

Open Report on behalf of Heather Sandy - Assistant Director Children Services

Report to:	Lincolnshire Schools' Forum
Date:	18 January 2018
Subject:	Lincolnshire Learning Partnership - Funding Proposal 2018/19

Summary:

Lincolnshire Learning Partnership proposal for additional funding for the 2018/19 and 2019/20 financial year.

Recommendation(s):

The Schools Forum is asked to:

- a. Note the content of the report, and
- b. Support the local authority's proposal to fund sector-led school improvement activity in 2018/19 and 2019/20 of £0.5m p.a. from available DSG understands brought forward.

Background

Lincolnshire Learning Partnership (LLP) - A Sector-Led Approach

The Purpose of the Lincolnshire Learning Partnership

The Lincolnshire Learning Partnership Board (LLPB) is a strategic board of Lincolnshire head teachers who alongside colleagues from Lincolnshire County Council (LCC) and The Diocese of Lincoln represent a partnership of over 360 Lincolnshire schools and academies. The LLP is well established and has been in place for the last 2 years. It continues to develop and emerge through the leadership of the board working with LCC staff and supporting agencies.

The role of the LLPB is to:

- Champion learners and leaders to shape their own futures.
- Promote successes, innovation and evidence practice to benefit all.
- Empower schools to meet the needs of their communities.
- Challenge all schools to keep getting better.

The LLPB achieve these aims through monitoring the performance of Lincolnshire schools, commissioning key projects to develop teaching and learning, by promoting school to school challenge and support and through ensuring the continual promotion of best practice and the use of evidence-based research.

To enable schools across Lincolnshire to continuously self-improve in a sustainable and integrated manner, it is acknowledged that additional funding will be required to enable the work of the LLP to continue.

Previously the School Forum supported the local authority proposals to use Dedicated School Grant (DSG) underspends in two separate requests of £0.5m (April 2015 and October 2016) to the LLPB totaling £1m.

The LLP currently have an approximate balance of uncommitted fund £0.087m up to the date August 18. Expenditures are detailed in the section *Lincolnshire Learning Partnership – Report October 16 - Jan 18*, below.

From September 2017 local authorities will receive a separate grant covering their statutory intervention functions and services such as continuing to monitor and commission school improvement support rather than through the Education Services Grant. This is intended to allow local authorities to play a transitional role, as the school-led system of school improvement continues to mature and capacity in the system increases. The annual amount of funding through this government grant is £0.715m compared to the spending on the core school improvement service of £1.144m. The additional cost of £0.429m p.a. for the school improvement service is met through the overall Council's funding.

Lincolnshire Learning Partnership Strategic Delivery 2018/19

Proposals for 2018-19

The LLP is continually assessing the progress being made towards its objectives. 2 years of progress have been made in developing a sustainable sector-led model in Lincolnshire.

Currently the LLPB is reviewing:

- The strategic plan
- The school improvement landscape in the county
- The interconnectivity of the network
- The internal and external practices and processes of the LLPB.

The overall objective remains to; create an ever improving system for school improvement. It is only by continually reviewing the work of the LLPB, that a clear strategic plan can be created and delivered.

The table below outlines a number of projects and actions that will be delivered to meet the objectives of the LLPB within the period 1st September 2018 – 31st August 2019 based on the Schools Forum supporting the use of available DSG underspends brought forward.

Type	Description	Estimated Cost
DSG	Specific LLP Communication Strategy- email, newsletters, case study, LLP conference. LLP Website set-up & maintenance	£20,000
	Continued development of supporting Governance Training	£15,000
	Peer Review update training for new leaders.	£15,000
DSG	Refreshing and enhancing peer review in Lincolnshire	£100,000
	At risk schools support fund. Using statistical data and other intelligence to innovate. <ul style="list-style-type: none"> • Accelerated Middle Leadership programmes • Specialised project targeting needs identified from data • Single issue projects (Urgent head teacher recruitment) 	£25,000
	Seconded Chair- to drive the strategic plan, direct the support of LCC and to promote the LLP.	£20,000
	Mobilise Year 3 - Implementation of EEF research on key Literacy and Numeracy interventions to improve outcomes for children.	£180,000
	Mobilise Year 3 - Innovation Fund for Lincolnshire. Commissioned action based research projects - Best Practice, Peer Review Impact, Ethnographic research-meeting community needs.	£120,000
	Strategic review – Sector engagement sessions to establish the needs of schools leaders. Widening the knowledge of the model in Lincolnshire schools. Research project working with other counties who have or who are developing a sector led model	£5,000
		£ 500,000

Funding Proposal – 2018/19 and 2019/20

The LA proposed investment of £0.5m would allow the Sector-Led Approach to school improvement. This will further enable schools to challenge each other to drive improvement and to ensure that best practice is continually enhanced and shared throughout the network of schools

Funding Proposal –2019/20

The LA proposed investment of £0.5m would allow the continued development of the Sector-led Approach to school improvement in Lincolnshire, further enabling schools to challenge each other to drive improvement and to ensure that best practice is continually enhanced and shared throughout the network of schools.

