

# Managing complexity, working with stakeholders to accelerate improvement

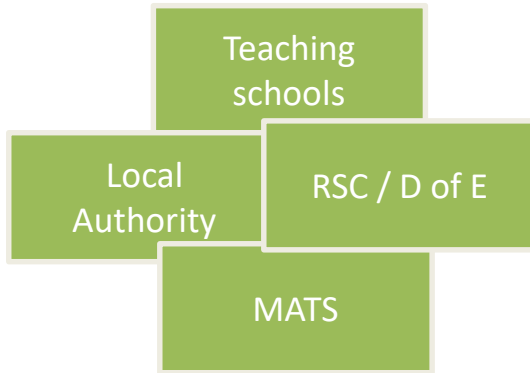
**Tim Boyes**

**Jon Abbey**

**Maxine Froggatt**

# The Education Landscape

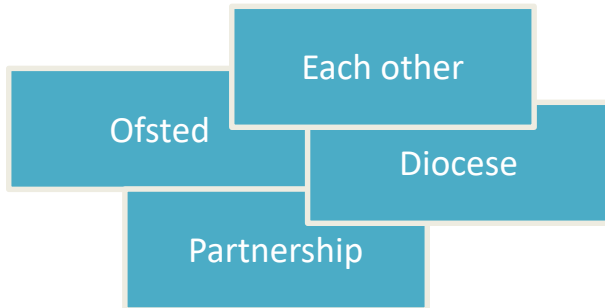
## *Relationships*



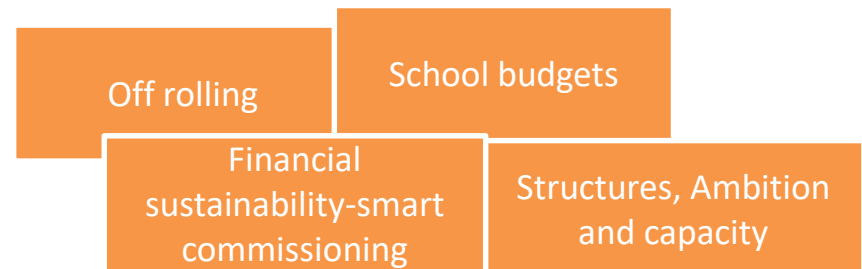
## *Community Links*



## *Accountability*

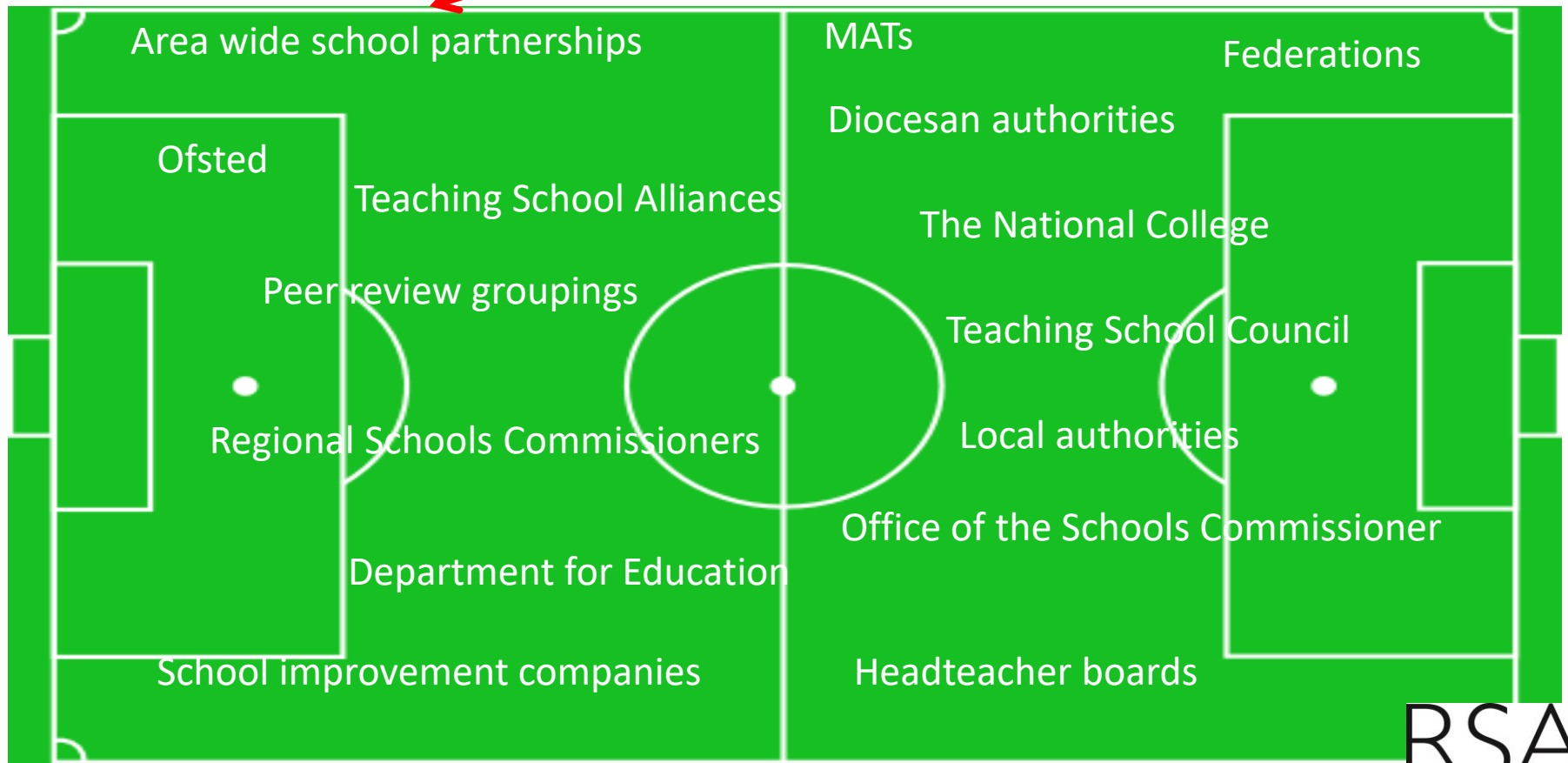


