

LEWISHAM SECONDARY CHALLENGE COLLABORATIVE

PROSPECTUS FOR CHANGE

WHO ARE WE?

We are a collaborative of all secondary schools in Lewisham working with the London Borough of Lewisham to develop an outstanding secondary school sector. All state funded mainstream secondary schools are part of the collaborative regardless of status. Together we will develop and deliver a programme of support and challenge over the next five years that will help us achieve our vision of:

‘Every Child Achieving, Every School Outstanding, No One Left Behind’

OUR MISSION

To make a real difference by raising standards, improving progress, closing the gap and ensuring all Lewisham children have access to an outstanding secondary school.

OUR VALUES

Our shared core values will guide our behaviour and actions. We will be:

- *Aspiring*
- *Solution focused*
- *Driving improvement*
- *Sharing and trusting*
- *Transparent*
- *Accountable*

WHY ARE WE WORKING TOGETHER?

Education is a means to overcome disadvantage and achieve social mobility. Excellent education is therefore particularly important to the lives of Lewisham children and to the development of Lewisham as a strong and vibrant place to live and work. Our standards and pupil outcomes in early years and primary are amongst the best in the country. The borough’s secondary school system sits in stark contrast, with average pupil outcomes being well below those of Inner London and London as a whole. Lewisham does face the challenges of poverty and deprivation; however, other Inner London Boroughs have shown that these challenges can be overcome and we do not accept these as excuses.

In Spring 2016 the Mayor of Lewisham established an independent Education Commission to make recommendations on the future of education in the borough with a particular emphasis on the secondary sector. The Commission worked collaboratively with local stakeholders to shape a vision for education in Lewisham and to make recommendations for future development.

The Commission’s work coincided with the publication of the Government’s White Paper, Education Excellence Everywhere, which, together with recent consultation on school funding signals the government’s intention to reform school improvement policy in the context of the overall drive towards a school led system and the expectations that all local authorities will step back from school improvement.

Whatever the statutory definition of its role, as community leader, Lewisham Council recognises the importance of education to our communities. The Council shares a strong moral purpose with Lewisham schools in wanting to raise aspirations for educational outcome and improving levels of achievement.

In line with the recommendations of the Education Commission we have come together to form a Secondary Challenge Collaborative which builds on existing positive examples of collaborative working in Lewisham, between schools and between schools and the local authority, but is fully focused on improving progress, raising standards and closing gaps.

The Education Commission outlined the ambition for the Lewisham Secondary Challenge to ensure that all schools become good or better, as judged by Ofsted, by 2020. We want to go further and aspire for all schools to progress towards being Outstanding within five years. We will do this through the delivery of a time limited programme of interventions and targeted support.

CHALLENGE PROGRAMME AIMS

- *improve educational outcomes for all pupils*
- *close the gap: raising attainment of underperforming groups*
- *reduce the number of under-performing schools*
- *improve good and outstanding schools*
- *ensure Lewisham secondary schools are the destination of choice for Lewisham pupils and parents*
- *contribute to the development of a strong school led system of improvement for the Borough and beyond*
- *support all Lewisham secondary schools to become financially sustainable.*

PROGRAMME PRIORITIES

A detailed review of authority and school level data and insight, together with school self-evaluations and externally published reports has informed the identification of the following programme priorities:

- strengthening senior leadership
- improving middle leadership and management of teaching and learning
- improving the quality of teaching and learning with a focus on Maths and Science.

Detailed delivery plans for each of our priorities will be developed ready for implementation from November 2016.

COLLECTIVE SUCCESS MEASURES

By 2020

- All schools with secondary provision will be good or better, as judged by Ofsted
- Performance at Key Stage 4 will be at least the London average, with some schools competing with very best performers in London
- The vast majority of parents in Lewisham have confidence to choose local schools
- Every pupil in a Lewisham secondary or all through school will feel proud of their school and want to continue learning
- Teachers will feel proud of an ambitious and successful education system in Lewisham.

PRINCIPLES OF COLLABORATION

We have identified a set of principles, based on our core values, that all members of the collaborative share. These are important to us as they help define how we will work together and the things we as a group collectively care about. Our principles build on those developed for the Lewisham School Improvement Framework but also include other ways of working that will ensure the success of the Secondary Challenge based on research findings into effective collaborative working.