To allow the sector to plan beyond the 2018/19 academic year the Lincolnshire Learning Partnership Board is requesting that Schools Forum support a further £0.5m for the period 2019/20 to allow for the sector to continue establishing structures, generate opportunities to positively challenge, support proactivity and seek out innovation. After 2019/20 consideration will need to be made on how this work stream is supported financially by schools themselves.

The school funding arrangements will change from 2018/19 through the implementation of the schools national funding formula, of which by 2020/21 the 'hard' formula will be in operational and set at a national level. Local authority involvement in Schools block funding will be minimal through the planned changes with only a small number of centrally held budgets for school place growth and historical commitments. The sector will therefore be required to pool resources to support Sector-led school improvement from 2020/21.

Lincolnshire Learning Partnership – Report October 2016 – January 2018

The previous allocation of funding from the Schools Forum has been utilised effectively and the original specified use of the funding was outlined as:

1. Implementation of Education Endowment Foundation (EEF) research on key Literacy and Numeracy interventions to improve outcomes for children. (Mobilise)
2. Commissioned Research Projects- Best Practice, Peer Review Impact, Ethnographic research-meeting community needs. (Mobilise)
3. Specific LLP Communication Strategy- email, newsletters, case study, LLP conference.
4. County-wide Success Workshops
5. Peer Review update training for new leaders.
6. Governance Peer Review Training.
7. Cluster Facilitator Training and delivery- developing the effectiveness & impact of collaborative partnerships. Peer Review
8. Seconded Chair- to drive the strategic plan, direct the support of LCC and to promote the LLP.
9. LLP Website set-up and maintenance
10. Best Practice/ School 2 School Support Website

LLP Impact – Project Summary and Outcomes

Implementation of EEF research on key Literacy and Numeracy / Commissioned Research Projects:

Project Summary:

Mobilise has run for 18 months. Year 1 focused on the development, deployment and management of Teaching Assistants with year 2 widening the focus and adding in options for schools; this being known as Mobilise Choice. In total 306 schools have engaged with the Mobilise project over the first 2 years and this represents 84% of all schools in the county.

244 schools have registered to be part of the Mobilise project for the 2017/18 academic year with 36 new schools registering to be part of the project this year.

There is no extension beyond 31st August 2018, therefore a new commissioning cycle and ensuing contracting of a provider is required should Mobilise be extended for a further period.

Project Outcomes:

New sector led structures are being developed. New expertise in the schools community is being established and built upon, including developing strong potential school leaders and middle leaders. Best practice is being shared effectively between schools. Through the development of strong clusters, an effective training structure is being developed and rolled out by the commissioned organisation under the supervision of the Mobilise Advisory Group. Research is being utilised to drive change with 'Mobilise 3' forming the next stage in the development of this project.

Specific LLP Communication Strategy/ School to school website:

Project Summary:

Development of a communication strategy is ongoing with the development of a new plan at the forefront of this work. The new plan is giving due consideration to how, what and when information is communicated to the network of schools in Lincolnshire.

Project Outcomes:

Communication via the County LLP conference and further refinement of the LLP website is on-going. A new plan and marketing and communication plan is being developed.

County-wide Success Workshop:

Project Summary:

The LLPB held a Leadership Conference targeting Head Teachers and Senior Leaders of schools with the aim to continue to engage the Lincolnshire's community of schools with the most up to date national and international educational developments. Another element of the Conference was to inform schools of progress and plans of the LLP to date and to be informed by schools of the emerging needs of Lincolnshire's schools to ensure the board could remain responsive. The aim of the conference was to attract a large representation of schools from across the county.

Project Outcomes:

125 school leaders attended the 2017 conference and were informed by the LLP of progress towards its objectives and the event allowed school leaders to inform the board of sector needs. The conference enables the LLPB to be effective in representing the sector, meeting the needs of schools, creating a strategy for school Improvement and developing the right conditions for school improvement in Lincolnshire. In total 141 attendees attended the event

The 2018 conference is fully booked with 160 attendees registered to attend. This includes 152 school based leaders; with the conference taking place in February 2018.

