



Learning and Teaching Scotland

**Activity Plan
2004–2005**

Strategic Priority A

To develop LT Scotland's advisory role in relation to all aspects of learning and education in Scotland.

LT Scotland, through its Advisory Council, has responsibility for keeping under review all aspects of learning, teaching and management in the pre-school and school stages of formal education. Council members are appointed by the Scottish Executive and are drawn from all education sectors, business and the wider community. The Advisory Council has responsibility for advising the Scottish Executive on any aspect of the learning experiences of young people aged 3–18 and on any issue that may have a material effect on those learning experiences, including, as appropriate, the provision of formal advice to Ministers.

Each Reference Group is charged with the task of maintaining an effective and informed oversight of issues of principle and practice in its general area of interest, taking cognisance of the national policy context and key national developments. The content of papers and reports generated by each Reference Group for consideration by the Advisory Council directly assist the Council with its provision of well informed, thoughtful and independent advice to Scottish Executive Ministers.

During 2004-05 it is envisaged that the prime focus of the Advisory Council and its Reference Group will be on the matters arising from the review of the curriculum 3-18.

Strategic Priority A

To continue to develop LT Scotland's advisory role in relation to all aspects of learning and education in Scotland.

Project Manager	Title	Aims	2004/05 Activities
Denis Stewart	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 Ministers.	<ul style="list-style-type: none">• Provide advice to the Scottish Executive on a range of issues, taking account of Educating for Excellence and the Partnership Agreement.• Contribute, as required by SEED, to the review of curriculum and assessment 3-18 and of the National Priorities in Education.
Diane Alexander	Early Years Reference Group	To maintain an overview of developments in early years care and education, and offer advice to the Council as appropriate.	<ul style="list-style-type: none">• Support and advise the Advisory Council in the follow up to Education for Excellence in the context of curriculum and assessment 3-8.• Consider the implications of the 3-18 curriculum review, focusing on the 3-8 age group• Support and advise the Advisory Council in follow up to the Integrated Strategy for the Early Years.• Respond to Consultations as appropriate.• Provide advice to projects relevant to early years education.

Project Manager	Title	Aims	2004/05 Activities
Diane Alexander	5–14 Reference Group	To maintain an overview of developments in 5–14 education and offer advice to the Council as appropriate.	<ul style="list-style-type: none"> • Support and advise the Advisory Council, from a 5-14 perspective, in its responses to Educating for Excellence. • Consider the implications of the 3-18 curriculum review, focusing on the 5-14 stages • Respond to consultations as appropriate. • Offer advice to projects relevant to the 5-14 stage
Alison Wishart	Post-14 Reference Group	To maintain an overview of developments in post-14 education and offer advice to the Council as appropriate.	<ul style="list-style-type: none"> • Support and advise the Advisory Council, from a post-14 perspective, in its responses to Educating for Excellence. • Consider the implications of the 3-18 curriculum review, focusing on the post-14 stages • Respond to consultations as appropriate. • Offer advice to projects relevant to post-14 education
Alison Wishart	Inclusive Education Reference Group	To maintain an overview of developments in inclusive education and offer advice to the Council as appropriate.	<ul style="list-style-type: none"> • Support and advise the Advisory Council in its responses to Educating for Excellence with particular reference to inclusion issues. • Consider the implications of the 3-18 curriculum review, focusing on inclusion issues • Respond to consultations as appropriate. • Offer advice to projects relevant to issues of inclusion.
Laurie O'Donnell	ICT Development Reference Group	To maintain an overview of developments in the effective application of ICT in education and offer advice to the Council as appropriate.	<ul style="list-style-type: none"> • Support and advise the Advisory Council in its responses to Educating for Excellence with particular reference to ICT issues. • Consider the implications of the 3-18 curriculum review, focusing on ICT issues • Respond to consultations as appropriate. • Offer advice to projects related to ICT developments
Margaret Clarke	Future Learning and Teaching Reference Group	To maintain an overview of developments affecting the future of education in Scotland and offer advice to the Council as appropriate	<ul style="list-style-type: none"> • Support and provide informed advice to the Advisory Council in its responses to Educating for Excellence • Consider the implications of the 3-18 curriculum review, focusing on the post-14 stages • Respond to consultations as appropriate

Strategic Priority B

To support implementation of the National Priorities in Education in Scotland by teaching professionals, managers, local authority personnel and others.

Much of Learning and Teaching Scotland's review and development work falls under this strategic priority. Each of the broad areas relates closely to one or, usually, more than one of the five National Priorities. Each area of activity is presented under the heading of the National Priority to which it and its associated projects are judged most closely related. At the same time, it is recognised that areas of activity and their associated projects will also be supportive of other National Priorities.

B-1: Support for National Priority 1 – Attainment and Achievement

To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy, and to achieve better levels in national measures of achievement including examination results.

Project Manager	Title	Aims	2004-05 activities
Juliet Hancock	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"> • Publish, distribute and launch 'A Framework for Care and Learning from Birth to Three'. • Publish and distribute guidance for parents and carers. • Develop additional materials and case studies for support and guidance.
Ian Graham	ICT in Early Years	To develop and implement the national strategy for the role of ICT in early years education.	<ul style="list-style-type: none"> • Publish further support and guidance materials for Early Years practitioners including filmed exemplars of effective practice. • Continue roll out of the programme of continuing professional development (CPD), to include an additional Masterclass course, training the trainers courses to be delivered to local authority staff, support for trainers in delivering to the wider early years audience • Support local authorities in their dissemination of the strategy • Monitor and evaluate the implementation of the strategy

