

Corporate Plan

Putting Strengths to Work

January 2010

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Foreword by Chair, William Roe

“Scotland has real strength in the most vital factor for modern economies – the human capital offered by our greatest asset, Scotland’s people. We need to build on this strength and, importantly, make more of it in broadening Scotland’s comparative advantage in the global economy.”

Foreword by the First Minister, Government Economic Strategy, Scottish Government (2007).

The words of the First Minister, in the Government’s Economic Strategy, are clear and unequivocal – that the skills of our people in Scotland are key to both rebuilding our economy and to future sustainable economic growth.

This, the first Corporate Plan for Skills Development Scotland, covering financial years 2009/10 - 2011/12, comes at a time when Scotland is facing considerable economic and social challenges in the short and longer term. The effects of the global recession will continue to have a significant impact on the economy of Scotland and the lives of many of our citizens, for at least the lifespan of this plan.

While acting to address these considerable challenges, the Scottish Government also maintains its clear focus on the economic and social opportunities and challenges in an increasingly competitive global economy. The skills of Scotland’s people, their productivity and their effective participation in the labour market are critical to that ambition.

The performance of Scotland’s businesses is also critical to this ambition - and Skills Development Scotland has a key role to play in making the link between the supply of people skills and the demand from businesses to meet their current and future workforce requirements. We can play a vital role in understanding these business needs and translating this into actions with our partners, building a more demand-led approach to skills and learning in Scotland. Creating opportunities for customers to co-design the services they need from us, will play a key role in achieving the degree of transformational change we need on Scotland’s economic performance.

However, it is clear that only by developing new and more meaningful partnerships with others in the public, private and third sectors, by seeking new and innovative approaches to delivery models and by transforming the ways we work collectively and collaboratively with a clear focus on skills, will these high level ambitions for people and businesses will be met.

Every year in Scotland, substantial funds are spent on skills and learning by the private, public and third sectors. The quantum is many times the size of our budget, so part of our role is to work with partners in aligning spend on skills to create the leverage required to contribute effectively to sustainable economic growth.

The argument for transformational change in Scotland’s learning and work landscape is compelling. In terms of both wealth creation and social cohesion, our role, through skills development and skills utilisation, is to elicit greater impact for businesses and individuals; and to drive greater productivity and workforce participation, improved social cohesion and sustainable economic growth.



William Roe, Chair, Skills Development Scotland

Introduction by Chief Executive, Damien Yeates

Skills Development Scotland has been created by the Scottish Government to work in partnership with others in an ambitious drive to change the way in which the people of Scotland learn, develop and utilise their skills, and to help the businesses and organisations of Scotland build their own capabilities and put these skills to most productive use.

To do this, we need transformational change, through effective partnership and collaboration, in the systems, strategies and funding priorities of all those in Scotland involved in learning, skills and work. This is not achievable on our own – deep partnership and effective leadership will be needed to achieve these high level changes and outcomes. With pressures to optimise public sector budgets, clear decisions on joint priorities and proactive roles will be needed to steer through such challenges.

By maintaining resilience and confidence of individuals to be ready for new opportunities and by helping employers maintain and increase investment in skills and learning, Skills Development Scotland can help Scotland be ready to take steps out of recession and back to sustainable economic growth.

Changes in technology, the pace of innovation and the increasing globalisation of markets present many opportunities and challenges. In the more complex knowledge economy, creativity, the ability to innovate and responsiveness to rapidly changing markets along with the “harder” technical skills are all increasingly important; whilst in all sectors “softer” people skills are often critical to success. We will support businesses in the Scottish Government’s key sectors to develop and enhance these skills in their people, and to improve their margins through up-skilling, re-skilling and retention.

In demanding market economies, businesses and organisations also have to be able to learn, adapt and continually invest in the future. Scotland has a strong record in the traditional measures of educational success and this will stand us in good stead. However, competing on the level and volume of qualifications alone will no longer be enough. Scotland’s skills paradox demonstrates that people in Scotland achieve - but Scotland underperforms in productivity terms. Excellence, innovation and the capacity to learn and adapt as businesses, as well as continuing investment in the skills of people, are vital to achieving Scotland’s aims for sustainable economic growth.

We, working in Skills Development Scotland, will also need to adapt, learn to meet the needs of our customers and meet the aspirations of the Scottish Government. Building on our experience and expertise, this plan outlines how Skills Development Scotland will extend and transform internally. We will devise and invest in innovative and excellent technology, people, resources and services to meet the needs of customers, as we simplify Scotland's skills and learning landscape.

With a budget of £203,964,000 for 2009-2010 and over 1400 staff, we have significant resources at our disposal. This plan shows how we will use these resources efficiently and effectively in line with the Scottish Government's public sector reform agenda, as well as how we will work with others to influence expenditure in Scotland on skills and learning.

This plan outlines how we will move beyond the task of start-up to a genuine transformation of our activities and in particular, developing 21st century service delivery mechanisms. It sets out our contribution to Scottish Government's ambitions and to sharing that vision with our partners and through our networks for revitalised, fit for purpose, skills and learning provision in Scotland.

A handwritten signature in black ink that reads "Damien Yeates". The signature is written in a cursive, flowing style.

Damien Yeates, Chief Executive, Skills Development Scotland

Our contribution to the Scottish Government's Economic Strategy (GES)

Our overall *purpose* is to maximise our contribution to sustainable economic growth by unlocking the potential in Scotland's greatest asset - our people.

Our *vision* is to be a catalyst for positive change in Scotland's skills performance. To achieve our purpose and vision, we have devised three *goals*, each with *key strategies* which articulate our unique contribution to the achievement of the Scottish Government's Economic Strategy (GES). In turn, each key strategy is delivered through key services and key strategic partnerships and these are shown in the table below. The plan explains how these goals, key strategies, key services and key partnerships will work together to drive our organisation.

Our *goals, key strategies and key services and key strategic partnerships* are:

Goals	Enable people to fulfil their potential	Make skills work for employers	Be a catalyst for positive change
Key strategies	<ul style="list-style-type: none"> Foster career agility and career management skills Create new levels of connectivity between learning and jobs Equip individuals with the skills Scotland needs 	<ul style="list-style-type: none"> Create new frameworks to develop skills for the 21st century Prioritise skills development in the GES key sectors Optimise how skills are used in the workplace 	<ul style="list-style-type: none"> Work together to expand our collective capabilities Generate new approaches to entrenched challenges Focus our energies on national outcomes
Key services and key partners	<ul style="list-style-type: none"> Career Management Skills My Learning Space My Coach Skills for Growth Integrated Employment and Skills Services - includes Partnership Action for Continuing Employment (PACE) 	<ul style="list-style-type: none"> Skills for Growth Skills Gateways Scottish Employer Service 	<ul style="list-style-type: none"> Strategic Forum Skills Utilisation Leadership Group Skills Committee Community Planning Partnerships (CPPs)

Skills Development Scotland has a commitment to helping achieve the Scottish Government's Purpose Targets and Strategic Objectives by prioritising five National Outcomes where we can make most impact. Whilst we have a contribution to make to all of the National Outcomes, we have worked with the Scottish Government and our key partners in the *Strategic Forum*, to prioritise those where our contribution is strongest. We have prepared a Strategy and Performance Map (Appendix 1) which demonstrates how this targeted contribution works internally and externally. The Strategy and Performance Map provides a thread through Skills Development Scotland, showing where all our efforts align and how these relate to the achievement of Scottish Government's Purpose Targets and Strategic Objectives.

The Scottish Government's Economic Strategy challenges the public sector to work in partnership with the private and third sector to create a more successful Scotland. During the timescale of this plan the challenges of dealing with the economic downturn must be combined with a commitment to the longer term challenges of the GES. This transformational nature of the reforms within the public sector and the transformational ambitions of this plan for skills, demand extensive and deep collaboration with and through partners – not just partnership working but extensive alignment strategically, operationally and financially. Appendix 2 outlines our main partners and the focus of our work together, shown as a matrix and highlighting our shared work on the economic, social and learning policies in Scotland.

Community Planning Partnership areas are the focal points for collective spatial planning and allocation of resources across all the local partners. Where possible, planning,

co-ordination and delivery of services will be devolved to this local level, creating the building blocks of Skills Development Scotland, set within a clear national planning framework and in tandem with national dialogues with relevant partners. This will open up opportunities for co-location of services resulting in opportunities for service enhancement and efficiency savings. Internal audit and compliance will help us design and implement services which are transparent, deliver value for money and drive excellence.

The Skills Committee is an important forum for us. Sharing the leadership of the Committee with the Scottish Funding Council is a key alliance in seeking systemic change in Scotland's learning system, particularly through Scotland's colleges and universities. The potential in this partnership is critical to Scotland's skills and learning aspirations as we seek jointly to influence the priorities for funding allocations to bring transformational change in learning and teaching, qualifications and learning outcomes.

We are also well connected internationally, widening our own horizons, sharing our own thinking and practices, accessing funding streams and contributing to innovation in skills and learning across the globe.

The current economic climate has created a need for the European Union (EU) to adapt aspects of the Lisbon 2010 goals and introduce some short term actions, including a European Economic Recovery Plan. The European Social Fund (ESF) has a successful track record of supporting employment and assisting individuals to enhance their skills. As funds are reprogrammed, we will work with partners to access funds to innovate in learning, skills, employability and career management skills.

Challenging economic conditions and demographic considerations

The first annual report of the Scottish Council of Economic Advisers (December 2008), highlights the challenging economic conditions facing Scotland as the world economy falters.

Just a short time ago, people could have expected to move quickly into work, but with unemployment on the rise, competition for jobs has intensified. Until very recently the Scottish labour market performed strongly with unemployment at historically low levels, and economic activity rates reached 79% in 2008 - amongst the highest in Europe.

It remains to be seen whether we face a period of anaemic growth or severe contraction in the Scottish economy. In either case, longer-term recovery is expected to be gradual as all countries brace themselves for a changed world. This financial credit blockage has created a worldwide economic recession which is now leading to rising unemployment rates across the globe.

Restoring confidence and unlocking credit are the initial building blocks of recovery for all nations. These actions are critical to the success of the Scottish Government's Economic Recovery Programme and to driving forward the ambitions laid out for Scotland in the Government Economic Strategy (GES).

Skills Development Scotland is a major contributor to national and local efforts to support economic recovery in the framework of the Scottish Government's ScotAction programme. A key part of our ScotAction activity is to increase advice to businesses and individuals through our leadership of Partnership Action for Continuing Employment (PACE). PACE provides integrated partnership-

based help to companies to prevent or minimise job losses, and ensure that if people lose their jobs they are able to get back to learning and work as quickly as possible.

