The West Partnership – Mhairi Shaw

As set out in our plan our current priorities for 2018 – 2021 are:

- Collaborative learning networks
- Empowerment
- Curricular networks and networks of ASL schools
- CLPL which will build learning networks
- Systems improvement
- Curriculum design
- Leadership and succession planning
- Families and Communities

Plan Tracker as at December 2018

Ref	Task	Workstream Lead	Status	Expected Date	Comments - Progress Report
1.1	Map collaborative school based networks to identify current activity and expertise	Mhairi Shaw	Complete	30 November 2018	**Dec 2018** Mapping complete.
1.2	Devise key characteristics, principles, shared protocols, structures and tools which will define collaborative working in the West Partnership	Mhairi Shaw	On track	31 March 2019	**Dec 2018** Principles and characteristics drafted.
1.3	Offer opportunities/issue invitations for schools to be more outward looking through widening networks across and between local authorities	Mhairi Shaw	On track	30 June 2019	**Dec 2018** Input into HTs meeting by ELM/Chris Chapman in Jan/Feb 2019 agreed. Initial plans for follow-up discussed, but not yet agreed. Discussion re input into joint ES/SG?WP conferences March 2019 discussed at Board.
1.4	Specific collaborative approaches may include: Leadership and Learning Rounds; Improvement Science; Lesson Study., Collaborative Action Research; etc	Mhairi Shaw	On track	30 June 2019	**Dec 2018** Input into HTs meeting by ELM/Chris Chapman in Jan/Feb 2019 agreed. Initial plans for follow-up discussed, but not yet agreed. Discussion re input into joint ES/SG?WP conferences March 2019 discussed at Board.
1.5	Support schools to utilise different types of evidence, knowledge and expertise from local authority, Education Scotland and University to develop and share and evidence the impact of new practices	Mhairi Shaw	On track	30 June 2019	**Dec 2018** Input into HTs meeting by ELM/Chris Chapman in Jan/Feb 2019 agreed. Initial plans for follow-up discussed, but not yet agreed. Discussion re input into joint ES/SG?WP conferences March 2019 discussed at Board.
1.6	Provide strategic direction for the partnership to build a culture and the capacity for inter-authority partnership and collaboration through the steering group and external challenge and support	Mhairi Shaw	On track	30 June 2019	**Dec 2018** Regular meetings with steering group agreed.
1.7	Liaise with CLPL group to deliver events to share learning and best practice	Mhairi Shaw	On track	30 June 2019	**Dec 2018** Discussions helpd with member of both collaborative learning network and CLPL steering groups to discuss further. Input into conferences in March 2019 proposed.
1.8	Develop systematic mechanisms to support and monitor impact of the activity	Mhairi Shaw	Not started	31 March 2020	
2.1	Ensure clarity of purpose and vision "Set out an explicit theory of change that underpins and supports the current strategies and approaches to educational improvement, which will help to identify the conditions that need to be in place for the aims of the educational improvement programme to be achieved" International Council of Education Advisers, June 2018 • Develop a shared understanding of what we mean by system leadership and the context for system change • Develop a shared understanding of what an empowered system looks and feels like	Maureen McKenna	Not started	31 March 2019	Dec 2018 Awaiting publication of thematic Inspection of Empowerment by ES. Action linked to national developments.
2.2	In partnership with Education Scotland, using HGIOS4 (1.3) and driven by a strong evidence base, provide clarity and consistency through the development of a West Partnership toolkit which will support self-evaluation and peer review of empowerment at school, local authority and regional level	Maureen McKenna	On track	31 March 2019	**Dec 2018** Awaiting publication of thematic *Inspection of Empowerment* by ES. Action linked to national developments.

