

Corporate Plan 2019-2022



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1. Introduction by the Chief Executive/Chief Inspector

Education Scotland activities support the Scottish Government's desire to ensure excellence and equity across our nation's education system.

In a time of significant transformation across Scotland's education system, it is right that Education Scotland continues to focus on adding value to learning, teaching and assessment to deliver a continuous cycle of improvement for all of Scotland's learners and teaching professionals.

Scotland's education system is high performing but we cannot afford to rest on our laurels. The future of our nation relies on learners being equipped with the best possible educational experience in both achievement and attainment. This will give them the ability to determine their own life path, equipped with the necessary skills.

Our workforce is always driven by the shared ambitions of making Education Scotland a world class organisation in which to work and to improve educational experience and outcomes for all learners. This is achieved by working in collaboration with stakeholders, learners, practitioners and communities to help our children and learners acquire the four capacities of Curriculum for Excellence. This will create empowered learners and education professionals as well as resilient communities. Our focus, shared with partners, is that all learners and educators involved in the delivery of education in Scotland must be empowered and inspired to shape innovative learning and teaching practice which delivers the ambition of excellence and equity.

In delivering our strategic priorities, we will:

- put all learners, regardless of age or where the learning takes place, at the heart of everything we do;
- work in partnership with all our stakeholders to deliver the best possible outcomes for all learners;
- engage with our staff and our stakeholders to constantly improve the support that we provide to our partners across Scottish education;
- encourage innovative ways of working to ensure that continual improvement is delivered for Scotland's education system;
- adapt to ensure the continued delivery of sustained improvement in learning, teaching and assessment.

Our Corporate Plan sets out the vision for how Education Scotland will ensure that we deliver a positive impact for all learners and educators. In doing so, we will work more closely with our partners across sectors and increasingly with wider partners, particularly employers. We look forward to working with you to achieve bold ambitions for Scotland's learners, no matter where learning takes place or at which stage in an individual's life, to secure the best future possible.

Gayle Gorman
Chief Executive / Chief Inspector



2. Introduction to the Corporate Plan 2019-22

For Scotland's learners with Scotland's educators sets out the strategic direction for Education Scotland. There have been significant changes to our remit arising from the publication of *Education Governance: Next Steps in 2017*. Our response to this enhanced remit will build on the foundations of the excellent work that our staff do to promote and empower systemic improvement in Scottish education.

The vision, mission and strategic priorities set out in this Corporate Plan, covering the period 2019-2022, build upon our many successes and set further ambitious targets to which Education Scotland will aspire over the coming three-year period.

As we take on our expanded remit, we recognise that we must work in partnership with all involved in improving Scotland's education system. We are grateful to those stakeholders and staff who have provided feedback during the creation of this document. This has strengthened the content.



Who We Are and What We Do

Education Scotland came into being on 1 July 2011, with the Scottish College for Educational Leadership becoming an incorporated element of the Executive Agency from April 2018. We have recently organised our improvement activity into six regional teams.

Our role means that in addition to gathering evidence on the performance of the education system through our various functions, we also provide professional analysis and interpret a wide range of data relating to Scottish education. In essence, we add value to Scottish education by making sense of the system in its totality.

As the Executive Agency supporting quality and improvement in Scottish education, our role ultimately secures the delivery of better learning experiences and outcomes for Scottish learners of all ages.

In partnership with Scottish Government, education authorities, community partners and colleges, we promote innovation in the development of the curriculum and the experiences of learners.

We operate independently and impartially for scrutiny activities, whilst remaining directly accountable to Scottish Ministers for the standards of our work. This status safeguards the independence of inspection, review and reporting within the overall context of the National Performance Framework.

As of September 2018, Education Scotland employed approximately 300 staff. In order to meet our new enhanced remit a recruitment exercise has commenced which will result in an additional 90 staff joining the organisation throughout 2019. Our staff are based throughout Scotland with main offices in Aberdeen, Dundee, Glasgow and Livingston. We also have staff based in Dumfries, Elgin, Inverness and Portree.

3. Our Vision, Mission and Values

We want to ensure that everything we do has a positive impact on both learners and those involved in delivery of education in Scotland. In delivering the strategic priorities of this Corporate Plan, we will work in partnership with our many stakeholders and we will demonstrate our values in all areas of our business.



Education Scotland has developed these values following extensive consultation with staff. We also model the wider Civil Service values of integrity, honesty, objectivity and impartiality.

OUR VISION

Achieving excellence and equity for Scotland's learners with Scotland's educators.

