

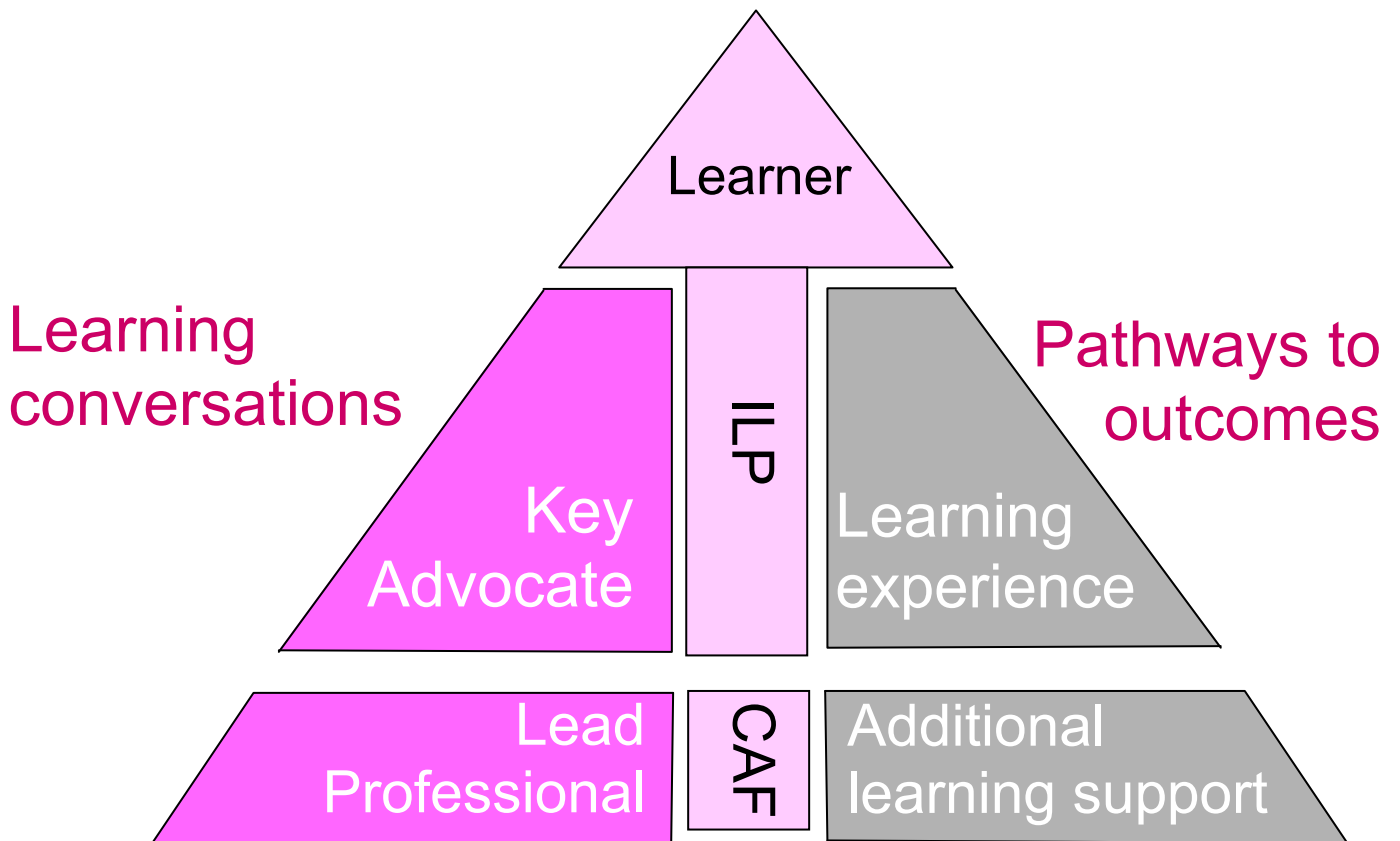
# **PUBLICATION DRAFT**

## **The Central Leeds School Improvement and Learning Alliance Prospectus**

Building the better future for the city, for communities and for young people and their families in Leeds by making every school a good, improving and inclusive school...  
... whatever it takes!

# Outcomes

Personal Learning and Thinking Skills  
Functional Skills



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## **Foreword**

Leeds is a hugely successful city and over the last ten years has seen a phenomenal increase in the business landscape. However, the future prosperity of the city critically depends on the transformation of our secondary schools.

