



Developing a local education system for Lambeth.
Working Together: January 2017

The challenge

To develop a **local education system** that can sustain high quality education, keep the Lambeth family of schools together and improve outcomes for children as the traditional role of the LA changes and funding reduces

Clear vision: *Building on strong collegiate foundations: ensuring no school or child is left behind and high aspirations for all.*



Our objectives

- Promoting and striving for **excellent outcomes for all children**
- Continuous **improvement in the quality of teaching and learning**
- Developing **best practice**
- **At the forefront of school improvement** both national and internationally
- **Overall attainment and progress levels** among member schools among the best in the country
- Improved outcomes and progress for different groups of children and young people with **evidence of attainment and opportunity gaps being identified and addressed**
- **Attendance figures** in member schools among the best in the country
- **Exclusion figures** in member schools among the lowest in the country
- A **reputation for excellence** at national and international levels
- A year on year **increase in the partnership membership**
- **High levels of member participation** and satisfaction
- **Strong staff motivation** and commitment in member schools
- **Strong leadership development** in member schools at all levels including governance
- Outstanding **personal development, health and well-being programmes** for all pupils
- Effective development of **innovative practice**
- **High levels of satisfaction** among local communities

Options we were considering under proposed Education for All bill June – October 2016:

Option 1: Planned withdrawal from maintaining schools but new Lambeth model/delivery vehicle for school improvement and wider services

Option 2: Council continues to maintain a critical mass of schools and develops a bespoke local education system including a new delivery vehicle for Lambeth for school improvement/wider services

All heads agreed they wanted to continue to work together and with the LA. The question was what would the 'delivery vehicle' look like.



What has changed since October 2016

Justine Greening has announced the 'Education for All' Bill will not be going forward to parliament meaning:

- School will not be required to become academies unless they are failing
- The LA's responsibility for school improvement, which originally significantly reduced in the Bill is now retained, but with reduced funding



What has changed since the last meeting?

- The second round of 'fair funding' consultation has now taken place but will come in in 18/19
- Recent indications are that there will be a much reduced budget to provide a school improvement service, meaning greater income needs to be generated to provide a core SI service.
- Council services cut across the piece but budget now agreed to 2020
- Schools budgets will also be reduced by 3% by 2019/20



What has changed since the last meeting?

We have looked in detail at **three alternatives** to provide the vehicle for a new 'local education system' the **Lambeth Schools Partnership** in the context of national changes

1. Schools led company:

- Start up costs will have to be borne by schools if the LSP sits entirely outside the council
- In consultation schools were keen that the LA continued to play a key role in any company
- We already have Teaching Schools and don't want to duplicate
- Who would have authority to make decisions/ hold to account was critical in deciding who leads the company?
- Would all schools be willing to work with a schools led company and would it enable the LA to carry out its statutory function?



What has changed since the last meeting?

2. LA led trading company:

- With increased involvement of schools in running it
- Alongside better use and sharing of Teaching Schools offer
- Providing full service for maintained schools and a traded offer for all schools
- Co-coordinating the 'Working Together' of all schools and close liaison with other Council services
- Company would have range of costs and liabilities- need to have built up sustainable income to start with: this needs to be developed as phase 2



What has changed since the last meeting?

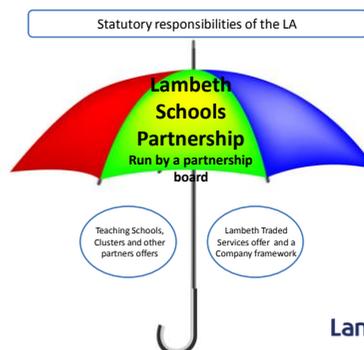
3. LA/schools partnership overseeing standards in schools

- With increased involvement of schools in running the partnership
- Alongside better use and sharing of Teaching Schools offer
- Providing a full service to maintained schools
- Adding coherence to traded services in Lambeth
- Coordinating the 'Working Together' of all schools and close liaison with other Council services
- Noting that the LA has statutory responsibility for school standards, safeguarding and probity

In the longer term the LSP may set up a company limited by guarantee through which it can commission further services and other practitioners/consultants to enable it to widen its offer. The company might in the future be in a position to set up a subsidiary company that could sponsor a multi-academy trust.