## *Burning Issues*

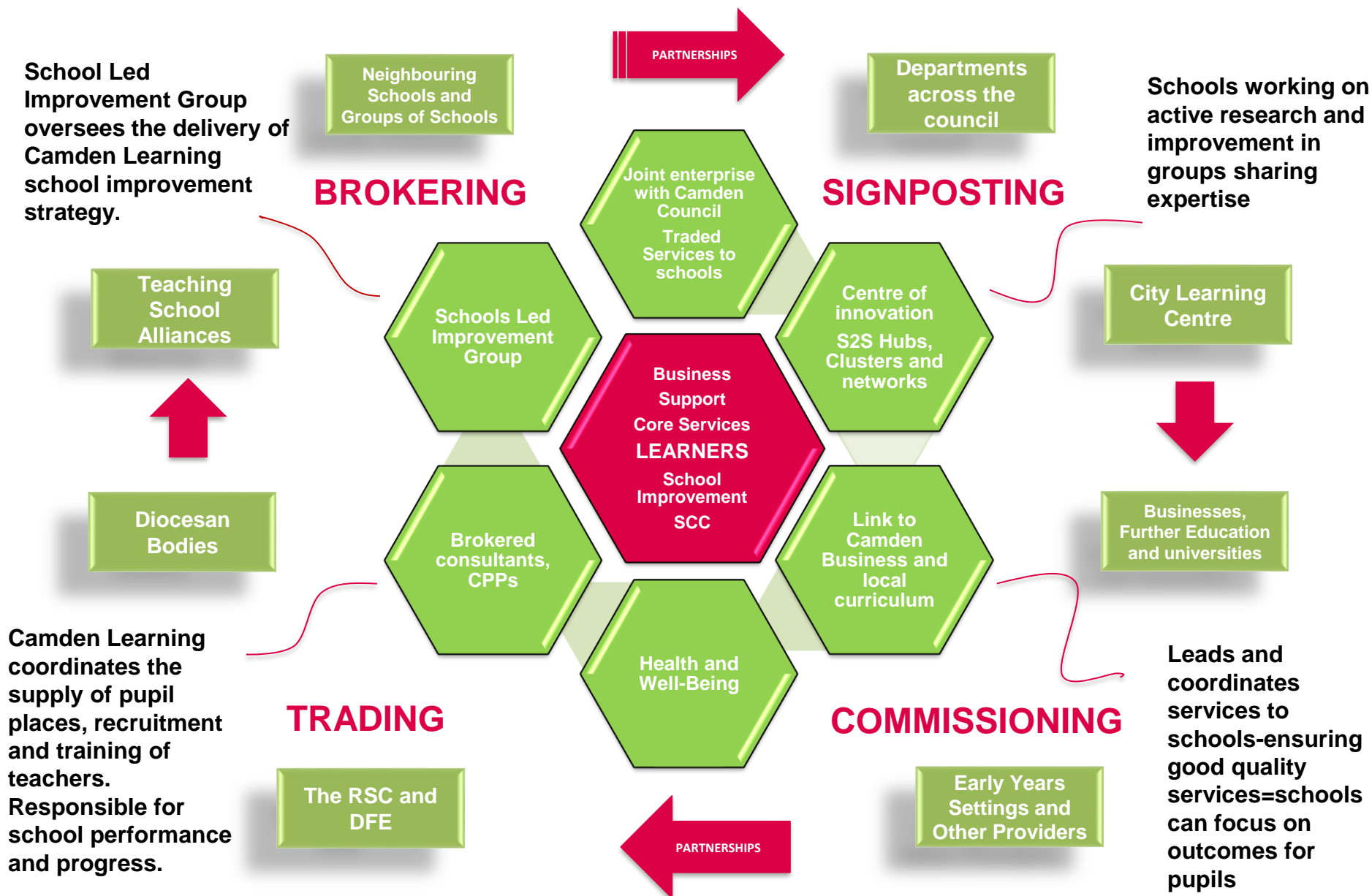


# There are lots of players on the pitch vying to oversee the match

These are developing in an increasing number of areas across the country