Project Manager	Title	Aims	2004-05 activities
Diane Alexander	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"> • Publish support and guidance for those working with young children from birth to three. • Publish support and guidance for managers in the context of recording and reporting. • Publish additional papers for discussion and reflection
Eileen Carmichael	Early Years Online	To support ongoing professional development for all involved in the care and education of children 0–8.	<ul style="list-style-type: none"> • Develop online case studies and points for reflection on the ICT Strategy for Early Years and Birth to Three. • Develop a section dedicated to issues of inclusion • Progress work on Early Years taxonomy • Publish and distribute six monthly Early Years Matters newsletter • Undertake a series of road shows to promote the resource • Undertake a user survey to identify future needs • Extend the current email bulletin circulation list. • Develop and implement a new discussion forum.
Alan Starritt	Improving Science Education 5–14	To support teachers in improving the quality of learning and teaching in science at the 5-14 stage.	<ul style="list-style-type: none"> • Work with teacher/developers to complete the suite of support materials to ensure coverage of 5-14 science curriculum • Publish and distribute the materials in print, CD-ROM and online, to schools, local authorities and others • Host a launch conference in November 2004 • Conduct interim evaluation • Discuss with SEED what further support might be offered to authorities to help schools and teachers use the resources.
Alan Starritt	Technology Education and Enterprise in Scotland	To provide support for learning and teaching of technology in S1/S2, and explicitly link technology education 5-14 to enterprise and creativity.	<ul style="list-style-type: none"> • Identify partner local authorities, schools and industry links. • Support teachers in partner schools in the development of a suite of resources (approx 50 tasks) designed to meet the 5-14 curriculum guidelines for S1 and S2. • Coordinate further development of initial resources with a view to the production and dissemination of support materials in 2005. • Host a national dissemination conference.
Margo Williamson	Teacher Support Series 5–14	To continue production of titles in the Teacher Support Series 5–14.	<ul style="list-style-type: none"> • Consult with relevant stakeholders and identify future areas of need for publications within the 5-14 series. • Develop support and guidance publications in the area of language and literacy. • Publish a range of papers for reflection and discussion.

Project Manager	Title	Aims	2004-05 activities
Margo Williamson	5–14 Online	To support ongoing professional development for all involved in the education of children 5–14.	<ul style="list-style-type: none"> • Highlight national initiatives, publications and appropriate events or conferences. • Create a breadth of special features covering different aspects of 5-14 • Extend content further, filling gaps and addressing cross curricular links and curriculum flexibility • Promote the resource particularly for those about to embark on a career in teaching and newly qualified teachers. • Refresh the membership of the Focus Group
Gerry Queen	Modern Foreign Languages 5-14 Online	To deliver a set of online Modern Foreign Language (MFL) materials to be used within Scottish schools with the aim of raising levels of achievement and attainment.	<ul style="list-style-type: none"> • Collate existing modern foreign language (MFL) courses/resources developed in local authorities, as audited by SEED national development officer. • Classify and organise these resources to support MFL practitioners. • Identify and develop aspects of these resources that could be enhanced through ICT delivery. • Report on lessons learned in providing support for MFL practitioners that might inform a strategy for other groups of practitioners.
Jim Henderson	Scottish History Online Resources	To produce an online bank of creative and innovative resources to support the learning and teaching of Scottish history	<ul style="list-style-type: none"> • Restructure existing materials into online learning resources for students studying Environmental Studies: People in the Past and the NQ History curricula • Develop new online resources covering all five areas of study in the 5-14 Environment Studies: People in the Past, ensuring coverage of all strands A-F • Provide resources that include images, video, multimedia tools and self-study lessons, with key aspects of historical sequence and the nature of historical evidence at the core of the design • Provide additional materials to support teachers in the use of the resource as a learning tool and to assist parents in supporting their child's learning at home
Norman Emerson	Assessment is for Learning	To produce guidance and support for schools and teachers regarding assessment policies and practice.	<ul style="list-style-type: none"> • Develop flexible online 'toolkits' to show the links and provide access to case studies of effective practice • Establish firmer link between formative assessment and Personal Learning Plans • Continue the publication of Assessment is for Learning Newsletters • Provide support to local authorities in developing local expertise within the Programme
Alistair Cairns	NQ Review	To identify and develop support materials for teachers/lecturers in response to the SQA's Review of National Qualifications.	<ul style="list-style-type: none"> • Develop and publish 13 support packs including, where appropriate, associated staff development activities in response to phase 1 SQA's major subject reviews, including Administration and Information Systems • Develop and publish support materials for phase 2 SQA's major subject reviews in Art and Design, Music, RMPS, Gaelic and Gàidhlig, due for 2005/06 implementation • Develop and publish support materials including, where appropriate, associated staff development activities in response to SQA's minor subject reviews in Business Management, Economics, PSE, and Travel and Tourism

Project Manager	Title	Aims	2004-05 activities
Alistair Cairns	NQ Curriculum Support	To provide overall coordination and support for National Qualifications (NQs)	<ul style="list-style-type: none"> • Develop, publish and distribute approximately 20 titles in the NQ Curriculum Support series to support subjects which are not part of SQA's NQ subject review process • Ensure materials are available online, where copyright permits • Assist in the coordination of support for NQs by administering the NQ Networking Group, and working closely with IACN and other members.
Alistair Cairns	Teacher Support Series 14-16	To identify and meet needs of teachers for support materials for the S3/S4 curriculum.	<ul style="list-style-type: none"> • Complete the development and publication of materials to support SQA's review of Standard Grade Computing. • Respond to requests to develop support in other curricular areas, as appropriate.
Alistair Cairns	NQ Online	To continue development of the online resource to support the planning and delivery of National Qualifications.	<ul style="list-style-type: none"> • Develop the online resource to support practitioners and learners, taking account of feedback from the Focus Group and other users and stakeholders. • Improve the accessibility and navigation of the site. • Enhance the quality and quantity of resources available for download. • Respond to needs of practitioners by providing local staff development opportunities for school and local authority staff. • Promote the resource particularly for those about to embark on a career in teaching and newly qualified teachers.
Margo Williamson	Literacy and Numeracy Support	To further develop the web resource, maintain contacts with literacy and numeracy coordinators in every Local Authority whilst maintaining the national profile of literacy and numeracy via seminars and conferences.	<ul style="list-style-type: none"> • Continue to support local authorities in raising attainment in literacy and numeracy. • Organise a range of local and national seminars to disseminate effective practice. • Further develop online resources with ICT materials, features, classroom resources and web links. • Develop online materials to support interactive school magazines and financial education. • Develop an online support area for school librarians.
Margo Williamson	Building Bridges in Literacy P6-S2	To support local authorities in improving the coherence of literacy programmes bridging P6-S2.	<ul style="list-style-type: none"> • Organise further staff development events to support pilot schools in completing individual projects in all local authorities; • Host a joint national conference for Building Bridges participants linking with the Assessment is for Learning programme. • Organise dissemination seminars to peer review materials • Publish and distribute all materials and case studies in spring 2005 • Develop an online community for practitioners, librarians and LA staff.

B-2 Support for National Priority 2 – Framework for Learning

To support and develop the skills of teachers and the self-discipline of pupils, and to enhance school environments so that they are conducive to teaching and learning.