Option 3: The LA/ Schools Partnership model



Lambeth Schools Partnership

The new Partnership would:

1. Provide 'neutral' oversight of all schools by the LA and co-ordination with schools' active involvement of the Council's education function
2. Provide more agile, expanded traded service provision focussing on core school effectiveness services
3. Set up a 'framework' (shadow company) to take on a range of trusted consultants on a contract basis who could be called on to offer bespoke services
4. Offer support to vulnerable schools
5. Broker a range of services from Teaching Schools and Clusters

Benefits of membership of the LSP April 17- April 18

- All Lambeth schools eligible for membership
- The full membership rate of £3500 (tbc) includes the complete School Improvement Adviser package and all school leaders and governor Working Together events, 3 breakfast briefings and communications
- Rate for academies who already get a SIA package from their Academy sponsor set at £900 (tbc) including 'keeping in touch' SIA visit, all Working Together events, breakfast briefings and communications.

Our partnership package

All partners will receive:
Access to and support from a named LSP adviser
Headteacher and Governors "Working Together" events and communications
3 themed breakfast briefings
The full school improvement package or annual "keeping in touch" SIA visits depending on your subscription



Benefits of membership of the LSP

School Improvement Services package comprising:

- 3 SIA visits per year and written reports and a 4th visit which might include HT PM or an alternative activity of the school's choice
- Annual report presented to the Governing Body
- Support for HT/SLT appointment panels
- Support for Ofsted inspections
- Vulnerable Schools will receive an additional support package funded separately

Lambeth Schools Partnership Steering Group



Additional services available through the LSP include:

- Schools HR
- Legal
- Finance
- Payroll
- Research and statistics
- Governor services
- Admissions distance service
- Non-statutory attendance and welfare
- Non-statutory educational psychology

These services will be traded at competitive rates and will be of consistently high quality.



Three year growth strategy

Our three year Growth Strategy will focus on:
Retaining founding schools
Attracting new partner schools
Developing the trading offer
Improving current support services
Developing and introducing new services and support
Marketing our services
Managing and mitigating against the key risks to our success and sustainability



Phase 1 implementation: 2017-19

- Agreeing the vision and values of the partnership and setting the strategic direction of the LSP
- Establishing the partnership board for the umbrella LSP
- Expanding LSP trading through Lambeth school services to incorporate a fully traded School Improvement offer
- Ensuring Cluster and Teaching Schools' offers are fully integrated and co-ordinated



Phase 2 implementation: 2019 ff

- Creating a model framework (shadow company) under the LSP that could, in the longer term, become a company limited by guarantee.
- Providing schools with a viable and sustainable model for continuing to work together and securing school improvement and school effectiveness
- Consideration of subsidiary Trust to sponsor MAT



LSP Income

LSP income will come from:

- Partnership subscription
- Fully traded services
- Grants where available
- LA statutory function costs
- Vulnerable schools fund (tba)



LSP Governance

LSP will be governed by a steering group which will become the Partnership Board. This will elect its own chair. The constitution of the Board is yet to be finalised but will probably contain representatives from each of the following:

- The local authority
- Schools – one representative from each cluster elected via Headteachers' Council.
- Representatives of the key traded services
- The Schools Forum

In the short term the interim steering group consists of a representative group of heads and HTCE. In the longer term, the Partnership Board will replace the Headteachers' Council Executive.



- **The Local Authority will retain its statutory duties to ensure school effectiveness and will continue to work in partnership with schools, no matter how they are governed, to ensure school improvement.**
- **By working together in the spirit of open, honest communication, schools will benefit from the strategic overview of the LA, making the LSP a strong and unified hub of educational excellence.**



Steering group members

- Sandy Hardy, Henry Cavendish Primary School
- Chris Ashley-Jones, Hitherfield Primary School
- Richard Thornhill, The Loughborough Federation
- Jan Shadick, Lambeth Academy

Lambeth Schools Partnership Steering Group

Discussion

- Thoughts, comments, questions?
- The model? Issues, concerns? Will it do what we want it to do?