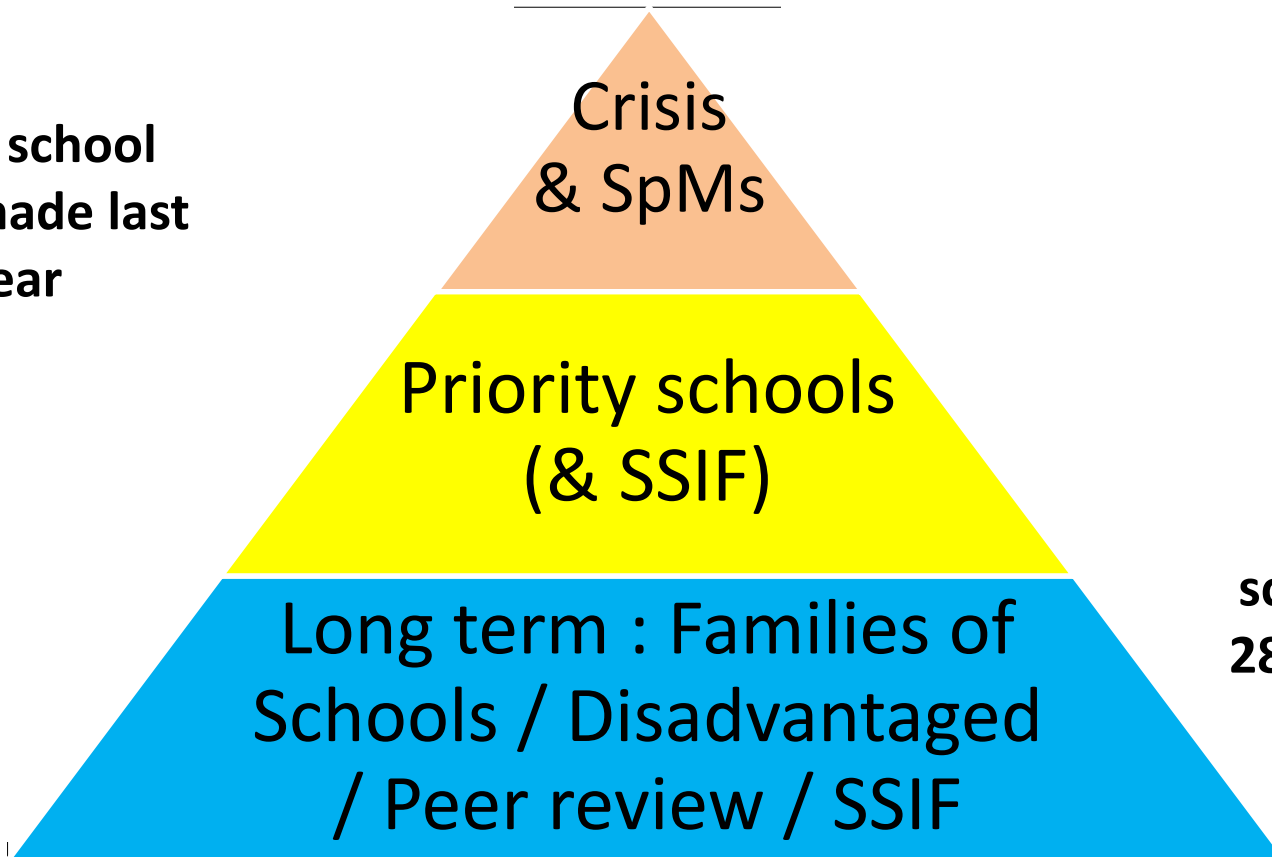


# Camden Learning – Growing a great system



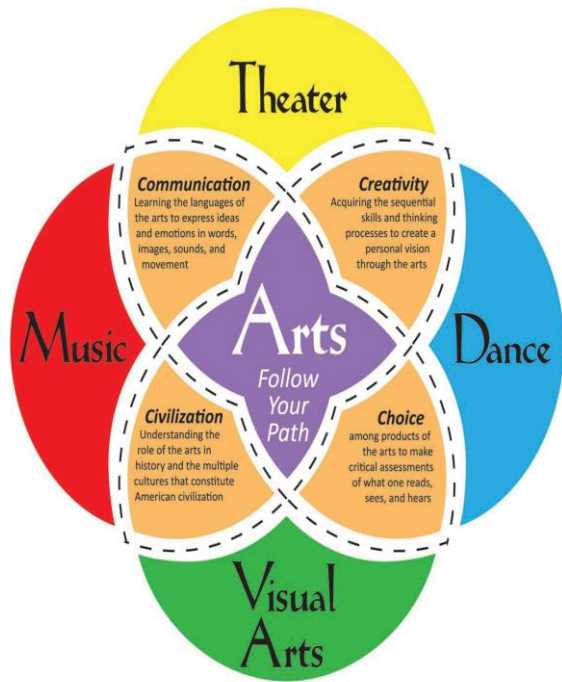
# A city council contract for School Improvement