In order that the Scottish education system can achieve its overall aims through effective teaching and the creation of environments conducive to learning, it is essential that teachers, Early Years practitioners and managers are adequately supported in their work with appropriate resources and services. In addition, much of Learning and Teaching Scotland’s work relating to other National Priorities and its other strategic priorities also contributes to the process of supporting and developing the skills of practitioners.

B-2: Support for National Priority 2 – Framework for Learning

To support and develop the skills of teachers and the self-discipline of pupils, and to enhance school environments so that they are conducive to teaching and learning.

Project Manager	Title	Aims	2004-05 Activities
John Connell	Scottish Schools Digital Network (SSDN)	To procure, implement and manage the interconnect and intranet components of the Scottish Schools Digital Network	<ul style="list-style-type: none"> • Establish the SSDN Unit and appropriate support structures • Complete the switch-over of all end users onto the interconnect • Selection of the preferred supplier for the national intranet • Prepare the local authorities and other end users for the roll-out of the intranet • Ensure continued joint working with other relevant ICT initiatives in LT Scotland, SEED and elsewhere • Prepare for the integration with NGfL Online services
Emma Walsh	NGfL Web Services Development and Maintenance	To provide a world-class online support service to Scottish education.	<ul style="list-style-type: none"> • Implement an advanced content management system. • Prepare for integration with SSDN • Integrate NGfL externally procured content • Conduct a usability study • Begin work to develop further online communities • Develop a resource sharing facility • Develop a personalisation strategy

Project Manager	Title	Aims	2004-05 Activities
Stuart Oliphant	SSDN Support from NGfL	<p>To develop, and evaluate the use of network and communication technologies in education.</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>	<ul style="list-style-type: none"> • Support SEED, local authorities and others concerned with education in Scotland in the development and integration of NGfL and SSDN • Provide a full multiparty videoconferencing facility to enable schools, early learning centres, libraries, colleges and education authorities to make effective use of video conferencing technology • Promote and demonstrate the potential uses of videoconferencing at SETT 2004 • Develop case studies & guides to effective practice and make them available online • Provide support for other aspects of LT Scotland's work as appropriate
Jim Henderson	ICT in Learning and Teaching	To support the effective use of ICT in learning and teaching through the creation of a bank of online video and best practice case study resources.	<ul style="list-style-type: none"> • Create exemplar materials and raise practitioner awareness of innovative and interesting practice in the use of ICT across the curriculum in Scotland. • Link theories of effective learning and teaching with the practice seen in the exemplars. • To provide examples of the use of ICT in each curriculum area and sector
Nick Morgan	Becta & NGfL Scotland	To maximise the mutual UK-wide benefits of existing and new developments in ICT, and facilitate accessibility in Scotland to Becta-produced products and services	<ul style="list-style-type: none"> • Develop a strategy to maximise the impact of Becta's work in Scotland, working with education authorities to identify Becta services and products which would be appropriate to meet needs • Make available to the Scottish Education Community a range of services customised for Scotland • Ensure that the design and implementation of the new BBC Digital Curriculum meets the needs and aspirations of the educational community in Scotland.
Nick Morgan	Grid Club	To complete the contract with C4 Learning for the development and maintenance of www.gridclub.com and explore future options	<ul style="list-style-type: none"> • Complete the current contract with C4 Learning • Work with SEED to agree a future strategy for Grid Club for the period after September 2004 when the current contract expires.
Margaret Clarke	ICT in School Management & Administration (Phase 2)	<p>To explore the use of Personal Digital Assistants (PDAs) as an administrative and management tool in schools.</p> <p>To research the development of an online resource for school managers</p>	<ul style="list-style-type: none"> • Investigate the use of PDAs to connect to the schools' management information system • Investigate other ways in which PDAs can contribute to effective management and administration • Disseminate findings • Use the consultant's research report as the basis for proposals for the initial phase of the development of an online resource for school managers • Ensure that the findings of phase 1 of the ICTSMAD project (2002/04) are disseminated and updated.

Project Manager	Title	Aims	2004-05 Activities
Alison Wishart	Research in ICT-based Assessment	To research and pilot ICT-based assessment items in schools and colleges.	<p>This is a joint research project involving SQA, LTS, BBC Scotland, SFEU and SCROLLA. LT Scotland's role this year:</p> <ul style="list-style-type: none"> • Undertake the final phase of piloting ICT based assessments in schools and colleges in partnership with SQA • Report on accessibility issues in relation to ICT-based assessment • Contribute to the final research report. • Host the project website at http://www.pass-it.org.uk.
Phil Galbraith	Heads Together	To develop online support for headteachers and heads of centre, providing a mechanism for mutual support, raising ICT skills and awareness of its potential for management, administration, teaching & learning.	<ul style="list-style-type: none"> • Complete the registration and training of a further 600 headteachers. • Increase the level of contributions within the community and continue to facilitate discussion on key educational issues; • Develop facilities such as the cybrary and hotseats and establish further electronic conferences. • Develop alternative software to support electronic communities • Support the independent external evaluation of the project • Continue to investigate and liaise with parallel initiatives in other countries.
Laurie O'Donnell	NGfL Support, Events and Publications	To support the dissemination of information and updates regarding developments in ICT in Learning.	<ul style="list-style-type: none"> • Provide support for local authority organised ICT events. • Promote strategies that support the embedding of ICT into learning, teaching and educational management.
Patricia Kemp	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"> • Publish two issues and distribute to all state-funded schools, special schools, colleges, libraries and community centres. • As a result of evaluation feedback, focus on how ICT can support specific subjects and topics within the curriculum. Each future issue will cover a particular area of the curriculum for both primary and secondary subjects. Each issue of Connected will also tackle an educational theme such as Inclusion, Citizenship, Creativity, etc, sourcing content of interest to novice users of ICT.
Emma Walsh	Maintenance of Partner websites.	To support and maintain websites for external partners.	<ul style="list-style-type: none"> • Maintain websites for: <ul style="list-style-type: none"> ○ Scottish Road Safety Council ○ Stòrlann ○ Climate Change
Shirley Grant	Ticket To Space	To support 5-14 environmental studies by means of an online event.	<ul style="list-style-type: none"> • Delivery and maintenance of Ticket to Space, addressing the science element of 5–14 environmental studies and including a pilot with a local authority. • Host the national event • Pilot a new format within a single local authority

