme	To evaluate the contribution of a range of projects to the learning and teaching experience and make further improvements in the context of developing <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Analysis of the impact of selected projects on the experience of learners, and action to shape further development within the project area • Distribution of evaluative research to assist stakeholders in their own developments • Identification of common themes and trends in order to inform future development across the organisation and to ensure LT Scotland's work in the education community makes the best possible impact

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Title	Aims	2005–06 Outcomes
ICT Training and Software Events	To provide specialised ICT training and support across a range of platforms, and provide software advice, support and training for teachers and schools in the context of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Provision of effective support for SEED, education authorities and others concerned with education in Scotland in the development and integration of NGfL and SSDN • Development and delivery of courses including those relating to Microsoft IT Academy and Cisco Academy • Promotion and development of the 'SSDN Lab' as a resource to support ICT infrastructure developments for education in Scotland • Provision and dissemination of case studies and guides to best practice • Delivery of a series of Software in Focus events and Curriculum Software workshops for practitioners
Resource Provision	To offer a range of relevant and appropriate support resources for teachers and schools.	<ul style="list-style-type: none"> • Publish new catalogues highlighting all LT Scotland and NGfL resources available for early years, primary and secondary • Encourage effective use of resources through a range of promotion activities • Effective management of existing software licensing schemes/special arrangements • Effective negotiation, marketing and management of new software licensing schemes • Report on investigations on the electronic delivery of software licences • Report on work with SSDN on the provision of software licences for schools

Greater Choice and Opportunity for Learners

LT Scotland will work with education authorities and others in providing choice and opportunity for all young people to help them realise their own potential.

Specifically LT Scotland will undertake the following work in 2005–06.

Title	Aims	2005–06 Outcomes
Inclusive Education Online	To further develop the Inclusive Education website as a repository of information and a portal to specialist information. The website is part of the strategy to support the development of inclusive education in Scottish Schools in the context of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Successful development of the online resource, bringing together a range of information, materials and organisations in a single inclusive education site • Dissemination of examples of developing practice towards greater inclusion • Successful online element of the Support for Special Schools project • Provision of a facility to focus on particular aspects of inclusion • Successful promotion of discussion and collaboration on the key issues relating to inclusive education by providing an online community for adults working in schools
NGfL Digital Content Procurement	To identify and commission the development of classroom resources designed to support <i>Ambitious, Excellent Schools, A Curriculum for Excellence</i> , and other current major initiatives.	<ul style="list-style-type: none"> • Provision of digital resources in areas of enterprise in education, creativity and citizenship • Provision of Gaelic materials in Scottish history and environmental studies • Provision of licensed access to images, video clips and sound files to enable teachers and learners to create their own materials • Provision of resources aimed at supporting professional practice and developing core skills, particularly in learning about learning, leadership in ICT and developing learning skills
Citizenship – Guidance and Support	To provide guidance and support, including online support, for the implementation of <i>Education for Citizenship in Scotland</i> (LT Scotland, 2002), in the context of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Analysis of needs, rigorous evaluation of existing work and establishment of an effective development programme with revised and improved online resources • Establishment of a new network of school education for citizenship coordinators • Successful regional events in spring 2005 to (a) showcase good practice, (b) disseminate information and (c) promote discussion of key issues • Establishment of an effective network of practitioner researchers concerned with development of ethical decision-making resources • Provision of new online resources to include, for example, global citizenship, political awareness and human rights • Provision of mini-sites for subject links with education for citizenship, for example education for citizenship and maths, music and modern languages • Publication, including online, of a well-focused paper for professional reflection • Provision of appropriate advice, information and in-service training to meet the needs of local authorities, schools and other organisations • Mapping of opportunities for education for citizenship within the curriculum • Provision of useful advice on strategies for provision of education for citizenship post-14 • Effective action on the results of evaluation of the effectiveness of dissemination and support strategies • Development of an integrated approach to management and coordination of education for citizenship, including early years contexts

