East Lothian
Council

**REPORT TO:**     Education Committee

**MEETING DATE:**    11 June 2019

**BY:**        Depute Chief Executive (Resources and People Services)

**SUBJECT:**      South East Improvement Collaborative

## 1    PURPOSE

1.1    To provide the Committee with an update on progress made towards taking forward the priority areas for improvement set out within the South East Improvement Collaborative (SEIC) Improvement Plan.

## 2    RECOMMENDATIONS

2.1    The Committee is asked to note:

   i.    The priority areas for improvement being taken forward in partnership with members of  the South East Improvement Collaborative, and

   ii.    The progress made towards improving professional collaboration and school empowerment across the South East Improvement Collaborative.

## 3    BACKGROUND

3.1    East Lothian Council approved membership of the South East Improvement Collaborative at full Council 31 October 2017. Education portfolio holders, Chief Executives, Heads of Education and Head Teachers continue to work together to develop and build on existing partnership arrangements to take forward the areas for improvement set out within the South East Improvement Collaborative Plan. Members will be aware that the South East Improvement Collaborative Oversight Group was established, including the five Conveners for Education from each partner Council ensuring political oversight of the partnership's work, thus ensuring regional and local democratic accountability.

3.2 By working collaboratively, the partners within the SEIC, have agreed a shared vision: "working together, empowering all, improving outcomes". This renewed vision is underpinned by the priority actions set out within the SEIC Phase 2 Plan.

3.3 The revised Plan has a focus on the key areas that we have identified from our analysis of Children's Services plans, local authority education plans, school improvement plans, the data set related to the National Improvement Framework outcomes and what our staff, parents and children and young people are telling us.

3.4 Two initial workstreams have been identified within the first key theme of Improving attainment and achievement. They are:

- Mathematics and numeracy

- Improve outcomes for children living in poverty

3.5 Three initial workstreams have been identified within the second theme of Quality Improvement in schools and early years' settings. They are:

- Quality Improvement Approaches

- Data and Analysis

- Professional Learning/Leadership

3.6 A 6th workstream planned on improving emotional wellbeing will be led by children and young people from across the Collaborative.

3.7 A number of key networks have been established within the SEIC. These networks have mostly been generated through staff wishing to collaborate on key areas of their work and many of these groups existed prior to the introduction of Regional Improvement Collaboratives. Networks established to encourage collaboration include:

- Additional Support Needs

- Early Learning and Childcare

- Community Learning and Development

- Educational Psychologists

- 1+2 Languages

- ICT/Digital Network

- Subject Networks (Secondary)

- Depute Head Teachers

- Quality Assurance and Moderations Support Officers

3.8 Elected members will note that workstreams are supported by officers and senior school leaders from across each local authority, indicating our commitment to the partnership and improvement plan activities. Education Scotland has also indicated that it will support the workstreams once it has the resources in place to do so. Education Scotland is recruiting to the following posts to support the delivery of the SEIC Plan:

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| 1 Senior Regional Advisor |
| 5 Attainment Advisors |
| 5 Senior Education Officers |
| 5 Education Officers |
| 5 Development Officers |
| 2 STEM Advisors |
| 1 Lead Specialist Professional Learning |

3.9 The SEIC Oversight Group was successful in its application to the Scottish Government for £1, 22,935 to support the successful delivery of the Plan for the period up to August 2019. Funding is subject to the criteria specified by the Scottish Government. The SEIC Board continue to work together to use this funding to recruit to the posts required to support the delivery and impact of each of the workstreams and build capacity for improvement across our schools (Appendix 1).

3.10 Due to the funding only being confirmed in November 2018 the adverts and interviewing process has meant a fairly lengthy delay in recruitment. Out of the 16 identified posts to be filled, 10 posts have been recruited to successfully with some yet to start due to backfill situations. The other posts are either in the recruitment process or we have been unable to fill the posts.