We need to go up a league and close the gap between the highest and lowest performing schools to achieve world class outcomes for all our young people. More of our young people must achieve the qualifications, and develop the skills, needed to progress into further and higher education and the world of work and to secure jobs in the new industries and the business sectors that underpin the economic and social well-being of the city and the region.

We need to develop new models of secondary provision including Trusts, Federations and Academies based on innovative and creative partnerships between schools, colleges, universities and local businesses. We need to create learning pathways which engage and motivate learners and we need to ensure that our young people grasp the opportunities available to them

This document invites businesses and other organisations to work with Education Leeds and Leeds City Council to help us shape the education, learning and skills agenda across the city and the city region.

This is a challenging agenda but it offers a unique opportunity to secure the economic and social well-being of our city and together with ambitious, committed and partners we can achieve brilliant outcomes for our young people.

Why not join us!

## **Council Leaders**

## Our vision

Our vision for learning in Leeds places schools at the heart of universal provision. Schools that develop, nurture and maintain strong, innovative and creative relationships with each other and with their stakeholders and partners to drive attendance, positive behaviour, high standards and significantly improved outcomes.

We aim to create clusters and networks of brilliant learning places across Leeds. Learning places that are:

- inclusive, improving and good at what they do;
- at the heart of their communities supporting regeneration and lifelong learning;
- centres of extended services, tackling underachievement, poor attendance, anti-social behaviour and health inequalities;
- creative, inspiring, innovative centres of excellence;
- viable and sustainable learning environments;
- working together to share their expertise and deliver services and pathways in partnership;
- committed to developing a coaching, mentoring and nurturing culture for all young people;
- working partners and the business community to meet the social, environmental and skills needs and aspirations of Leeds and the region.
- committed to listening to and involving all stakeholders including young people and their parents and carers

## Our values

Leeds City Council is looking for partners and sponsors who will be able to create passion, ambition, creativity, equality and enthusiasm. Organisations that will demonstrate the leadership, commitment, determination, persistence and discipline to build and support great teams that will continue to drive up standards and achieve a step change in outcomes for our young people.

- Passion
- Ambition
- Creativity
- Equality
- Enthusiasm
- Leadership
- Commitment
- Determination
- Persistence
- Discipline
- Teamwork

## **Our challenges**

Over the last six years Education Leeds on behalf of Leeds City Council has engaged in an creative, innovative and ambitious programme of school improvement. We have appointed inspirational leaders, created federations and nurtured partnerships, closed schools, merged schools and replaced leadership teams. We have linked our strongest schools with those facing significant challenges, poor attendance and behaviour and low standards.

Our results have improved steadily from a very low baseline until we now have around 55% of our 16 year olds achieving 5A\* - C grades at GCSE. However that means that we still have 45% leaving school at 16 without level 2 qualifications. More worryingly around 8% of our school leavers have no qualifications at all.

Attendance has improved but on any day we still have around 5000 secondary age young people not at school. Behaviour has also improved and permanent exclusions have reduced by around 75% but we still have huge numbers of fixed-term exclusions.

The future economic and social well-being of the City of Leeds critically depends on our success with this agenda. We have therefore set ourselves very challenging targets which should enable more of our young people to gain the skills and qualifications needed to go on to further and higher education and the world of work.

## What works

We already know what works:

- strong leadership, management and governance;
- highly effective teaching;
- high expectations;
- individualised curriculum pathways;
- positive discipline and behaviour management;
- tracking, monitoring and intervention;
- coaching and mentoring;
- partnership with parents, partners and communities.

Education Leeds is working with schools and other partners to review the place of skills in the curriculum. The Qualifications and Curriculum Authority has published a Personal Learning and Thinking Skills Framework for 11-18 year olds and is keen to work with local authorities on how to further this agenda. We believe that the development of these 'soft skills' is central to the transformation we are seeking.

We want all our young people to have the skills they need to succeed in the world of work: literacy and communication; numeracy; ICT; creativity; adaptability; innovation; design; enterprise; self and peer coaching; teamwork and empathy.

We will work with partners to establish a learner entitlement. This will represent a powerful statement of our commitment to place the learner at the heart of the process and the need to equip all our young people with the skills, knowledge and understanding they need to achieve the 'five outcomes'.



