

APPENDIX 1A



Leicestershire Education Excellence Partnership (LEEP)

Striving for Success

An inclusive strategic vision for outstanding education in Leicestershire

September 2013 – September 2015

Version 0.4

Introduction

This document sets out how the Leicestershire Education Excellence Partnership will form part of the strategic vision for ensuring an excellent education for all children and young people in Leicestershire. Working in collaboration, representatives of headteachers, governors, teaching school alliances, the Church of England and Catholic dioceses, the local authority and lead member have agreed an approach that is underpinned by a sense of common purpose and shared values.

The aspiration is that all children and young people have the best education possible by ensuring that they have access to a good or outstanding school with inspirational teaching and leadership. This will ensure that we achieve our vision of Leicestershire being the best place for children and young people to learn and thrive.

Leicestershire is well placed to develop this partnership approach. Schools have become increasingly autonomous and self-supporting. Strong and innovative network arrangements are emerging and new alliances are being forged. Much of this innovation is happening without direct involvement from the local authority. The high percentage of good and outstanding schools indicates that this new landscape is continuing to be successful in raising standards. We believe that by harnessing the collective will and commitment that exists through a co-ordinated approach, even more can be achieved.

The local authority maintains a statutory duty to ensure that all children achieve their potential. Its role as a champion for all children, especially the most vulnerable, underpins the relationship that it will have with all state funded schools. Within LEEP the role of the local authority is to work with schools and other partners to build strong collaboration. As a new landscape is shaped the challenge will be to establish a common understanding about what can be expected of the local authority as a stronger, system-led approach becomes embedded. There will still be times when the local authority takes a more proactive approach on behalf of children to ensure that schools are improving and are offering high quality education for all.

Leicestershire Education Excellence Partnership is in its first stage of implementation. The collaborative nature of the work means that at each stage of development there will be regular reviews and opportunities for feedback. The success of such an approach is dependent on the commitment of those who will lead from within the system. It is intended that all schools are included and become engaged. The aim is to see Leicestershire schools contributing into an informed dialogue, both locally and nationally, which helps to shape this evolving strategy.

This document provides a strategic summary to inform all partners about the roles and responsibilities, the underlying principles and the plans for developing stronger collaboration which will shape Leicestershire Education Excellence Partnership.

Shared Goals

With a shared sense of moral purpose, the Partnership seeks to ensure the best learning experience for all children and young people in Leicestershire. LEEP will draw upon the best practice and use this expertise to secure outstanding learning for all.

The Partnership aims to support a highly effective, self-sustaining system where schools are developing a strong collaborative identity and where those in schools and other providers are equal and trusted partners. The vision is for a collective responsibility for every Leicestershire learner.

Strategic Objectives

- To create opportunities for peer to peer professional learning and peer to peer leadership development by sharing effective practice and expertise
- Identify and develop leadership potential of all staff
- Provide support and challenge for all schools through sharing of knowledge, training, resources and systems across the local education environment.

Guiding principles

Colleagues working as part of LEEP will:

- work collectively to support those schools which are underperforming
- ensure responses are swift and established in agreement with the school
- act ethically, with integrity and in the best interests of children and young people, including the most vulnerable
- respond flexibly and appropriately to meet the needs of different partners
- endeavour to make the best use of resources, based on principles of best value whilst ensuring high quality
- hold each other to account in trust and mutual respect and report honestly and fairly with accurate and reliable evidence

To support independence and choice LEEP will:

- build on and extend existing networks, relationships and local partnerships so that autonomy does not lead to professional isolation
- collectively support and challenge institutions to reach outstanding outcomes
- oversee school to school support in partnership with other school improvement agencies, ensuring that there is a differentiated package of support and challenge for schools that can be accessed from any national or regional source
- use its strategic knowledge to communicate the successes of Leicestershire's schools and to develop local agreements so that they can be self-regulated
- develop leadership potential and succession planning at all levels
- encourage constructive conversations about the performance and current issues facing the wider educational system

- develop effective systems for gathering information and analysing the learning needs of schools and acting swiftly to address identified needs.

Key themes and priorities

Through analysis of performance information, discussions and feedback from school leaders, including governors, the following areas have been identified.

- To improve rates of progress in all key stages so that all pupils make at least expected progress and the gap between pupils eligible for free school meals and their peers is closing.
- To ensure that all schools are developing strong local partnership arrangements that provide appropriate support and challenge and lead to improved outcomes for pupils.

Specific themes will be:

- Improving standards in all Key Stages and Early Years Foundation Stage. From Reception to Year 6, specifically reading and writing and from Year 7 to Year 13, specifically mathematics;
- Increasing rates of progress in all key stages so that more pupils make better than expected progress;
- Narrowing the gap which exists between pupils eligible for free school meals and those who are not;
- Improving leadership, particularly middle and subject leadership and governance;
- Developing future leaders.