We will:

- accept **no excuses** for underperformance
- have **courage** to do things differently to ensure a step-change in outcomes
- **challenge and support** each other to secure improvement
- recognise and **respect individual autonomy** whilst being committed to achieving our collective mission
- **collaborate** to ensure the best use of resources, knowledge, skills and experience
- have **clarity** about our individual and collaborative roles, responsibilities and plans
- be **inclusive** through championing the most vulnerable children and member schools
- take an **evidence based** approach to improvement, using both local insight and wider research
- ensure **equity** with all members contributing and benefitting from participation in the collaborative
- take a **targeted** approach to ensure our limited combined resources meet need and help us achieve our aims
- be **accountable** to each other and to our respective governing bodies
- be **transparent**, open and honest with each other
- invest in effective **communication** across the collaborative, with staff, with respective governing bodies, with key partners and most importantly with the families and communities we serve.

GOVERNANCE

We are an informally constituted collaborative however all members have signed an agreement that clearly articulates our commitment to the Secondary Challenge.

Each member of the collaborative, secondary schools and Lewisham Council, has two seats on the Lewisham Secondary Challenge Board. The two representatives are for schools:

- Chair of Governors
- Headteacher.

For London Borough of Lewisham:

- Director of Children's Services
- Cabinet Member for Children and Young People

The Board collectively reports to the Lewisham Education Partnership and individual members report to their respective governance body on a termly basis.

DELIVERY PARTNERS

Secondary Heads Group

The existing Secondary Heads group has a wider remit than the Secondary Challenge Collaborative Programme and will continue to offer schools opportunities to work collegially and supportively on a range of areas during and after the lifetime of the Challenge. In line with the Education Commission's recommendations the Secondary Heads group is looking to be more focus on professional learning and development and the Secondary Challenge will work closely with the leadership of the group to avoid duplication, develop complementary activities and to embed relevant activities in their work at the end of the Challenge Programme.

Alternative Providers

Although the formal members of the Secondary Challenge are mainstream schools we recognise that we need to work closely with our commissioned Alternative Providers to ensure that improvements in Challenge Schools benefit all Lewisham children, including the most disaffected.

Primary, Special Schools and Post 16

Secondary schools are one part of the wider education system across Lewisham. We acknowledge that there is a wealth of experience and expertise across the education system in the Borough and that this should inform the solution to the challenges facing the secondary sector. To this end we will work with our colleagues in the primary, special and post 16 sectors to develop and deliver interventions that make a real difference, improving progress, raising standards and closing the gap.

Teaching School Alliances

Teaching School Alliances (TSAs) are a crucial school led resource for school improvement. They lead on school to school initiatives, leadership development and continuing professional development within a school led system of improvement as well as supporting school based initial teacher training.

We are working with Atlas Teaching School Alliance and with the Lewisham Teaching Schools Alliance Partnership, the coordinating body for the four TSAs in Lewisham, to design the Challenge Programme and maximise opportunities for support.

Multi Academy Trusts, Federations and Collaboratives

Many of our member schools are also involved in other collaborative partnerships including formal Multi Academy Trusts, Federations, collaboratives and networks. Many of these extend beyond the Borough's boundaries.

These existing partnership and relationships remain important to our member schools and the Secondary Challenge will not replace them. The Secondary Challenge is a time limited programme focused on achieving specific aims by 2020/21 and therefore needs to support and engage with existing partnerships as they will provide access to wider expertise and experience that can help us achieve our aims.

Other partners

We will develop relationships with key partners that will help us build greater capacity for rapid change and improvement including the Education Endowment Foundation and Office of the Mayor of London.

INVESTMENT

The financial climate is challenging for both local authority and many secondary schools in the Borough. However, despite this each member of the collaborative has committed to pooling resources both in kind and where possible financial to ensure the success of the programme.

The London Borough of Lewisham is repurposing funds previously used to directly employ senior school improvement staff to pump prime the development and delivery of the Challenge Programme. In year one a significant proportion of LA school improvement consultancy time will also be offered up to be used more flexibly under the direction of the Challenge Board. Where possible local authority data analysis and insight services will be tailored to meet the needs of the Challenge programme.

The local authority's contribution in year 2 onwards will depend on a number of factors, including whether the government goes through with its plans, signalled in the recent White Paper, to take school improvement responsibilities away from local authorities.

The Lewisham Schools Forum has previously agreed to create to a pooled budget for targeted support of schools categorised as red or amber when assessed under the terms of the Lewisham School Improvement Framework. The Schools Forum has agreed to earmark £50,000 of this to support Challenge activities in year 1. We will work with the Schools Forum to extend this arrangement for years 2 – 5.

The Challenge Board will review the option of seeking funding contributions from member Schools as the programme progresses and as the impact of schools funding reform become clearer however all members remain committed to prioritising school improvement resources to achieve the collaborative aims of the Challenge Programme.

We will actively pursue new sources of programme funding and resources from charitable trusts, government, research bodies and sponsors.

Back page to have logos of all member schools and the Council's logo.

Plus:

For further information, contact:

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