In addition to the two county conferences the LLP leads the agenda for the regular Leadership Briefings. Attendance of schools leaders at these events have been:

Leadership Briefing Attendance

- October 2016: 288
- March 2017: 284
- June 2017: 259
- October 2017: 286

Peer Review Update training:

Project Summary:

Following the initial investment in Peer Review and due to the change of leadership at schools, it was identified that it is important to maintain the understanding, knowledge, skills and commitment of school leaders to contribute towards the on-going roll out and maintenance of the peer review process.

Project Outcomes:

New school leaders have been trained on Peer Review allowing all schools to be part of the process of creating a universal sector led programme. This programme challenges schools to be rigorous in school management, be led by needs and data but also reflective of practice.

Governance Peer Review Training:

Project Summary:

LLP working in partnership with LCC and LTSA (Lincolnshire Teaching School Alliance) have created a single governance offer which is being coordinated by a single provider with access to the training being offered based on the counties unique geography. The offer has consistent pricing and has been identified through the sector led approach of engagement with key education stakeholders.

Project Outcomes:

Governor attendance at key training developments has increased. Training is of high quality and promoted from a central sources with courses taking place at relevant times with a direct link between the school, LTSA and LCC.

Peer Review - Cluster Facilitator Training:

Project Summary:

This investment was a continuation of year one of the LLP Peer Review programme. This formed the continuation of the project following the initial roll out of the project and crossed the period between the end of the CfBT contract and the new sector led model.

Project Outcomes:

Peer review has been made accessible to all schools in the county. Research is on-going to continually check which schools are working together on this project in their formed clusters. Due to the innovative practice and sector led model of deliver the sector clusters continue to evolve and emerge. A survey of schools has recently taken place with over 50% of school responding to the survey.

The feedback provided through the Peer Review process has informed the agenda at Leadership Briefings highlighting specific areas of concern and the work of the LLP. These concerns are being addressed by promoting models of good practice from within the sector, with the LLPB advocating strategies to address the identified areas or need/concerns.

Seconded Chair:

Project Summary:

The importance of the boards Chairperson is critical for the on-going development and progress of the LLPB. This investment has allowed for the Chairperson of the board to allocate one day per week to managing board duties.

Project Outcomes:

The board is well managed with meetings being regularly held. Attendance at the meeting is good with regular attendance by all board members. The board continues to be driven with a key focus on providing strategic direction to the sector.

The seconded chair position has resulted in the LLP driving the strategic school improvement agenda in Lincolnshire with progress between meetings being accelerated as a result of the time allocated to the chair position.

The LLP has 4 effective subcommittees that have a specialist focus and are headed by a chairperson per subcommittee. The LLP chair has performed a crucial role in liaising with each chair to drive the general school improvement agenda.

LLP Website and Maintenance:

Project Summary:

The LLP has developed a new bespoke website enabling schools and other interested parties to be informed of the model, the structure, current projects, and who to contact for more information.

Project Outcomes:

Leadership briefings, the LLP conference, and other sector opportunities are being posted on the LLP website. The website is controlled by the LLP subcommittees and administered centrally by LCC education team.

LLP Endorsements - Additional Programmes, Projects and Investments

The Lincolnshire Learning Partnership has been able to leverage additional investment, set up additional programmes and contributed to special projects due to the investment by the Schools Forum. Further to this, the investment maintains the LLP strategic position and critically allows the sector to move forward in a, representative, sustainable and coordinated way.

The relationship between the LLPB, other sector lead organisations and the local authority is proving to be successful at improving school standards in Lincolnshire. However there is still work to do.

The evolution of the LLP and the new structure of the Lincolnshire's school improvement sector needs time to mature. Further investment is required to facilitate the next stage of development.

Since the inception of the LLP and in addition to the direct delivery as listed above, the projects outlined below have been endorsed and supported by the LLP.

Caring 2 Learn:

Lincolnshire County Council and the LLP are currently working in partnership to create an innovative and sustainable multi-disciplinary approach to improving academic outcomes, progress, life choices and opportunities for all Lincolnshire children in care and on the edge of care. This is being achieved through the development and implementation of a clearly defined strategy that will support schools to be able to nurture and promote attachment, ensure looked after children achieve better than expected progress whilst in care and support foster carers to give children a thirst for learning so that education is cherished and encouraged.

