

Welcome to the Collaborative
Improvement Team!

TEAM

- We're in this together
- Your unique experience and insight is valued
- There is no 'hidden hierarchy' in any of our collaborative work
- We are professionals of equal status
- We all contribute and we all learn!

What is the aim of Collaborative Improvement?

- The purpose of Collaborative Improvement is to share what works well at a local authority level and to support improvement in identified areas of local authority activity – this will also help address issues of variability.
- Collaborative Improvement aims to promote partnership working to ensure that we achieve sustainable improvements for all children and young people, including those from disadvantaged backgrounds.

Who is the target audience for collaborative improvement?

- The target audience for Collaborative Improvement is local authority staff working in support of schools and education staff.
- It aims to bring together the expertise and knowledge from all parts of the system to secure improvement and share good practice, working collaboratively with each other.

What should local authorities achieve from being involved in Collaborative Improvement?

- Local authorities should receive focused and specific support and challenge around those areas which senior officers have identified as in need of review, development or improvement.
- Involvement in Collaborative Improvement should be as 'normal' as possible a part of leading change and improvement i.e. it should focus on areas that are current and important.

The national context

- The Education Reform Joint Agreement published in June 2018 set out clearly that *'achieving the national vision of excellence and equity cannot be achieved by one part of the system alone: all partners must work together in a collegiate and collaborative way, keeping the interests of children and young people front and centre'*
- The Joint Agreement also signalled a willingness to explore options for implementing change, using additional or new levers already in the system: in these most challenging times, using new and innovative levers can be a route towards further improvement.

Key Principles of Collaborative Improvement

- The Coronavirus Pandemic has challenged all of us as never before. It has also reinforced our inter-dependence at many levels. Collaborative Improvement should be part of a positive and proactive response to this new context.
- Each authority remains responsible for its own outcomes: partners and colleagues will advise, support and challenge through a solution-focused approach to improvement.
- Across Scotland, we have much of which we can be proud in terms of practice worthy of sharing. Sourcing, celebrating and sharing such practice should help make best use of the expertise across the system to support improvement.

- Collaborative Improvement centres on genuine partnership working to co-create and build a model that is bespoke for each individual authority: there is no one-size-fits-all approach to this work.
- Success is dependent on creating and sustaining high levels of mutual trust, confidence, cooperation and collaboration to allow joint activity to take place.
- Focused and meaningful self-evaluation must lie at the heart of our collaborative improvement model.
- All 32 local authorities are committed to this process, in a variety of ways and over an agreed timescale.

Phases of the Collaborative Improvement process

- Phase 1 – decision to be involved/preparation
- Phase 2 – host local authority reflects and identifies an area for enquiry/self-evaluates
- Phase 3 – the fieldwork phase
- Phase 4 - recording and reporting
- Phase 5 – connection and development

Roles and responsibilities

Host local authority:

- Prior to an initial meeting, the local authority involved should undertake necessary and relevant preparatory work in terms of thinking about high-level successes and areas for development.
- The host authority provides relevant and useful data, intelligence and evidence for the self-evaluation process (the assumption is that data should already be available, rather than being created for this purpose).
- Local authority senior staff engage in purposeful self-evaluation discussions which help to identify both strengths and meaningful areas for improvement.
- At the appropriate time, local authority senior staff co-create a report and brief 'action plan'/route forward, based on self-evaluation outcomes.
- Share the report with CI partners.

Role of the Collective Collaborative Improvement Team

- Engage in purposeful discussion and engagement, which supports Collaborative Improvement, for example, through reflective questioning to determine and or confirm the evidence base in the host authority's self-evaluation.
- Contribute and support the review of the outcome report through highlighting progress of the identified key areas of success and areas in need of further development.
- May be involved in taking forward aspects of the action plan through offering advice and guidance and or sharing practice from across Scotland.

Role of Education Scotland

- Education Scotland staff are involved in supporting the self-evaluation process.
- Through engagement, provides a unique external perspective to the inward enquiry led by the local authority.
- Co-designs and co-delivers professional learning with each team, supporting the self-evaluation process.
- Co-delivers support activities, drawing on expertise from locality / regional teams to provide support and challenge, professional learning and, for example, establishment and bespoke sessions etc.

Role of ADES

- Arrange for provision of appropriate members to take part in the self-evaluation exercise.
- Through engagement, provides a unique external perspective to the inward enquiry led by the local authority.
- Arrange for provision of ADES members to support, as appropriate, ways forward.
- Work with ADES members to develop a schedule of engagement including all 32 local authorities.
- Co-design and co-deliver professional learning with each team, supporting the self-evaluation process.

Timeline

- Collaborative Improvement activity in any local authority needs to be undertaken over an agreed and time-limited period.
- The timeframe will be negotiated and agreed depending on the focus and proposed outcome of Collaborative Improvement and with the support of appropriately skilled and experienced colleagues.
- The period of involvement may vary from case to case, but should be over a relatively short, concerted period.

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