

## **REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS**

**EXECUTIVE BOARD: 14 January 2009**

**SUBJECT: The National Challenge and structural change to secondary provision in Leeds – progress report**

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### **EXECUTIVE SUMMARY**

#### **PURPOSE OF THE REPORT**

- 1 The purpose of the report is to update Executive Board with the progress made in developing the recommended options for delivering the next phase in structuring secondary provision in Leeds, and in particular, the response to the National Challenge.

#### **PROGRESS TOWARDS OPTIONS FOR CHANGE**

- 2 There has been significant progress made through the following strands of work:
  - informal consultation with the senior leadership teams and governing bodies of the schools, SILCs and PRUs involved;
  - discussions with elected members and community partners through the East and North East Area Committees;
  - joint working with children services partners;
  - discussions with LSC and other providers of learning provision to align planning and investment strategies;
  - BSF EOI submission for early draw down of secondary investment; and
  - alignment of key strategies shaping provision, especially LILS and the 14-19 review.
- 3 Through the extensive work with a number of key stakeholders, namely school leadership teams and governing bodies and local elected representatives, we have established a clear consensus as to the issues which need to be addressed and a strong commitment to working collaboratively to find the best solution for young people in these communities. The consultation on the submission of the BSF Expression of Interest to bring forward the wave 13 programme for Leeds has meant positive engagement on the opportunities that this funding and other investment streams offer.

#### **RECOMMENDATIONS**

- 4 The Executive Board is asked to note:

- the very positive progress made in exploring the range of options for secondary provision in these areas of Leeds; in particular the co-ordination of the different strategies that will shape the final recommendation and the collaborative working between the schools and their representatives.
- that a final report with the full recommended options will be presented to the March Board.



**Agenda Item:**  
**Originator: Jackie Green**  
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**Electoral Wards Affected:**

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality & Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call-in

Not Eligible for Call-in (Details contained in the Report)

### 1.0 PURPOSE OF THIS REPORT

1.1 The purpose of the report is to update Executive Board with the progress made in developing the recommended options for delivering the next phase in structuring secondary provision in Leeds, and in particular, the response to the National Challenge.

### 2.0 BACKGROUND INFORMATION

2.1 Members approved a report at its October 2008 meeting which set out the drivers for change and the opportunities for transforming the quality of provision in central, East and North East Leeds.

- 2.2 In summary, these drivers are:
- National Challenge
  - Building Schools for the Future
  - 14-19 Strategy
  - Children’s Services
  - Statutory provision of school places
  - Leeds regeneration strategies

2.3 The October report highlighted the substantial progress already made by the Council towards delivering the core aims for education and learning:

- Brilliant learning and outcomes for all pupils

- Brilliant learning spaces for young people and staff
- Local schools at the heart of strategy, vibrant and successful communities

2.4 The report considered the current position of the three National Challenge schools: Parklands; City of Leeds and Primrose, where the option for structural change to bring about further improvement needs to be assessed. It highlighted in particular the connectivity between provision in outer North East Leeds with communities in East Leeds, linking these areas in any solutions; and the impact of and influence on the Easel programme. In addressing these issues the following key areas of consideration were noted:

- i. the Central Leeds Learning Federation;
- ii. re-providing girls only provision at a more accessible location;
- iii. Academy status for any of the schools;
- iv. additional new provision in East Leeds; and
- v. rationalisation of provision in the outer North East.

2.5 From the report, Members commissioned a review of provision in East and North East Leeds, through the engagement of schools, young people and communities. This report presents the progress made towards formulating recommended options. A final recommendations report will be submitted to the Executive Board in March.

### 3 **PROGRESS TOWARDS OPTIONS FOR CHANGE**

3.1 There has been significant progress made in working through the key considerations for formulating the options towards a solution for provision across this area. These strands of work have comprised:

- informal consultation with the senior leadership teams and governing bodies of the schools, SILCs and PRUs involved;
- discussions with elected members and community partners through the East and North East Area Committees;
- joint working with children services partners;
- discussions with LSC and other providers of learning provision to align planning and investment strategies;
- BSF EOI submission for early draw down of secondary investment; and
- alignment of key strategies shaping provision, especially LILS and the 14-19 review.

3.2 The key outcomes from the work to date are presented below. But it is clear from the discussions and informal consultations with all the stakeholders that there is a broad consensus for the need to respond to the drivers identified in the October report through restructured and new provision. Importantly, there is a shared recognition of the opportunities that the different strategies and investment streams, such as BSF, LILS and 14+ review, can bring if the planning is timely and aligned. Particular consideration is being given to new leadership and governance models between partners to provide additional scope and capacity in managing change and modelling new and transformational provision.

#### 3.3 ***Rationalisation of provision in outer North East Leeds:***

Consultations have been held with the head teachers, senior teams and the governing bodies of Boston Spa and Wetherby Schools. These head teachers are also working with the East Leeds head teachers to share ideas and develop options. There is an emerging consensus that the two schools and NE SILC will establish a closer working partnership to offer flexibility and capacity to manage

any planned major change. This may initially be a soft federation, moving towards a more formal arrangement as the solutions are implemented. Both North East schools recognise that they are strong providers for children in East Leeds and this successful commitment to these young people needs to be sustained in any emerging option. If Education Leeds is successful in bringing forward wave 13 BSF, there are exciting options which would include a single, state of the art school campus in the North East and the establishment of new, extended school provision in inner East Leeds.

