

SOUTHWARK LEA: UNDER-PERFORMING SCHOOLS ACTION PLAN

Key Stage:	2		
Key Issues:	<p>i) That many schools do an excellent job supporting the attainment of their pupils at KS2 and provide a level of performance that is as good or better than similar schools anywhere in the country.</p> <p>ii) That there are considerable variations in the performance of schools even taking into account catchment areas and the social and ethnic profiles of pupils.</p> <p>iii) That there are considerable variations in the value-added by different schools (the range is more than a Level per pupil for each subject).</p> <p>iv) That there are a number of schools where there has been no improvement in recent years and where value added and comparative performance are significantly below other schools.</p> <p>v) That although some progress has been made it is not sufficient to close the gap between the LEA and the national figures.</p> <p>vi) That there is a direct correlation between school success and the support from the headteacher for the effective implementation of the National Strategies.</p> <p>vii) That effective use of LEA advisers by schools has a beneficial impact upon standards.</p>		
What we plan to do:	<ol style="list-style-type: none"> 1. Enhance the quality of leadership and management 2. Improve the quality of teaching and learning 3. Enhance the expertise of subject managers. 4. Extend opportunities to share good practice. <p>Improve standards of attainment at a faster rate than statistical neighbours</p>		
Why we are doing it:	<p>The Authority is ranked bottom of the English LEAs for numeracy and science and 5th from bottom for English in the National Tests at Key Stage 2. There are significant differences between schools of similar characteristics. Specific, targeted action which includes increased levels of challenge needs to be taken to raise levels of attainment in all under-performing schools. At the same time the challenge agenda needs to be in place for all schools so that under-achievement is seen as not acceptable.</p>		
What we expect to achieve (Targets and success criteria):		When we will start and finish:	September 2002 to July 2003
	<p>i) All schools set challenging targets for pupil attainment that include appropriate expectations of value-added for each key stage.</p> <p>ii) Schools within EAZs or subject to additional funding set targets which reflect additionality</p> <p>iii) All schools achieve pupil attainment targets.</p> <p>iv) LEA achieves pupil attainment targets.</p>		
The person responsible for this activity is:	Head of School Improvement	The target group for this activity is:	Primary schools, LEA officers