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Title	Aims	2005–06 Outcomes
Literacy and Numeracy in Scotland	To support, at both local and national level, the implementation of <i>A Curriculum for Excellence</i> priorities in literacy and numeracy.	<ul style="list-style-type: none"> • Provision of support for raising attainment in literacy and numeracy • Provision of support for the development of a coherent framework for 3–18 literacy and numeracy, incorporating the principles of the curriculum review group • Provision of support for transitions including the work carried out by education authorities in the Building Bridges project • Provision of effective support for innovative work on literacy and numeracy in schools and local authorities • Management of the Home Reading Initiative • Development of the online community to meet the needs of practitioners, librarians and local authority staff
Phrasebox	To produce a resource based on computational linguistics research which will improve young people's use of language.	<ul style="list-style-type: none"> • Development of an online tool designed to improve linguistic levels in writing through an understanding of correct usage and alternative forms
Enterprise in Education	To support the implementation of the relevant recommendations in <i>Determined to Succeed</i> , assisting local authorities and schools to develop young people's 'capability for thinking and acting in enterprising ways'.	<ul style="list-style-type: none"> • Publication and dissemination of guidance and support materials for enterprise in education in line with <i>Determined to Succeed</i> • Dissemination of case studies of effective practice and of business case studies for S5/S6 • Development and dissemination of revised work experience guidelines • Provision of support for developments in partnership with Careers Scotland, HMIE, CBI Scotland, SQA and other partners • Further development of the online resource to support enterprise in education • Establishment of coherence with developments in Skills for Work courses and vocational/work-related learning
Technology Education and Enterprise	To provide support for learning and teaching of technology in S1/S2 and link technology education at the 5–14 stage to education for enterprise and creativity, in the context of the development of <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Provision of a suite of tasks (approximately 50 in total) providing for curriculum guidelines coverage designed for S1 and S2 • Provision of advice to the Executive regarding future actions including dissemination and continuing professional development • Management of a national dissemination conference
Scottish Centre for Financial Education	To support developments in financial education in schools, including through CPD, networking and producing resources, in the context of the development of <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Provision of a coherent and comprehensive programme of curriculum and professional development covering all education authorities • Provision of support for schools delivering financial education through liaison between the education sector and the financial services industry • Improved awareness in the private sector of the needs of schools in delivering financial education • Effective coordination of support for financial education in schools, and action on the results of monitoring its effectiveness • Dissemination of good practice in financial education

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Title	Aims	2005–06 Outcomes
Scottish Health Promoting Schools Unit	To work with national and local partners to support the development of health promoting schools in Scotland with a particular emphasis on implementing coherent approaches to eating for health, physical activity, mental health and well-being.	<ul style="list-style-type: none"> • Policy engagement with the remit and direction of the Unit through active engagement with the SHPSU Steering Group as key sponsoring partner • Provision of effective and coherent support, together with local and national partners in the development of health promotion in schools • Exchange of information and good practice through the National Health Promoting Schools Network • Provision of useful, relevant developments in the National Health Promoting Schools website • Development of a coherent national accreditation scheme, in partnership with the Scottish Executive, local authorities and NHS Boards • Provision of hosting support of the Unit to enable the delivery of its business objectives
Outdoor Connections	To manage the development of a two-year programme for outdoor education (OE) as part of overall education and lifelong learning provision.	<ul style="list-style-type: none"> • Production of an evaluative report on the current state of outdoor education • Production of useful case studies of good practice • Management of an opening OE seminar/conference for education authorities and others • An informative report on the views of OE of young people • An informative report on an investigation into ways by which young people's achievements are recognised
Sustainable Secondary Schools Project (SSSP)	To support, evaluate and disseminate good practice in sustainable development education (SDE) in selected secondary schools, working in partnership with a number of environmental and other organisations.	<ul style="list-style-type: none"> • Produce and publish an informative report on findings from the pilot schools and project partners • Dissemination of project outcomes • Effective articulation with other initiatives in SDE, notably the work of the Sustainable Development Education Liaison Group (SDELG)
Sustainable Development Education	To implement a programme of work to promote sustainable development education in Scottish schools, supported by the Sustainable Development Education Liaison Group (SDELG).	<ul style="list-style-type: none"> • Host a UK seminar on SDE policy and practice (May 2005) • Publication of an informative international study of SDE • Publication of a baseline study of SDE practice in Scottish schools • Dissemination of good practice and informative advice on SDE • Establishment of an effective network of contacts and working partnerships • Establishment of an online presence via LT Scotland to support SDE • Report on progress with taxonomy research
Global Dimension in the Curriculum	To produce, promote and disseminate revised advice to schools and local authorities on the development of the global dimension in the curriculum.	<ul style="list-style-type: none"> • Publication and dissemination of revised <i>Global Dimension in the Curriculum</i> • Provision of well-informed advice on approaches to learning and teaching the global dimension in the curriculum in relation to HMIE quality indicators for international education and education for citizenship • Provision of useful up-to-date information on relevant organisations and resources