3.4 ***Girls' only provision:***

Parklands Girls High School has a notice to improve and is judged to be at high risk of not achieving the National Challenge floor targets by 2011. The head teacher resigned in November 2008 and Education Leeds secured an acting head teacher and additional support from a head teacher who has successful experience of working with schools in challenging circumstances. The priority this term has been to provide stability and leadership so the school can make progress on the issues which are causing concern. The acting head teacher, the chair of governors and the governing body are engaged with Education Leeds in considering the most appropriate structural options for lifting the profile of girls' provision in the city, ensuring it is best placed to ensure its viability and providing strong leadership and governance to improve outcomes. We are working with the DCSF to identify if there is an appropriate sponsor that could add value and profile to girls' provision through the establishment of an academy. Detailed work is underway to identify premises which would make this provision more widely accessible. With shared communities from which pupils are drawn, all head teachers in East Leeds have committed themselves to support Parklands in making progress and managing any transition arrangements.

3.5 ***Central Leeds Learning Federation:***

Primrose High School and City of Leeds are being supported by the National Challenge due to the risk of not achieving the floor targets by 2011. Discussions with the senior team and governing body are exploring the future of the CLLF and the type of structural option that will best accelerate improvement. These options include considering the future of the federation and exploring academy status for one or both schools. If Education Leeds is successful in bringing forward wave 13 BSF, it would be possible to develop learning provision in inner East Leeds with sport, leisure and community facilities. There is interest in developing leadership and governance arrangements that could align support from other schools in the North/East to manage the transition and ensure that standards and outcomes for young people in this area continue to improve.

3.6 From the discussions with all the stakeholders to date, a clear agenda has been identified to help manage this complex programme for transformation.

- **Communication and engagement** - it is essential that young people, parents and staff are involved in the consideration of options and shaping the strategy. It is equally important that partners communicate this programme as a positive opportunity for getting the most out BSF and the National Challenge, building on the strengths in East and North East Leeds, to achieve outstanding outcomes in state-of-the art facilities.
- **School improvement processes** - detailed National Challenge improvement plans have already been agreed for Primrose, City of Leeds and Parklands. However, any transition process for schools during this reconfiguration has to ensure that young people in these schools continue to make progress and

achieve good outcomes. Education Leeds has a positive track record of working with schools to sustain progress and quality learning during complex transitions.

- **Leadership and governance** - there is a strong commitment from schools in East and North East Leeds to work together, and with wider partners, to achieve something special in this part of the city. Consultations over recent weeks have generated an eagerness to develop collaborative arrangements for leadership and governance that will add capacity to schools facing the greatest challenges whilst improving outcomes for young people across all these schools.
- **New provision in East Leeds**-consultation and further analysis of the demographics have concluded the need for a new school in East Leeds, with the potential for a campus model including a range of provision.

## 4 NEXT STEPS

4.1 The next stages in reaching a preferred solution for transforming the provision in these areas are summarised below:

- i. response from Partnership For Schools on the Expression of Interest to bring forward the Wave 13 BSF programme for Leeds;
- ii. investigate potential sites for new provision in East Leeds and continue to develop the model with local stakeholders;
- iii. continuing consultation on emerging options with all stakeholders, in particular young people, their parents and communities;
- iv. finalisation for and approval of the recommended solution by Executive Board in February/March; and
- v. development of a detailed action plan for managing transition whilst securing continued improvement for all young people and institutions in these communities.

4.2 It will be essential to maintain and build on the considerable support and collaborative working of the key stakeholders which has already enabled positive dialogue and the shared development of ideas and options. All stakeholders have identified the transition plan at the heart of the successful implementation of the final recommendation – to retain the confidence of parents, young people, schools and their staff in the proposed transformation and the fantastic opportunities it will bring.

## 5 CONCLUSIONS

5.1 Considerable progress has been made during the autumn term in developing the options for restructuring provision in the central/East/North East sectors of the city. Through extensive work with a number of key stakeholders, namely school leadership teams and governing bodies and local elected representatives, we have established a clear consensus as to the issues which need to be addressed and a strong commitment to working collaboratively to find the best solution for young people in these communities. The consultation on the submission of the BSF Expression of Interest to bring forward the wave 13 programme for Leeds has further enabled stakeholders to engage positively in the opportunities that this funding and other investment streams offer in working through the possible options. The next steps to take the review to its concluding recommendations have been clearly articulated and will shape the final stages.

## 6 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE

- 6.1 There will need to be formal consultation with all stakeholders dependent upon the agreed options for taking forward the provisioning of school places in this area. The solution will address the requirements of the Council to respond to the National Challenge in respect of any structural change to the targeted schools.

## 7 **LEGAL AND RESOURCE IMPLICATIONS**

- 7.1 There is funding for the refurbishment of Parklands Girls High school through the Wave 1 BSF programme. An Expression of Interest to bring forward the final wave of BSF funding to Leeds is currently awaiting consideration with Partnership for Schools and the DCSF. This funding will be essential to enable the transformation of the estate in North East and East Leeds through any preferred solution. Work is currently underway to explore the alignment of the LSC college investment programme to maximise the benefits of co-ordinated delivery strategies.

## 8 **RECOMMENDATIONS**

- 8.1 The Executive Board is asked to note:
- the very positive progress made in exploring the range of options for secondary provision in these areas of Leeds; in particular the co-ordination of the different strategies that will shape the final solution and the collaborative working between the schools and their representatives.
  - That a final report with the full recommended options will be presented to the March Board.

### **Background papers**

Executive Board, 8 October 2008 – The National Challenge and structural change to secondary provision in Leeds

Executive Board, 5 December 2008 – Building Schools for the Future: Expression of Interest for follow-on projects

Inner/Outer North east and East Area Committees