SOUTHWARK LEA: UNDER-PERFORMING SCHOOLS ACTION PLAN

The actions we will take to support this activity are:										
Number	Action(s)	Status (New/Continuing)	Start - End:	Person Responsible/ People Involved	Process Targets (Things we will put in place)	Monitoring: (When, by whom and how)	Evaluation: (When, by whom and how)	Planned Resources	Source of Funding	Links to Other Plans e.g. EDP/One Plan
KS2.1	Comprehensive analysis of KS2 results, focused on pupil performance in numeracy and literacy.	Cont	Start: Aug 02 End: Oct 02	Virginia Bridge Madeleine Danaher MIA Team	Analysis of results against attainment, trends, value added, targets.	Monthly with Head of School Improvement at Line Management meetings	Annually by Head of School Improvement as part of Annual Report on Standards.	6 days adviser time	Core	EDP
KS2.2	Further develop our 'Categorisation for Support' system to focus support more effectively according to need.	New	Start: Spet 02 End: Cont	Terry Rollings Geoff Conway	More precise criteria and grade descriptors. Greater number of categories, more effective targeting of support.	Monthly with Head of School Improvement at Line Management meetings	Annually by Head of School Improvement as part of Annual Review of EDP.	4 days adviser time	Core	EDP
KS2.3	Introduce new framework to identify under-performing (UP) and low attaining (LA) schools using a more extensive range of criteria.	New	Start: Sept 02 End: Cont	Terry Rollings Geoff Conway Strategy Managers	List of schools identified as UP and LA	Termly review by Link Advisers	Annually by Head of School Improvement as part of Annual Review of EDP	2 days adviser time	Core	EDP
KS2.4	Develop a range of differentiated strategies to support schools according to categorisation.	Cont	Start: Oct 02 End: July 03	Terry Rollings Geoff Conway Link Advisers	Support to schools targeted more effectively according to need.	Monthly with Head of School Improvement at Line Management meetings	Annually by Head of School Improvement as part of Annual Review of EDP	10 days adviser time	Core	EDP
KS2.5a	Implement differentiated strategies: a) UP and LA schools have an additional visit from Link Adviser to carry out an audit of school systems and procedures to support pupil attainment in KS2 SATs and to develop an action plan to deal with issues identified. Link advisers to monitor progress on action plans through a monthly visit to the school.	New	Start: Oct 02 End: July 02	Link Advisers	a) Audit completed with action plan agreed for all UP and LA schools. b) Action Plan monitored monthly, actions/support reviewed and revised where necessary.	Monthly with Head of School Improvement at Line Management meetings	Annually by Head of School Improvement as part of Annual Review of EDP	12 Link Adviser Days	Core	EDP
KS2.5b	b) High performing/High attaining schools commended to use literacy and numeracy audit tools. Issues discussed at Annual Review and Target Setting (ARTS) meeting.	New	Start: Oct 02 End: Dec 02	Link Advisers	a)ARTS meeting held for all schools. b) all schools use audit tools	Termly review by Link Advisers	End of Spring Term by Strategy managers	5 Link Adviser days	Core	EDP
KS2.5c	c) Other schools have specific part of the ARTS meeting focused on those issues arising from the analysis of KS2 results and the framework to identify UP and LA schools.	New	Start: Oct 02 End: Dec02	Link Advisers	a)ARTS meeting held for all schools. b) all schools use audit tools	Monthly with Head of School Improvement at Line Management meetings	End of Spring Term by Strategy managers	5 Link Adviser days	Core	EDP

SOUTHWARK LEA: UNDER-PERFORMING SCHOOLS ACTION PLAN

The actions we will take to support this activity are:										
Number	Action(s)	Status (New/ Continuing)	Start - End:	Person Responsible/ People Involved	Process Targets (Things we will put in place)	Monitoring: (When, by whom and how)	Evaluation: (When, by whom and how)	Planned Resources	Source of Funding	Links to Other Plans e.g. EDP/One Plan
KS2.6	Review Numeracy and Literacy Action Plans and make adjustments in response to the identification of UP and LA schools.	New	Start: Oct 02 End: Cont	Virginia Bridge Madeleine Danaher	Action Plans reflect latest intelligence from school visits.	Monthly with Head of School Improvement at Line Management meetings	End of Spring Term by Strategy managers	5 days adviser time	Core	EDP
KS2.7	Hold meeting with all borough primary heads to raise concerns about current attainment in KS2 and to develop a joint strategy for raising attainment in all borough schools.	New	Start: 21/11/ 02 End: Cont	Terry Rollings Geoff Conway HTs	a) All HTs have clear idea of Borough attainment issues. b) All schools follow LEA guidance.	Head of School Improvement Termly	Annually by head of School Improvement as part of Annual Review of EDP	5 days Adviser time	Core	EDP
KS2.8	Extend the use of RM Maths to support the development of numeracy in KS2.	Cont	Start: Oct 02 End: Cont	Paul Morgan	20 more schools now use RM maths	Termly by Link Advisers	Annual report by ICT Adviser	2 days adviser time. £12k for prog.	SF101	EDP
KS2.9	Develop a joint strategy with EiC and North Southwark EAZ to deliver 'additional' attainment in targeted schools.	New	Start: Oct 02 End: Cont	Terry Rollings Geoff Conway David Newson	a) EiC and EAZ managers contribute towards target setting process. b) targets set take account of additional funding and support	Monthly with Head of School Improvement at Line Management meetings	Annually by head of School Improvement as part of Annual Review of EDP	5 days adviser time	EiC	EDP
KS2.10	Extend the use of the Fischer Family Trust data for target setting, through integrating work with the EiC team.	Cont.	Start: Sept 02 End: Jul 03	Geoff Conway/ David Newson (EiC) MIA Service	New target setting system in place by November 2002.	Monthly, with Head of School Improvement at line management meetings.	Annually, EiC Co-ordinator, as part of EiC annual report.	6 days link adviser time.	EiC/Core	
KS2.11	Extend opportunities for the identification and dissemination of good practice, using Beacon and specialist schools.	New	Start: Jun 02 End: Jul 04	Terry Rollings/ Graham Jackson Beacon and specialist schools	New framework in place. Identified expertise shared across LEA schools.	Monthly, with Head of School Improvement at line management meetings.	Annually, by Head of School Improvement, as part of annual report on LEA PIAP.	6 days link adviser time.	SF101	PIAP
KS2.12	Investigate the formation of federations of schools. Initially geographic, these schools would work together to identify and share successful practice and formulate new models for collaborative practice.	New	Start: Jan 02 End: Cont.	Terry Rollings, Geoff Conway. HTs	Identify groups of schools prepared to form federation. Formulate terms of reference.	Link Advisers through termly visits. Heads of school improvement at line management meetings	Annually by head of School Improvement as part of Annual Review of EDP	10 days adviser time	Core	EDP