We are also involved in economic recovery support through trialling new connections between learning and work, in partnership with Jobcentre Plus, as a prototype of the emerging Integrated Employment and Skills service (IES). We are working closely with the Scottish Government, with providers and with employers to ensure that Modern Apprenticeship opportunities are secured and enhanced throughout the economic downturn. We continue to deliver high quality career information, advice and guidance to many individuals facing or seeking alternative career pathways in the new labour market. Our National Learning Opportunities Database (NLOD) also provides easy access to part-time and full-time learning opportunities; and we can offer financial help to those with a low income through Individual Learning Accounts.

Scotland is experiencing a significant period of demographic change resulting in a greater proportion of older workers than ever before coupled with fewer younger entrants to the workforce. Currently, of the working age population, 20% are aged 16-25 years compared with 29% aged 50-64 years. Key drivers, including increasing life expectancy, suggest this trend is likely to continue for the foreseeable future, resulting in a greater proportion of older adults either in, or available for, employment. The impact of this demographic shift is built in to the development of our key services and into our understanding of our customers' needs.

Scotland's skills challenge

In addition to these current economic changes, Scotland has an underlying challenge, which affects economic growth – the paradox of our current skills performance. The people of Scotland achieve, whilst Scotland as a country, underperforms.

People in Scotland are already well qualified in comparison with our main competitors, falling within the top quartile of the Organisation for Economic Cooperation and Development (OECD) Skills and Learning Indicators. However, this has not translated into the anticipated levels of business productivity for Scotland; and stubborn inequalities have remained for many people in Scotland in accessing and progressing in learning and jobs, and subsequently in their quality of life. It is therefore vital that we focus our energies not just on skills development but how skills are utilised in workplaces across Scotland.

This may include up-skilling, re-skilling and improvements to recruitment and retention through easier access to appropriate learning.

In recognition of the importance of this skills challenge, the Cabinet Secretary for Education and Lifelong Learning chairs the *Skills Utilisation Leadership Group* with representatives from business, trade unions, the third sector, government and the skills and learning system to examine and propose new solutions to this enduring challenge.

Skills Development Scotland has a leadership role to work with all stakeholders and partners in the Skills Utilisation Leadership Group to find creative ways forward in skills utilisation - for improved social cohesion in the short term, through the economic downturn, and in the longer term for economic prosperity.

“Simply adding more skills to the workforce will not secure the full benefit for our economy unless employers and individuals maximise the benefits that they can derive from these skills. Furthermore, how skills interact with the other drivers of productivity, such as capital investment and innovation, is crucial.”

Skills for Scotland: A Lifelong Learning Strategy, Scottish Government (2007), p.13

Changing our thinking

Transforming service delivery for our customers means a need for us to transform our thinking as we develop a new organisation, so that the internal and customer-facing aspects of our business are simply and smoothly aligned, our activities are interconnected and our ways of working are significantly different.

We seek transformation itself – not just more flexibility. Adapting and updating within the current system will not achieve the transformation we seek. Our challenge is to form a brand new organisation, reshaping the cultures, structures, processes and systems of our predecessors. Such extensive organisational development and transformation does not happen overnight, but real change in our own attitudes, practices and behaviours is essential to meet our vision.

Our customers (individuals and employers) ask us to engage them in deeper and more meaningful ways, co-creating and personalising our services to their needs. Our aim is to create new levels of customer connectivity with learning and jobs, by building a truly demand-led skills and learning system for Scotland. This ambition resonates with deeper trends in society, where people want more personalised public services - and greater opportunities to co-create and design the services they need.

We deliver a universal service for all our customers. We will help build capability in our customers by offering all our services in a way which encourages self-help, builds self-confidence and achieves personal results.

Additionally, we will also provide services in a way that will help those who need most help in making effective transitions in learning and work. This is our targeted service.

Together, universal and targeted service options will help our customers to choose their preferred way of engaging with us and at a level which suits their specific needs. Customers can 'pull' the services they need through our system in a way and at a time which suits them best.

Our commitment to our customers is to:

- co-create solutions with them, for them
- design solutions around their actual demand
- ask why they demand our services; and focus on the outcome required
- embrace variety and avoid 'one size fits all' solutions.

Our goals and key strategies

Goal: enable people to fulfil their potential

Improving self-help opportunities is a key way to improve customer engagement through self-discovery and knowledge. It is clear many customers can help themselves to our services and resources, especially through the website, our contact centre and network of careers centres. However, the key will be achieving the right mix and balance of services which customers can use in an integrated way, using both technology and face-to-face services. Some customers may enjoy the opportunity to carry out personal research, guided or otherwise. Other customers are at ease with technology and online service provision, which already enables them to take fuller advantage of our services to fulfil their potential.

Our unique service offering can help build capacity and capability in customers, dependent on their need. We can help build occupational skills through our refreshed national programmes, employability skills for the workplace through our specialist supportive interventions and applied learning opportunities, and workforce development for those already in work. All this is underpinned by career management skills, which can equip customers to navigate learning and work choices and make sustainable career decisions throughout their working lives.

Career resilience and agility is needed today and in the future, and it is our role to help equip individuals with the skills to plan and manage learning and work transitions and optimise career progression pathways.

The economic downturn has accelerated our understanding that individuals need higher order skills to survive and thrive in the new labour dynamic. Together these career management, employability and occupational skills provide a unique service offering. Customers may need to develop all of these, and use them appropriately to enter, sustain and progress in dynamic and turbulent labour markets.

We recognise the need to provide seamless 'customer journeys' to ensure customers get the services they need from us, and our partners, as easily as possible. Having a single entry point clarifies and simplifies the starting point for customers. **My Learning Space** and **My Coach** are complementary services, and will underpin all our other services. Because of this, bringing them both into being at an early stage of our overall transformation is vital to our success. They are described in detail in key strategy 2: create new levels of connectivity between learning and jobs (on page 12).

Our priority groups of individual customers are:

- young people (aged 12-19), particularly those in need of more choices and more chances
- adults (aged 20+), who need new skills to find work
- adults (aged 20+), already in work, who need to enhance their skills.

Key strategy: foster career agility and Career Management Skills

Through **Career Management Skills** we will deliver, with our partners, career information, advice and guidance services which will foster career agility and career self-management skills in people. In this way, they can use their career management skills time and again throughout their working lives, building greater career mobility, seeking out opportunities to develop their career and engaging more easily in lifelong learning.

At Skills Development Scotland, we believe that confidence is an essential ingredient of a successful modern economy. We will work with individuals to enhance their levels of confidence, resilience and self-belief such that they become more able to create and take advantage of the learning and work opportunities that exist in the Scottish economy and beyond. Poverty of career aspiration and stereotypical career choices, combine to undermine the potential in individuals and society. By fostering these skills we can help to widen career horizons and encourage customers to better articulate their own demands for learning and for career progression.

We will look at how a refreshed Get Ready for Work programme can be used as a means of providing targeted support in the development of these career management skills for some young people. This will also link well with our rollout, with partners, of 16+ Learning Choices, creating wider and more integrated provision to engage young people in career planning and in the development of **Career Management Skills**. The ability to make and take robust learning and work decisions is vital in creating a more demand-led model for individuals, improving their future life chances and leading to more sustainable choices in learning and work.

Sharing - with our customers and partners - high quality, credible labour market information, underpins the career information, advice and guidance services which are central to building these **Career Management Skills**. Effective labour market information is important in future-proofing career decisions as customers choose to invest in learning and for particular career pathways. It can also widen understanding about new job areas and those which are critical to prosperity. Therefore we have created labour market intelligence campaigns such as The Path is Green and The Path is Science, Engineering and Technology.

We will also work with those who help to shape the career aspirations of our customers. Skills Development Scotland is not the only source customers will use and we can help to build knowledge and understanding in others who will play their part. This will include parents, teachers, peers, trade unions and employers.

Career Management Skills includes the provision of our statutory duty to provide career information, advice and guidance and employment access assistance for all school leavers.

Career Management Skills will deliver:

- a continuing career information, advice and guidance service for all ages, supporting customers to build their own career management capabilities
- a particular focus on building skills to support participation and progression, targeted for those customers needing most support in making successful learning and work transitions

- a move on from delivering career guidance interviews for all, to a service which enables customers to 'draw down' our resources to meet their needs, creating a new impetus for career development services, fit for purpose in 21st century Scotland
- a greater sense of personal control and ownership in career decision-making linked to choices in learning and work
- greater self-sufficiency, confidence and resilience in learning, life and work
- high quality, credible labour market information
- capability building in those who influence career decisions.

Key strategy: create new levels of connectivity between learning and jobs

Making the link between skills acquisition through learning, and skills utilisation through job entry, retention and progression, is a key aspect of our work. Transitions between learning and work can be difficult for some individuals to navigate without timely, appropriate support. This key strategy focuses on building the skills to learn as well as the occupational skills that customers need to develop their careers. As our customers are of all ages, we recognise and embrace the Definition and Selection of Competencies (DeSeCo) key skills and competencies as defined by the OECD. These are also the skills adopted by the UK Commission for Employment and Skills (UKCES) and it would be helpful if partners were to universally adopt them too, and so reduce the plethora of skills 'lists' which can complicate progress.

The future route into self-management of lifelong learning will be through **My Learning Space** - our web-based resource for skills and learning information. Using technology will enable us to reach all customers, living in all parts of Scotland with support for all communities, as well as build our knowledge of customer needs and how they best use our services for support and progression.

This will deliver:

- a single contact point for all our services
- a tool for customers to engage in their own career planning
- an enhanced National Learning Opportunities Database (NLOD)
- easy to find information about skills, learning and employment in a form that suits everyone
- access to diagnostic tools to help assess skills and improve self-awareness
- clearer and easier connections between our and our partners' web-based services
- social networking technology to capture and make available up-to-date customer-generated information
- an e-portfolio and record of learning capabilities
- access to My Learning Account, which will ultimately provide a single entry point to skills and learning funding across the skills and learning system.

My Coach will complement **My Learning Space** and will provide live, person-to-person access to information, advice and guidance, through a range of channels, including:

- a contact centre
- live internet
- a network of branded learning centres
- a network of careers centres.

My Coach will enable customers to exploit **My Learning Space** to the full.

This will deliver:

- a choice of customer channels for ease of access to learning and career information, advice and guidance
- 24/7 access to career and learning information, advice and guidance
- coaching and mentoring support
- customers helping to design how they want to access our learning and career information, advice and guidance services
- better connectivity between our, and our partners' services
- more up-to-date services.