The Key Objectives are;

- To upskill our Foster Carer workforce in order to help them better support Children and Young People in Care to improve educational outcomes.
- To improve the learning outcomes for all Lincolnshire Looked After Children (LAC) through improved home-school links and create learning communities in which our children feel safe and believe they belong.
- To improve emotional stability as indicated through improved SDQ scores for Lincolnshire LAC.
- To have fewer Post-16 LAC in Lincolnshire who are classed as 'Not in Education, Employment or Training' (NEET), and build upon improving aspiration and self-esteem through forging strong home-school relationships.
- To encourage active participation in learning and improve the attendance of Lincolnshire LAC.
- To reduce the number of fixed-term and permanent exclusions of Lincolnshire LAC by creating more effective learning environments which meet the unique needs of Children in Care.

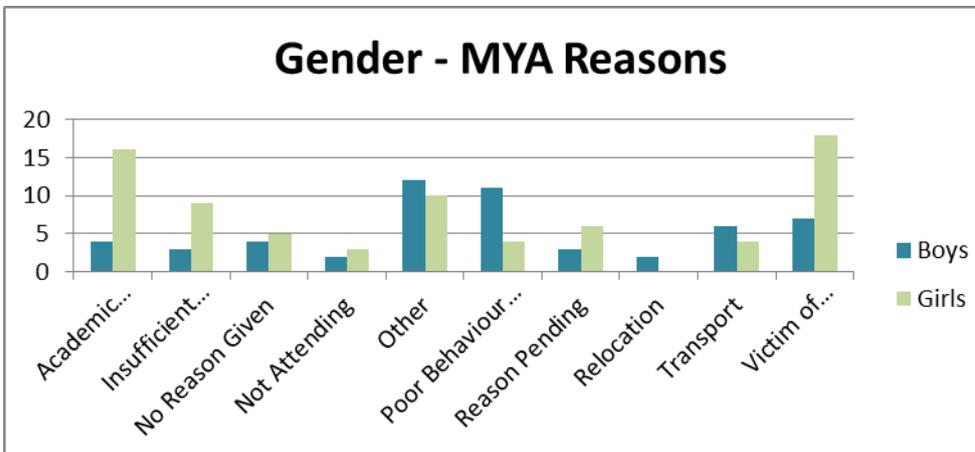
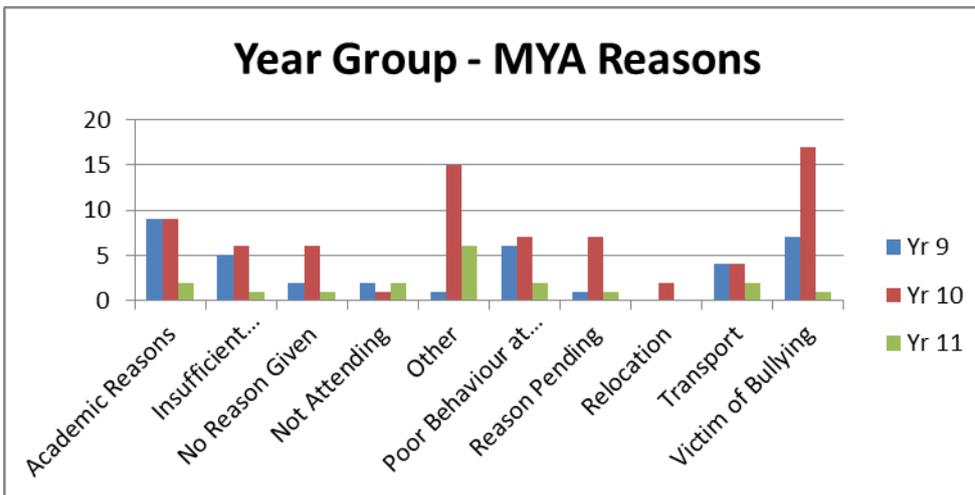
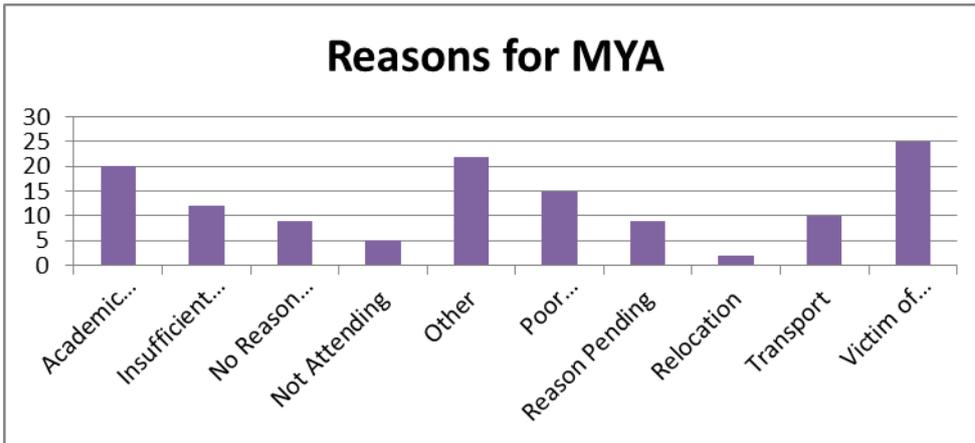
Maintaining Place Pilot:

The Pupil Reintegration Team (PRT) is currently funded by the LLP to deliver a pilot project designed to reduce the number of mid-year transfers of pupils between schools where there is no change of address. The pilot targets KS4 pupils primarily but for term 6 of 2017 and 2018 also covers Y9 pupils moving into Y10.