OUR MISSION

To work collaboratively with all stakeholders involved in Scottish education to secure sustained improvement in achievement and attainment for all learners, closing the poverty-related attainment gap and securing positive and sustained destinations for all learners regardless of their age and where the learning takes place.

INTEGRITY

- Demonstrate the highest professional standards of behaviour
- Build trust with all those we engage with
- Be open and transparent in our decision making
- Communicate clearly and effectively with staff and external partners

RESPECT

- Treat all people with dignity, courtesy and respect
- Listen to the views of our staff and partners, including them in decision making
- Recognise and respect individual differences
- Recognise and use the strengths, skills and abilities of all to deliver improvement

EXCELLENCE

- Support all learners in Scotland to achieve their highest aspirations
- Recognise and promote best working practice
- Demonstrate excellence in all we do
- Develop and lead internationally recognised best practice

CREATIVITY

- Work with others to explore new and different ways to do things better to continually improve learning, teaching and assessment in Scotland
- Empower our staff to use their skills and knowledge to lead improvement
- Promote and develop creative thinking and creative skills
- Inspire, innovate, transform

4. National Policy Context

Scottish Government's National Performance Framework 2018 and Vision for Education

In June 2018, the Scottish Government published its revised National Performance Framework (NPF), setting out the purpose of Government and the strategic priorities. The Framework is based around eleven themes, which can be found at the Appendix of this document.



Scottish Government strategies for education in Scotland

The Scottish Government's vision is set out in the National Improvement Framework (NIF):

- excellence through raising attainment: ensuring that every child achieves the highest standards in literacy and numeracy, set out within Curriculum for Excellence levels, and the right range of skills, qualifications and achievements to allow them to succeed; and
- achieving equity: ensuring every child has the same opportunity to succeed, with a particular focus on closing the poverty-related attainment gap.

The priorities for Scottish education set out in the NIF are:

- improvement in attainment, particularly in literacy and numeracy;
- closing the attainment gap between the most and least disadvantaged children and young people;
- improvement in children and young people's health and wellbeing; and
- improvement in employability skills and sustained, positive school-leaver destinations for all young people.

In order to meet its vision, the Scottish Government has a number of key strategies and policies, including those set out on the following page:

- Curriculum for Excellence
- Scottish Attainment Challenge
- Pupil Equity Fund (PEF)
- STEM Education and Training Strategy
- Digital Learning and Teaching Strategy
- 1 + 2 Language Policy
- Developing the Young Workforce (DYW)
- A Blueprint for 2020: The expansion of early learning and childcare
- Care Experienced and Young People Fund
- Assessment and Evaluation of Attainment
- Regional Improvement Collaboratives
- Learning together: Scotland's national action plan on parental involvement, parental engagement, family learning and learning at home 2018-2021
- Post-16 Education (Scotland) Act 2013
- The Strategic Guidance for Community Planning Partnerships: Community Learning and Development
- 15-24 Learner Journey Review
- National Gaelic Language Plan 2018-23
- Youth Work
- ESOL Strategy
- Adult Learning Statement of Ambition

Further detail on all of these strategies and policies can be found at www.gov.scot.

How Education Scotland supports and advises the Scottish Government's education policy

We actively engage with the Scottish Government's Learning Directorate and stakeholders to shape the national education policy. In the delivery of policy we take on key roles such as joint leadership of the Scottish Attainment Challenge and Developing the Young Workforce. We also lead on the development of the digital National Improvement Hub.

Equality

Equality is an integral part of the Scottish Government's business. The public sector equality duty requires Education Scotland to give due regard in our policies, legislation and activities to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people with different protected characteristics, including those disadvantaged by poverty. Education Scotland and the other listed public authorities subject to the duty, make decisions that affect the lives of everyone in our communities and it is therefore important that we consider the equality impact of all that we do. Education Scotland will continue to be a key contributor to delivering on Scottish Government's Equality Outcomes 2017-21 set out in the Equality Outcomes and Mainstreaming Report 2017.

