Regional Improvement Collaborative - Northern Alliance

Activity: Northern Alliance

Expected outcome / impact

The scale of the Northern Alliance Regional Improvement Plan is ambitious and will require considerable staff resource from local authorities, Education Scotland and other partners. The Alliance is committed to working across organisational boundaries to add value as a collective force to develop system wide improvement and close the poverty related attainment gap.

Identified resources / related support

Funding is in place until end of financial year 2018/19

Regional Improvement Lead 1 FTE

Regional Advisor (Education Scotland) 1 FTE

Project Officer 0.5 FTE

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

The following **core** resources are required to lead, develop and support the work of the Northern Alliance:

Role	**FTE**
Regional Improvement Lead	1.0 FTE
Regional Advisor (Education Scotland)	1.0 FTE
Project Officer	1.0 FTE
Research Assistant (Ed Psych)	1.0 FTE (30K)

These posts are essential given the scale of activity taking place across the Northern Alliance and support planning, governance and leadership of all aspects of the work of our Regional Improvement Collaborative.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

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Regional Improvement Collaborative - Northern Alliance

Workstream: Emerging Literacy

Expected outcome / impact

Raising attainment in literacy. The outcome to positively impact on closing the gap, teacher subject knowledge and attainment.

Identified resources / related support

Lead: James Cook (1 FTE)

Workstream participants: Mary Claire Ferguson (Eilean Siar); Claire Bryden (Argyll and Bute); Carol McManus (Orkney); Samantha Flaws (Shetland); Audrey Edwards (Shetland); Gaye Stevenson (Aberdeenshire); Lydia Tait (Aberdeen City) Stewart McLauchlan (Moray); May Beaton (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

This work stream is currently being rolled out to over 50% of Northern Alliance primary schools and plans are in place to increase this in future and to shift the focus to other priority areas, such as persistent literacy difficulties and progression throughout the BGE. As such, the following resources have been identified as being required to allow the Northern Alliance to continue delivering at scale;

- Funding for 1 FTE work stream lead
- Education Scotland support for evaluation of impact
- Operational budget to facilitate cross authority training
- Health Boards input for development funded by health boards

Education Scotland resource required: support for workstream lead to continue programme and take forward next steps re. sustainability. Literacy DO – working 0.4 on the project from Block 3 18/19.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Maths Attainment and Numeracy

Expected outcome / impact

To develop teacher confidence, professional understanding and leadership in relation to numeracy and secondary maths attainment.

Identified resources / related support

Leads: David Clark (0.4 FTE); Margaret Rule (0.4 FTE)
Workstream participants:
Numeracy - Maria McArthur (Argyll and Bute); Graham Bevan (Orkney); Iain Bell (Aberdeenshire); Felicity Martin (Aberdeen City)
Stewart McLauchlan (Moray); Kirsten Mackay (Highland)
Maths Attainment - Gordon Young (Eilean Siar); David Mitchell (Argyll and Bute)
Graham Bevan (Orkney); Brenda Harding (Aberdeen City); James MacPherson (Moray); Andy Thompson (Highland)

ADDITIONAL RESOURCE REQUEST

Funding is in place until end of financial year 2018/19, but project has been delayed due to personnel changes and will be re-started in August 2018. Resources required to upscale the project will be;

- Funding for 1 FTE work stream lead
- Operational budget to facilitate cross authority training

Education Scotland resource required. Work alongside workstream leads and in schools to develop the programme and provide specialist support to schools.
Numeracy DO – working 0.4 on the project from Block 3 18/19

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Early Learning Childcare

Expected outcome / impact

Delivery of 1140 hours EYCC policy. The outcome to improve access, quality and closing the attainment gap.

Identified resources / related support

Lead: Craig Clement (0.8 FTE)

Workstream participants: Becky McLean (Eilean Siar); Kathleen Johnston (Argyll and Bute); Catherine Diamond (Orkney); Audrey Edwards/Sam Flaws (Shetland) Audrey Hendry (Aberdeenshire); Eleanor Sheppard (Aberdeen City); Graham Jarvis/Jo Shirriffs (Moray); Sandra Harrington (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

The Northern Alliance has ambitious plans in place for the expansion of early learning and childcare. A lead officer post has been funded by Scottish Government and a case is being made for the appointment of a Project Assurance Officer. Both post holders will work across the Northern Alliance to develop and deliver shared approaches to delivering the expansion.