We will lead on delivering **My Learning Space** and **My Coach**, with key partners including the Scottish Funding Council, Scottish Qualifications Authority, Scottish Credit and Qualifications Framework (SCQF), Jobcentre Plus, local authorities, schools and colleges. Our future vision is that individuals will own their personal information on **My Learning Space** and decide if and how they will give access to us and partners. They can help us to design future services based on the evidence of their needs.

My Learning Space and **My Coach** include the services formerly provided under learndirect scotland (including the NLOD), and The Big Plus brands as well as the former Careers Scotland website and helpline.

Recognition of Prior Learning (RPL) is a key aspect of support for individuals who may not have been engaged in learning, or hold partial or outdated qualifications. In our trials with partners in the SCQF, we have been exploring opportunities to build RPL into our services and our resources. This is key to customised services based on need and to maximising financial support in pursuit of outcomes for individuals and businesses alike.

Delivering the right services, to the right people, at the right time, demands maximum flexibility, high quality marketing and close inter-agency co-operation. As an important example, we are already working in partnership with Jobcentre Plus to roll out the **Integrated Employment and Skills service (IES)** to ensure that the right mix of support on skills, vacancies and benefits is available for adults seeking work, where and when it is needed. Employability skills development is critical to individuals as they seek to enter and sustain their place in the workforce. Deeper working arrangements with Jobcentre Plus will help to close any perceived gaps for many customers, between worklessness, employability, learning and sustainable employment.

Literacy and numeracy skills are also important components of employability and our commitment to these skills continues through our support for The Big Plus and other opportunities to support the development of information handling skills, as a subset of literacy skills. These skills are critical to self-managing information through our range of channels.

This will deliver:

- a 'no wrong door' more simplified approach to skills, benefits and employment services
- fulfilment of our brokerage role in learning through the NLOD
- a new skills health check tool to assess skills needs
- Recognition of Prior Learning services to support 'topping up' skills development
- a refreshed Training for Work programme to support employability and occupational skills development
- information sharing to improve customer journeys and local resources planning
- potential for co-location and shared continuous professional development
- on-going literacy and numeracy support through campaigns like The Big Plus.

IES is an opportunity for Skills Development Scotland and Jobcentre Plus staff to work together at a local level and create solutions that meet local needs. In future, we will work with Community Planning Partners to widen the scope of **IES**, in harmony with the Workforce Plus aspirations to create integrated local solutions to worklessness.

Partnership Action for Continuing Employment (**PACE**) is a key service within **IES**; it provides integrated, partnership-based help for individuals when an organisation is facing potential redundancy.

This will deliver:

- support for all of the regional **PACE** partnerships
- information capture about potential redundancy situations and resultant actions
- information exchange with key agencies
- a website and national helpline, providing access to a wide range of skills, career, learning and employability services
- significant staffing resources to deliver targeted employability support and career information, advice and guidance for individual customers
- early access to Training for Work and Modern Apprenticeships for some customers in support of their employability
- more flexible opportunities for learning for those facing redundancy.

Key strategy: equip individuals with the skills Scotland needs

Through **Skills for Growth**, we will review our approaches to funding - including National Training Programmes (NTPs) and Individual Learning Accounts (ILAs) - and co-create new solutions and demand-led trials to improve skills development and utilisation for those customers joining/or already in the workforce.

The NTPs (Modern Apprenticeships, Get Ready for Work and Training for Work) and **Skills for Growth** will, therefore, continue to form a key part of our integrated portfolio of occupational skills development services for individual and business customers, and they will be further developed and trialled with partners to ensure that:

- they are demand-led and informed through customer and partner insight, including the Sector Skills Councils
- their flexibility is maximised to suit local, individual and employer needs
- they are more integrated within services which are part of a seamless customer journey
- they are better aligned with other learning provision, enabling greater mobility in qualification attainment routes
- they are consistent with, and build on, Curriculum for Excellence
- customers have appropriate access to on-going career Information and Guidance (IAG) and can develop **Career Management Skills** within these programmes
- they contribute fully to Scottish Government policies for priority groups and key sectors leading to sustainable economic growth
- they respond to the economic downturn as well as the longer term needs of the Scottish economy outlined in the GES.

This will deliver:

- improved opportunities for employed customers to progress within work
- improved skills utilisation within businesses
- diagnostic tools for workforce development for Small and Medium Enterprises (SMEs) on skills and learning opportunities to meet business needs
- 24/7 customer access to a contact centre and web-based learning and career information, advice and guidance services
- customer access to a personal learning account
- refreshed approach to funding work-based learning
- new pathways to skills and qualifications through occupationally focused learning for customers
- improved linkages and understanding between learning choices and career options
- new relationships with our network of training providers, including Scotland's colleges, the Scottish Training Federation, the Scottish Training Action Group, as well as Sector Skills Councils.

Goal: make skills work for employers

Key strategy: create new frameworks to develop skills for the 21st century

Skills Gateways will enable us to create a partnership with Sector Skills Councils and GES key sector employers, including SMEs, to elicit industry needs for skills, to inform and shape publicly funded programmes of skills and learning development. This approach can help us to scope out and develop a new skills and learning system that is more demand-led.

We will collect and share information and advice, including diagnostic tools to help the process. Part of the solution may be to develop sector-specific qualifications and access to more bite-sized chunks of learning. Narrowing the gap between industry demands and the supply of skilled labour is vital to skills development and utilisation. This is an

important area for public sector intervention to lever collaborated funding approaches with the private sector. Our close partnership with the Scottish Funding Council will be critical to our relationship with Scotland's universities and Scotland's colleges as part of this.

This will deliver:

- a simplified, more streamlined and easier understood learning systems landscape which ensures sector-specific solutions are developed.
- tailored skills and learning support for employers in key sectors
- more flexible, transferable, portable, industry-recognised qualifications
- an evidence-based approach to customising skills and learning programmes to meet current and future employer demands for skills
- a refreshed approach to Modern Apprenticeships, building stronger links with further and higher education providers.

In contrast, the **Scottish Employer Service (SES)** involves a direct relationship between Skills Development Scotland and employers - a direct relationship which will encourage employers to tell us what their businesses need. By Summer 2010, we will roll out our new **SES** which aims to provide a single contact point for employers (public and private) seeking to improve skills utilisation, by raising the uptake of skills and learning within the workforce.

Whilst the **SES** is for all the employees of key employers, it will also include administering targeted financial support packages towards training and development for young people and unemployed adults, including building the number of Modern Apprenticeships. Furthermore, it will engage employers in the

leadership and delivery of 'Skills for Scotland: A Lifelong Skills Strategy', focusing on the returns to business and improving the business bottom line by investing in the skills of their current and future workforce.

SES will be delivered by account management teams advising on employee skills development and investment. Currently there are a number of bodies in Scotland offering an account management service; Jobcentre Plus, Scottish Enterprise, Highlands and Islands Enterprise and the Business Gateway and we are working closely with all these organisations to ensure synergy and avoid duplication.

The service will also seek links with other public sector services and employers, such as the Scottish Centre for Healthy Working Lives.

We will also work with large employers in the public sector, such as NHS Scotland, to optimise the benefits of this service.

This will deliver:

- a co-ordinated approach to account management services between public sector bodies
- better opportunities for employers to articulate their skills and learning needs
- more informed opportunities for us and our partners to respond to need
- a range of generic and bespoke skills interventions for employers including access to targeted funding and **Skills for Growth** and Modern Apprenticeships
- more opportunities to learn for those in work
- improved relevance in the learning opportunities for our future workforce
- improved ownership by employers of the wider skills and employability issues in Scotland.

Key strategy: prioritise skills development in the GES key sectors

This strategy involves an integrated approach to relationships and information exchange between Skills Development Scotland and the GES key sectors. We will work with the GES key sectors, industry advisory groups, Sector Skills Councils and the enterprise networks to quantify the skills needs of the GES sectors, help promote career opportunities, develop new connections between businesses and education and attract future labour supply. This should improve better links between skills supply and skills demand.

Support teams will be located geographically, close to where the key sectors have the most significant footprint. The GES key sectors are:

- creative industries
- financial and business services
- energy
- food and drink
- tourism
- life sciences
- universities.

We will work with Scotland's universities and with the Scottish Funding Council.

Our GES key sector work will deliver:

- integration of skills, labour market information and business development within the sectors of most significance to Scotland's future prosperity

- a better understanding of the skills needs in each GES sector
- customised labour market information for customers, for example, building on highly successful sector-specific campaigns like The Path is Green with Scottish Renewables which is designed to inform and attract future labour supply
- Science, Technology Engineering and Maths (STEM) promotion and development of The Path is Science, Engineering and Technology
- sector-specific Modern Apprenticeships, designed around employer demand
- an influencing role through sector-specific short-life working groups
- a lead role in key objectives of the financial gateway initiative, to improve understanding of career pathways and attract new people
- greater responsiveness to increased industry demand arising from reductions in migrant labour and other changes in the labour force supply
- further opportunities for individuals for easier movement between occupational sectors.

Other sectors have a key role in supporting GES strategic priorities and we will work with their Sector Skills Councils through Sector Qualification Strategies and other bodies, such as the ICT Forum.

Key strategy: optimise how skills are used in the workplace

Skills utilisation represents a call to action about how we maximise existing and future investment in skills to develop a *vision* for Scotland where:

- confident and motivated individuals are more aware of the skills they possess, know how to use them in the workplace and have the necessary opportunity and support to increase productivity, improve job satisfaction and stimulate investment, enterprise and innovation
- ambitious and competitive organisations have progressive and innovative leadership and management that adopt high performance working practices and involve employees in decision-making over issues affecting productivity and quality
- we work with the trade union's Scottish Union Learning Fund (SULF) to support

work-based learning and improve access to learning opportunities through peers

- businesses compete in a globally competitive economy based on high value-add jobs, with progressive and innovative business leadership
- a high quality, cohesive learning system develops individuals to use their skills fully and creatively in their workplace
- government policies for investment and enterprise support the best use of skills in the workplace.

The skills utilisation challenge identified earlier in this plan raises the enduring challenge of improving the matching of supply of skills with those skills employers actually need. As the recently published *Skills Utilisation Literature Review* identifies:

“Skills utilisation is about ensuring the most effective application of skills in the workplace to maximise performance, through the interplay of a number of key agents (e.g. employers, employees, learning providers and the state) and the use of a range of HR, management and working practices. Effective skills utilisation seeks to match the use of skills to business demands/needs.”