Project Manager	Title	Aims	2004-05 Activities
Nick Morgan	NGfL European Virtual Music School	To promote awareness of the European Virtual School Music department	<ul style="list-style-type: none"> • Ensure that work being undertaken on the Scottish Virtual Music School is integrated with other online services. • Organise a launch event in November 2004 with related promotional materials, presentations and practitioner events • Organise Europe-wide dissemination through the European Schoolnet service • Evaluate and report on progress
Ian Graham	ICT Training	To provide specialised ICT training and support across a range of platforms.	<ul style="list-style-type: none"> • Support SEED, local authorities and others concerned with education in Scotland in the development and integration of NGfL and Scottish Schools Digital Network (SSDN) • Develop and deliver courses including those relating to Microsoft IT Academy and CISCO Academy • Promote and develop the 'SSDN Lab' as a resource to support ICT infrastructure developments for education in Scotland • Develop case studies & guides to effective practice and make them available online • Provide support to other aspects of LT Scotland's work as appropriate
Kim Conway	Software Provision	To offer a range of relevant and appropriate software for education in a cost effective, flexible way.	<ul style="list-style-type: none"> • Continue to manage existing licensing schemes/ special arrangements • Negotiate, market and manage new licencing schemes • Investigate the electronic delivery of software licences • Work with SSDN on the provision of software licences for schools.
Fiona Andrew	Software Events	To provide software advice, support and training.	<ul style="list-style-type: none"> • Conduct a series of Software in Focus events and Curriculum Software workshops for practitioners. • Work with Subject Associations to organise evaluation of software relevant to their subjects. • Publish evaluations on the web site using the new content management system of the LT Scotland website.

B-3 Support for National Priority 3 – *Inclusion and Equality*

To promote equality and help every pupil benefit from education, with particular regard paid to pupils with disabilities and special educational needs, and to Gaelic and other lesser-used languages.

Areas of activity contributing to the development and implementation of this National Priority are listed below. In addition, there are a substantial number of projects detailed elsewhere in this Annual Plan that will also be particularly supportive of inclusive education.

B-3: Support for National Priority 3 – Inclusion and Equality

To promote equality and help every pupil benefit from education, with particular regard paid to pupils with disabilities and special educational needs, and to Gaelic and other lesser-used languages.

Project Manager	Title	Aims	2004-05 Activities
Pat Campbell	Inclusive Education Online	To develop an online resource to support inclusive education, providing information, materials, and a forum to stimulate engagement with key issues	<ul style="list-style-type: none"> • Further develop the online resource and bring together a range of information, materials and organisations in a single inclusive education site • Make available illustrative examples of developing practice towards greater inclusion • Host the online element of the <i>Support for Special Schools</i> project • Develop an effective metadata taxonomy to catalogue materials
David Patterson	SchoolsOut Glasgow	To complete the pilot project in partnership with Glasgow City Council to provide online support for pupils not able to attend school.	<ul style="list-style-type: none"> • Review the evaluation of the project in comparison with similar projects. • Host a seminar for other local authorities to disseminate good practice. • Disseminate findings and outcomes.
Alison Wishart	Special Schools support	To assist Special Schools in promoting achievement by addressing areas identified as requiring improvement in the HMIE report <i>Standards and Quality in Special Schools</i>	<ul style="list-style-type: none"> • Finalise materials developed in 2003/04, and disseminate through a printed publication, CD-ROM and via the inclusive education online resource. • Provide online case studies • Conduct awareness-raising events
Patricia Kemp	School Information for Parents/ Support for School Websites	To take forward the next phase of development of Scottish Schools Online, a new online resource which offers parents easy access to key information about schools and supports the development of individual school websites	<ul style="list-style-type: none"> • Consult with key stakeholders, focus groups and others to ensure that the next phase of development is in line with user needs. • Provide central support for the development of school websites and their relationship to the government's Parental Involvement agenda. • Explore with SEED how Scottish Schools Online might be improved and developed within the context of the Parentzone website, www.parentzonescotland.gov.uk.

Project Manager	Title	Aims	2004-05 Activities
Diane Alexander	Gaelic Medium Education	To initiate a review of existing guidance and resources for teachers in Gaelic Medium education 3-14.	<ul style="list-style-type: none"> • Establish a Gaelic Education Steering Group • Evaluate existing guidelines and materials and identify gaps in provision. • Identify examples of good practice. • Consult with national bodies. • Make recommendations to SEED regarding new guidance and support materials.
Lorna Renton	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"> • Specify and develop the Gaelic Online channel for NGfL. • Develop resources for the channel. • Establish, facilitate and train a Gaelic online community. • Identify other development needs.
Jim Henderson	Gaelic Online Resource Bank	To support the learning and teaching of 5-14 Environmental Studies in Gaelic	<ul style="list-style-type: none"> • Create an online bank of resources in the form of four themed sets to support the teaching and learning of the 5-14 Environmental Studies Guidelines • Create a Gaelic metadata vocabulary from an existing vocabulary list. • Make available through Gaelic Online
Jim Henderson	Gaelic Office software Suite	To develop ICT support for learning and teaching in the Gaelic medium	<ul style="list-style-type: none"> • Produce and distribute an 'OpenOffice' software suite in Gaelic • Produce a user manual and tutorial materials in Gaelic and English
Margo Williamson	Swimming	To investigate local authority provision of swimming, the barriers to provision and potential solutions	<ul style="list-style-type: none"> • Involve other stakeholders (including Sport Scotland / Scottish Swimming) • Identify barriers to local authority swimming provision • Identify good practice in overcoming barriers to provision • Publish findings and distribute to all local authorities and interested bodies, and make available online.

B-4 Support for National Priority 4 – Values and Citizenship

To work with parents to teach pupils respect for self and one another and their interdependence with other members of their neighbourhood and society, and to teach them the duties and responsibilities of citizenship in a democratic society.

Education is about helping young people to develop into healthy, fair-minded, considerate and responsible human beings as well as enabling them to succeed in attaining knowledge, skills and qualifications. It is about both the personal growth and development of individuals and the development of high aspirations for the communities of which they are members. By facilitating growth of political, social and cultural understanding and developing the ability to recognise and respond thoughtfully to values and value judgements that are part and parcel of life, schools and early years establishments can play an important role, along with parents and others in the wider community, in enabling each young person to develop his or her capability for effective and responsible citizenship.

B-4: Support for National Priority 4 – Values and Citizenship

To work with parents to teach pupils respect for self and one another and their interdependence with other members of their neighbourhood and society, and to teach them the duties and responsibilities of citizenship in a democratic society.