3.11 All workstreams are moving forward with their planned improvement priorities (Appendix 2) with the first phase of improvement activity focused mainly on establishing strong networks at all levels of the education system to support the improvement activity. As stated within the South East Improvement Collaborative Plan improvement workstreams will change over time as practitioners are more engaged in the planning process and as more data analysis and information becomes available. A review of data, including staff and pupil surveys, indicate a need to undertake a research and development project to inform strategies to improve outcomes for children and young people with additional support needs.

3.12 East Lothian Council has received funding from the SEIC to carry out an independent review of specialist provision, policies and procedures relating to additional support needs and provide a report on findings and

recommendations to be implemented to improve outcomes for children and young people with additional support needs. The findings of this review will inform the Education Service Improvement Plan 2019-2020 and other associated children's services plans.

**Next Steps**

3.13 The SEIC Board will submit a revised Plan to the Scottish Government, June 2019. The SEIC Plan can only be delivered subject to the funding provided by the Scottish Government and it is anticipated that the revised SEIC Plan will secure the requisite funding required to support the identified priority areas for improvement.

3.14 Members of the SEIC Board visited the regional improvement collaborative, Education Achievement Service (EAS), South East Wales to gain an understanding of how the Welsh regional improvement collaborative model has developed over the past 6 years. The EAS has invested in building the capacity of schools and educational settings within the region over the last five years to enable more collaborative ways of working. This approach is enabling teachers and leaders to learn from each other, try out new approaches and to engage with educational research as the backdrop for improvement. Across the EAS authorities there are now a variety of ways in which the EAS supports and challenges school improvement. The impact and effectiveness of the strategies are reviewed regularly through both internal and external processes. The SEIC Board members will reflect on this experience to inform and shape the revised SEIC Plan to be submitted to the Scottish Government June 2019.

## 4 POLICY IMPLICATIONS

4.1 There are no policy implications associated with this report.

## 5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

## 6 RESOURCE IMPLICATIONS

6.1 Financial – The SEIC Phase 2 Plan sets out the funding request submitted to and approved by the Scottish Government to support the delivery of the Plan. The Council will continue to absorb costs associated with officers attending SEIC meetings albeit travel costs will be recovered.

6.2 Personnel - Various Education Service Officers of the Council will continue to support the SEIC either as members of the governance or workstream groups. East Lothian Council has recruited on a temporary seconded

basis the following fully funded posts to support the delivery of the SEIC Phase 2 Plan- Quality Improvement Officer; 2 Education Support Officers (Digital Learning). These posts are subject to the funding being in place.

6.3     Other – None


## 7       BACKGROUND PAPERS

7.1     Education Governance – Next Steps Executive Summary June 2017
        http://www.gov.scot/Resource/0052/00521038.pdf

7.2     Education Bill policy ambition: joint agreement June 2018
        https://beta.gov.scot/publications/education-bill-policy-ambition-joint-agreement/

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**SEIC Workforce Recruitment Plan**

| Post | Host Authority | Line Manager |
|---|---|---|
| Quality Improvement Manager | Fife | SEIC RIC Lead |
| Quality Improvement Officer | Fife | Quality Improvement Manager/Head of Service – Fife |
| Assistant Statistician (Data & Analysis) | Fife | Workstream Lead |
| Quality Improvement Officer (QI Approaches) | Fife | Workstream Lead |
| Administration Assistant | Fife | Quality Improvement Manager |
| Quality Improvement Officer | Edinburgh | Quality Improvement Manager / Head of Service – Edinburgh |
| Parental Engagement Officer (Equity) | Edinburgh | Workstream Lead |
| Quality Improvement Officer | East Lothian | Chief Operating Officer / Head of Service – East Lothian |
| Education Support Officer (Digital Learning) | East Lothian | Chief Operating Officer |
| Education Support Officer (Maths & Numeracy) | East Lothian | Chief Operating Officer /Workstream Lead |
| Quality Improvement Officer | Midlothian | Quality Improvement Manager / Head of Service – Midlothian |
| Education Support Officer (Professional Leadership) | Midlothian | Workstream Lead |
| Quality Improvement Officer (Professional Leadership) | Midlothian | Workstream Lead |
| Quality Improvement Officer | Borders | Quality Improvement Manager / Head of Service – Borders |