Skills Utilisation Literature Review, Scottish Government (2008), p.2

The Skills Utilisation Leadership Group chaired by the Cabinet Secretary has asked Scottish Enterprise and Skills Development Scotland to jointly lead a research programme that will examine how to optimise skills in the workplace, identify good practice and make recommendations for further action.

Our approach to skills utilisation is a dual role by improving how skills are gained, in order that application is natural, easier and more explicit and by building capability in employers to instigate workplace change that leads to more conducive application of skills. This focuses on current workforce development practices. With the economic downturn, many businesses are re-examining their business models to ensure stability in the future. The quality and productivity of workers is paramount to achieving this.

This will deliver:

- awareness raising on how more effective use of skills in the workplace can have wide ranging benefits for business, employees and the Scottish economy

- the opportunity to rethink current workforce development approaches and develop a new workforce development system with Scottish businesses and learning providers
- research to better understand the systemic issues which lie behind Scotland's skills performance and current workforce development practices
- innovation in brokering new intermediary relationships between employers and employees; and between workplace peers, including through SULF; and between employers, employees and training providers
- business improvements through more effective up-skilling and re-skilling; better recruitment, retention and progression
- better sector-specific learning information to support wider career development and progression opportunities for those in work
- a clear connection between delivering our key strategies on equipping individuals with **Career Management Skills** and creating new levels of connectivity between learning and jobs.

Goal: be a catalyst for change

Key strategy: work together to expand our collective capabilities

At national and local levels we will work with partners to expand our collective capabilities to solve the challenges of sustainable economic growth, the economic downturn and the skills challenge. We will work with partners to help build capacity and a shared understanding about the collective difference we can make, as we seek to lever systemic change in skills and learning locally and nationally.

One of the main ways we can work together is to support customers from groups that are under-represented in learning and work, enabling them to build employability skills. These are skills that will help customers to enter and sustain a positive destination in learning and work. These skills can be difficult to build due to a variety of reasons, including a lack of opportunity, and the often fragmented

provision across the many agencies contributing at different stages. Building seamless customer journeys is a priority if we are to support the most vulnerable groups in the workforce, including the youngest, the lowest qualified or the inexperienced.

A key challenge for us will be to mainstream the skills agenda in all our partners' work in support of all customer groups and in mobilising all of Scotland's talent. Only then can we broker the leverage financially, strategically and operationally that is needed to effect systemic change in skills and learning for all current and future customers; and make explicit the connections to contributing to sustainable economic growth through our main asset – our people.

For example, mainstreaming skills in an educational context is a particular challenge and so we welcome the Curriculum for Excellence ambitions. Coupled with proposed changes in the qualifications system, we will work with partners to influence and lever transformational change in Scotland's learning system at all levels, including community learning and development, schools and colleges. Building the Curriculum 3 has set out the broad principles and entitlements of the Curriculum for Excellence policy. We will help with the roll-out of these entitlements through closer partnership working with education providers and we will contribute to the implementation of Building the Curriculum 4 – Developing the Skills for Learning, Skills for Life and Skills for Work. These skills are vital to people in Scotland and we are committed to driving innovation in education and qualifications to bring about these skills which can equip individuals to make effective transitions and strengthen the connectivity between learning and work.

Building the Curriculum 3 recognises that one of the key ways the success of the education system will be judged is on the extent to which it contributes to the national indicator on positive and sustained destinations. Skills for Scotland makes clear the Scottish Government's desire for all young people to stay in learning after 16 and highlights a clear commitment to young people about the routes on offer to education, employment and training (and the support they can expect). 16+ Learning Choices is the model for ensuring that all young people have a suitable offer of post 16 learning. It is a universal model to support all young people, whether they choose to stay at school, go to college, enter work-based learning or engage in non-formal learning. However, it has a particular focus on young people who need more choices and more chances.

We are a lead partner in the development of an e-prospectus and common application process which will support learning choices and progression in 16+ Learning Choices through our refreshed National Learning Opportunities Database – to be part of **My Learning Space**. Activity Agreements will be put in place through the local More Choices, More Chances (MCMC) Partnerships, which are often part of the Community Planning Partnerships. The development of **Career Management Skills** will also be critical for individuals in making 16+ Learning Choices work.

A further example of collective capability building is our role within the forthcoming Offender Learning Strategy, drawing on pilots for Changing Lanes as an employability programme for short-term offenders.

This will deliver:

- transformation in skills acquisition and utilisation for all customers
 - transformation in the skills and learning system in Scotland
 - jointly produced innovations and outcomes
 - development of shared seamless customer journeys which simplify access to services
- across the public, private and voluntary sectors
 - more effective transitions from school - in particular the key point of transition for young people
 - more joined up skills and learning services, with skills higher on partners' priorities, strategies and funding allocations.

Key strategy: generate new approaches to entrenched challenges

Strategically, through the Skills Committee with the Scottish Funding Council and the lead role with the Skills Utilisation Leadership Group we will:

- gain a deeper understanding of the skills and learning issues affecting Scotland's progress and the challenges our customers face in adapting to a changing world
- generate novel approaches to entrenched problems and new challenges that require deeper levels of understanding, greater collaboration and better execution than ever before
- generate and implement viable, transformational solutions like business journeys which will disseminate best practice, especially for SMEs and sole traders
- jointly generate locally focused economic and social solutions with partners in the community planning partnerships.

Asking customers for their insights into the challenges that exist and in finding solutions is fundamental to helping us to design the services they need in ways they need them. Building our own knowledge and understanding from their perspective will help drive

transformation. Evaluation and research will help steer transformation in an informed way, creating new connections and building new alliances. An evidence-based approach will be fundamental to engaging partners through a strong business case for strategic, operational and financial change. Research needs to focus on understanding the nature of the skills challenges we face, and through dissemination, focus more on sharing the potential in new solutions with all partners.

Innovation is a key principle in our work both in the design and development of our services and in the way we work with customers and partners. For example, we will utilise high profile relationships with iconic organisations including NASA, Microsoft and the BBC as hooks to excite and engage individuals in the development of skills for the world of work. This is particularly helpful in building the connectivity between learning and jobs, by making explicit connections and enabling customers to experience opportunities directly in influencing their career aspirations.

We have a commitment to high quality continuous professional development. Our people are our greatest asset and we seek

to be an exemplar organisation, embedding excellence in all that we do, equipping our own people with the skills, attitudes and behaviours they need and the knowledge and understanding in how to apply them well in their own roles. Developing our own people in leadership and for succession planning is a key element in the transformation of Skills Development Scotland; enabling our people to be creative, to innovate and to share their learning in facilitating transformation with and through partners.

As part of our corporate and social responsibilities, we will also offer a range of secondment opportunities, into and out of Skills Development Scotland, sharing knowledge and building expertise with and through partner organisations. This is a key way to build a clear understanding of skills and learning and seek solutions from a variety of perspectives. Only then can new solutions be formed through new alliances.

We have also begun discussions with the Equalities and Human Rights Commission, creating a new equalities plan. This will ensure our commitment to equalities is central to all our activities and future plans. In carrying out our functions we will pay due regard to equalities legislation and go beyond the compliance requirements to ensure equal opportunities are a reality for all our customers, are fit for purpose and easy to access.

This will deliver:

- recognition of the role and value of social cohesion as an outcome of sustainable economic growth
- development of iconic partnerships to stimulate customer engagement
- policies and service provision designed to be relevant and accessible for all customers
- a principle of seeking innovative solutions with partners and customers
- a commitment to innovation and new shared solutions to skills performance being underpinned by a clear research and evidence base
- capacity and capability-building with partners; and in our own people
- a new understanding of leadership at every level in our organisation
- openness in our people about their own learning
- promotion of our own corporate and social responsibilities
- secondment opportunities into and out of Skills Development Scotland
- equalities promotion as an employer, as a provider and procurer of services, and how we work in partnership with others to promote equalities.

Key strategy: focus our energies on National Outcomes

We have stated already that leveraging change in partners' strategies, operations and financial resource allocations towards the skills agenda is a role the Scottish Government has charged us with. Without significant shifts in partners' appreciation of the importance of skills in learning and work for Scotland's economic

outlook, we will fail to make the degree of change needed to support our country's future prosperity. Significant monies are spent annually by public, private and third sectors on skills and learning and our role is to optimise the value from this expenditure with our partners.

A key way to make and measure progress on this catalytic role is through the Scottish Government's Purpose Targets and National Indicators which provide the public sector with a framework to measure progress. We have prioritised specific National Outcomes to which skills development and utilisation has most to contribute. Other key partners in the public sector have identified those National Outcomes to which their contribution can be maximised and we have jointly agreed these through the Strategic Forum. Partners in the Strategic Forum are the Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, VisitScotland and the Scottish Funding Council. The full extent of our collective contribution to National Outcomes is shown in Appendix 3 as a matrix. These National Outcomes will be achieved through our contribution to the Single Outcome Agreements at local level and through the work we will action nationally.

In delivering our services to meet and exceed National Outcomes, our approach has two interconnected dimensions, designed to streamline our work and minimise duplication. These are:

- **National – Local:** clarifying services that are delivered nationally and those delivered locally
- **Direct – Brokered:** differentiating between services that we deliver ourselves and services that we broker with and through other organisations. Brokerage is a key part of Skills Development Scotland and embodies our catalytic role.

National services are those where a pan-Scotland approach offers the best way of meeting our customers' needs. Some of these services are delivered directly by us while others are brokered with and through partners.

Local services are those where the needs of customers are best met by devolving a high degree of flexibility and autonomy to local areas, driven by local demand, either delivered directly or brokered through partners.

This will deliver:

- a new business model in practice
- shared financial and resource management
- shared investment in new trials and developments
- shared accountabilities for effectiveness and delivering on National Outcomes
- shared customer focus
- clarity for our own people and for partners on who to connect with and why
- clarity of our business model to support effective direct and brokered services
- recognition for us as a worthy partner
- modernisation of the delivery of public services, eliminating duplication and demonstrating value for money
- improving our internal process through a focus on continuous improvement
- a performance management system which both manages our internal performance and connects to the Scottish Government's performance framework locally and nationally.

Performance management

In order to gauge our success in delivering against our goals and strategies, our Corporate Plan requires the means to track and measure progress. This is fundamental to continuous improvement, transformational change and to future decision-making on strategic priorities for Skills Development Scotland.