In, *Falling Through the Gaps* (Nov. 2017), the Children's Commissioner highlights the issue of 'off-rolling', identified earlier in the year by HMCI as an issue of grave concern.

<https://www.childrenscommissioner.gov.uk/wp-content/uploads/2017/11/BRIEFING-Falling-through-the-gaps-in-education-CCO.pdf>

The pilot speaks to this agenda in that it confirms whether pupils are moving of their own volition, or rather being 'encouraged' to seek a new school place. Reasons for moving, as identified so far through the pilot to date, are captured below. It is interesting to note that families are not generally reporting that they are being coerced into this decision.



'Other', above, includes children returning from Elective Home Education, rumours circulating a school that a pupil wants to escape, problems on the bus, academic pressure, feeling targeted by staff, better sports facilities at another school.

Overall Impact:

Of the 52 requests for mid-year move without change of address made since the start of the pilot in June 2017, 38 pupils have completed the transfer to new school. 14 have not moved, but this has been for a range of reasons, including permanent exclusion (1), new school place refused (9) as well as PRT caseworker intervention (4). Whilst the latter is a relatively small number, the pilot has allowed us to collect rich data around the problem of pupil mobility, currently high on Ofsted's agenda. Evidently in Lincolnshire, it is not attributable to 'off-rolling' in any simple way. If the sector is to minimise pupil mobility, which is very bad for pupils in terms of emotional as well as academic outcomes, as well as destabilising for schools, then understanding its causes is essential. The number of girls moving due to bullying is a striking finding.

Caseworker involvement from the start of a mid-year move of this kind has also given rise to enhanced information-sharing between schools as well as PRT support for transition planning, both highly valued by Headteachers.

LeadLincs:

The LeadLincs project is responding to the identified need of Lincolnshire schools to have greater ability to attract high quality, well qualified schools leaders from the local area. The LLP has supported this need by investing c£20k.

The LeadLincs project has identified 30 future school leaders and provides additional support and training to these individuals. The result of the project is that each of the candidates has made an application to vacancies within the county, with the individual school governing bodies receiving an increase in the number of candidates applying for leadership roles. The increase in choice not only provides greater options for schools to find a 'best fit' for their schools but also increases competition for roles, creating a more rigorous process.

Special School Project:

The Lincolnshire Learning Partnership working with Lincolnshire County Council wants to create the best options for all families of Lincolnshire Children. The provision of education for Children with special educational needs and/or disabilities is a critical element of the county education provision and the LLP is supporting the new approach.

Key elements of the new approach will be:

- A cohesive integrated system of support for children and young people with special educational needs and disability up to the age of 25, delivering support when and where they need it.
- Effective joint planning between education, health and care services to jointly commission support for children, young people and their families.

- A clear 'Local Offer' of services and support available, reviewed regularly with families to maintain and improve them as required.
- Replace the current SEN statements and learning difficulties assessment systems with a more cohesive assessment process for quicker decisions and more effective support.
- The option for all young people and parents of children with an Education, Health and Care Plan to hold personal budgets if they wish.
- Improved support for young people in their transition to adulthood.

Conclusion

The initial investment in this strategy has had a significant positive impact on children and young people in Lincolnshire schools. The ability to identify trends for improvement, commission strategic projects targeted at meeting the needs of Lincolnshire's children and schools, is critical to a cost effective model and enables the LLP to meet the local authority school improvement objectives:

- **Ensure all children and schools in Lincolnshire are our collective responsibility.**
- **Every child is known, valued and supported to achieve.**
- **No school is more important than the individual child's needs.**

Consultation

a) Have Risks and Impact Analysis been carried out??

No

b) Risks and Impact Analysis

Following agreement on the proposed future funding for the Lincolnshire Learning Partnership risk and impact analysis will be carried out.

Background Papers

N/A

This report was written by Gareth Hart, who can be contacted on 54587 or gareth.hart@lincolnshire.gov.uk .

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