Greater Choice and Opportunity for Learners

LT Scotland will work with education authorities and others in providing choice and opportunity for all young people to help them realise their own potential.

Title	Aims	2005–06 Outcomes
Scottish Schools Online	To support a new online resource which offers parents easy access to key information about schools and supports the development of individual school websites, and which informs them of developments in the context of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Provision of effective central support for the development of school websites in line with the government's Parental Involvement agenda • Provision of well-informed advice, with SEED, on how Scottish Schools Online might be improved and developed within the context of the Parentzone website • Provision of easy access for parents to more meaningful information about school performance, including school exam results, absence and attendance figures, free school meal entitlements, HMIE reports and school leaver destinations • Provision of a telephone support line for those without internet access plus information in paper format • Establishment of user groups whose role will be to comment on the service and make recommendations for continuous development • Development and launch of national standard for school websites • Dissemination of case studies of best practice in the development and management of school websites
Parental Involvement Coordination	To ensure a consistent approach to the promotion of parental involvement in children's learning as well as encouraging innovative practices in parental representation in line with proposals in <i>Ambitious, Excellent Schools</i> .	<ul style="list-style-type: none"> • Effective promotion of coherence in parental involvement in a range of initiatives across the curriculum • Effective arrangements with local authorities in establishing a network to support the dissemination of good practice in parental involvement • Publication of draft <i>Framework for Partnership</i> document • Improved levels of awareness among schools and local authorities of the range of parental support materials available from higher education institutes, LT Scotland and other agencies
Parentzone	To promote and support the Scottish Executive's parental involvement strategy, in the context of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Successful content audit, restructure and redesign of the Parentzone website to reflect new policy developments for parental involvement • Publication of a series of seven useful online support packages for parents on supporting their children's education (Parentzone website) • Publication of a series of seven useful online support packages for schools on supporting parents (Whole School Issues website) • Provision of support for online consultation on the new Parental Involvement Bill • Reworking of 'Involving Parents' CD-ROM as an online resource • Increase usage of site through a range of promotional activities
GridClub	To offer teachers and pupils in Scottish primary schools and libraries an online, free-to-use educational games and resources service within a safe environment.	<ul style="list-style-type: none"> • Provision of an easily accessible, well-presented set of educational games and resources with curriculum-linked learning objectives, and supported by advice for teachers and parents • Provision of a safe environment in which children can acquire skills in messaging, communication and discussion, backed up by advice about safe behaviour online, controlled, monitored and facilitated by trained and vetted responsible adults • Provision of enhanced resource content, renewed and developed to better meet the needs of Scottish education • Successful promotion of take-up and usage of the service to local authorities, teachers and librarians in Scotland

Greater Choice and Opportunity for Learners

LT Scotland will work with education authorities and others in providing choice and opportunity for all young people to help them realise their own potential.