To achieve the ambitions within this plan we have initiated the development of a new Performance Management Framework (PMF). This will be designed around an agreed set of outcomes, which demonstrate what we are achieving against our goals and delivering for our customers. The PMF will incorporate the monitoring of our annual operating plans, showing how key business activities and outputs contribute to the defined outcomes. In addition, the framework will address our internal business transformation milestones, risk management, and quality and continuous improvement. As the framework is developed, we will also seek to align with the performance frameworks of partners, where this is relevant and appropriate.

Outcomes

We have developed an initial set of seven outcomes (which may be subject to further refinement in the course of the planning cycle). As well as linking these to our activities and outputs, we will map them onto the Scottish Government's National Performance Framework so that we can demonstrate how we are contributing to this.

The outcomes, as currently defined, are:

1. More people progress, achieve and sustain positive destinations.
2. Employers are more productive as a result in the skills and development of their employees.
3. More effective labour supply.
4. Equalities in learning and employment are improved across Scotland.
5. Skills Development Scotland is valued by, and has a strong reputation with, customers and key stakeholders.
6. Skills Development Scotland influences and stimulates a high performing skills system.
7. Skills Development Scotland achieves its goals and delivers its services in ways that minimise environmental impacts.

Appendix 1 shows our outcomes positioned within the Strategy and Performance Map.

Each outcome will be underpinned by a set of quantitative and/or qualitative outcome measures. Much of the data for these will be taken from our current data collection activities, although this will need to be adapted to the new goals of our organisation. In addition, some measures will require surveys, evaluations or, in some cases, research to gather new data that will enable outcomes to be assessed. Consequently, we will bring the outcome measures on stream as the data becomes available - not all of them can be implemented immediately.

We will work with our key partners and the Scottish Government in refining our set of outcome measures in order to maximise the alignment of our and our partners' measurement approaches.

Milestones

The milestones define the critical actions that we will take in order to develop and transform our business. The scale of transformation or development needed on key services dictates our projected achievement dates and each group of milestones is shown in chronological order. The key milestones reflect those services that we will continue, those which are transformational in nature, and those which drive internal business change. The completion dates for all are within the first two years of operation as our third year will focus more on embedding the services, and on preparation for the next phase of our work, after these key milestones provide our organisational bedrock.

Key milestones	
Roll out milestones	<ul style="list-style-type: none"> • A refreshed PACE service by spring 2009 • An enhanced PACE framework and improved service model, developed in partnership with the Scottish Government and key organisations, by spring 2010 • Together with Jobcentre Plus, an Integrated Employment and Skills service (IES) throughout Scotland by summer 2010 • A new service for employers by summer 2010
Transformational milestones	<ul style="list-style-type: none"> • An equality impact assessment of this plan published on our website by end 2009 • New Industry Skills Gateways for employers (particularly SMEs) by spring 2010 • A shift from delivering career guidance to people, to equipping them with career management skills through a strengths-based approach to career information, advice and guidance by summer 2010 • My Learning Space and My Coach available by summer 2010 • Skills for Growth available by autumn 2010
Business change milestones	<ul style="list-style-type: none"> • A review of our brand and values by end 2009 • Data sharing systems to be implemented internally by summer 2010 and with partners by summer 2011 • Financial systems to be streamlined by summer 2010 • A new procurement policy, based on public sector requirements in relation to Best Value and on a shared services approach by summer 2010 • An integration of our IT systems by summer 2010 • Implement an appropriate continuous improvement programme by winter 2010

Risk management

The Performance Management Framework will link to risk management processes, to ensure high-level governance in this key area of our work. Skills Development Scotland operates risk management processes (and registers) at Board and Operational levels. These inform an extensive programme of internal audit.

Quality and continuous improvement

We want to ensure that we deliver our services to customers and partners to the highest possible standards and that our people know what is expected of them in delivering their roles. We will develop new quality standards to ensure that the relationship between quality, an outcomes evidence-base, and continuous professional development can work harmoniously to underpin our organisation.

If we are to achieve meaningful personalisation and co-design then we must ensure customers have a clear understanding of our organisation, our services and resources and expected outcomes from their choices of channel, service and expertise.

Developing a quality culture is a necessary business component. This will enable the levels of added value we seek to translate into real outcomes for individuals, businesses, communities and the economy.

Budget

Our total budget during 2009-2010 will be £203,964,000, and for 2010-2011* it will be £198,200,000, made up of Grant-in Aid from the Scottish Government and excluding any income that might be generated.

Estimated spend for 2009-2010 across the three goals is shown below.

Goal	Key Services/Partnerships	Budget
Enable people to fulfil their potential	<ul style="list-style-type: none"> • My Learning Space • My Coach • Career Management Skills • Integrated Employment and Skills (including PACE) • Skills for Growth 	£147,786,000
Make skills work for employers	<ul style="list-style-type: none"> • Skills for Growth • Skills Gateways • Scottish Employer Service 	£53,963,000
Be a catalyst for positive change	<ul style="list-style-type: none"> • Strategic Forum • Skills Utilisation Leadership Group • Skills Committee • Community Planning Partnerships 	£2,215,000
Total		£203,964,000

*Draft budget figure for 2010-2011, subject to parliamentary approval.

Next steps

The Scottish Government has made its ambitions for Scotland clear in its economic strategy. This plan is ambitious both in its timescale and in its aspirations.

By 2012, Skills Development Scotland will have transformed itself and its services beyond simply being an amalgam of the bodies brought together in 2008, to an organisation unique in the scope and range of skills and learning services offered to individuals and businesses. Scotland will have a service which supports skills and learning from early career decisions, through occupational and employability skills to the optimum development and utilisation of skills in the workplace. Moreover through the use of innovative delivery that service will be available when needed; there will be no 'wrong door' or 'wrong time' to engage with us.

Importantly, if this plan is to deliver on its aspirations by 2012, the skills and learning

agenda will be firmly fixed in the plans of many partner organisations, private, public and third sectors, and Scotland will uniquely benefit from a genuinely joined up approach. Skills Development Scotland is committed to playing its role as a catalyst in making this happen.

Ultimately this plan will only be a success if many thousands of people and businesses emerge from the recession with the skills and knowledge to ensure Scotland can compete globally in an ever-changing and demanding economic environment; this is the first step in a process which will continue beyond 2012.

The challenge to partners is to join us in developing our work and in helping to ensure Scotland grasps the opportunity to make a clear transformation in how it develops skills and learning, and in so doing, to continue to raise the aspirations and achievements of the individuals and organisations that are our customers.

Appendix 1: Skills Development Scotland strategy and performance map

Scottish Government Strategic Objectives	Wealthier and Fairer	Smarter	Healthier	Safer and Stronger	Greener
Skills Development Scotland Purpose	To maximise our contribution to sustainable economic growth by unlocking the potential of Scotland's greatest asset – our people				
Skills Development Scotland Vision	To be a catalyst for positive change in Scotland's skills performance				
Skills Development Scotland Goals	Enable people to fulfil their potential	Make skills work for employers		Be a catalyst for change	
Skills Development Scotland Key Strategies	<ul style="list-style-type: none"> Foster career agility and Career Management Skills Create new levels of connectivity between learning and jobs Equip individuals with the skills Scotland needs 	<ul style="list-style-type: none"> Create new frameworks to develop skills for the 21st century Prioritise skills development in the Government Economic Strategy key sectors Optimise how skills are used in the workplace 	<ul style="list-style-type: none"> Work together to expand our collective capabilities Generate new approaches to entrenched challenges Focus our energies on National Outcomes 		
Skills Development Scotland Key Services	<ul style="list-style-type: none"> My Learning Space My Coach Skills for Growth Career Management Skills 	<ul style="list-style-type: none"> Integrated Employment and Skills (IES) Partnership Action for Continuing Employment (PACE) Skills Gateways Scottish Employer Service 			

Appendix 1: continued

Scottish Government Purpose Targets	Economic Growth	Productivity	Participation	Solidarity	Cohesion	
Scottish Government National Outcomes (relevant to Skills Development Scotland)	Our young people are successful learners, confident individuals, effective contributors and responsible citizens	We will realise our full economic potential with more and better employment opportunities for our people	We are better educated, more skilled and more successful, renowned for our research and innovation	We have tackled the significant inequalities in Scottish society	We reduce the local and global environmental impact of our consumption and production	Our public services are high quality, continually improving, efficient and responsive to local people's needs
Skills Development Scotland Goals	Enable people to fulfil their potential	Make skills work for employers	Be a catalyst for change			
Skills Development Scotland Outcomes	<ul style="list-style-type: none"> • More people progress, achieve and sustain positive destinations • Equalities in learning and employment are improved across Scotland 	<ul style="list-style-type: none"> • Employers are more productive as a result of the skills and development of their employees • More effective labour supply 	<ul style="list-style-type: none"> • Skills Development Scotland is valued by, and has a strong reputation with, customers and key stakeholders • Skills Development Scotland influences and stimulates a high performing skills system • Skills Development Scotland achieves its goals and delivers its services in ways that minimise environmental impacts 			
Skills Development Scotland Milestones	<p>Roll out</p> <ul style="list-style-type: none"> • A refreshed PACE service by spring 2009 • An enhanced PACE framework and improved service model, developed in partnership with the Scottish Government and key organisations by spring 2010 • Together with Jobcentre Plus, an Integrated Employment and Skills service (IES) throughout Scotland by summer 2010 • A new service for employers by summer 2010 	<p>Transformational</p> <ul style="list-style-type: none"> • A shift from delivering career guidance to people, to equipping them with Career Management Skills through a strengths-based approach to career information, advice and guidance by summer 2010 • My Learning Space and My Coach available by summer 2010 • Skills for Growth available by autumn 2010 • New Industry Skills Gateways for employers (particularly SMEs) by spring 2010 • An equality impact assessment of this plan published on our website by end 2009 	<p>Business Change</p> <ul style="list-style-type: none"> • A review of our brand and values by end 2009 • An integration of our IT systems by summer 2010 • Data sharing systems to be implemented internally by summer 2010 and with partners by summer 2011 • Financial systems to be streamlined by summer 2010 • A new procurement policy, based on public sector requirements in relation to Best Value and on a shared service approach by summer 2010 • Implement an appropriate continuous improvement programme by winter 2010 			

Appendix 2: Mapping our partnerships to key economic, social and learning policies

Partners	Key Policies		
	Economic	Social	Learning
	Government Economic Strategy, Skills for Scotland, PACE, Workforce Plus	More Choices More Chances, 16+ Learning Choices, Health and Wellbeing	Curriculum for Excellence, Science Strategy, Adult Literacy and Numeracy, Parental Involvement Act, Getting it Right for Every Child These are our Bairns
Scottish Enterprise, Highlands and Islands Enterprise	Working with those employers who are important to sustainable economic growth in Scotland.		
COSLA/Local Authorities/Community Planning Partnerships	Planning, co-ordinating and delivering services at a local level as part of the Single Outcome Agreements.		
NHS/Local Health Boards/Community Health and Care Partnerships	Working together to deliver employability, health and wellbeing and promote social cohesion		
Sector Skills Councils, Confederation of British Industry, Federation of Small Businesses, Scottish Chambers, Scottish Council for Development and Industry, Business Gateway, Industry Advisory Boards	Ensuring our services are informed and truly demand led.		
Jobcentre Plus	Rolling out the Integrated Employment and Skills Services and other Welfare Reforms.		
The Scottish Funding Council	Developing integrated approaches to skills utilisation and broker deeper relationships with Scotland's Colleges and Universities.		
Scottish Trades Union Congress (STUC)	Focusing on skills utilisation and other aspects of employee and workforce development.		
Scottish Council for Voluntary Organisations and other Voluntary Sector Organisations	Ensuring that our services are relevant, accessible and attractive to all customer groups.		

