

SWINDON CHALLENGE 2017-2020

DRAFT (INITIAL) ACTION PLAN

SWINDON CHALLENGE AIMS

1. To ensure that a common purpose of securing excellence and equity for all young people underpins all education provision in Swindon with an ambition to enhance the aspirations of children and families across the Borough
2. To make a step change improvement in the educational outcomes for all young people aged 4-19.
3. To ensure that disadvantaged pupils, Looked after Children and pupils with SEND receive high quality support, make at least good progress from their starting points and significantly narrow the gap with their peers.

SWINDON CHALLENGE OBJECTIVES

1. To underpin Swindon's educational vision by bringing leading educational research and practice into Swindon to shape and influence leadership and practice.
2. To develop stronger partnership work both with national education influencers (including the DfE, RSC, NCTL, leading educational researchers and practitioners and high performing local authorities at KS4 and KS5) to improve outcomes across all Swindon 11-19 providers.
3. To ensure that every school in Swindon is judged good or better by 2020 including special schools.
4. To ensure that outcomes at GCSE level and Post 16 indicators at least meet national averages against national benchmarks for all pupils including those with SEND.
5. To increase the proportion of young people accessing Higher Education by 25% by 2020
6. To ensure that phonics outcomes for Yr1 pupils are at the national average or above and that end of key stage 1 & 2 outcomes are at national averages or above.
7. To ensure that strong and sustainable school leadership is in place and that school structures (MATs, Federations) are in place by 2020 to ensure that Swindon has a self-improving education system.

DRAFT ACTION PLAN

Swindon Borough Council has agreed to fund Swindon Challenge for the next 3 years as education is one of the four key priorities for its published vision for the town. £600K is available to fund Swindon Challenge with £100K in this financial year (2016/17) and then £200K available for each of the subsequent years and a further £100K. The draft action plan below is for consultation with partners. It is crucial that all stakeholders contribute to the plan and are engaged in making Swindon Challenge a success.

INITIAL PHASE – DECEMBER 2016 – MARCH/APRIL 2017

1. Create a “Swindon Challenge Board” to oversee the work of Swindon Challenge and review educational outcomes across the town (to replace the Education Strategy Board).

The role of the Challenge will be to:

- Provide a shared vision, strategic overview and direction to the work of Swindon Challenge and education in Swindon.
- Support and challenge educational outcomes and practice to secure improvement
- Receive and analyse data on school performance to ensure that targets set are being worked towards and met.
- Receive reports on key aspects of school performance and work with schools such as on exclusions: SEMH: phonics: KS1 reading: KS2 writing: disadvantaged pupils' progress outcomes: Ofsted inspection outcomes: progress of schools causing concern: GCSE outcomes.
- Provide a forum for identifying good practice within and outside the borough to further support Swindon schools performance.

Membership of the board will include a wide range of stakeholders involved with education in Swindon. This will be defined in the terms of reference but will include the Leader of the Council, the lead member for Children's Services and the Opposition lead member for Children's Services. There will be representation from the Teaching School, SASH, SAPH and ASSSH. Representation will also come from the office of the RSC and SW Ofsted have

agreed to have observer status. Swindon council officer representation will come from the Chief Executive, the DCS and the Head of Education. Secondary and Primary Commissioners and other officers will attend as required. Representation will be provided from the local business community and there will also be governor representation.

- a) Terms of Reference written – March 2017 and confirmed at first meeting of the board. This will agree meeting frequency, content of meetings, etc.
- b) Challenge board membership agreed – by end of term 4 at first meeting of board.
- c) Independent Chair sourced – by end of term 3.
- d) Launch event organised for “Swindon Challenge” in March to ensure there is a wide public understanding of its role and aims.

2. STAKEHOLDER ENGAGEMENT

- a) Secondary – consultation meetings have been held with Principals/Directors of all secondary schools to outline the aims and objectives of Swindon Challenge and to identify key support needed to improve outcomes (completed by end of January). This to include possible targeted immediate interventions in term 4 or organised for terms 5 & 6.
- b) Secondary – engagement with SASH at end of term 3 to identify key common areas of for action. Focus covered concern over progress of disadvantaged pupils, SEND, teaching quality and recruitment and retention, leadership and management.
- c) Primary – meetings already taken place with schools below the government floor targets. A range of actions taken with SAPH involvement to address key achievement concerns. Outline of Swindon Challenge presented to SAPH
- d) Special – initial meeting with inadequate special school to outline the aims and objectives of Swindon Challenge and identify key areas for support – linking to SEMH consultancy role. Engagement with ASSSH as above.
- e) Teaching Schools – meeting as above with a specific focus on engagement in specific school to school support, training events organised to support Swindon Challenge, School to School support bids. Initial meeting has taken place with further meetings to take place in term 4.
- f) RSC’s office – to meet with RSC’s office as above – focusing on joint working and sharing of information protocols to ensure outcomes improve with a specific focus on academies.