- The additional funding requested of the Scottish Government is £60,000 on top of the funding already agreed for the Project Lead

Support from the Care Inspectorate and from Education Scotland in relation to evaluating ELCC trials and supporting the RIC in relation to self-evaluation and continuous improvement is requested

Education Scotland resource required: Evaluation of ELCC trails. HMI and CI – Block 4.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Performance / Data Sharing Programme

Expected outcome / impact

Improve the use of data and data sharing across the Northern Alliance.

Identified resources / related support

Lead: Reyna Stewart (Aberdeen City)

Workstream Participants: Neil MacLeod (Eilean Siar); Alison Macdonald (Argyll and Bute); Graham Bevan (Orkney); Dougie Shearer (Shetland); Gillian Milne (Aberdeenshire); Neil Stables (Moray); Colin Jack (Highland)

ADDITIONAL RESOURCE REQUEST

As the Northern Alliance is not a legal entity, there is an urgent requirement to develop a shared approach to data management and data processing at RIC level. The Northern Alliance has requested initial scoping work to be undertaken which would allow Education Scotland to be the data processor on behalf of the Alliance.

- The cost of initial scoping work required is anticipated to be in the region of £50,000
- Further resource will be required if scoping work indicates that this is a viable data solution for the Northern Alliance, and indeed for other RICs
- Education Scotland Corporate Service Support

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Children's Services Planning Group

Expected outcome / impact

Work towards shared improvement across the NA, sharing of best practice, innovation in approaches. This will contribute toward the alignment and coherence of Children's Services Plans and workstreams across the collaborative.

Identified resources / related support

Lead: Ian Kyle

Workstream participants: David Gibson (Eilean Siar); Alex Taylor (Argyll and Bute); Scott Hunter/Peter Diamond (Orkney);Jane Cluness (Shetland); Bryony Revell (Aberdeenshire); Graeme Simpson- (Aberdeen City); Susan Maclaren (Moray)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

Care Inspectorate link required

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Children's Services

Expected outcome / impact

To support improvement in children's services. Work towards better outcomes for vulnerable children and improved practice.

Identified resources / related support

Lead: TBC (formerly Bob Driscoll (Aberdeenshire)

Workstream Participants: Jack Libby (Western Isles); Alex Taylor (Argyll and Bute); Scott Hunter (Orkney); [TBC] (Aberdeenshire); Bernadette Oxley (Aberdeen City) [TBC]; Susan Maclaren (Moray); Sandra Campbell (Highland).

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

TBC

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Modern Foreign Languages

Expected outcome / impact

To develop 1+2 languages, embed teacher subject knowledge. The outcome is to increase teacher subject knowledge, extend qualified teacher numbers and raise attainment.

Identified resources / related support

Lead: Sylvia Georgin (0.4 FTE)

Workstream Participants: Mary-Claire Ferguson (Eilean Siar); Gwen McCrossan (Argyll and Bute); Carol McManus (Orkney); Julie D'Eathe (Shetland); Deborah Masson (Aberdeenshire); Ross Watson/Marie-Claire Lyon (Aberdeen City); Willem Smitt (Moray); May Beaton (Highland); Thea Searle (Highland).

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

At present, additional resources have been identified from local authority 1+2 monies to release a 0.4 FTE lead for this work stream. There remains significant work to be done to develop 1+2 provision in secondary schools and to ensure sustainability of training for primary practitioners. The following resources are required in future;

- Funding to allow primary teachers to undertake the OU/SCILT training programme
- Funding to support intensive cross sector working to engage secondary practitioners with this agenda
- Education Scotland support – Each Northern Alliance School SIF to include short passage on 1+2. Blocks 3-1 Regional Advisor to review all RIFs and provide evaluative report. Block 1
- SCILT support.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Poverty / Closing the Gap

Expected outcome / impact

Identify key indicators of rural poverty and reduce impact on attainment.

Identified resources / related support

Lead: Helen Budge (Shetland)

Workstream Participants: Bernard Chisolm (Eilean Siar); Louise Connor/Don McAllister (Argyll and Bute); Peter Diamond (Orkney); Emma Perring (Shetland) Andrew Griffiths (Aberdeenshire); Catriona Walker (Aberdeen City); Ian Kyle (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

£30,000 has been identified from our current allocation of Scottish Government monies in 2018/2019 to undertake further research into rural poverty and to develop a metric, or suite of metrics which better determine rural poverty.

Education Scotland resource required: support to pull together work already undertaken by the Northern Alliance. SEO HWB / Attainment Advisor 0.2 Block 3 onwards.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Future Delivery Models /Estates

Expected outcome / impact

To develop and implement a framework to facilitate transformation and change in our communities.