## **The Central Leeds School Improvement and Learning Alliance**

These arrangements will be further strengthened for inner Leeds schools through the creation of a Central Leeds School Improvement and Learning Alliance that will complement existing arrangements and galvanise the support of key strategic partners for schools facing the greatest challenge.

The 'Central Leeds School Improvement and Learning Alliance' will:

- sponsor and support educational programmes and initiatives;
- have a role in the governance of the proposed Post 14 Centres;
- play a major role in developing the Leeds post 14 Learning Strategy;
- oversee the implementation of the transformational learning strategy;
- create a framework to maximise funding streams to support learning;
- harness the talents of everyone who shares the vision for learning in Leeds;
- be a strong partner for schools and other providers across the whole of Leeds;
- to provide critical challenge to Education Leeds and Leeds City Council on student achievement and school improvement strategies.

## 14 – 19 provision

Delivering the major improvements in achievement and progression that will ensure Leeds has the highly skilled workforce it needs to continue to compete in a global economy is only possible through major transformational change in our secondary schools particularly in terms of 14 – 19 provision.

The 14 - 19 review is part of an ambitious series of elements which provide us with the best opportunity we will ever have to transform learning in Leeds and deliver the step change in outcomes required to secure the long term prosperity of our great city.

The key strategies proposed within the 14 – 19 review are:

- Developing the curriculum in Key Stage 3 with a greater emphasis on functional skills, literacy and numeracy and social skills;
- Developing a coaching and mentoring framework to support all learners through their secondary learning;
- Developing new models of leadership and governance to support this new approach to locality working;
- Developing a number of Centres between the LA/school sector and the LSC/FE sector to deliver significant elements of Post 14 vocational provision on a local basis
- Ensuring that Post 16 provision in schools is high quality, viable, sustainable, cost effective and linked to the new FE infrastructure.
- Strengthening and further developing 14-19 Partnerships across the city including the development of these new arrangements for Central Leeds.
- Re-structuring the FE sector to reduce duplication and improve co-ordination, planning and the use of resources.

## Academies

“Academies are all-ability independent state schools with a mission to transform education where the status-quo is simply not good enough”.

DCSF Prospectus for Sponsors and Local Authorities.

Academies are rapidly becoming part of the learning landscape across the country and with the Government’s commitment to establishing 400 Academies by 2010, Leeds is being encouraged to include Academies to address issues of underachievement and where other more traditional approaches to school improvement have not had the impact or made sufficient progress. The DCSF requires local authorities to consider the Academy option wherever a school becomes a cause for concern.

Academy sponsors come from a wide range of backgrounds, including universities, philanthropists, businesses, the charitable sector, private schools, educational foundations, faith communities and trusts.

Increasingly the role of the Local Authority is changing from ‘provider’ of services and schools to the ‘commissioner’ of provision to serve the communities it serves. Most Academies are jointly commissioned by the DCFS and the Local Authority on a partnership basis. The Academies are established through an agreement between the DCFS, the Local Authority and the sponsor on the size, specialism and age range of the Academy and agreements around essential elements such as admissions and special educational needs provision. Local Authorities can act as co-sponsors of Academies but the Government insists that the private sector, the charitable sponsor or the partners always appoint the majority of the governors. This is intended to provide clear responsibility and accountability for the ethos and leadership of the Academies.

## **The partnerships we want to develop**

Leeds City Council is looking for partners and sponsors to work with Education Leeds to help drive educational standards and outcomes in the central area of the city. We are looking for dynamic, energetic and committed partners and sponsors who can help us drive this agenda faster and achieve a step change in outcomes.

The Council is particularly interested in working with organisations who share the vision and values outlined in this document.

The Council is particularly interested in working with local businesses who work within the following key growth areas for the city:

- Financial and professional services;
- Creative and performing arts;
- Health, social care and life-sciences;
- Media and communications;
- Construction and the built environment;
- Service and retail industries.

The Council is seeking partners and sponsors able to commit to the development of the Central Leeds School Improvement and Learning Alliance and in consultation with the DCSF to the development of potential Academies in Leeds.

## **What we are trying to achieve**

This ambitious programme seeks to support a step-change in outcomes for our young people attending the central area schools.