- g) 16-19 – meet with local authority Economy and Skills team and with FE providers as in b) and d) above – and linking in with HEFC funding initiative to improve uptake of higher education courses.
- h) Business representation – meetings held with Business West to identify role within Swindon Challenge and support for schools.

4. PRIORITY ACTIONS – PRIMARY IN INITIAL PHASE 2016/17

A number of meetings have already taken place with primary representatives to address the writing teaching assessment for 2016 and also to consider actions to improve phonics. This also been discussed with SAPH.

- a) Appoint phonics champions from schools to cluster areas to provide support to schools with lower outcomes and to model good phonics practice (supply costs to be provided from Swindon Challenge)
- b) Appoint writing champions from schools to provide support to schools with lower outcomes and to model good writing practice (supply costs to be provided from Swindon Challenge)
- c) Additional time allocated to support moderation of KS2 writing.
- d) Training courses to be provided by Teaching School (some have already taken place) focusing on improving phonics and writing outcomes.
- e) Additional capacity to support target schools (and to support good/outstanding schools at potential risk).

5. PRIORITY ACTIONS – SECONDARY/SPECIAL IN INITIAL PHASE

a) Targeted interventions put in place as an outcome of initial meetings with RI and inadequate schools – short term action plans in place to improve academic/safeguarding and SEMH outcomes by end of term 3 for action in term 3/4 and terms 5/6. These have included:

- Isambard TEEP programme & support for SEN/Safeguarding
- Dorcan Teacher improvement programme: New College mentor
 Scheme: SLT mentor support
- Churchfields Teacher improvement programme: Achievement for All
 Support
- St Luke's Beckmead School support

b) Negotiation with National Education Trust to carry out a baseline review of provision/outcomes for disadvantaged pupils and SEN. Negotiation with other national organisations such as PIXL and Achievement For All.

MAIN PHASE – APRIL 2017 TO APRIL 2019 (JULY 2019)

KEY ACTIONS;

- a) Overarching action plan in place agreed by all stakeholders for Swindon challenge to address key aims and objectives – agreed by May 2017.
- b) Individual action plans in place and agreed with all targeted schools for support – by end of term 5.
- c) Outcomes from Primary SATs reviewed with actions taken to address outcomes – July 2017. To include engagement of Teaching School and local NLEs and Outstanding schools to provide support to address any issues arising.
- d) Outcomes of Secondary GCSE outcomes reviewed with actions taken to address outcomes – September 2017. To include a deep dive focus on attainment and progress of disadvantaged pupils.
- e) Outcomes of A-level and level 1 and 2 and vocational qualifications analysed with 16-19 team and FE providers – September 2017. To include a focus on higher education take up.
- f) Development of SEMH strategy to address high levels of fixed term exclusions and improvement of secondary provision

A more detailed action plan will be needed but this will be influenced by the discussions with key stakeholders and the challenge board. It could include a number of different items such as:

- a) Engagement of subject specific advisers for core subject/EBACC areas – and/or champions. This could be with individual consultants or with specialist organisations or companies. This is viewed very positively by secondary school headteachers after consultation.
- b) Engagement of NLEs and support schools engaged to carry out specific bespoke pieces of work with individual schools – funded through Swindon Challenge, School and/or school support bids and/or school improvement funding(through Teaching schools) and/or school match funding.
- c) Funding or subsidising specific or on-going CPD events on key areas of concern or areas for improvement.

d) Funding of specific targeted interventions in schools to raise achievement.

GLOSSARY

ASSSH	Association of Swindon Special School Headteachers
CPD	Continuing Professional Development
DfE	Department for Education
EBACC	English Baccalaureate
HEFC	Higher Education Funding Council
MAT	Multi Academy Trust
NCTL	National College of Teaching & Leadership
NLE	National Leader of Education
PIXL	A national school improvement organisation
RSC	Regional Schools' Commissioner
SAPH	Swindon Association of Primary Headteachers
SASH	Swindon Association of Secondary School Headteachers
SEMH	Social, Emotional and Mental Health
SLT	Senior Leadership team
TEEP	Teacher Effectiveness and Enhancement Programme