SOUTHWARK LEA: UNDER-PERFORMING SCHOOLS ACTION PLAN

SOUTHWARK LEA: UNDER-PERFORMING SCHOOLS ACTION PLAN

SOUTHWARK LEA: UNDER-PERFORMING SCHOOLS ACTION PLAN

Key Stage:	3
Key Issues:	<ul style="list-style-type: none"> i) The pupil performance in Southwark in English, Maths and Science is well below the national average. ii) The pupil performance in Southwark in English, Maths and Science is well below other Inner London Boroughs. iii) The improvement in pupil performance in Southwark compares reasonably favourably with the national picture but does not compare favourably with the improvement in other Inner London Boroughs. iv) Over the last five years pupil performance has increased in Southwark at a much greater rate than both the national and Inner London averages. v) Girls continued to out perform boys in all subjects, particularly English. vi) That there are considerable variations in the performance of schools. vii) That there are considerable variations in the value-added by different schools.

What we plan to do:	<ul style="list-style-type: none"> 1. Continue the implementation of the KS3 Strategy. 2. Enhance expertise of subject managers. 3. Extend opportunities of the sharing of good practice.
----------------------------	--

Why we are doing it:	The Authority is ranked third from bottom of the English LEAs for the aggregate performance of pupils at KS3. There are significant differences between schools of similar characteristics. Specific, targeted action which includes increased levels of challenge needs to be taken to raise levels of attainment in all under-performing schools. At the same time the challenge agenda needs to be in place for all schools so that under-achievement is seen as not acceptable.
-----------------------------	---

What we expect to achieve (Targets and success criteria):	When we will start and finish:	Continuing – July 2004
--	---------------------------------------	-------------------------------

<ul style="list-style-type: none"> i) All schools set challenging targets for pupil attainment that include appropriate expectations of value-added for each key stage. ii) Schools within EiC or subject to additional funding set targets which reflect additionality. ii) All schools achieve pupil attainment targets. iii) LEA achieves pupil attainment targets.
--

The person responsible for this activity is:	Head of School Improvement	The target group for this activity is:	All secondary schools, LEA officers
---	-----------------------------------	---	--