![SEIC logo] **SOUTH EAST IMPROVEMENT COLLABORATIVE**
*Working together, empowering all, improving outcomes*

# SEIC Update 4 April 2019

- The SEIC/Education Scotland Equity conference at Murrayfield attended by about 290 practitioners. Feedback has been extremely positive. (full report still to come – feedback on Twitter was outstanding)
- The Secondary HTs event attended by 50 of the 63 Secondary schools in SEIC (HTs). Feedback on this event has been extremely positive. (report available)
- A Maths/Numeracy moderation and assessment event – for practitioners. Report very positive.
- First of 3 cohorts of SEIC Columba 1400 Headteacher Leadership Academy (16 HTs). Collaboration and networking has already emerged from this cohort
- A Maths/Numeracy workshop was help for practitioners across SEIC – responses included "exceeded my expectations, felt this could really make an impact on attainment", "left feeling inspired to formulate a plan", "talking about what we are currently doing to close the gap and really getting down to the fine points of what we need to do next"
- Headteachers in both Secondary and Primary have been involved in reviews of schools in other authorities building their understanding of self-evaluation, sharing interesting practice and supporting professional learning. Based on these experiences school leaders are creating networks to support their self-sustaining improvement journeys.
- 3 LAs have conducted an audit of gaps in Professional Learning/Leadership in particular for DHTs – what it means to be an Excellent DHT
- A SEIC Professional Learning Pathway has been mapped out linking with other providers – SCEL, University of Edinburgh, Local Authorities, GTCS

The feedback from the above events has been used to inform future workstream priorities

> All workstreams are moving forward with their planned priorities. A summary of the work of each workstream is being co-ordinated.

Events/workshops/courses are in place for summer term

- Involvement in school reviews – note of interest
- HT network – need to understand what format HTs would want – consultation started on format (HTs)
- DHT leadership opportunity – Leading Quality Improvement 3rd/4th May (5 DHTs residential Fri/Sat))
- Evaluative writing – through Cluster Chairs 21st May (HTs mainly primary but open to Secondary)
- Columba 1400 SEIC network day – for all Columban Graduates 23rd May tbc (HTs)
- Developing Collaborative Leadership with Drummond International (2 cohorts but small numbers as pilot) - DHT/PT 10/11 May or 24th/25th May (3 DHTs/PTs in discussion with EM)
- BGE Transition – 1Primary/1 Secondary from each LIF  29th May (ELT)
- Wellbeing, Inclusion, Safe-guarding and Self-evaluation (June 10th) led by HMIe/Education Scotland
- Mental Health and wellbeing for Young People – vulnerable groups (May)
- Mental Health and wellbeing for Young People – universal (June)
- Leading Systems Change group progressing well.

Networks are working on individual projects bringing together ideas reflecting their priorities and more networks are emerging supporting the empowerment agenda.

Budget underspend (due to lack of staffing in place) has been re-allocated to drive further projects in a planned way

> Major work has started on a SEIC Improvement Framework with potential pilots being discussed for the summer term. This has been floated to both Secondary and Primary HTs with a very appreciative response.

The learning from each event is being used to tailor the next, for example, the feedback from the Primary Heads conference informed the structure of the Secondary Heads event. The Secondary Heads feedback has been used to inform the Wellbeing, Inclusion, Safe-guarding and Self-evaluation event in June for DHTs/PTs.