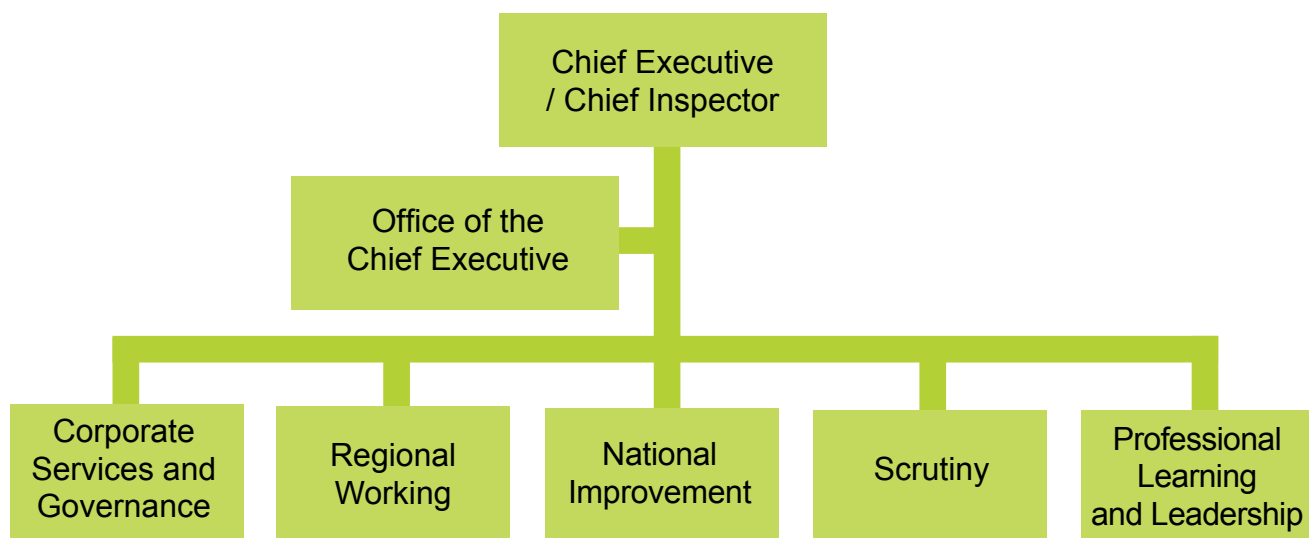


5. Education Scotland: Going Forward

Education Scotland's role going forward

The work of Education Scotland is crucial to continue to develop the high levels of professionalism already present in Scotland's educators. It is crucial that we work with all involved in learning and teaching to ensure that we can deliver an education system which delivers for all learners, regardless of age or where the learning takes place.

Our organisational structure is set out below:



Our strategic priorities

In delivering our vision for education in Scotland, we have identified the following strategic priorities:

- a strong focus on learning, teaching and leadership;
- national collaborative professional learning networks;
- getting it right for every child;
- best use of high quality evidence; and
- effective partnerships.



How our priorities link with the National Improvement Framework (NIF)

These priorities will ensure that the work of Education Scotland is fully in line with the Scottish Government's National Improvement Framework (NIF) for education. Each of our five strategic priorities link with all four of the NIF priorities set out in Section 4 of this document.



How our priorities link with the National Performance Framework (NPF)

The Scottish Government has 11 indicators within the NPF and these are detailed in the Appendix of this document. The table below shows which of our five priorities link to each of the priorities.

Education Scotland: Strategic Priorities		Link to NPF
SP1	A strong focus on learning, teaching and leadership	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11
SP2	National collaborative professional learning networks	2, 3, 6
SP3	Getting it right for every child	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11
SP4	Best use of high quality evidence	2, 3, 6, 7
SP5	Effective partnerships	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11

The next five sections of this document detail the key actions that will be taken to deliver each of our strategic priorities and describe what success will look like.

6. SP1: A Strong Focus On Learning, Teaching and Leadership

We will have a renewed focus on professional learning and leadership, providing strategic vision and direction at all levels, working in partnership with the wide range of professional disciplines throughout Scottish education.

Key actions

- Consult with all those involved in Scottish education to ensure that solutions are focused on improving learning, teaching and assessment across all sectors.
- Develop an enhanced professional learning and leadership package to strengthen the capacity for leaders and practitioners to lead and deliver national education priorities, regardless of where the learning takes place.
- Provide practical advice and support to help leaders, practitioners, parents, carers and learners design and develop the curriculum which takes account of the needs of learners at all stages and develops their skills in learning, life and work.
- Support leaders and practitioners to develop their skills in delivering professional learning for others which is focused on the curriculum, leadership for, and of, learning, teaching and assessment within and across curriculum areas, subjects and sectors.
- Work with leaders and practitioners to identify and disseminate effective learning, teaching and assessment strategies which promote inclusive practices, improve achievement, raise attainment, maintain and improve health and wellbeing, and provide effective Additional Support for Learning strategies.