Identified resources / related support

Lead: Peter Diamond (Orkney)

Workstream Participants: Bernard Chisolm (Eilean Siar); Shona Thompson (Shetland); Max Booth (Aberdeenshire); Andrew Jones (Aberdeen City) Graham Jarvis (Moray); Barry Northedge (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

Funding for Sustaining Education in our Communities Summit (14 September 2018)

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: IT Transformation (E-learning)

Expected outcome / impact

To explore the development and impact of Esgoil model across the region. Outcome access to full curriculum, cost reduction and transformation of teaching and learning.

Identified resources / related support

Lead: Angus MacLennan (Western Isles)

Participants: Wendy Brownlie (Argyll and Bute); Graham Bevan (Orkney) Robin Calder (Shetland); Graham Cowie/Iain Bell (Aberdeenshire); Charlie Love (Aberdeen City);Karen Lees (Moray); Peter Finlayson (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

Exploration of use of a single IT platform across the Northern Alliance to facilitate collaborative working amongst teachers. Education Scotland resource required: member of GLOW team Blocks 3 and 4.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Equalities

Expected outcome / impact

To champion equalities and children's rights across the Northern Alliance. The outcome is to improve the health and wellbeing of children and young people.

Identified resources / related support

Lead: Bernadette Cairns (Highland)

Workstream participants: Donald MacLeod (Eilean Siar); Gerry Geoghegan (Argyll and Bute); Morag Miller/Emma Clements (Orkney); Audrey Hendry/Kat Burke (Aberdeenshire); Lynne Riddoch/Marc Doherty/Jemma Playfair (Moray); James Cook (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

Support for new workstream lead. Resource required from Education Scotland: members of inclusion team 0.2 Blocks 3 and 4.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Community Learning and Development

Expected outcome / impact

To develop shared approaches to community learning and development. The impact is to improve employability skills for young people, improve family learning and parental engagement.

Identified resources / related support

Lead: Avril Nicol (Aberdeenshire)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

Provide support and challenge for workstream lead. Education Scotland resource required: HMI time Block 3 and 4 (6 days total).

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream / Activity: Leadership Development

Expected outcome / impact

Develop high quality leadership and systematic improvement across the Northern Alliance at all levels.

Identified resources / related support

Lead: Vincent Docherty

Workstream participants: Neil Macleod (Eilean Siar); Anne Paterson (Argyll and Bute); George McKinley (Orkney); Audrey Edwards (Shetland); Ka Kuen Mo (Aberdeen City); Heather Reid (Moray); Jim Steven (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

The Northern Alliance aims to develop curriculum "champions" to support classroom practitioners across the Northern Alliance. The aim is to begin with Maths as a subject area and then to build further from there. This will have a direct impact at classroom level, but will be resource intensive to establish this way of working. Resources required will include:

- Support for champions/training from Education Scotland/SCEL
- Funding to release champions to undertake training and development
- (in time) funding to deploy champions across the Northern Alliance to support improving classroom practice

Educatoin Scotland resource required: Support for training Digital Learning Champions and Mathematics Champions. Numeracy DO – Block 4, Digital Learning DO – Block 3 and 4; SCEL leadership training Block 4

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**

Regional Improvement Collaborative - Northern Alliance

Workstream: Systems Improvement

Expected outcome / impact

Identified resources / related support

Lead: Andy Griffiths

Workstream participants: Willie MacDonald (Eilean Siar); Louise Connor (Argyll and Bute); James Wylie/Peter Diamond (Orkney); Audrey Edwards (Shetland) Susan Smith (Abderdeenshire); Elaine Philip (Aberdeen City); Willem Smit (Moray) Jim Steven (Highland)

ADDITIONAL RESOURCE REQUEST

Please provide the following information for the additional resources requested:

Local authorities across the Northern Alliance aspire to develop a self-improving system and as such additional resource will be required to develop establishment, cluster, local and regional approaches to continuous improvement. Resources required will include;

- Funding to release lead officer to drive this work forward across the Alliance
- Support from Education Scotland in relation to evaluation – SCEL support required to provide bespoke input on leadership at this level.

T
he Regional Improvement Lead and Regional Advisor have had initial discussions with the University of Aberdeen with a view to establishing a "Northern Alliance Teacher Hub" to support professional practice. Discussions are at an early stage, but the university has identified space which could possibly be used. Set-up costs in the region of £100,000 would be required as well as ongoing revenue costs to facilitate the work of the hub.

Staffing Costs	**(FTE)**	**£** (incl on-costs)
[Describe additional requested staffing type, with FTE and costings for each]		
Other/Non-Staffing Costs		**£** (total costs)
[Describe the additional resource/s required and provide costings for each]		
Total Resource Requested (Sept 2018 – August 2019)		**£**