Project Manager	Title	Aims	2004-05 Activities
Christine Twine	Citizenship – Guidance and Support	To provide guidance and support for the implementation of <i>Education for Citizenship in Scotland</i> (LT Scotland, 2002).	<ul style="list-style-type: none"> • Work with the following groups and networks to establish needs, evaluate existing work and establish a development programme: Education for Citizenship Advisory Group, Young People’s Advisory Group, Local Authority Education for Citizenship network Social Subjects Citizenship Liaison Group • Establish new network of school education for citizenship co-ordinators, initially in secondary schools, with primary in 2005-6. • Organise regional events in spring 2005 to (a) showcase local good practice, (b) disseminate information and (c) provide opportunities for discussion. • Establish a network of practitioner researchers concerned with development of ethical decision making to produce an inter-disciplinary resource in 2005-6 • Publish a paper for Professional Reflection • Participate in the formation of a 5-nation Education for Citizenship Network
Christine Twine	Education for Citizenship Online	To continue to develop online support and resources for education for citizenship.	<ul style="list-style-type: none"> • Update and revise existing on-line resource • Develop new on-line resources to include: sample planning materials, resources to support practice, e.g. in pupil participation, identification of resources and providers, News about current events and activities, • Develop tools to support evaluation of education for citizenship, including links to HMLe materials and National Priority indicators, professional development materials

Project Manager	Title	Aims	2004-05 Activities
Diane Alexander	Scottish Health Promoting Schools Unit	To support the implementation of the health promoting school concept throughout Scotland.	<ul style="list-style-type: none"> Promote national and local coherence in the development of health promotion in schools Establish a national reporting system through the National Health Promoting Schools Network Launch the National Health Promoting Schools website. Make recommendations to The Scottish Executive on a possible national accreditation scheme.
Christine Twine	School Pupils in the Community	To develop a UK-US dialogue thinking on the school-community dimension of the education for citizenship framework.	<ul style="list-style-type: none"> In partnership with Innovations in Civic Participation, and the National Center for Learning and Citizenship, Denver, organise a 2 day seminar in May 2004 in Edinburgh for participants from the UK and US. Organise a programme of school visits for US guests to observe approaches to education for citizenship in Scottish schools Produce a report of the seminar, for dissemination in text form and on the education for citizenship On-line website
Colin McAndrew	Sustainable Secondary Schools Project (SSSP)	To support, evaluate and disseminate good practice in sustainable development education in selected secondary schools working in partnership with a number of environmental and other organisations.	<ul style="list-style-type: none"> Gather findings from the pilot schools and project partners Produce and publish the final project report, and summary report Disseminate project outcomes nationally via a number of seminars and other events Articulate with other initiatives in SDE, notably the work of the Sustainable Development Education Liaison Group (SDELG)
Colin McAndrew	Sustainable Development Education Liaison Group	To provide a forum to examine the current position of sustainable development in the curriculum and to propose actions in education to support the coalition policies set out in <i>Partnership for a Better Scotland</i> (2003)	<ul style="list-style-type: none"> Identify needs for additional materials for schools in 2005-06 Implement a development programme agreed by SEED and approved by SDELG. Develop a website for dissemination of information, including a directory of sites and providers on Scotland, staff development and other resources Host a National Conference (early 2005) in collaboration with the SSSP and other significant national initiatives.
Christine Twine	Global Dimension in the Curriculum; revision	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"> Publish and disseminate revised <i>Global Dimension in the Curriculum</i>, taking account of the education for citizenship framework and the contribution of global education to National Priority 4. Recommend approaches to learning and teaching the global dimension in the curriculum in relation to HMIE quality indicators for international education and education for citizenship, Provide up to date information on relevant organisations and resources
Colin McAndrew	Scottish Archives for Schools (SAfS) Project	To provide print and online original source resources for 5–14 in collaboration with the National Archives of Scotland (NAS).	<ul style="list-style-type: none"> Publish and disseminate 5 print titles and one CD ROM along with National Archives of Scotland (NAS).

B-5 Support for National Priority 5 – Learning for Life

To equip pupils with the foundation skills, attitudes and expectations necessary to prosper in a changing society and to encourage creativity and ambition.

An education system seeks to prepare learners for productive and satisfying living and lifelong learning in a changing world. It seeks to foster in young people a ‘capability for work and enterprise’ which is rooted in a combination of useful knowledge and skills, positive dispositions and personal qualities, high aspirations for themselves and their communities and an ability to be creative.

B-5: Support for National Priority 5 – Learning for Life
To equip pupils with the foundation skills, attitudes and expectations necessary to prosper in a changing society and to encourage creativity and ambition.

Project Manager	Title	Aims	2004-05 Activities
Michele Donohoe	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"> • Review, update and disseminate guidance and support materials for education for work in accordance with recommendation 10 of Determined to Succeed. • Review, and update guidance and support materials for work experience in accordance with Determined to Succeed recommendation 11, for dissemination in 05/06 • Initiate development of case study tasks for S5/S6 for completion and dissemination in 05/06 • Support concurrent developments in partnership with Careers Scotland, HMIE, CBI Scotland, SQA and other partners • Design and develop an online resource to support enterprise in education • Publish information and support materials for enterprise in education online
Jim Lally	Scottish Centre for Financial Education	To support developments in financial education in schools, including through CPD, networking and resources.	<ul style="list-style-type: none"> • With the Personal Finance Education Group (PFEG) establish <i>Excellence and Access</i> in Scotland • Organise and run 10 seminars for teachers • Organise and run, with Scottish Enterprise, an annual conference • Maintain a bank of resources, develop and publish support materials for primary and for secondary mathematics and review the needs of PSE in secondary in relation to Financial Education • Collaborate with the Financial Services Authority to implement its national financial capability strategy in schools