- Invest in our staff's professional learning and development to ensure that we continue to have a workforce which is recognised as achieving the highest professional standards.
- Develop programmes for wider professional learning and leadership, recognising the breadth of professional disciplines involved in the delivery of Scottish education.

What success will look like

- Our leadership development and professional learning programmes will have a wide reach, including across the Regional Improvement Collaboratives (RICs), and will increase the knowledge, skills and confidence of participants from all sectors.
- Our programmes will be focused on contributing to changed practice, better experiences and improved outcomes for learners.
- A growing number of practitioners will feel confident in using digital technology.
- Education Scotland staff will have an effective working environment that supports their professional learning and development.



7. SP2: National Collaborative Professional Learning Networks

Our work will create synergies by supporting, challenging and advising all educational professionals and stakeholders, including, but not limited to those within educational authorities, Regional Improvement Collaboratives (RICs); schools, early learning and childcare providers, colleges, CLD sector and our 3rd sector partners. Through closer working at national, regional and local authority level we will create sustainable, professional networks which facilitate the sharing of best practice to promote improvements in learning, teaching and assessment, whilst ensuring focus remains on delivering the best educational experience and outcomes for learners.

Key actions

- Support the development of comprehensive Regional Improvement Collaboration plans with effective monitoring against key targets.
- Establish a partnership approach to improvement through working with all education professional groups in RICs, education authorities, early learning and childcare providers, Scotland's colleges and the CLD sector.
- Embed the support in each region to ensure that national objectives are delivered and the needs of each RIC, education authority, college, and school and community groups are fully met.
- Create effective communication channels between stakeholders to enable the identification and sharing of highly effective and innovative practice across regions and the nation.
- Support all sectors to develop the skills of leaders and practitioners to make improvements in curriculum design and development, taking account of national priorities.

What success will look like

- Educational professionals will be able to use our resources to improve their practice and outcomes for learners.
- Examples of practice identified through scrutiny will be shared through the National Improvement Hub to help education leaders and practitioners develop a shared understanding of what highly-effective practice looks like.
- The Regional Teams within Education Scotland will develop plans for their areas which reflect the needs of the area, support maximum impact on learners and communities and involve the active participation of all partner organisations and include input from children and young people.
- Education Scotland Regional Team Plans will demonstrate the added value that they are making to learning, teaching and assessment practice.
- We will provide a range of curriculum support at local, regional and national level which promote a culture of sharing best practice and the establishment of professional learning networks.



8. SP3: Getting It Right For Every Child

We are committed to developing practitioners' understanding of equality and diversity issues and supporting them in addressing inequity. We are also committed to involving our stakeholders, including protected characteristic groups, in our work as fully as possible. Barriers to participation and learning for individuals and groups usually involve multiple interacting factors, rather than just one. We believe that a holistic approach is always necessary and that this is closely related to the provision of inclusive education and focus on human rights and the Rights of the Child.

Key actions

- Deliver on our commitments within the Scottish Government's equality outcomes for 2021, as detailed in our Equality Strategy.
- Deliver on the actions contained within our Corporate Parenting Plan.
- Respect and advocate for children and young people's rights in everything that we do.
- Promote the focus on meeting the needs of diverse learners to ensure children and young people get the right help at the right time by the right people and support services on delivering on expectations within Getting it right for every child.
- Provide opportunities for children and young people to participate through planning, contributing to reviewing and evaluation across the range of our work.
- Work collaboratively with other scrutiny bodies.

What success will look like

- Practitioners are able to access a range of high quality professional learning opportunities in order to develop their understanding of inclusive practices in meeting the needs of diverse learners.
- Deliver on the actions set out in our equality outcomes action plan within our Equality Strategy.
- Delivering our equality outcomes action plan through providing evidence to the Scottish Government's Equality Mainstreaming Reports.
- Achieve the 22 actions contained within our Corporate Parenting Plan by March 2020.
- Attainment Advisors will provide direct support and challenge to local authorities in relation to closing the poverty-related attainment gap.



9. SP4: Best Use of High Quality Evidence

Everything that Education Scotland does will be informed by the best available evidence. Data will be analysed to ensure that our outcomes are delivered in an effective and efficient manner and our impact can be readily determined.

We will provide independent evaluation of the quality of provision across education sectors bringing together our unique evidence base, including observing learning at first hand. We will use this to promote improvement and provide assurance to service users, Scottish Ministers and the public about standards, quality and improvement in education.