We believe that by tackling these priorities, Leicestershire will be in the top quartile of all local authorities because more children will be achieving their potential wherever they are in their education journey.

Sharing information

The success of LEEP will be dependent, in part, on the ability to share and exchange intelligence and information which will assist in objective and impartial evaluation. The local authority has access to a range of performance information which will support LEEP in identifying schools requiring support. In addition, schools have their own tracking systems and knowledge of need which add further 'intelligence' and ensure a more sophisticated approach to planned support. A separate data sharing agreement will provide assurance and transparency to schools and partners which will enable them to be confident that colleagues involved in LEEP will treat any information with the utmost care and professionalism.

Governance arrangements

Children and Families Overview and Scrutiny Committee

The work of the Partnership will be evaluated in a number of ways, including through reports to Ofsted and the Department for Education. Through termly meetings, Leicestershire Children and Families Overview and Scrutiny Committee will provide assurance that the local authority is carrying out its statutory role and that the activity of LEEP is improving outcomes for children and young people.

LEEP Strategic Group

The Strategic Group will meet at the beginning of each term to review the performance of schools. This will include performance information, inspection outcomes and common themes that are arising. These meetings will provide an opportunity to look at school to school support across the county so that best practice can be identified and shared. This group will be responsible for determining the direction of the Partnership. Plans will be based on secure evidence which includes the views of school leaders, governors and other partners.

Representatives from the local authority will also meet with officers from the Department of Education and have termly meetings with senior HMI in order to provide assurance and accountability for schools' performance.

Networks

It is intended that LEEP operates through a range of networks, many of which are already well established across Leicestershire. As schools have become increasingly autonomous, new alliances are emerging. These range from small triads to much broader and deeper arrangements such as learning partnerships, collaborative trusts, academy trusts and companies. LEEP wants schools to exercise their choices, freedoms and flexibilities to the full, strengthening networks and partnerships that are jointly supportive and challenging.

The benefits of a more diverse educational offer are there to meet the needs of every individual child and LEEP is committed to using its strategic influencing role to ensure that all providers work together for the benefit of children. We support the concept that schools, irrespective of their governance structure, are best placed to raise standards. LEEP will work with all schools any new provider to encourage strong networking arrangements within localities. This includes local authority maintained schools, academies and free schools.

Teaching School Alliances have a key role because they operate within nationally agreed terms of reference and are quality assured through the National College for Teaching and Leadership with specific key performance indicators. They provide a national perspective for system leadership and ensure, through their own wider networks, that Leicestershire is participating in wider educational developments.

Behaviour Partnerships will be aligned to LEEP, their focus being on children and young people who need alternative arrangements, perhaps for a short period, to ensure that they access an appropriate curriculum and achieve their potential. All schools are expected to provide access and inclusion to vulnerable learners.

The roles of those involved in LEEP

Schools and partners will engage with LEEP in different ways but the premise is that all have something to offer and all have something to learn.

1) Schools giving support will:

- Share their expertise and best practice with colleagues to improve outcomes.
- Deliver school-to-school support as agreed and in accordance with each school's action plan priorities;
- Report progress regularly through action logs or reviews;

2) Schools receiving support will:

- Be open to advice and support given;
- Make available data, information and resources, necessary to address the agreed areas for improvements.

3) The Local Authority will:

- Convene partnerships across all schools to promote innovation and improvements and facilitate the development of local support networks;
- Promote the work of new and established collaborative groups, including self-starting groups;
- Quality assure the work of the Partnership in providing a high standard of school-to-school support;
- Ensure that school to school support is well co-ordinated so that partners, including the dioceses, have relevant information which informs their work;
- Commission additional support to maintained schools which require improved or are at risk of causing concern
- Intervene in schools where improvements against agreed priorities are too slow or the school is at risk of an adverse inspection outcome.

How LEEP will function

LEEP has been developed to provide strong support and challenge within the school system. It is intended to work on agreed areas for development in a focused way with clear outcome measures linked to themes. The main approach will be to support collaborative project work and school to school support. Models of professional development will be based on tried and tested approaches such as lesson study, classroom-based research and joint practice development. Where possible, local case studies of best practice will be shared with other schools. The majority of schools will identify their priorities and plan the collaborative work. There will be occasions when LEEP helps to bring schools together because common themes have emerged.

Striving for success

Good education is the bedrock of children and young people's future life chances and choices. We have a collective responsibility to ensure that the children and young people who are being educated in Leicestershire in the next few years grow to become confident and successful citizens of the future.

The opportunity to shape education in Leicestershire that has been presented to us must not be lost. For a number of years Leicestershire has had a reputation for its innovative and forward thinking strategies in the field of education. Striving to succeed through LEEP could ensure that we continue to deliver the best possible educational experience for all.

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