Appendix 2: continued

Partners	Key Policies		
	Economic	Social	Learning
Scottish Qualifications Authority, Scottish Credit and Qualifications Framework (SCQF)	Developing the learning continuum and ensuring that qualifications match learner and employer needs.		
Scotlands' Colleges, Scottish Training Federation, Learning and Training Providers	Brokering a new, more flexible skills and learning system.		
Learning and Teaching Scotland			Working on the development and implementation of the new curriculum in Schools and Glow.
Scottish Prison Service			Working together on Offender Learning Strategy
Other providers of Career Information, Advice and Guidance Services like Schools, Colleges, Universities, Private and Third Sectors	Building seamless pathways of services, share expertise and resources and ensure minimal duplication of effort between organisations. Improving customer journeys through use of technology and professional practices.		
Her Majesty's Inspectorate of Education (HMIE)			Supporting quality systems and minimising the assessment burden on organisations in Scotland and across the UK.
ICT Forum for Scotland	Working together on two workstreams - creating a cultural change and educating for skills exploitation.		
Student Awards Agency for Scotland (SAAS)	Working together on ways of sharing resources and back-office functions.		
Bord na Gaidhlig			Co-creating resources to facilitate Gaelic learning.
UK Commission for Employment and Skills, OECD and the European Union	Working with UK and international organisations in developing and maintaining our awareness of, and input to, policy development and best practice. Building two-way and multi-lateral relationships with organisations in other countries and wider networks to benchmark, share and improve our practice.		

Appendix 3: The Scottish Government’s shared outcomes mapped with key stakeholders

The Scottish Government’s National Performance Framework includes fifteen National Outcomes. Our contribution and the contributions of other key stakeholders to relevant priority National Outcomes are set out below.

Highlands and Islands Enterprise (**HIE**), Skills Development Scotland (**SDS**), Scottish Enterprise (**SE**), Scottish Funding Council (**SFC**) and Visit Scotland (**VS**)

No.	National Outcomes	
1	We live in a Scotland that is the most attractive place for doing business in Europe.	<p>SFC will focus on supporting colleges and universities to develop students with the skills that are sought by business, to provide continuing professional development opportunities for the existing workforce, and to develop strong relations with businesses in Scotland that enable effective knowledge exchange and innovation.</p> <p>SE and HIE will focus on providing support to those businesses with the greatest growth potential and the wider business environment that supports this growth. This will include increasing access to investment finance and improving the business infrastructure; especially in the key sectors.</p> <p>VS will market Scotland to all parts of the world to attract visitors and provide quality advice to industry partners and business to help the industry meet and strive to exceed visitor expectations. More specifically, VS will promote Scotland both as a destination for leisure and business visitors and, to a lesser extent, increase the profile of the country for inward investment for the tourism industry.</p>
2	We realise our full economic potential with more and better employment opportunities for our people.	<p>SFC will support the continuing development of an effective supply of skills into the workforce through colleges and universities, a well articulated demand for those skills, and their effective utilisation.</p> <p>SDS will work with employers on skills utilisation of their employees to increase productivity; SDS will focus to ensure that there is more effective labour supply through more employable people and reduced worklessness.</p> <p>SE and HIE will support this by working with businesses to help them grow and attract new investment by concentrating their services in the key industry and high growth sectors.</p> <p>VS's work will drive towards the sustainable growth of tourism and its increasing contribution to the economy by promoting Scotland as a year round destination.</p>

3	We are better educated, more skilled and more successful; renowned for our research and innovation.	<p>SFC will focus on supporting improved access into, and progress through, post-school education, high quality teaching in colleges and universities and the effective exchange of knowledge between colleges, universities and business. In the university sector, the SFC will support world-class research and innovation.</p> <p>SDS will work with employers particularly SMEs and those in key sectors, to utilise the skills of their employees productively; upskill their staff to compete effectively. SDS will make more people aware of learning and employment opportunities particularly low skilled, low paid employees.</p> <p>SE will stimulate innovation in companies and improve the commercial exploitation of Scotland's major strengths in science and research.</p> <p>HIE will focus on supporting high growth businesses and sectors by creating the infrastructure and conditions to improve regional competitiveness.</p> <p>VS works in partnership with SE and HIE within the tourism sector sharing research to drive innovation.</p>
4	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	<p>SDS will make more young people aware of learning and employment opportunities. SDS will ensure that more young people participate in learning and employment opportunities, particularly the More Choices, More Chances group. SDS will work with young people to ensure that they achieve and sustain positive destinations from school.</p> <p>SFC will focus on ensuring high quality education in colleges and universities through supporting arrangements that enhance quality and by supporting effective links between schools and learning provision in colleges and universities.</p> <p>SE and HIE will help create the infrastructure and conditions to improve regional competitiveness.</p>
6	We live longer, healthier lives.	<p>SFC will support the achievement of this outcome through its funding of provision for medical, health and welfare professionals and through its funding of research.</p>

7	We have tackled the significant inequalities in Scottish society.	<p>SFC will focus on the provision of equal opportunities for access to, and progress through, colleges and universities.</p> <p>SDS will focus on ways to reduce inequalities in learning and sustained employment spatially and between particular groups.</p> <p>SE and HIE will strengthen communities and create the infrastructure and conditions to improve regional competitiveness.</p> <p>VS will implement diversity and equality policies and training to support external customers, improving the customer experience and provide more choices.</p>
8	We have improved the life chances for children, young people and families at risk.	<p>SFC will focus on the provision of equal opportunities for access to, and progress through, colleges and universities.</p>
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need.	<p>SE will support this through its business and infrastructure and regeneration role. HIE will support this by strengthening communities and investment in infrastructure.</p> <p>SFC will focus on support for the development of improved and sustainable estates for colleges and universities and through the teaching and research programmes which they supply.</p> <p>VS will support this by working with local councils to bring more visitors to their area, helping Scotland's communities to thrive.</p>
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	<p>SE will contribute to deliver this outcome primarily through their role in increasing sustainable economic growth. Specific contributions include our partnership role in Urban Regeneration Companies in urban areas, and supporting businesses and economic diversification in rural areas.</p> <p>HIE will contribute through its unique strengthening communities remit focusing on stimulating the growth of the social enterprise sector across the region and developing the community key sectors of community land and asset management, community renewables, arts and culture and Gaelic language. In the fragile areas, HIE will deliver an enhanced growth at the edge approach, strongly aligned to the Scottish Government's cohesion objective, ensuring that such areas contribute to and benefit from economic growth.</p> <p>VS will support this by working with local councils to bring more visitors to their area, helping Scotland's communities to thrive. Furthermore, VS's Visitor Information Centres play a vital role in communities by promoting the rich diversity of Scotland's people, product and places.</p>

12	We value and enjoy our built and natural environment and protect it and enhance it for future generations.	<p>SFC will focus on support for the development of improved and sustainable estates for colleges and universities and will support teaching and research programmes which contribute to improved sustainability.</p> <p>SE and HIE will support this by creating the infrastructure and conditions to improve regional competitiveness and by strengthening communities.</p>
13	We take pride in a strong, fair and inclusive national identity.	<p>Through its policies and funding, SFC will promote respect for equality and respect for diversity, tolerance and good relations between different communities in Scotland and the development of international relations by individual colleges and universities, and by the college and university sectors. SFC will support the provision of Gaelic in its Gaelic language plan and amongst colleges and universities.</p> <p>SE and HIE will support this by strengthening communities.</p> <p>VS will support this by ensuring that the Scottish tourism brand galvanises a sense of pride, passion, self-belief and confidence among the people of Scotland.</p>
14	We reduce the local and global environmental impact of our consumption and production.	<p>SFC will focus on support for the development of improved and sustainable estates for colleges and universities and will support teaching and research programmes which contribute to improved sustainability.</p> <p>SE will focus on reducing the impact of production by promoting the growth of a “low-carbon economy”, particularly by encouraging resource efficiency in the companies with which it supports directly. SE will enable the development and use of cleaner technologies linked to priority industries, particularly (although not exclusively) in the area of renewable energy.</p> <p>HIE will focus on sustainable development through its key activities including investment in transformational projects, account management of high growth businesses, and support for community renewables.</p> <p>VS will focus on incorporating sustainable principles into all that we do both internally, and in our activities with other public agencies, tourism businesses and visitors.</p> <p>SDS will focus on improving sustainable business practices (including at our premises). We will also promote sustainability, economic growth and social cohesion within our communities. We will also promote green jobs to all our customers.</p>

<p>15</p>	<p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>	<p>In overseeing the college and university sectors, SFC will support improvements in quality, efficiency and effectiveness in all colleges and universities and, more broadly, through collaboration within and between the sectors. SFC will support improvements in public services through its funding of public policy research and support for knowledge exchange that leads to innovation and service improvements in the public sector. As an organisation, SFC is committed to high standards of public administration and to continuous enhancement, effectiveness and efficiency.</p> <p>SDS, as an organisation and through its intervention and influence adds value to the individual, the employer, society and the economy to contribute to a skills infrastructure which is cohesive and meets the needs of its customers and geographies.</p> <p>SE will support partners by delivering an integrated and high quality service to growth business customers no matter where they are based and will continue to focus on improving the efficiency and cost of their operations, building on considerable recent success in this area.</p> <p>SE and HIE will focus on high growth businesses and sectors and creating infrastructure and conditions to improve the regional competitiveness.</p> <p>VS will work with partners in local authorities to provide access to a broad range of promotional activities which will drive the growth of tourism in their areas. This includes working with Area Tourism Partnerships to ensure better alignment of local, regional and national strategies. VS Quality Advisers will continue to work with businesses at a local level to advise businesses on product development to anticipate visitor needs.</p>
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Appendix 4: Analysis of the Scottish Government's key sectors