Title	Aims	2005–06 Outcomes
Online Events	To support online events in providing both teachers and pupils with an opportunity to use technology as an integral part of classroom activity, in the context of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Successful Ticket to Space event and effective dissemination to any local authorities who wish to run an event • Successful event on Climate Change to coincide with the G8 Summit at Gleneagles in July 2005
ICT for Communities Online	To provide online support for those promoting the use of information and communications technology (ICT) in the community and for community learning and development (CLD) practitioners.	<ul style="list-style-type: none"> • Establishment of an effective working partnership with Communities Scotland • Provision of easy access to contextualised versions of existing LT Scotland online resources to CLD practitioners • Provision of well-focused resources for use by community learning practitioners • Provision of a web presence and support for all associated ICT for Communities projects • Promotion of an online community to share practice among practitioners • Publication of case studies to allow Scottish practitioners to benefit from existing project experience • Publication of useful resources relevant to practitioners working in partnership with schools • Promotion of the digital inclusion e-mail bulletin to community learning practitioners • Successful updates of existing content with new sections as specified by user feedback

Better Support for Learning

LT Scotland will work with education authorities and others to support learning for young people in challenging circumstances.

Specifically LT Scotland will undertake the following work in 2005–06.

Title	Aims	2005–06 Outcomes
Inclusive Education Online	To further develop the Inclusive Education website as a repository of information and a portal to specialist information. The website is part of the strategy to support the development of inclusive education in Scottish schools in the context of the <i>Ambitious, Excellent Schools</i> agenda.	<ul style="list-style-type: none"> • Successful development of the online resource bringing together a range of information, materials and organisations in a single inclusive education site • Dissemination of examples of developing practice towards greater inclusion • Successful online element of the <i>Support for Special Schools</i> project • Provision of a facility to focus on particular aspects of inclusion • Successful promotion of discussion and collaboration on the key issues related to inclusive education by providing an online community for adults working in schools
SchoolsOut	To offer children with interrupted learning (and their families) an opportunity to re-engage with education provision through the use of ICT and web technologies taking full account of the developments relating to <i>A Curriculum for Excellence</i> .	<ul style="list-style-type: none"> • Successful encouragement of local authorities to commission and fund their own customised versions • Creation of a useful guide for initiating individual SchoolsOut projects for local authorities • Publication of a paper on good practice demonstrating how digital content from SSDN, NGfL, BBC Digital Curriculum and other projects can be used to support the needs of individual SchoolsOut projects • Dissemination of locally developed resources and content • Publication of an evaluation report into the use of SchoolsOut amongst early-adopting authorities in Phases 1 and 2 of the project; with appropriate action on the results • Provision of staff development to support local authorities using emerging technology (particularly through SSDN) to support communication between staff and students
Scottish Health Promoting Schools Unit	To work with national and local partners to support the development of health promoting schools in Scotland with a particular emphasis on implementing coherent approaches to eating for health, physical activity, mental health and well-being.	<ul style="list-style-type: none"> • Policy engagement with the remit and direction of the Unit through active engagement with the SHPSU Steering Group as key sponsoring partner • Provision of flexible and coherent support, together with local and national partners in the development of health promotion in schools • Exchange of information and good practice through the National Health Promoting Schools Network • Provision of useful, relevant developments in the National Health Promoting Schools website • Development of a coherent national accreditation scheme, in partnership with the Scottish Executive, local authorities and NHS Boards • Provision of flexible hosting support of the Unit to enable the delivery of its business objectives
Anti-sectarianism Online	To redevelop the existing Anti-sectarian website and add new interactive content.	<ul style="list-style-type: none"> • Production of new designs for the 'young people's' site(s) appropriate to their generic needs • Production of new content in partnership with the Centre for Education in Racial Equality in Scotland (CERES) and the Scottish Human Rights Centre • Publication of an interim redeveloped version of the site • Publication of a new version of the site for the start of the new academic year • Publication of a copy of the website in CD-ROM format

Tougher, Intelligent Accountabilities

LT Scotland will strengthen the quality and impact of self-evaluation on the quality of support, resources and services provided to our customers.