Project Manager	Title	Aims	2004-05 Activities
Jim Henderson	Study Skills	To raise the profile of Study Skills as a distinct process that can help learners organise, research, collate and apply, transferable skills between subjects and tasks both in and out of the classroom	<ul style="list-style-type: none"> • Deliver an online analytical tool which enables learners to determine their level of expertise in a number of Study Skills • Map, organise and present summaries of research which relate to Study Skills • Conduct a curriculum mapping exercise against existing online resources to support Study Skills; • Develop new online resources designed to aid teachers and parents in supporting the development of these Study Skills in young people
Jim Henderson	Information Literacy	To provide stimulating and interactive online resources designed to develop Information Literacy skills in young people	<ul style="list-style-type: none"> • Develop a suite of online learning resources in Information Literacy aimed at young people, with associated support materials designed for teachers, school librarians and parents. • Develop support materials including tutorials in the educational and pedagogical aspects of Information Literacy skills • Develop documentation for parents on how they might support their children to develop the Information Literacy skills. • Develop documentation for young people on how they might aid their parents to develop the same skills.
Jim Henderson	ICT Basic Skills	To support continued self-development in the use of ICT through the development of a programme of online training materials.	<ul style="list-style-type: none"> • Create tutorials, assessment and assignments at basic and intermediate levels appropriate to staff in pre-school centres, schools, and other Scottish educational establishments. • Develop modules for ICT skills in everyday use for all ability levels. • Map the online resource to other courses and accreditation schemes.
David Patterson	Connecting Communities	Follow-up the three year programme to enhance the use of ICT in community learning agencies across Scotland.	<ul style="list-style-type: none"> • Seek agreement with partners for next phase in supporting ICT for community learning practitioners. • Continue online support for community learning practitioners associated with the programme
David Patterson	ICT for Communities website	To further develop the ICT for Communities as an integral component of the LT Scotland web service, providing online support for community learning and development practitioners.	<ul style="list-style-type: none"> • With schools, develop further resources for use by community learning practitioners, including case studies of existing practice • Provide a web presence and support for all associated ICT for Communities projects • Develop and promote an online community to share practice • Promote and develop the digital inclusion email bulletin to community learning practitioners • Further develop and update existing content and add new sections as specified by user feedback

B-6 Support for Implementation of the School Improvement Framework

The National Priorities are central to the statutory School Improvement framework established by the Standards in Scottish Schools, etc. Act, 2000, which requires education authorities and schools to plan, monitor and report on improvement in education. In addition to a wide variety of specific contributions, Learning and Teaching Scotland manages a National Priorities Development team that works in support of the implementation of this Improvement framework as a whole.

B-6: Support for Implementation of the School Improvement Framework

Project Manager	Title	Aims	2004-05 Activities
Jim Goodall	National Priorities Improvement Framework Support Project	<p>To establish the new National Priorities Development Team (NPDT) and continue to develop the functions of the previous team in liaison with local authorities and in dissemination</p> <p>To support the review of the National Priorities and the associated outcomes, performance measures and quality indicators</p>	<ul style="list-style-type: none"> • Provide advice, general, logistic and other support functions as requested by SEED, local authorities, schools and others. • Play an active role in promoting, both directly and indirectly, professional and institutional development in relation to all aspects of the National Priorities • Support, where appropriate, the further development of the capacity of local authorities, schools and other bodies to address issues relating to the National Priorities.

Strategic Priority C

To foster and support 're-visioning' for the longer-term future of Scottish education and the development of strategies for progressive and sustainable change.

In addition to supporting educational development in the context of current National Priorities, guidelines and specifications for the curriculum, Learning and Teaching Scotland seeks to assist with the development of thinking about possibilities for the future of education and learning. LT Scotland recognises that strategies are needed for supporting, in sustainable ways, the process of change and development in the interests of better educational experience for all learners. Learning and Teaching Scotland will continue to work with others in pursuit of such strategies, particularly recognising the crucial need to foster and value the professionalism of teachers through effective provision of opportunities for continuing professional development (CPD).

Strategic Priority C

To foster and support 're-visioning' for the longer term future of Scottish education and the development of strategies for progressive and sustainable change.

Project Manager	Title	Aims	2004-05 Activities
Michele Donohoe	Curriculum Flexibility	To build on Phase 1 of the project by continuing to raise awareness and provide support for senior managers in schools and local authorities considering flexible and innovative approaches to curriculum design consistent with Circular 3/2001. To extent the range of support to include primary and special schools.	<ul style="list-style-type: none"> • Host a national conference to raise awareness of curriculum flexibility/ stimulate discussion on characteristics of curriculum flexibility in the primary sector and special schools. • Publish/disseminate a conference report • Further develop and extend the existing online resource to support flexibility in both the primary and secondary sector, including special schools
Nick Morgan	NGfL Scotland ICT Enhancement Awards	To encourage innovative uses of ICT in teaching and learning by supporting small-scale local projects.	<ul style="list-style-type: none"> • Manage the awards process • Mentor, evaluate and publish interim and final reports on all 03/04 award winners, and make available online by August 2004 • Make selected products of the projects available online. • Initiate the awards process for 04/05

Project Manager	Title	Aims	2004-05 Activities
Martin Jack	Strategies for Supporting Continuing Professional Development	To develop appropriate and sustainable strategies for supporting CPD.	<ul style="list-style-type: none"> • Undertake a needs analysis of client groups to determine priorities • Develop appropriate partnerships to address identified priorities • Develop effective models of support for CPD to a range of constituencies
Marie Dougan	ICT Masterclass	To further develop the Masterclass community as a key agent of change at both the local and the national level.	<ul style="list-style-type: none"> • Recall Masterclass participants to attend SETT 2004 • Further develop and extend the training programme of Leadership for Learning. • Delivery of a further Classic Masterclass programme • Organise up to 3 summit conferences for Masterclass coordinators to explore future Masterclass developments • Further develop and extend the Masterclass online community • Coordinate a flexible funding model to facilitate local Masterclass initiatives.
Martin Jack	Scottish Education and Teaching with Technology (SETT) 2004 Conference	To share and encourage effective practice in ICT across Scotland.	<ul style="list-style-type: none"> • Provide over 130 keynote presentations, seminars and workshops, supportive of CPD. • Develop a Science focus through SETT in the Glasgow Science Centre • Attract a range of external organisations to present state-of-the-art ICT resources. • Develop a satellite event with Highland Council linking to the main conference. • Present and encourage effective use of resources and services provided through NGfL including the web service. • Raise awareness of the National Priorities in Education, the SSDN, NGfL Scotland and Future Learning and Teaching (FLaT) projects • Provide nationwide access to SETT by web casting via SETT TV. • Develop the SETT Learning Festival concept and encourage partnerships to promote and develop the Roadshow model in partnership with local authorities.

Strategic Priority D

To be a responsive, reflective and continuously improving organisation that addresses all aspects of its remit effectively and is widely recognised as such.

This strategic priority relates principally to Learning and Teaching Scotland's corporate activities, to the development and maintenance of relationships with the people and establishments it exists to serve and with the liaison between LT Scotland and other bodies – local, national and international.