**1,270 school  
visits made last  
year**



**124  
schools in  
28 clusters**

# Championing children & all that schools stand for



Forward Thinking  
Birmingham



THE **CAREERS & ENTERPRISE** COMPANY

#love YOUR NEIGHBOUR

veyourneighbour.o

TIDE~  
global learning

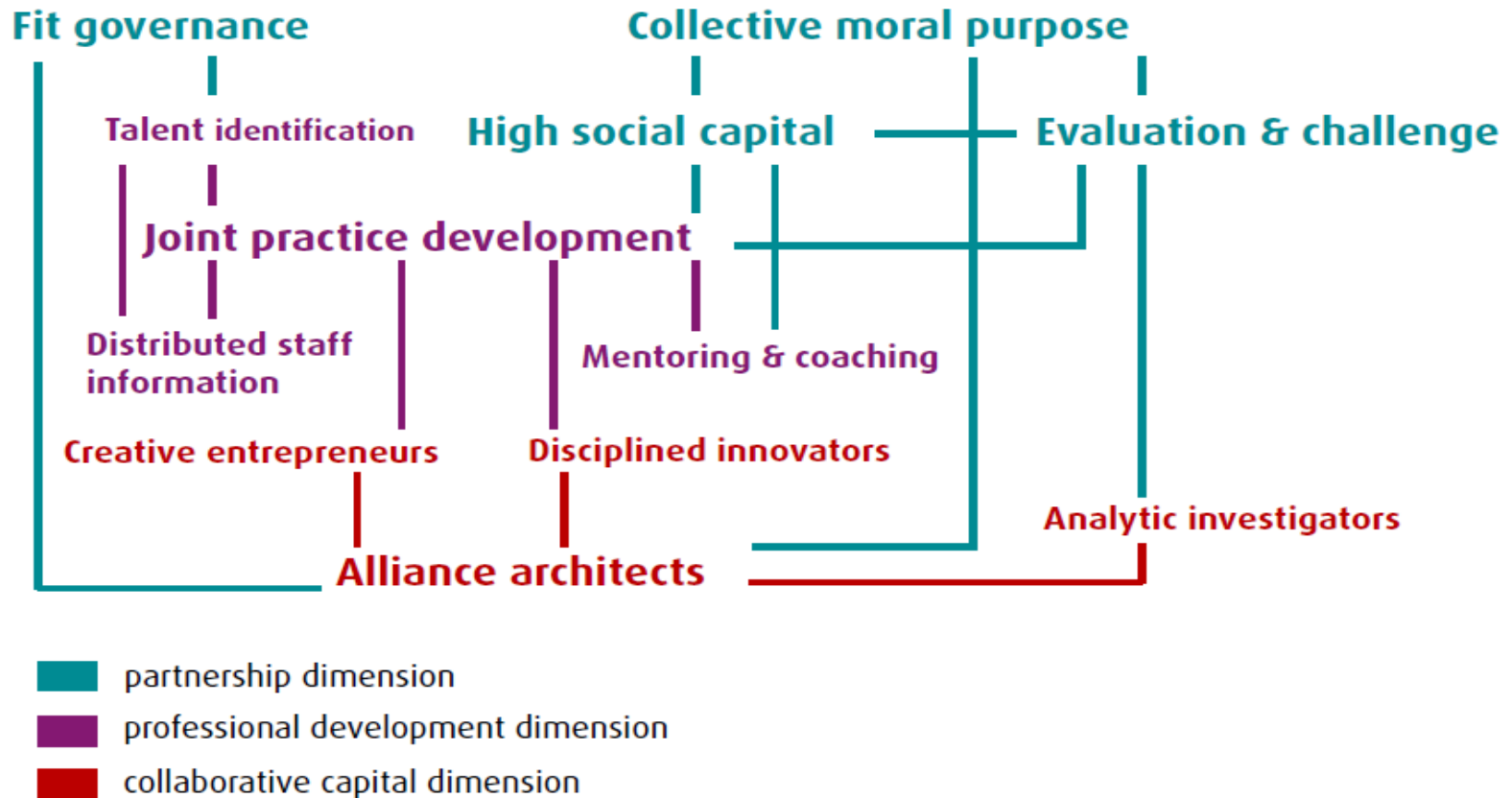
80-20  
DEVELOPMENT  
IN AN UNEQUAL  
WORLD

'This book will become an invaluable tool for everyone interested in development issues'



**‘Professional development and partnership competence are  
the soil in which collaborative capital grows’**

**David Hargreaves-A self improving school system 2012**





# What are the new models of leadership needed in an ambiguous and complex partnership?

How do we unleash greatness? (Michael Barber)

	AWFUL TO ADEQUATE	ADEQUATE TO GOOD	GOOD TO GREAT
ROLE OF GOVERNMENT	<ul style="list-style-type: none"><li>• Tackling under-performance</li><li>• Prescribing</li></ul>	<ul style="list-style-type: none"><li>• Transparency</li><li>• Building capacity</li></ul>	<ul style="list-style-type: none"><li>• World-class expectations</li><li>• Unleashing greatness</li></ul>
ROLE OF PROFESSION	<ul style="list-style-type: none"><li>• Implementing</li><li>• Adopting minimum standards</li></ul>	<ul style="list-style-type: none"><li>• Evidence-based</li><li>• Adopting best practice</li></ul>	<ul style="list-style-type: none"><li>• Evidence-driven</li><li>• Consistency and innovation</li></ul>
RELATIONSHIP	<ul style="list-style-type: none"><li>• Top down</li><li>• Antagonistic</li></ul>	<ul style="list-style-type: none"><li>• Negotiated</li><li>• Pragmatic</li></ul>	<ul style="list-style-type: none"><li>• Principled</li><li>• Strategic partnership</li></ul>
PUBLIC PERCEPTION	<i>"You should have done that years ago"</i>	<i>"We'll believe it when we see it"</i>	<i>"You've got it, finally"</i>