GES Sectors	Creative Industries	Energy	Financial and Business Services	Food and Drink	Life Sciences	Tourism	Universities
Industry Advisory Group	Digital Media ICT Markets NDPB: Creative Scotland	The Scottish Energy Advisory Board is currently being established by Scottish Government	The Financial Services Advisory Board (FISAB)	Scotland Food and Drink	Life Sciences Advisory Board (LISAB)	No formal IAG has yet been established NDPB: VisitScotland	No formal IAG has yet been established
	Skillset, e-skills, Creative and Cultural Skills, Skillfast UK, Skillset	Energy and Utility Skills, Cogent	Financial Services, Asset Skills, e-skills	Improve, Lantra	Semta, Skills for Health	People 1st, GoSkills, SkillsActive	Lifelong Learning UK
Sector Skills Council	Total Employed: 62,370 Male: 56% Female: 44% Full-time: 73% Part-time: 27% No. of Workplaces: 9,103 % of Scottish Employment: 2.6% % of Scottish Workplaces: 5.2%	Total Employed: 37,385 Male: 80% Female: 20% Full-time: 95% Part-time: 5% No. of Workplaces: 508 % of Scottish Employment: 1.6% % of Scottish Workplaces: 0.3%	Total Employed: 352,091 Male: 50% Female: 50% Full-time: 75% Part-time: 25% No. of Workplaces: 31,476 % of Scottish Employment: 14.6% % of Scottish Workplaces: 17.9%	Total Employed: 82,680 Male: 69% Female: 31% Full-time: 76% Part-time: 24% No. of Workplaces: 3,894 % of Scottish Employment: 3.4% % of Scottish Workplaces: 2.2%	Total Employed: 18,367 Male: 51% Female: 49% Full-time: 91% Part-time: 9% No. of Workplaces: 492 % of Scottish Employment: 0.8% % of Scottish Workplaces: 0.3%	Total Employed: 219,894 Male: 44% Female: 56% Full-time: 50% Part-time: 50% No. of Workplaces: 19,379 % of Scottish Employment: 9.1% % of Scottish Workplaces: 11.0%	Total Employed: 50,382 Male: 45% Female: 55% Full-time: 70% Part-time: 30% No. of Workplaces: 314 % of Scottish Employment: 2.1% % of Scottish Workplaces: 0.2%

Notes: • The GES Sector Industry Classification (SIC) definitions have been used to gather data. • The Energy Sector above does not include renewables; awaiting SIC definitions of the renewables sector from Scottish Government.
 • SSC footprints do not necessarily map exactly to the GES key sectors. • Workplaces refer to individual places of work, rather than companies.
 Source: Industry Advisory Group (IAG) information has been derived from the document "Strategic Forum: Action Plans for Key Sectors (SFWG (3)2a)"

Appendix 5: Glossary

16+ Learning Choices	16+ Learning Choices means an offer of appropriate post-16 learning to all young people well in advance of reaching their statutory school leaving date. As such, it supports the planning and delivery of the Senior Phase of Curriculum for Excellence and, by extension, the Scottish Government's commitment to improving participation rates in learning post-16.
Account Managed Service	To provide a single point of contact from Skills Development Scotland, to companies, to support the development of skills of their workforce. This will include advice on issues such as workforce development, retention and progression in the workplace and access to financial support. Account Managers will also provide co-ordinated service to these companies with other government agencies, e.g. Scottish Enterprise, Highlands and Islands Enterprise and Jobcentre Plus.
Adult literacy and Numeracy	The Adult Literacy and Numeracy in Scotland (ALNIS) report gives a definition as: "The ability to read, write and use numeracy, to handle information, to express ideas and opinions, to make decisions and solve problems, as family members, workers, citizens and lifelong learners". The International Adult Literacy Survey (IALS) of 1996, indicated that 23% of the Scottish population, around 800,000 adults perform at the lowest level of a five point scale measuring literacy and a similar proportion perform at the lowest level on numeracy measures.
Career Self-Management Skills	Skills to self-manage one's career and create opportunities for future career development.
Changing Lanes	Skills Development Scotland is working with the Scottish Prison Service and the Employment Services Team in HMP Barlinnie to develop Changing Lanes - an employability programme for prisoners serving sentences between six months and four years who are close to liberation. Members of the Employment Services Team are being trained to facilitate the programme and make links with appropriate organisations which can assist with the transition. All four members of the Employment Services team are undertaking Frontline Guidance Training. The programme will be looked at as part of the Scottish Government's Offender Learning Strategy.

Common Application Process	<p>A Common Application Process (CAP) alongside the e-Prospectus will support the 16+ Learning Choices agenda and will provide an online application process delivered through a single point. The CAP will integrate with Skills Development Scotland's information systems to provide a joined up seamless service avoiding data and resource duplication. It will also support Management Information System (MIS) and tracking information.</p>
Community Learning and Development	<p>Community Learning and Development (CLD) is learning and social development work with individuals and groups in their communities using a range of formal and informal methods. A common defining feature is that programmes and activities are developed in dialogue with communities and participants. CLD's main aim is to help individuals and communities tackle real issues in their lives through community action and community-based learning.</p>
Community Planning Partnerships (CPPs)	<p>Community Planning was given a statutory basis in The Local Government of Scotland Act 2003. It places duties on Local authorities to initiate, facilitate and maintain Community Planning; Core Partners (Enterprise Networks, National Health Service, Police, Fire and Strathclyde Partnership for Transport - Regional Transport Partnerships from April 2006) to participate in Community Planning; and Ministers to promote and encourage Community Planning. CPPs are operating in all 32 local authority areas, with a range of partners. In addition to those with a duty to participate, agencies and others such as Jobcentre Plus, Scottish Natural Heritage, Further and Higher Education institutions, business representatives, Social Inclusion Partnerships and the voluntary sector are involved in a number of partnerships.</p>
Council of Economic Advisers	<p>Scotland's new Council of Economic Advisers brings together experts of the very highest calibre to advise the First Minister on how to achieve higher, sustainable economic growth. The Council of Economic Advisers will: advise the First Minister directly about the best way to improve Scotland's sustainable economic growth; have quarterly meetings following the publication of the quarterly growth figures and publish an annual report providing expert commentary on the Scottish economy.</p>
Curriculum for Excellence	<p>Curriculum for Excellence (CfE) sets out the Scottish Government's vision for transforming Scottish education by stating the values, purposes and principles which must be the focus of education in Scotland for children between the ages of three and 18. The aim of CfE is to improve the learning, attainment and achievement of young people in Scotland through ensuring that they can successfully perform on a broad front, not just in terms of examinations. In summary, the purposes of education are to enable all young people to become successful learners, confident individuals, responsible citizens and effective contributors.</p>

Customer Journey	The Customer Journey is a representation of the experience of the service user, giving an indication of the sequence of touchpoints that describe the interface between the customer and the service.
Definition and Selection of Competencies (DeSeCo)	The Definition and Selection of Competencies (DeSeCo) project of the Organisation for Economic Development (OECD) reviewed 12 countries on competencies for a knowledge society. Despite wide variations in definitions of competencies in the 12 countries, the DeSeCo found some competencies appearing in most reports. Based on extensive research then, the DeSeCo identified three groups of key competencies: interacting in socially heterogeneous groups, acting autonomously and using tools interactively.
Determined to Succeed Strategy	In Scotland, the enterprise in education agenda has been driven by the Scottish Government's 'Determined to Succeed' (DtS) strategy. DtS offers a revitalised focus on how schools prepare their young people for success and achievement within and beyond the school environment. The DtS strategy is based on an £86 million investment programme over five years (2003-2008) and comprises of four key themes: enterprising teaching and learning, entrepreneurial learning, work-based vocational learning and appropriately focused career education. Local education authorities, through the strategy, have responsibility to deliver a number of the DtS recommendations.
E-Prospectus	The e-Prospectus in the context of the corporate plan is an online prospectus of all learning opportunities available to learners, including 16+ learners. This will be delivered via an enhanced National Learning Opportunities Database (NLOD) providing course and supplementary information.
Economic Recovery Programme	<p>The Scottish Government published this as part of the Scottish Government's Response to the first annual report of the Council of Economic Advisers on 15 January 2009. The plan was then updated in March and June 2009. It sets out a three-pronged approach focussing on:</p> <ul style="list-style-type: none"> • supporting jobs and our communities • strengthening education and skills • investing in innovation and the industries of the future.
Employability Skills	Employability skills are those basic soft skills necessary for getting, keeping, and doing well on a job. Unlike occupational or technical skills, Employability skills are generic in nature and thereby transferable and cut across all industry types, business sizes, and job levels from the entry-level worker to the senior positions.

Equality Impact Assessment	It is a tool/process that enables to check out how an existing service or policy or a new service or policy affects groups of people covered by equalities legislation and our Equality and Diversity Strategy.
European Economic Recovery Plan	It is the European Commission's response to the current economic situation and was first published in November 2008. It includes 10 actions for recovery.
European Social Fund	The European Social Fund (ESF) is one of four structural funds available in the European Union (EU). It was set up to improve employment opportunities in the EU and so help raise standards of living. It aims to help people fulfil their potential by giving them better skills and better job prospects.
Financial Services Gateway	Plans to develop a new skills development gateway for the financial services industry in Scotland were announced by the Scottish Government in May 2008. An employer-led group - CBI Scotland, Scottish Financial Enterprise and the Chartered Institute of Bankers in Scotland - is developing a detailed business plan with the objective of ensuring Scotland's reputation as a global centre of excellence for financial services underpinned by a sustainable, world class, talented and skilled workforce. First Minister Alex Salmond has invited David Thorburn, Chief Operating Officer of the Clydesdale Bank and Chairman of CBI Scotland, to lead the group.
Get Ready for Work	Get Ready for Work (GRfW) is a National Training Programme that helps young people (16-19 year olds) to move into a job, further training or college.
Getting it Right for Every Child	Getting it Right for Every Child is a national programme that is changing the way adults think and act to help all children and young people grow, develop and reach their full potential. The overarching concept of Getting it Right for Every Child is a common, coordinated approach across all agencies that support the delivery of appropriate, proportionate and timely help to all children as they need it.