2.3	Based on our shared understanding of what an empowered system looks and feels like, co-produce a detailed implementation/action plan which will help create an empowered, self-improving system underpinned by "professional empowerment, responsibility, and ownership" at school, local authority and West Partnership level.	Maureen McKenna	On track	31 March 2019	**Dec 2018** Awaiting publication of thematic *Inspection of Empowerment* by ES. Action linked to national developments.
2.4	Liaise with other workstreams e.g. CLPL and Systems Improvement to ensure consistency and support	Maureen McKenna	On track	30 June 2019	
3.1	Offering opportunity at all levels to enhance learning networks across the partnership	Steven Quinn	On track	30 June 2019	**Dec 2018** Joint ES/SG/WP March 2019 conference ("Equity, excellence and empowerment") planning well-underway. Key messages from WP to be shared. Corporate artist to capture key themes which could be shared. Panel with MS, DFM, HMCI, AN Others. Need for panel chair to be identified. Open space type workshops discussed - still to be identified.
3.2	Working with all workstreams to support the wider partnership agenda through appropriate CLPL	Steven Quinn	On track	31 March 2020	**Dec 2018** Workstream leads identifying areeas for conferences in March 2019.
3.3	Using evidence from stakeholder engagement to enhance existing professional development opportunities;	Steven Quinn	On track	31 March 2020	**Dec 2018** HTs offered suggestions for professional development
3.4	Using feedback from Education Scotland analysis of inspections to inform needs/priorities of practitioners	Steven Quinn	Not started	31 March 2019	
4.1	Audit current practices across the region in supporting secondary subject specialists	Tony McDaid	On track	31 March 2019	**Dec 2018** Sub-group established chaired by Gerry Lyon (GL) will meet early January 2019 and action plan will be finalised by end January 2019.
4.2	Establish a self-sustaining network to support collaboration in the ASN sector	Tony McDaid	On track	31 March 2019	**Dec 2018** Sub-group established chaired by Gerry Lyon (GL) will meet early January 2019 and action plan will be finalised by end January 2019.
4.3	Agree function of regional subject networks regularity and format of forums	Tony McDaid	Not started	31 March 2019	**Dec 2018** Sub-group established chaired by Gerry Lyon (GL) will meet early January 2019 and action plan will be finalised by end January 2019.
4.4	Identify teacher leaders for each curriculum subject area across the region	Tony McDaid	On track		
4.5	Liaise with CLPL and Evaluating and Reporting Groups as appropriate	Tony McDaid	Not started	30 June 2019	
5.1	Continue to offer CLPL opportunities for school leaders and class teachers which will improve assessment and moderation and bring about consistency in teacher judgements across the region	Tony McDaid	On track	31 December 2019	**Dec 2018** Training has taken place and evaluations have been completed for pre/post training data. Almost all authorities are participating in both curricular areas (literacy and numeracy). Four events planned across CfE levels (early/first and second/third/fourth) March 2019. Training provided to approx 240 practitioners. Glow group currently has exemplars from March 2018 events and updated training presentations and materials. More (new) materials will be added as appropriate.
5.2	Audit the range of courses available in the Senior Phase across the region and work with DYW and FE partners to improve the range of curricular pathways for young people.	Tony McDaid	Superseded	30 November 2018	**Dec 2018** Recent contribution to the consultation on the Glasgow City Region Skills Investment Plan and the Scottish Government Learner Journey Review follow up. Agreed audit of range of courses available not be required. Focus would be to enhance 'pupil offer' by working with FE/HE to support improved articulation across region (influencing work of the Regional Skills Investment Plan) and extend work based learning opportunities, for example, Foundation Apprenticeships. An action plan will be finalised by end January 2019.
5.3	Through sharing practice and developing professional learning networks, support schools and ELC settings to ensure thre is appropriate progression for learners, particularly at key transitions stages	Tony McDaid	Not started	30 June 2019	

5.4	Continue to support schools and ELC settings to address the recommendations on Making Maths Count, with a focus on improving confidence and attitudes to numeracy and mathematics	Tony McDaid	On track	31 December 2019	**Dec 2018** Conference 'Empowerment through Excellence' to launch Maths Week Scotland (Sept 2018). Opportunity for over two hundred school leaders and practitioners to collectively gain insights into good practice from across the RIC to enhance local and school level improvement planning. Workshops enabled sharing of successful interventions linked to the closure of poverty-related attainment gap. Conference benefited from contribution from parents and children. 76% of attendees rated conference as excellent, in relation to content having a predicted impact on classroom practice. 70% of attendees indicated workshops provided useful insights into research-based approaches to target attainment. To ensure sustainable impact, additional partnerships have recently been formed across WP to explore wider range of Making Maths Count recommendations. This includes newly established links with external partners such as The Winning Foundation and NPFS. scaled up interauthority research project aimed at closing the poverty related attainment gap in numeracy through the use of Maths Recovery and intervention assessment scales is currently being piloted.
5.5	Progress the recommendations from A Blueprint for Fairness from the widening Access Commission	Tony McDaid	Superseded		**Dec 2018** Combined with 5.2
6.1	Liaise with Scottish Government, Education Scotland (SCEL) and SCES	Laura Mason	Complete	31 March 2019	**Dec 2018** Discussions held with Gillian Hamilton (ES)
6.2	Gather and analyse data on HT and DHT recruitment and retention within each local authority over the past 3 - 5 years. Take account of demographics, including denominational elements	Laura Mason	Complete	31 March 2019	**Dec 2018** Discussed recommendations from the HT Recruitment Working Group Paper and impact this will have on each LA and across WP. Considered reasons DHT do not apply for HT posts and how this can be supported in each LA and across the collaborative. Agreed to review profile of existing DHTs and pathway programmes.
6.3	Audit practices within constituent local authorities in succession planning and leadership development. Research practice beyond the West Partnership on a national/international basis	Laura Mason	On track	31 March 2019	**Dec 2018** Analysed existing leadership programs in LA and how they are used to identify and encourage potential candidates. Group has not yet considered international practice.
6.4	Establish bespoke West solutions to include: • Coaching/mentoring/guiding • Post exchanges • Applied leadership learning	Laura Mason	On track	30 June 2019	**Dec 2018** Funding bid for "HT in residence" to coach/mentor current DHTs, newly appointed HTs and existing HTs agreed at Board in December.
6.5	Devise a West Assessment Centre leading to a pool of credible candidates for school senior management positions	Laura Mason	Superseded	30 June 2019	**Dec 2018** Decision taken to continue with individual LA assessment centres according to processes and agreements already in place. Agreed to share practice and provide opportunities for cross-authority working.
6.6	In 2019/20 pilot system and devise roll out plan	Laura Mason	Superseded	31 March 2019	**Dec 2018** Decision taken to continue with individual LA assessment centres according to processes and agreements already in place. Agreed to share practice and provide opportunities for cross-authority working.
6.7	From 2020/21 implement roll out plan	Laura Mason	Superseded	31 March 2020	**Dec 2018** Decision taken to continue with individual LA assessment centres according to processes and agreements already in place. Agreed to share practice and provide opportunities for cross-authority working.
6.8	Monitor and report on impact	Laura Mason	Superseded	31 March 2021	**Dec 2018** Decision taken to continue with individual LA assessment centres according to processes and agreements already in place. Agreed to share practice and provide opportunities for cross-authority working.
7.1	Audit existing policies and practices in each constituent local authority to identify best practice in quality improvement	Maureen McKenna	Complete	31 March 2019	**Dec 2018** Information gathered and spreadsheet shared.
7.2	Share findings with senior leaders across the region	Maureen McKenna	Not started	30 June 2019	**Dec 2018** Information gathered and spreadsheet shared.
7.3	Consider developing learning partnerships at system level as appropriate	Maureen McKenna	Not started	30 June 2019	