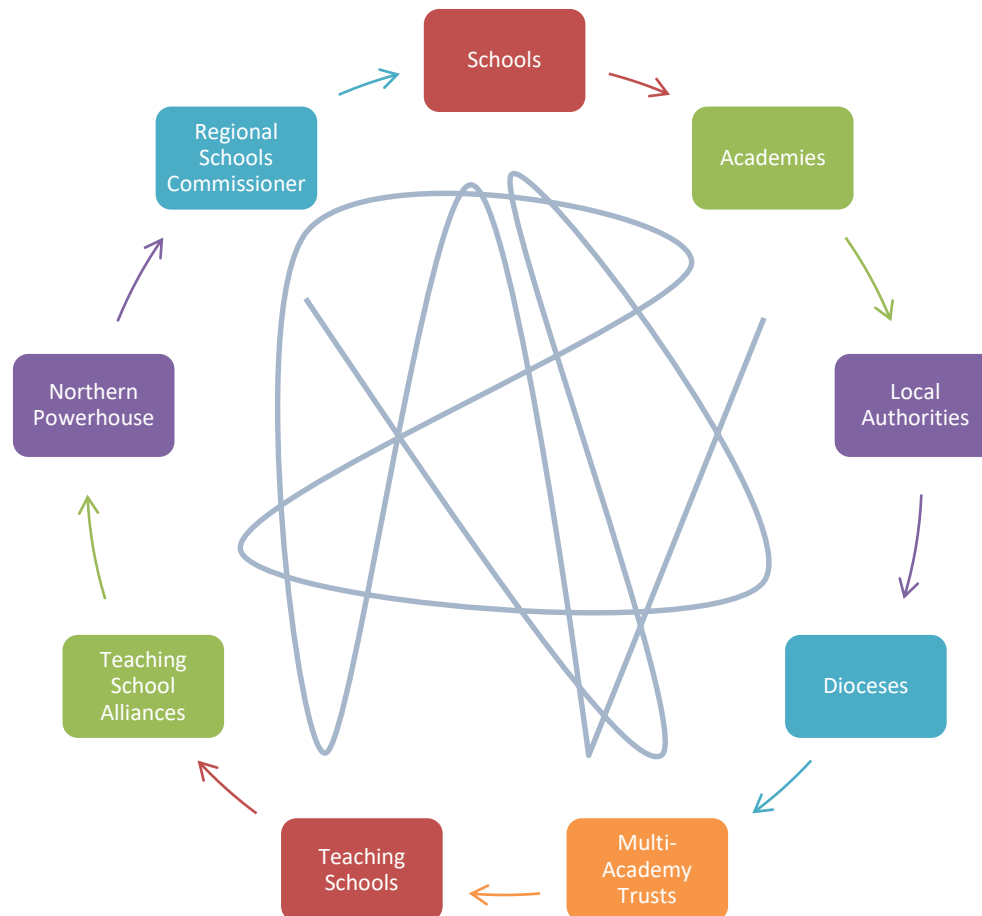
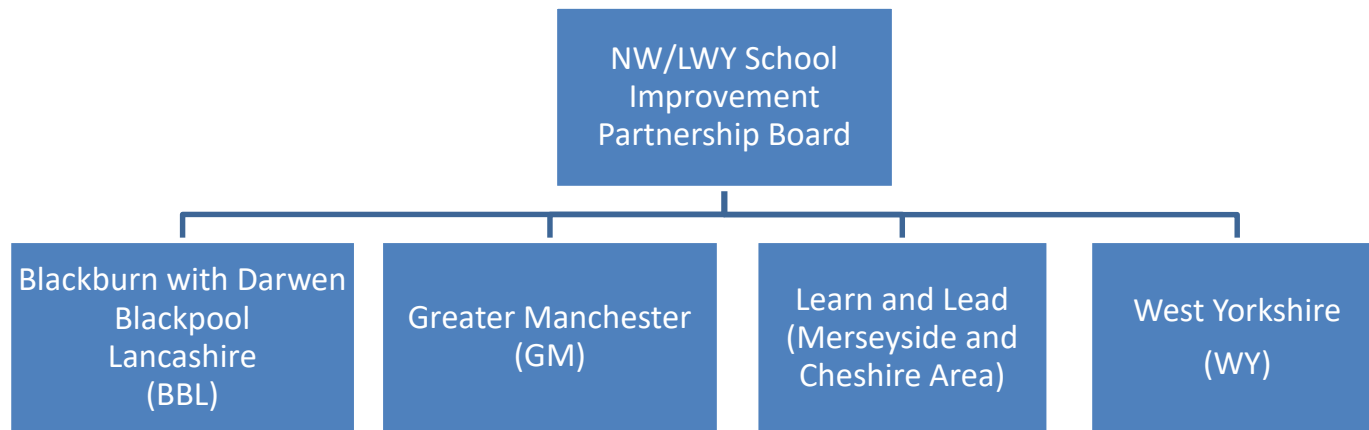
# Accelerating Improvement

(or stemming the tide?)