### **By 2009**

60 % achieve 5 A\* - C GCSE grades or Level 2 qualifications;  
48% achieve 5 A\* - C GCSE grades including English and maths;  
96% achieve 1A\* - G GCSE grades.

### **By 2012**

70% achieve 5 A\* - C GCSE grades or Level 2 qualifications;  
56% achieve 5 A\* - C GCSE grades including English and maths;  
98% achieve 1A\* - G GCSE grades.

### **By 2015**

80% achieve 5 A\* - C GCSE grades or Level 2 qualifications;  
65% achieve 5 A\* - C GCSE grades including English and maths;  
100% achieve 1A\* - G GCSE grades.

## **The benefits for partners and sponsors**

Businesses and other organisations who become partners and sponsors will see the following benefits:

- Engaging and being involved with developing and improving the relevance and quality of provision and the outcomes young people are achieving in secondary schools in Leeds.
- Influencing and shaping the specific and generic skills young people acquire and helping to address the local skill shortages to support the economic and social well-being of the city.
- Supporting the development of a truly world class education and training system within a learning city by building on best practice to become a national and international example of brilliant learning in an urban context.
- Continuing to attract and retain talented colleagues and their families to Leeds to support local businesses and organisations.
- Helping businesses and other organisations meet their corporate and social responsibility goals and build strong, dynamic relationships with communities.

## **Our existing partners**

We are already working with the following partners who share our aspirations and ambitions for our young people.

- BBC;
- E4L;
- liC;
- Leeds Metropolitan University;
- Leeds Primary Care Trust;
- Leeds FE Colleges;
- RM;
- The University of Leeds;
- The West Yorkshire Learning and Skills Council;
- Leeds Trinity and All Saints College.

## **Support for partners and sponsors**

Education Leeds on behalf of Leeds City Council will co-ordinate the Central Leeds School Improvement and Learning Alliance.

Education Leeds on behalf of Leeds City Council will work with schools, partners and sponsors to build learning pathways and centres of excellence linked to the skill sectors outlined above.

Education Leeds on behalf of Leeds City Council will ensure that relevant skill developments and achieving high standards and outcomes will be among the key corporate objectives of the Council and given a high priority within the Children and Young People's Plan for Leeds.



## **Getting involved as a partner or a sponsor**

Businesses, Trusts and other interested organisations are invited to contact Education Leeds in the first instance to discuss their involvement with the Central Leeds School Improvement and Learning Alliance and their interest in becoming potential sponsors of Academies in Leeds.

Education Leeds will help interested parties develop outline proposals for consideration by Leeds City Council.

All proposals will be expected to clearly demonstrate how organisations believe they can contribute to driving up standards in Central Leeds schools and what additional expertise and resources they will bring as a potential sponsor of an Academy in Leeds.

Leeds City Council will also select a number of partners and in conjunction with the DCSF identify sponsors to work with Education Leeds to develop formal expressions of interest around a number of potential Academies in Leeds.

## Commitments

We would expect our partners and sponsors to commit to the following:

- Join TEAM LEEDS!
- Work with us on transforming learning in Leeds;
- Agree to overall and school targets for 2015;
- Agree to overall and school milestones for 2009 and 2012;
- Work with us to develop and agree a NEW 'Leeds Learner Entitlement';
- Work with us to develop and agree NEW approaches to:
  - admissions;
  - exclusions;
  - 11- 16 provision;
  - post-16 provision;
  - locality working;
  - partnership.
- Work with us to develop and agree new approaches to leadership, governance, curriculum and timetabling arrangements within localities;
- Work with us to develop and agree incentives around pathways and outcomes.

## Expressions of interest

We would expect any expressions of interest to clearly demonstrate the following:

- How your organisational values align with those outlined in this document.
- How you will bring passion, commitment, drive and enthusiasm to the Central Leeds School Improvement and Learning Alliance.
- What additional skills, knowledge and expertise you will bring to any Academy developments here in Leeds.
- What you would bring to the governance and leadership of schools.
- What ideas you would bring to help us inspire and engage our young people, our staff, our governors, our parents and the communities we serve.
- What ideas you would bring to help us transform learning provision.
- How you would help us challenge traditional thinking on what our young people can achieve.
- Your vision for school improvement and learning in Leeds.
- Your vision for any Academy developments and how this will contribute to the economic and social well-being of Leeds.

## **For further information please contact:**

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