Meeting held with Workstream Leads and Network Leads

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| 1+2 Network<br>(Tamsin Frost) | • 5 Development Officers from local authorities, Edinburgh University representative and French Institute representative<br>• Existed for 4 years<br>• Research<br>• Campaign<br>• Gaelic<br>• CLPL<br>• Pupil immersion<br>• Education Scotland Learning Festival |
| Early Years Network<br>(Julie Fox) | • 5 Senior Officers<br>• Sub-groups<br>• 1140 hours expansion<br>• Professional collaboration<br>• Pedagogical leadership |
| ASN Network<br>(Alistair Haldane) | • 5 Officers<br>• Mental and emotional wellbeing<br>• Secondary age resource PSE<br>• Queen Margaret University – complex ASN event<br>• Look at a forum for ASD support |
| Professional Learning and Leadership Workstream<br>(Christine Rednall) | • 5 Officers, SCEL and TE Partnership<br>• High quality leaders<br>• QI 1.3 – good or better<br>• Data and analysis link<br>• Leadership pathway<br>• DHT support<br>• Practitioner Enquiry |
| Quality Improvement Workstream<br>(Peter McNaughton) | • Officers, Headteachers and Education Scotland<br>• Evaluative writing (AAs etc)<br>• SEIC HTs conference<br>• Cross authority reviews<br>• BGE transitions<br>• Middle Leaders<br>• Building leadership capacity<br>• QI 3.1<br>• SEIC Improvement Framework |
| Technologies Network<br>(David Imrie) | • 5 local authorities and Education Scotland<br>• Microsoft Team<br>• Calendar/CLPL/CPD<br>• Progression Framework<br>• E-learning |
| Data and Analysis Workstream<br>(Stuart Booker) | • 5 local authorities involved<br>• Evidence at SEIC level<br>• Using publicly available data<br>• Using data comparator gaps<br>• Add value/processes |
| Educational Psychologist Network<br>(Viv Sutherland) | • 5 local authorities involved<br>• EPs involved across workstream<br>• Clarify what is the EP offer<br>    o Prevention/early intervention – mental health<br>    o Counselling in schools<br>    o Nurture for effective learning<br>• Staff wellbeing<br>• Care experienced attainment |

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| Numeracy and Maths Workstream (Karen Haspolat) | • 5 local authorities involved <br> • Improving attainment <br> • CLPL – sharing <br> • Moderation event <br> • Attainment group event |
| Equity Workstream (Lorna Sweeney) | • 5 local authorities, Education Scotland, Scottish Government and Headteachers <br> • Equity conference (practitioners) <br> • Parental engagement conference <br> • NIF outcomes <br> • Possible SEIC cluster link |
| CLD Network (Ross Martin) | • Fife to join South East |
| Challenges | • Changing memberships <br> • Who is on each workstream <br> • Overview of each local authority <br> • Use of technology <br> • Clarity |
| Feedback from Secondary HTs event | • You said, we did <br> • SEIC Improvement Framework <br> • Collaboration/added value <br> • Collaboration with schools <br> • Alignment of local authorities/SEIC <br> • What's out there? <br> • SAC Collaboration <br> • BOCSH group <br> • Get to classroom level |

**SEIC 'Collaboration' video**

On Friday 29th March 17 practitioners reflecting each local authority and representing Early Years, Primary, Secondary, Support and adult/ families sectors met for a day of creative workshops to explore what collaboration means, what it means to be in education in the SEIC and the benefits of working together. The day. For the first time we used social media to generate the interest and encourage practitioners to sign up.

The structure of the day meant that participants very quickly fully involved themselves in the task ahead. The final result will be used as the third promotional video to ensure that the purpose and work of the SEIC is clearly communicated across the authorities.

The energy, enthusiasm and commitment of those who attended was excellent and this will be followed up with some footage to be filmed in some of their establishment.

Responses have included:

*Teacher 1*

*"I thoroughly enjoyed Friday! It was so great to chat with a bunch of like-minded people who are 100% committed to working with young people and families, and who 100% know the VALUE of collaboration. It was genuinely a joy!*

*I would definitely be keen to be involved in future projects with SEIC."*

*Teacher 2*

*"Thank you for the experience, please feel free to use our school for further shots should you need to, was a privilege to be involved."*

*Teacher 3*

*"Such a creative day focussed on working together. Can't wait to see the results"*