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Wiltshire Learning Trust

WiLTshire

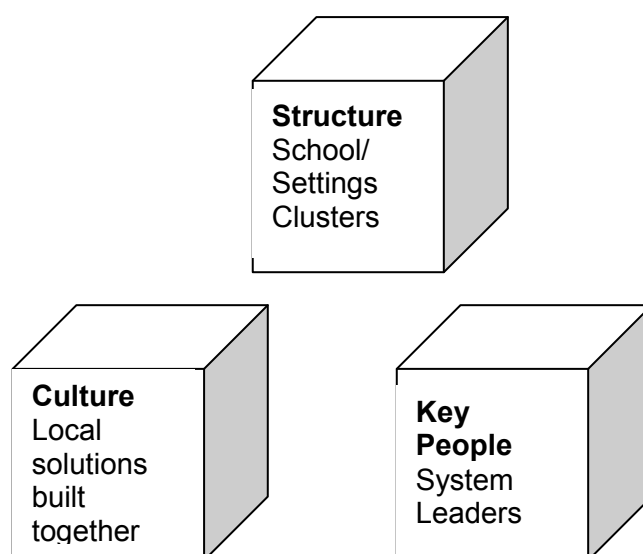
Self-improving School System

There is a need to redesign services to enable more mutual self-help so that Wiltshire's schools and settings can create and sustain their own local solutions to improvement and learn from each other. To be able to do more with less we need to enable schools and settings to do more themselves. Enabling people to come together to find their own solutions is one of the main goals of public services moving forward.

The Schools White Paper *The Importance of Teaching* sets out a clear role for the Local Authority as a champion for educational excellence, vulnerable pupils and parents and families. Local Authorities are expected to act early and effectively where there is cause for concern to secure improvements in maintained schools and to encourage a self-improving practitioner-led model of working with settings and schools.

Creating a self-improving school/settings system requires three building blocks:

Structure, Culture, Key People



Structure Supporting all schools/settings to work together in a number of clusters

Culture Developing a local solutions approach with schools/settings working together to solve the issues on the 'patch'

Key People Promoting system leadership beyond own school/setting

What is needed?

For the school/setting system to become the major agent of its own improvement it requires leadership and support during transition towards a self-improving model. For clusters of schools/settings to accept responsibility for self-improvement for the cluster as a whole should be a goal the LA will help to support over time. Partners can set priorities and action plans together and work on the core leadership competence of partnership working.

Good system leaders in Wiltshire have evolved in the form of National and Local Leaders of Education (NLE, LLE) who have moved from self managing their schools to self improvement while at the same time having the capacity to support other schools. Within Early Years settings, curriculum leaders with the Early Years Professional Status (EYP), having been assessed against national core competencies (CWDC), are leading change and enabling continuous quality improvement. The LA has and will continue to support its NLE, LLE and EYP. Many types of clusters may emerge although most will be geographically based for ease of working.

National Teaching Schools will be able to accelerate the development of school-to-school improvement and collaboration. By 2014 there are expected to be 500 Teaching Schools within a national network that will operate in a similar way to teaching hospitals. These are outstanding schools that will provide professional development for teachers and provide and quality assure initial teacher training.

The McKinsey Report *Capturing the Leadership Premium of 2010* showed that high-performing headteachers focus more on instructional leadership and developing teachers. They see their biggest challenges as improving teaching and curriculum, and they believe that their ability to coach others and support their development is the most important skill of a good school leader. Wiltshire will continue to support leadership development at all levels in schools. In addition, School Improvement Advisers (SIA) will provide two days of flexible support in a school's self-improving journey towards becoming outstanding.

As schools become academies the core joint aim of improving life chances for all children and young people in Wiltshire does not change. The Wiltshire Learning Trust is a way of providing cohesion and support in a climate of rapid change to mitigate the risks of instability and loss of focus on improving outcomes.

What is Wiltshire Learning Trust?

Wiltshire Learning Trust is an umbrella alliance to describe Wiltshire Local Authority's (LA) education offer to schools and settings within its responsibility to promote choice, access and quality. Wiltshire Learning Trust aims to support all schools and settings to do the best for their population, particularly to improve life chances and safeguard children from harm.