Key actions

- Carry out an annual programme of scrutiny as published in our annual plan and aligned with our Standards and Evaluation Framework.
- Use the findings from scrutiny and our curriculum development to support the identification of priorities for improvement in education at local, regional and national level and across all sectors of Scottish education.
- Ensure that improvement is secured through Education Scotland participation in direct professional dialogue and engagement with front-line staff in both scrutiny and curriculum development work.
- Work with and inform the National Research Strategy to identify best practice in education which can be used within the Scottish system.
- Engage with our staff and stakeholders to embed an improved approach to quality improvement and self-evaluation from which we can clearly evaluate the impact of our work.

- Continue to create innovative approaches to delivering learning and teaching across all sectors and share good practice where it is found.
- Integrate human and system connections to ensure that robust data is captured and able to be synthesised to provide information about Education Scotland performance.

What success will look like

- An annual programme of scrutiny is published and carried out.
- Head Teachers and heads of settings will report that the professional dialogue with HM Inspectors during inspection has helped the school/setting to make improvements.
- Our curriculum work in establishments/ services will evidence examples of best educational practice which will be shared nationally through our National Improvement Hub.



10. SP5: Effective Partnerships

We will work in collaboration with partners to deliver excellence and equity within Scottish education, to improve attainment and achieve sustained and positive destinations. We will listen to our stakeholders and work in partnership with them to continuously add value to Scottish education. Further, we will listen to our stakeholders to get a holistic view of successes and areas for improvement within the Scottish education system and its impact on the lives of all learners.

Key actions

- Embody strong collaboration by working in partnership across all services, with parents, communities, employers and key stakeholders to strengthen leadership at all levels and improve outcomes for all learners.
- Maximise how we share highly-effective and innovative practice in curriculum development and design to support collaboration and help others learn about what works.
- Provide feedback which is constructive and clearly identifies good practice and where improvements can be made for the benefit of learners and educators.
- Gather feedback on what we are doing well and where we need to improve.
- Identify common areas of interest with our partners and play an active role in successful delivery.

What success will look like

- Our stakeholders from all sectors increasingly value our support and its positive impact on learning, teaching and assessment.
- Staff agree that Education Scotland communicates effectively and our decision making is open and transparent.
- We actively engage with our staff and stakeholders to drive improvement in the way that we deliver our services.
- Increasing numbers of our staff identify with our vision and are clear on how their work contributes to its achievement.



11. How We Will Deliver Our Priorities

Organising to Deliver

Our enhanced remit, covering inspection, curriculum development and professional learning and leadership requires us to promote regional working to improve the outcomes for all learners. In delivering our remit we will:

- Secure an improved culture within Education Scotland through investment in our people who deliver services, creating enhanced workforce development and effective leadership.
- Support and achieve excellent performance by focusing on continuous improvement, greater transparency and innovation.
- Strengthen collaboration and create greater integration of service design and delivery at regional and national level.

How we will know we have achieved our strategic priorities

Work to contribute to the strategic priorities will be undertaken across our directorates, as we have deliberately chosen priorities which are cross-cutting. For each strategic priority set down here, we have included some detail about what success will look like, illustrating the work that will be done in different directorates.

The five strategic priorities have shaped our approach to corporate performance reporting and are informing the development of our new Key Performance Indicators (KPIs). We will report against these KPIs in our Annual Report and Accounts each year. In this Report, we will also use a wider range of evidence, including qualitative evidence, to highlight our contribution to our strategic priorities.



12. Appendix

Scotland's National Performance Framework: National Outcomes

1. We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
2. We are open, connected and make a positive contribution internationally.
3. We tackle poverty by sharing opportunities, wealth and power more equally.
4. We live in communities that are inclusive, empowered, resilient and safe.
5. We grow up loved, safe and respected so that we realise our full potential.
6. We are well educated, skilled and able to contribute to society.
7. We have thriving and innovative businesses, with quality jobs and fair work for everyone.
8. We are healthy and active.
9. We value, enjoy, protect and enhance our environment.
10. We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.
11. We respect, protect and fulfil human rights and live free from discrimination.



Education Scotland
Denholm House
Almondvale Business Park
Almondvale Way
Livingston EH54 6GA

T +44 (0)131 244 4330
E enquiries@education.scotland.gov.scot

www.education.gov.scot

Cloakroom



Education
Scotland
Foghlam
Alba

For Scotland's learners, with Scotland's educators
De luchd-ionnsachaidh na h-Alba, le luchd-foghlaim Alba