LT Scotland recognises the critical importance of rigorous self-evaluation which leads to improvement. We are committed to achieving continuous improvement in the effectiveness of products and services, and will continue to strengthen our capacity to audit, anticipate and meet the needs of the education community in Scotland effectively.

Specifically LT Scotland will undertake the following work in 2005–06.

Title	Aims	2005–06 Outcomes
Corporate Activities		
Organisational Development	To develop a planned and systematic approach to enhancing the long-term effectiveness of the organisation in fulfilling its remit and meeting the needs to its stakeholders.	<ul style="list-style-type: none"> • With the Scottish Executive, provision of a revised and relevant remit for the organisation • Renewal of the three-year strategic plan in line with delivery of the revised remit • Development and implementation of a staffing model which is fit for purpose and supports the revised remit and emerging culture of the organisation • Successful transition from project funding to an outcomes-based programme funding model • Development of a resourcing model for LT Scotland which takes account of the skills shortage existing in the education sector • Implementation of a competency framework, embedded in recruitment, staff development and performance review processes • Organisation-wide job evaluation which provides a robust basis for a new grading model for the organisation • Implementation of a revised pay model for LT Scotland which will support the skills required for LT Scotland to deliver its remit • Development of a fit-for-purpose internal communications strategy and construction of a framework to monitor its implementation and continued effectiveness • Commitment to international curriculum development and educational research through active participation in the Consortium of Institutions for Development and Research in Education in Europe (CIDREE)

Tougher, Intelligent Accountabilities

LT Scotland will strengthen the quality and impact of self-evaluation on the quality of support, resources and services provided to our customers.

Title	Aims	2005–06 Outcomes
Employee Development	To build capacity and equip our employees to better deliver on organisational priorities now and in the future.	<ul style="list-style-type: none"> • Implementation, monitoring and evaluation of year one of employee performance review system • Successful achievement of reaccreditation of liP by November 2005 • Construction and management of an organisational training plan which is underpinned by project and core funding • Implementation of leadership training which supports the revised organisational structure and enables LT Scotland to deliver its remit • Production of an effective succession plan to identify key skills and address gaps
Process Improvements	To seek continuous improvements to systems and processes to better meet the needs of the organisation.	<ul style="list-style-type: none"> • Successful introduction of a project funding suite across the organisation, with effective processes for monitoring and evaluating its effectiveness, with appropriate adjustments to support the costing and budgetary process • Establishment of two distinct procurement frameworks for digital content and educational consultants, ensuring compliance with the relevant EU procurement legislation • Introduction of Government Procurement Cards, liaising with SQA and other public bodies on procurement matters • Development of a supplier review process • Establishment of a Best Value review programme • Implementation of a coherent and consistent project management methodology • Development and implementation of an annual improvement planning process • Implementation of an organisation-wide quality assurance standard
External Communication, Consultation and Evaluation	To strengthen the quality and impact of consultation and self-evaluation on the quality of support, resources and services provided to our customers.	<ul style="list-style-type: none"> • Establishment of robust needs identification processes with stakeholders • Implementation of a series of electronic updates including the Directors' Digest and Learning and Teaching Scotland Update • Introduction of a new conference series for headteachers to engage with <i>A Curriculum for Excellence</i> • Implementation of a communications strategy for new teachers • Introduction of a series of educational seminars, beginning with early years • Produce two new editions of <i>Learning and Teaching Matters</i> • Successful development of the online service supported by online and offline promotional strategies to increase traffic to 250,000 visits per month by March 2006 • Effective management of a programme of project impact evaluations and establishment of a central repository for all evaluative activity • Effective action on staff and stakeholder satisfaction surveys to complement self-evaluation processes • Establishment of key quality indicators to strengthen and underpin approaches to quality improvement and self-evaluation