<p>Strategic Priority D</p> <p><i>To be a responsive, effective, efficient and continuously improving organisation which fully delivers on all aspects of its remit and is recognised as such.</i></p>

Contact	Title	Aims	2004-05 Activities
	Corporate Management Activities		
Joe McGalliard	Organisation and Property Review	To progress the Organisation and Property Review.	<ul style="list-style-type: none"> Finalise and implement all aspects of the review of organisational structure with associated recommendations relating to staffing complement. Following consideration of the Ministerial response, identify property options for consideration by the Board of Directors and plan/implement the relocation of LT Scotland's Glasgow headquarters.
Joe McGalliard	Work with Other Agencies	To liaise and develop effective working relationships with other agencies.	<ul style="list-style-type: none"> Develop further the liaison with other agencies and partners including HMIE, SQA, ADES, AEAS, SFEU, GTC Scotland, COLEG, COSLA and Careers Scotland. Further develop the consultation framework with individual education authorities and schools, professional associations and other key bodies. Continue to work in partnership with SFEU and Becta with the framework of the Memorandum of Understanding
Joe McGalliard	Freedom of Information Act	To prepare the organisation for implementation of the Freedom of Information (Scotland) Act 2002, which comes into force on 1 January 2005	<ul style="list-style-type: none"> Develop a 'publication scheme' as required by the Act which describes the information that LT Scotland publishes, the manner in which the information is published and details of any charges for providing information. Review existing and develop new processes, as appropriate, for tracking, monitoring and analysing the types of information requests received. Engage FOI consultancy to assess how ready LT Scotland is for implementation of the Act and to assist the organisation achieve FOI compliance. Develop a records management strategy for the organisation. Develop a programme of staff development and training on freedom of information.

Contact	Title	Aims	2004-05 Activities
	Publications		
Martin Jack	Publications	Provide High-Quality Support Material for Teachers and Managers in Scottish Education	<ul style="list-style-type: none"> • Work with HR and SMT to develop and implement a restructuring of the Publications team to include technical expertise and resulting training. • Provide ongoing training in web publishing to equip team to work on web projects. • Produce suitable process for integrated web and print publishing • Provide input into the content management system (CMS)
	Marketing & Public Affairs		
Bronagh Bell		To develop the LT Scotland Brand and position the organisation at the heart of education in Scotland.	<ul style="list-style-type: none"> • Develop the brand and ensure consistent and effective use. • Respond positively to outputs from the annual perception survey and incorporate changes as required. • Through a range of supporting corporate literature, partnership building and presentations ensure that the organisation is perceived as a leading body in Scottish Education.
Bronagh Bell		To ensure that practitioners have access to an appropriate range of resources and information on developments and initiatives.	<ul style="list-style-type: none"> • Create a range of catalogues promoting all LT Scotland and NGfL resources available to the Early Years, Primary and Secondary Schools. Distribution dates Early Years, - January 2005, Primary – March 2005, Secondary – March 2005. • Encourage schools to use free resources which have been provided through NGfL Scotland. • Develop and distribute one Curriculum File and develop an online version of disseminating this information through www.ltscotland.org.uk. • Produce <i>Learning and Teaching Matters</i> in November and introduce Learning and Teaching Scotland Updates by email and print.. • Continue to develop the LT Scotland website supported by online and offline promotional strategies to increase traffic to 200,000 visits per month by March 2005. • Generate sales of our own products and services both within Scotland and beyond to enable income to be reinvested in new resources for Scottish education. • Maintain customer data to ensure accuracy and incorporate permissions as indicated in relation to the Data Protection Act.
Bronagh Bell		To raise awareness of software licensing issues pertinent to Scottish Education	<ul style="list-style-type: none"> • Publish 2004/5 Guide to Software Licensing incorporating new arrangements and licensing issues • Work with local authorities to negotiate large software purchases. • Develop strategies for the impact of delivering commercial software through SSDN

Contact	Title	Aims	2004-05 Activities
Bronagh Bell		To attend a range of events and deliver a promotion and communications strategy, which promotes effective practice in learning and teaching and heightens the profile of the work of LT Scotland.	<ul style="list-style-type: none"> • Develop a model of working in partnership with local authorities to present SETT road shows. • Provide planning and implementation for dissemination conferences to support Learning Development. • Attend BETT 2005 and host a Scottish pavilion highlighting innovative initiatives from Scottish education including Masterclass, ICT in Early Years, engage with partners across the UK and internationally and act as a focal point for Scottish Educationalists attending BETT. • Attend selected exhibitions throughout the year including Early Years and Under-12s. • Provide appropriate exhibition displays and support at conferences organised by partners. • Working in partnership with Becta, Northern Ireland, Wales and the DfES support the Interchange Conference Series.
Bronagh Bell		Develop a co-ordinated Awards strategy for Scottish Education	<ul style="list-style-type: none"> • Working in partnership with other bodies, develop a co-ordinated awards strategy to highlight good practice in relation to ICT in Scottish Schools and Colleges, incorporating or adapting existing award schemes such as the ICT in Practice Awards, the Enhancement Awards and augmenting with new initiatives. • Maintain and increase participation in the ICT in Practice Awards from Scottish Education
	Project Procurement and Support		
Maureen Gore	Project Costing	To assist in the development of project specifications, for submission to funding bodies.	<ul style="list-style-type: none"> • To prepare project costings and specifications for all new projects within the time limits determined by the funding body. • To ensure quarterly funding claims are made accurately and on the due dates.
Maureen Gore	Contract preparation, compliance and issue.	To manage and control the issue of contracts across the organisation.	<ul style="list-style-type: none"> • To establish a clear authorisation route in relation to contract requests by April 2004 • To continue to improve the contract templates to meet the needs of the organisation
Maureen Gore	Competitive Tendering and Procurement	To develop and implement a robust procurement process across the organisation that meets the requirements of SEED and EC procurement legislation.	<ul style="list-style-type: none"> • To develop, document and communicate a procurement policy for the organisation by April 2004 • To establish a Framework of Educational Consultants by June 2004 • To develop and implement guidance notes and an approval process for the use of consultants across the organisation • To ensure that competitive tendering is used in line with Scottish Executive policy and to ensure best value for money for the organisation in the use of consultants.