What is the unique purpose of Wiltshire Learning Trust?

- Wiltshire Council has a democratic mandate to help to raise standards for all children and young people in Wiltshire to improve their life chances
- The LA, through WLT, will champion the role for: educational excellence, vulnerable children and parents and families
- By supporting the raising of standards and narrowing attainment gaps, WLT will show its professional accountability to safeguard children and young people
- WLT has a clear view of what is needed locally through the Joint Strategic Needs Assessment, the Index of Multiple Deprivation and Experian Data and will use this information to shape developments
- Wiltshire LA has a unique role to bring together all services for children in the area to ensure they are ready and able to learn and to benefit from high quality teaching in excellent schools
- The LA is in a critical position to support and challenge all schools and settings, including those performing below the floor standards or causing concern to deliver excellence and raise community aspirations
- With its knowledge of education providers locally, the LA will broker school-to-school, school-to-setting and setting-to-setting support to drive improvement
- To strategically plan for school places and admissions and seek solutions to the future of small schools in a rural context
- To continue to recognise and respect the Primary Headteachers' Forum (PHF) and Wiltshire Association of Secondary and Special Headteachers (WASSH) as the main means of communication and consultation between the LA and schools

Principles of Wiltshire Learning Trust To:

- Build capacity in the practitioner-led, self-improving education system
- Improve the quality of teaching and learning
- Focus on outcomes, raising standards and narrowing gaps
- Find local solutions to local issues
- Target development to the areas of greatest need
- Enable all schools to become good/outstanding and sustain that level
- Improve the quality of leadership and management and curriculum provision
- Provide a sense of belonging, maintain excellent relationships and a professional culture of trust, co-operation and responsibility across Wiltshire's family of schools/settings
- Focus on early intervention and prevention
- Ensure no school/setting gets left behind

What will Wiltshire Learning Trust do?

Leadership

(where relevant in partnership with the National College for School Leadership NCSL)

- Develop a **cluster facilitator's framework** to improve partnership working
- Create a new leadership course for headteachers and governors to promote **Leading for Outcomes**
- Develop a new course for **Instructional Leaders** to improve teaching and learning
- Promote **School Business Managers** to ensure greater efficiencies
- Develop **internships** for aspiring headteachers across the South West to secure future high quality senior leaders
- Establish support for **CPD Managers** to secure an outstanding workforce
- Continue with **Middle Leader** training to promote instructional leadership
- Continue with the **NPQH graduate** group to ensure leadership succession
- Enable settings to access the **Institute of Leadership and Management** Awards at Levels 3 and 5
- Promote the **National Professional Qualification for Integrated Centre Leadership** for Children's Centre Leaders (NPQICL)

Teaching, Learning, Curriculum and Behaviour

- Develop **new technologies** to promote school-to-school, school-to-setting and setting-to-setting working to transform learning
- Continue to train teachers to deliver **early intervention** programmes in English and mathematics to secure good progress for all children
- Provide **analysed data and assessment tools** to raise standards
- Develop strategies with schools and settings to **reduce their carbon footprint** and promote eco schools
- Continue to provide opportunities and activities for **Able, Gifted and Talented** children to stretch their learning
- Continue to promote **International links** to widen children's horizons and promote world class aspirations
- Support schools to prepare for the changing **curriculum and qualification** requirements to meet the needs of all children locally
- Establish a **Learning Charter** to provide a framework for curriculum planning
- Continue to develop key programmes such as Family Learning, Communities for Learning and parenting courses to **support parents** to help their children to learn
- Capture the impetus of the **London Olympics** to promote sport, improved health, well-being and cultural activities

- Support schools to inspire pupils through access to hands-on **resources**
- Continue to develop opportunities for all primary age pupils to experience **music** making to recognise the benefits this brings
- Build capacity to support schools with the most **vulnerable learners**

Traded Offer

Schools becoming academies have received information on services available from Wiltshire Council within the Wiltshire Learning Trust. A pack of information was distributed in May 2011 detailing services the LA will continue to provide on the same basis to all maintained schools and those for purchase. This information will go to all schools in June 2011.

In this interim phase all services offered through, 'The right choice for your school...' will continue. This information will eventually come together into one catalogue of services available from Wiltshire Council.