7.4	Devise programme of opportunities to develop practices in self-evaluation, quality assurance, support and challenge at senior leadership level in schools and officer level in each local authority which will lead to continuous improvement and consistency in evaluating education delivery and outcomes	Maureen McKenna	On track	30 June 2019	**Dec 2018** Menu of CLPL opportunties shared with LA and resposes collated. Meeting set up for Jan 2019 to discuss further.
7.5	Consider nationally co-produced guidance to devise a system which will enable each partner to undertake peer to peer review and challenge	Maureen McKenna	Not started	30 June 2019	
7.6	Monitor impact through internal and external reviews and inspections	Maureen McKenna	Not started	30 June 2019	
8.1	Audit existing interventions in family learning, community capacity building and parental engagement across the region, which support families living with poverty/inequality of outcomes	Ruth Binks	Complete	28 February 2019	**Dec 2018** Each authority has shared information about their current key areas of development/improvement planning. Key areas of practice have been identified. Each reported that they are at varying stages of development of their Families and Communities strategies. Agreed that sub-group would be formed which would allow greater involvement of CLD teams/leads across RIC.
8.2	Work with Education Scotland to identify best practices in family learning and parental and community engagement	Ruth Binks	On track	31 March 2019	**Dec 2018** Dr Beverley Fergusson (from ES) invited to be part of steering group. ES support offered to group and series of events discussed, including conversation day, future research cafes, teachmeet events and larger parental events. BF spoke about the wide bank of research that was available and could help form the basis of future developments in this area, including the use of practitioner enquiry.
8.3	Devise programme of opportunities to share and develop practices in family learning and parental/community engagement	Ruth Binks	On track	31 March 2019	**Dec 2018** Series of activities agreed. March teachmeet event focused on Family Learning. Opportunities for further events focussing on other aspects such as learning at home, STEM, community partnerships etc. Suggestion as to the inclusion of lean coffee type events in future, where issues and solution approaches highlighted and used to shape future discussions.
8.4	Work with NPFS representatives across the region to devis a series of conferences focused on developing family/community learning and parental engagement	Ruth Binks	On track	30 June 2019	**Dec 2018** RB met with Chair of NPFS. Agreed future involvement of NPFS representatives as part of the group. Chari also made suggestions as to the type of activities that may result in wider and more effective parental input to development of workstream.
8.5	Share best practice for Parental Engagement Strategies and work jointly to take forward the Scottish Government Action Plan on Parental Involvement and Engagement	Ruth Binks	On track	30 June 2020	Dec 2018 - authorities have shared parental engagement strategies and examples of best practice prior to first meeting. Two events being planned. The first a conversation day with Education Scotland on 29th January 2019 and the second a Teachmeet in March 2019.
9.1	Agree critical indicators to measure impact of the partnership's improvement plan	Elizabeth Morrison	Complete	30 November 2018	**Dec 2018** Included in improvement plan
9.2	Agree baselines and targets for identified critical indicators	Elizabeth Morrison	On track	31 August 2019	**Dec 2018** Most baselines agreed, awaiting further clarficiation for others.
9.3	Establish systems for gathering evidence and data of the impact of the activities offered in the West Partnership	Elizabeth Morrison	On track	31 March 2019	**Dec 2018** Interviews being held for data analyst on 19/12/18 and post offered
9.4	Devise tools which will be used consistently across the the partnership to evaluate the impact of activities	Elizabeth Morrison	On track	31 March 2019	**Dec 2018** Initial discussions re consistent use of pre and post CLPL evaluation processes.
9.5	Liaise with all other groups to ensure they are informed of the evaluations of their activities to support self-evaluation, reflection and consideration of future plans and activities	Elizabeth Morrison	On track	31 March 2019	**Jan 2019** ELM now attending most workstream meetings to share information and practice to ensure consistency and coherence.