Contact	Title	Aims	2004-05 Activities
	Planning and Performance		
Graham McLaughlin	Performance Evaluation	To develop and implement an evaluation strategy that will support continuous improvement	<ul style="list-style-type: none"> • Develop the annual perception survey with schools and stakeholders. Use the information from 2004 survey to improve the level of service provided to our customers. • Develop and implement a self-evaluation framework • Develop a model to evaluate the impact of work undertaken by the organisation
Graham McLaughlin	Strategic and Operational Planning	To manage and coordinate the organisation's planning processes.	<ul style="list-style-type: none"> • Manage the Strategic and Annual Plan consultation processes. • Coordinate the structure and development of both the Strategic and Annual Plan in consultation with the Senior Management Team and Board of LT Scotland. • Undertake any operational planning requested by SMT.
Graham McLaughlin	Performance Improvement	To monitor performance and provide information and options that will inform decision making and seek to improve both effectiveness and efficiency.	<ul style="list-style-type: none"> • Develop a strategy for the systematic evaluation of LT Scotland and projects managed by the organisation to include systems to monitor customer satisfaction. • Further develop the Project Review process. • Manage the transition to the new ISO 2000 standard • Review and further develop risk management processes. • Oversee the appointment of a pilot outsourced Internal Audit service and ensure that it meets government internal audit standards. • Ensure Best Value guidance is followed in relation to consultation
	Finance		
Alistair Gordon	Financial Management	To report on the organisation's financial performance and ensure appropriate use of financial resources.	<ul style="list-style-type: none"> • Control sales and purchasing transactions, develop and update systems to ensure that financial resources are controlled and safeguarded and produce management accounts. Particular targets include: <ul style="list-style-type: none"> – Integrating our fixed assets and VAT accounting more fully with the MIS – Preparing for the introduction of Whole Government Accounting and the possible introduction of the Euro – Assisting the project managers in their familiarisation with finance and budgetary disciplines.
Alistair Gordon	Facilities and Distribution Management	To manage the working environment, ensuring appropriate surroundings and compliance with all relevant legislation.	<ul style="list-style-type: none"> • Ensure that LT Scotland employees work in appropriate surroundings, in compliance with Health and Safety regulations. • Implement required changes with regard to the Disability Discrimination Act regarding disabled access provision in the ageing Glasgow office. • Provide a prompt and efficient distribution facility for mailings and despatch, simplifying arrangements by reducing manual intervention. • Assist as required in the proposed relocation from the current Glasgow office.

Contact	Title	Aims	2004-05 Activities
	Human Resources		
Gillian Croan	Employee Relations	To continue to build and maintain good working relationships with staff and trades unions by further developing partnerships and promoting employee involvement.	<ul style="list-style-type: none"> • Implement a set of terms and conditions of employment in LT Scotland which are equitable, affordable and sustainable and meet the needs of the organisation. • Implement a set of comprehensive policies that support the emerging culture of LT Scotland while complying with current employment legislation and embracing best practice. • Meet regularly with staff, union officials and staff representatives within the scope of the Recognition and Partnership agreement in order to achieve true and effective partnership working. • Undertake a job evaluation exercise across the organisation and develop a supporting strategy
Gillian Croan	Resourcing	To develop a resourcing strategy that meets the emerging needs of the organisation.	<ul style="list-style-type: none"> • Promote best practice in resourcing by researching alternative methods of recruitment and the evaluation of existing methods • Develop a Recruitment Database in order to analyse and report on recruitment issues. • Use natural turnover to create opportunities to develop and finesse the organisational structure. • Undertake a risk assessment of staffing across the organisation and develop a strategy to minimise the risks
Gillian Croan	Employee Development	To implement a training and development strategy that addresses the needs of the organisation and supports the emerging culture.	<ul style="list-style-type: none"> • Implement an effective performance review system, which is aligned to organisational objectives and supports the pay and grading strategy. • Implement a corporate training and development plan relating to annual corporate objectives • Monitor and evaluate the plan to ensure that needs are being addressed effectively • Provide advice, guidance and support to Line Managers to assist in the sourcing and delivery of learning and development interventions as detailed in the plan or as when needs arise • Achieve re-accreditation of Investors in People (IiP). • Develop and implement a revised Induction programme • Develop and manage the Individual Learning Accounts scheme • Promote emerging and best practice in employee development through research and evaluation • Develop and implement an effective training evaluation model

Contact	Title	Aims	2004-05 Activities
Gillian Croan	Internal Communication	To develop and implement an internal communication strategy that ensures effective communication within LT Scotland.	<ul style="list-style-type: none"> • Promote the internal communication strategy in conjunction with line managers to ensure information is effectively disseminated throughout the internal organisational structure • Develop internal communication systems supporting best and emerging practice and reflecting the culture of the organisation • Develop format of internal newsletter actively encouraging participation by all staff. • Continued monitoring and evaluation of channels and methods of communication to determine effectiveness • Provide advice and guidance to Line Managers and staff on appropriateness of communication methods • Assist in the co-ordination and promotion of internal staff events and occasions
	Information Systems		
Kennedy Fraser	Infrastructure Support	To provide an effective, reliable and resilient IT and telecom infrastructure for the organisation and to provide a friendly, efficient and responsive support service to our internal and external customers.	<ul style="list-style-type: none"> • Provide an effective hardware, software and application procurement and support service. • Provide a robust system for the management and control of software licences. • Provide an effective and resilient management and maintenance programme for the network and messaging infrastructure. • Develop and implement a programme of planned upgrades of the hardware and software platforms. • Provide a resilient and reliable service for website hosting and monitoring. • Manage the internet connections including security and anti-virus measures to provide a resilient and reliable service. • Develop and implement the changes necessary to support the needs of LTS with regard to FOI • Further integrate the SSDN interconnect within the LTS infrastructure including the use of the VC bridge • Develop plans and pilot use of co-location facilities for the delivery of web services
Kennedy Fraser	Business Systems	To maintain and develop the business systems to provide a robust basis for planning, control and monitoring in all aspects of work within the organisation.	<ul style="list-style-type: none"> • Develop and implement a planned upgrade and development plan for the Attain MIS system. • Provide an effective support and training service for the Attain MIS system. • Provide support for ongoing data maintenance. • Review the current requirements for the Attain MIS against the changing requirements of the organisation. • Complete the work to integrate the Parcelforce Despatch Manager with the Attain MIS
Kennedy Fraser	Relocation Options	To contribute to the vision, planning and implementation of the relocation programme.	<ul style="list-style-type: none"> • Investigate telecomms and infrastructure options which will support the working practices determined by the selected relocation option. • Determine and implement a migration strategy which allows the relocation to take place while maintaining the operation of the existing locations