- Greatest need in Primary – 3 year declining
- 2016 – 18 : Every primary measure improving faster than national
- Close working with 20+ variable teaching schools
- SSIF successes – KS2 reading project: Both projects show “signif +” improvements for receiving AND supporting schools

# Key lessons from London Challenge Marc Kidson 2012-Institute of Government

- Understand the existing assets in the system you can work with
- Keep the policy focused until you have a clear model to implement
- Create an 'authorising environment' that supports rapid but accountable decision-making
- Give credible people the responsibility and means to move knowledge around the system
- Invest in creating shared purpose and strong relationships



	Membership of NW/LWY School Improvement Partnership Board
1.	MP for West Derby and ex Minister of Schools (Chair)
2.	Regional Chair, The Association of Directors of Childrens Services (ADCS)
3.	Chair of NWADCS School Improvement Sub Group
4.	Regional Schools Commissioner for Lancashire and West Yorkshire
5.	Lancashire and West Yorkshire Regional Delivery, Education Standards Directorate
6.	Lancashire West Yorkshire Teaching School Council
7.	Ofsted Regional Director
8.	National Centre for Excellence in the Teaching of Mathematics
9.	CE Dioceses/Liverpool Diocesan Schools Trust – LDST
10.	Catholic Dioceses / Liverpool Archdiocesan Centre for Evangelisation
11.	Chair Blackburn, Blackpool, Lancashire (BBL) Partnership and (National Leader of Governance and NLG)
12.	Chair Greater Manchester Sub regional Partnership
13.	Chair Liverpool City Region & Warrington Partnership
14.	Chair West Yorkshire Partnership
15.	Closing the Gap Priority Lead
16.	NWADCS School Improvement Assistant Directors representative
17.	North West Regional Performance Team Lead
18.	NWADCS Sector Led Improvement Lead

# NW/LWY School Improvement Board

## So what?

- Comprehensive data sharing between all partners on pupil attainment, school performance and capacity
- Agreed priorities
- Funding - SSIF and TLIF
- Agreed actions eg improving outcomes for disadvantaged groups resource

# Blackpool School Improvement Board

Strategy Group

## School Family 1

Aspire Academy, Boundary Primary School, Hawes Side Primary Academy, Highfurlong School, Layton Primary School, Moor Park Primary School, St John's CE Primary School

## School Family 2

Anchorsholme Primary Academy, Bispham Endowed CE Primary School, Kincaig Primary School, Montgomery High School, Norbreck Primary Academy, Westcliff Primary Academy

## School Family 3

Devonshire Primary Academy, Gateway Primary Academy, Langdale Free School, Unity Academy, Westminster Primary Academy

## School Family 4

Baines Endowed CE Primary School, St George's High School, St Nicholas' CE Primary School

Priority Leads

## School Family 5

Christ the King Catholic Primary, Holy Family Catholic Primary, Our Lady of the Assumption Catholic Primary, St Bernadette's Catholic Primary, St Cuthbert's Catholic Primary Academy, St John Vianney Catholic Primary, St Kentigern's Catholic Primary, St Mary's Catholic Academy, St Teresa's Catholic Primary

## School Family 6

Educational Diversity, Marton Primary Academy, Revoe Learning Academy, South Shore Academy, Thames Primary Academy, Waterloo Primary Academy

## School Family 7

Highfield Leadership Academy, Mereside Primary Academy, Park Community Academy, Roseacre Primary Academy, Stanley Primary School, Woodlands School

# Key themes for discussion

- Who is really leading the system?
- Does it matter if there is no one?
- There is variability everywhere-so what!
- What are the barriers to accelerated improvement?
- Without powers how are we most adding value?