<p>Glow</p>	<p>The main purpose of Glow is to enhance the quality of learning and teaching in the classroom by fully supporting the delivery of Curriculum for Excellence. Glow is managed by Learning and Teaching Scotland and delivered by Research Machines (RM); Glow is the world's first national intranet for education. It will provide:</p> <ul style="list-style-type: none"> • a trusted and safe environment for pupils, teachers and parents • an area to create personalised programmes of work and share curricular resources • a variety of online tools to enhance learning experiences • virtual learning to share information and take part in a lesson • tools to enable communication and collaboration across the network.
<p>Government Economic Strategy</p>	<p>The Government Economic Strategy supports the delivery of the Purpose; that is, to focus the Scottish Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth.</p>
<p>Individual Learning Accounts Scotland</p>	<p>ILA Scotland provides annual funding for learners, up to £500, which is available to spend with approved learning providers on approved courses.</p>
<p>Industry Advisory Group/Boards</p>	<p>Industry Advisory Groups/ Boards are established to channel the views of industry experts to the public sector. These may focus on key sectors, in many instances acting as the custodian and advocate of the sector strategy or on topics of specific interest and provide strategic leadership and advice to both industry and the public sector.</p>
<p>Labour Market Information (LMI)</p>	<p>Labour Market Information (LMI) is raw, unprocessed data about the labour market and the factors that influence it. LMI can include data on employment, demand, wages, qualifications, learning and skills provision, and working conditions.</p>
<p>Lisbon 2010 Goals Agenda</p>	<p>When European leaders met at a summit in Lisbon in March 2000 they set the European Union the goal of becoming "the most dynamic and competitive knowledge-based economy in the world" by 2010. They set the target of achieving a 3% average economic growth and the creation of 20 million jobs by 2010. The agenda set out the way to achieve this with a series of goals in areas such as employment, innovation, enterprise, liberalisation and the environment.</p>

Modern Apprenticeships	Modern Apprenticeships (MAs) are a National Training Programme that equips young people (and adults in some sectors) with vocational skills at intermediate level (Vocational Qualification 2 and above). All participants are employed.
More Choices, More Chances (MCMC)	More Choices, More Chances (MCMC) was published in June 2006 and endorsed by the Scottish Government following the election in May 2007. More Choices, More Chances contains a 39 point action plan which will be delivered by central and local government and other partners from the public, voluntary and private sector. The strategy proposes a two fold approach to tackling young people who need more choices and chances; (i) at the pre-16 stage in order to stem the flows into the group, and (ii) at the 16-19 stage, to provide routes for young people to get back into education, employment or training.
National Indicators	The Scottish Government has identified 45 National Indicators to track progress towards the achievement of National Outcomes and ultimately the delivery of the Purpose Targets.
National Learning Opportunities Database (NLOD)	The National Learning Opportunities database (NLOD) is the opportunities database that offers individuals and companies a single comprehensive national database of learning opportunities and a central source of information for potential learners. Training and learning providers can promote their learning opportunities to individuals and companies via this database, subject to quality assurance.
National Outcomes	Fifteen National Outcomes describe what the Scottish Government wants to achieve over the next ten years, articulating more fully the Government's Purpose. They help to sharpen the focus of government, enable priorities to be clearly understood and provide a clear structure for delivery. Skills Development Scotland has prioritised those outcomes most relevant to our strategy and activities.
National Training Programmes	Current National Training Programmes are Get Ready for Work (GRfW), Modern Apprenticeships (MAs), Skillseekers and Training for Work (TfW).
Occupational Skills	Occupational skills are job specific skills and qualifications.
Organisation for Economic Cooperation and Development (OECD)	All OECD member countries participated in the first three "Programme for International Student Assessment" (PISA) surveys. These surveys provide reliable data on the knowledge and skills of students and the performance of their education systems.

<p>Outcomes Tracking System</p>	<p>Outcomes Tracking System measures our progress against National Outcomes and measures our impact and success. It comprises of a tracking system and a risk register process.</p>
<p>Parental Involvement Act</p>	<p>The Scottish Parliament passed a new law called the Scottish Schools (Parental Involvement) Act 2006 - to encourage and support more parents to become involved. The Act makes it a top priority for every education authority and every school to support the involvement of parents:</p> <ul style="list-style-type: none"> • at home - by providing them with information on what their children are learning at school and how this can best be supported at home • through school - by providing them with opportunities to contribute to the life of the school e.g. by helping out in the classroom, on school trips and at school events • in a more formal way - by helping them to decide what kind of parent group the school should have.
<p>Partnership Action for Continuing Employment (PACE)</p>	<p>PACE is a Scottish Government initiative. It provides targeted Information and Guidance (IAG) services for employees of a business that is undertaking large-scale redundancy.</p>
<p>Purpose Targets</p>	<p>The Scottish Government has identified seven Purpose Targets - Economic Growth, Productivity, Participation, Population, Solidarity, Cohesion and Sustainability to track the progress of Scottish Economy.</p>
<p>Science Strategy</p>	<p>The Science Strategy was published by the then Scottish Executive, it sets the framework which informs the detailed development of policy for the support and use of science.</p>
<p>Science, Technology, Engineering and Mathematics (STEM) Strategy</p>	<p>In a modern technological society there is a need for a workforce that is well educated in all aspects of STEM. Industry and research need experts who can synthesise the components of STEM in innovative and creative ways. The government has identified STEM as a national priority. Developing STEM literacy is a way of approaching the curriculum through all subjects, but particularly through science, design and technology, engineering and mathematics, with ICT integrated throughout. The STEM agenda aims to meet the increasing demands of the STEM sector and, in doing so, help develop the UK economy. This aim was echoed in the Chancellor's 2006 budget and a revised version of the Science and Innovation Investment Framework.</p>

ScotAction	ScotAction is the Scottish Government's skills support package for leading Scotland out of recession and on to sustainable economic growth. ScotAction is an integrated package combining new and improved measures to help individuals and businesses through the recession and will provide skills assistance for training for work, training in work and training from work to work. ScotAction aims to help Scottish people and businesses survive the downturn and thrive when the economy starts to recover.
Sector Qualification Strategies	Sector Qualification Strategies outline the current and future skills needs within a sector and the qualifications needed to develop these skills.
Single Outcome Agreements (SOAs)	Single Outcome Agreements (SOAs) are agreements between the Scottish Government and each local authority which set out how each will work in the future towards improving National Outcomes for the local people in a way that reflects local circumstances and priorities.
Skills Committee	The Scottish Government is seeking to make the Scottish Funding Council's Skills Committee into a committee that is jointly led by the Scottish Funding Council and Skills Development Scotland. This is the first time Scotland will have had a jointly managed, strategic level committee who will have a direct influence on how best to drive forward skills in post school settings.
Skills for Scotland	The Skills for Scotland Strategy (published in 2007) sets out what objectives are needed to develop a cohesive lifelong learning system that is centred upon the individual but also responsive to employer needs. It provides the impetus and strategic context for closer alignment of resources and activity between the various organisations charged with delivering the learning and skills agenda in Scotland.
Skills Health Check	The Department of Work and Pensions announced Skills Health Checks (SHCs) starting with pilots in August 2008 and with full implementation planned from 2010 in England. These SHCs are a mix of career guidance, coupled with basic skills assessments and financial advice for adults on benefits and form a part of the specification for the new adult advancement service in England. This is a potentially expanding area of work for Skills Development Scotland as part of the roll-out of Integrated Employment and Skills service.

<p>Skills Utilisation Leadership Group</p>	<p>Skills Utilisation Leadership Group consists of business leaders, employers, the STUC and is chaired by the Cabinet Secretary. The remit of the Leadership Group is to:</p> <ul style="list-style-type: none"> • help raise awareness of how the best use of skills in the workplace can have wide ranging benefits for employers (private, public and voluntary), employees and the Scottish economy • contribute to the development of a programme of research, including where appropriate member organisations commissioning and co-ordinating research • make recommendations to government, public bodies, employers and unions for further action, including where appropriate member organisations pursuing identified actions. <p>In addition, the role of individual members is to champion the skills utilisation agenda in their own organisations and beyond.</p>
<p>Skills Utilisation</p>	<p>Employee skills need to be effectively utilised in order to bring actual benefits to a business. Skills utilisation refers to the challenge of enabling a business to make the full use of all the skills of its employees.</p>
<p>SME</p>	<p>Small and Medium Enterprises. The number of employees is less than or equal to 250.</p>
<p>Strategic Forum</p>	<p>The Scottish Government has created a Strategic Forum, which brings together Skills Development Scotland, Scottish Enterprise, Highlands and Islands Enterprise, VisitScotland and the Scottish Funding Council. The idea behind this is that agencies leading on skills and economic development come together to discuss how best to progress their agendas in complementary way.</p>
<p>Strategic Objectives of the Scottish Government</p>	<p>The Scottish Government has identified five Strategic Objectives that underpin their Purpose. These strategic objectives are: Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener.</p>
<p>The Big Plus</p>	<p>Service which advises and signposts individuals with literacy and numeracy needs to partners.</p>
<p>The Path is Green</p>	<p>The Path is Green (TPiG) is an initiative from Skills Development Scotland that aims to help learners explore a wide range of green jobs and provide assistance to help them learn more about the skills and qualifications for getting started in their chosen career.</p>

<p>These Are Our Bairns</p>	<p>In September 2008, the Scottish Government published 'These Are Our Bairns' - the first document in Scotland to set out the role and responsibilities of everyone who are responsible for our looked after children. The term 'looked after' refers to children who live with foster or kinship carers, in residential schools or care homes or who live in secure units. It also includes children subject to a supervision order from a Children's Hearing but living at home with their birth parents or other family members.</p>
<p>Training for Work</p>	<p>Training for Work (TfW) provides training support for people who are unemployed and actively looking for work.</p>
<p>UK Commission for Employment and Skills (UKCES)</p>	<p>Employer-led non-departmental public body set up to challenge government policy for employment and skills and ensure skills interventions meet employer needs. Responsible for Sector Skills Councils.</p>
<p>Workforce Development Skills</p>	<p>Ongoing learning and training to apply knowledge in the workplace. This also includes career progression routes.</p>
<p>Workforce Plus/ 'Workforce Plus - An Employability Framework for Scotland'</p>	<p>Workforce Plus is about sharing knowledge and data on the workless client groups and helping more of them to take the opportunities for sustained and well paid work. It addresses three groups – those routinely excluded from the labour market; those who are closer to employment but still may need some help; and those in low paid and/or low skilled work.</p>



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