The actions we will take to support this activity are:										
Number	Action(s)	Status (New/Continuing)	Start - End:	Person Responsible/ People Involved	Process Targets (Things we will put in place)	Monitoring: (When, by whom and how)	Evaluation: (When, by whom and how)	Planned Resources	Source of Funding	Links to Other Plans
KS3.1	Continue to implement the KS3 Strategy, with support differentiated according to need.	Cont.	Start: Sept 01 End: Jul 03	Graham Jackson KS3 Consultants	All aspects of the KS3 Strategy delivered on time with high levels of satisfaction from schools on evaluations.	Monthly, with Head of School Improvement at line management meetings.	Annually, LEA KS3 Strategy Manager, as part of annual review report.	7.0 FTE consultant time.	SF KS3 Strategy	EDP
KS3.2	Implement a new framework to support Schools Facing Challenging Circumstances through the delivery of a range of integrated strategies.	New	Start: Nov 02	Geoff Conway All LEA	Pilot use of framework in place in at least one school by December	Half-termly, Support Action Review Group at	Annually, LEA KS3 Strategy Manager, as part	20 days link adviser	SF101	EDP

SOUTHWARK LEA: UNDER-PERFORMING SCHOOLS ACTION PLAN

Number	Action(s)	Status (New/ Continuing)	End: Jul 04	officers	2002.	half-termly meeting.	of annual review report.	time.		
			Start - End:	Person Responsible/ People Involved	Process Targets (Things we will put in place)	Monitoring: (When, by whom and how)	Evaluation: (When, by whom and how)	Planned Resources	Source of Funding	Links to Other Plans
KS3.3	Carry out an audit of the implementation of the KS3 Strategy in all secondary schools.	New	Start: Jun 02 End: Nov 02	Graham Jackson Link Advisers	All audits completed and returned by end of December 2002.	Monthly, with Head of School Improvement at line management meetings.	Annually, LEA KS3 Strategy Manager, as part of annual review report.	8 days link adviser time.	Core	EDP
KS3.4	Provide additional training to schools in analysis and use of pupil performance data.	New	Start: Sept 02 End: Mar 03	Geoff Conway/ Gwen Sinnott	a) Training programme available to staff from all schools. b) Bespoke training available to all schools. c) Extended use of	Monthly, with Head of School Improvement at line management meetings.	Annually, by Head of School Improvement, at part of annual review of EDP.	15 days link adviser time.	SF101	EDP
KS3.5	More effectively integrate the work of the EiC and KS3 Strategy teams, through the sharing of information, target setting and the dissemination of good practice.	Cont	Start: Jun 02 End: Jul 03	Geoff Conway/ David Newson (EiC) Link Advisers, EiC and KS3 consultants	a) Joint meetings of EiC and KS3 consultants. b)	Monthly, with Head of School Improvement at line management meetings.	Annually, EiC Co-ordinator, as part of EiC annual report.	6 days link adviser time.	EiC	EDP
KS3.6	Extend the use of the Fischer Family Trust data for target setting, through integrating work with the EiC team.	Cont.	Start: Sept 02 End: Jul 03	Geoff Conway/ David Newson (EiC) MIA Service	New target setting system in place by November 2002.	Monthly, with Head of School Improvement at line management meetings.	Annually, EiC Co-ordinator, as part of EiC annual report.	6 days link adviser time.	EiC/Core	
KS3.7	Extend opportunities for the identification and dissemination of good practice, using Beacon and specialist schools.	New	Start: Jun 02 End: Jul 04	Terry Rollings/ Graham Jackson Beacon and specialist schools	New framework in place. Identified expertise shared across LEA schools.	Monthly, with Head of School Improvement at line management meetings.	Annually, by Head of School Improvement, as part of annual report on LEA PIAP.	6 days link adviser time.	SF101	PIAP
KS3.8	Investigate the formation of federations of schools. Initially geographic, these schools would work together to identify and share successful practice and formulate new models for collaborative practice.	New	Start: Jan 02 End: Cont.	Terry Rollings, Geoff Conway. HTs	Identify groups of schools prepared to form federation. Formulate terms of reference.	Link Advisers through termly visits. Heads of school improvement at line management meetings	Annually by head of School Improvement as part of Annual Review of EDP	10 days adviser time	Core	EDP