

Ealing Learning Partnership

Proposal 2023-2026

Promoting educational excellence, inclusion and wellbeing for all our learners







Table of Contents

Vision 2023 – 2026	4
Thematic priorities	4
Highlights 2021 - 2023	5
<i>Success</i>	5
<i>Performance outcomes</i>	5
What should members expect from the partnership?	6
What does the partnership expect from its members?	6
How does the partnership add value to the council’s statutory services to schools?	7
Six key aims	8
Governance and leadership	9
Measuring success	9
ELP activities and benefits 2023 – 2026	10
<i>Learning and achievement</i>	10
<i>SEN and inclusion</i>	13
<i>Safeguarding and wellbeing</i>	14
<i>Progression and pathways</i>	15
<i>Recruitment and retention</i>	16
<i>Business sustainability for schools</i>	17
<i>Ealing Grid for Learning and digital communications</i>	18
School subscriptions 2023 – 2026	19

Vision 2023 – 2026

In the next three years, Ealing Learning Partnership will sustain the deep connection between its schools and the council, in driving its core ambition to promote excellence and wellbeing for all children and young people in our borough so that no learner and no school is left behind.

This vision builds on the strengths and success of the partnership to date in creating the conditions for schools to share knowledge and expertise with each other through structured collaboration at all levels of leadership. The vision and distinctive aims of the partnership are underpinned by a conviction that locality matters.

The partnership ensures that schools have a direct voice in shaping council services and that the whole system is orchestrated to achieve the best possible outcomes for our children and families.

In the context of current government policy, members will also be supported to shape a positive vision for the future that builds on success. The current policy direction for wide-spread school re-organisation by 2030 should not distract the partnership from its core goals but, during this next phase, school leaders and stakeholders will be supported in thinking through models of school organisation and access to centralised support that are cost effective **and** that serve the interests of our learners.

Thematic priorities

Collaborative professionalism

ELP will continue to promote professional responsibility operating at the level of individual teacher and across the partnership of schools to cultivate professional aspiration, improve knowledge and practice so that all children are better supported in their learning.

Curriculum and progression

ELP will build expertise and innovation across the partnership and across educational phases to transform the learning experience and extend progression pathways for all children and young people in the area.

Inclusion, equity, and excellence

ELP will invest in whole school, partnership, and systems leadership to improve the experience and outcomes for children who are less well served with a particular focus on understanding and tackling disproportionality and supporting children with additional and unmet needs.

Attracting, developing, and retaining the best workforce

ELP will place higher value on diversity, career development and on expanding professional development opportunities across the partnership to help develop and retain high calibre staff.

Building sustainable schools

ELP will support all school leaders to think creatively about maximising resources to sustain high quality of provision through a range of cost sharing models with other schools.

Highlights 2021 - 2023

93% of all Ealing schools are ELP members

Ealing Council remains fully invested in ELP

No learner left behind 92% of schools said we have made significant progress with this ambition

No school left behind 96% of schools said we have made significant progress in building trust between schools to support high challenge, low threat professional learning

Over **40** school leaders are directly involved in shaping/leading partnership activity

Schools are demonstrating high levels of commitment to the findings of Ealing's *Race Equality Commission*

Success

Well established structures/cultures in place for leadership collaboration for continuous improvement across all phases

External partnerships link every school to national frameworks and pathways for new professional qualifications

ELP selected for national pilot to research and develop models of school-to-school professional accountability

Strength and resilience of schools and council in mobilising response and recovery following the pandemic was supported by high levels of collective responsibility

Detailed knowledge and understanding of each school's individual and collective needs is leading to responsive and sustainable support models

Performance outcomes

95% of schools are judged to be good or outstanding

Key stage 2 pupil outcomes are well above the national average

Key stage 4 pupil outcomes are significantly above the national average and in **top 15%** of country in 2022

Ealing secondary schools achieved **first place** in the whole country for Progress 8 (2019 and 2022)

Outstanding specialist provision for children with additional needs



What should members expect from the partnership?

- ◆ High quality, centrally co-ordinated, quality assured, professional development opportunities and commissioned school-led programmes for your staff
- ◆ Direct influence on the council's statutory services and strategies to meet the needs of all children and young people in the area
- ◆ High quality infrastructure and a digital communication platform to facilitate partnership working; reduce isolation and secure access to resources
- ◆ Support in thinking about and planning for school sustainability including economies of scale on procured services and joint contracts
- ◆ Access to recruitment and retention initiatives to attract/mobilise/deploy staff across the partnership

Access to high quality subsidised [traded services](#).

What does the partnership expect from its members?

- ◆ To embrace the core mission and values for our locality – no learner left behind; no school left behind
- ◆ To participate in all networked learning and professional development on offer
- ◆ To support the work of ELP's board and committees
- ◆ To support other partnership schools through purposeful collaboration and shared endeavour.

How does the partnership add value to the council's statutory services to schools?

The council and member schools have invested in the creation of deep networks, direct support and school-led initiatives that generate collective capacity in meeting the needs of children and young people in the locality. This rich collaboration brings tangible benefits to all stakeholders over and above the council's statutory services which are funded separately.

Council statutory duties

- ◇ Overview school standards and inclusion
- ◇ Proportionate quality assurance health checks of maintained schools
- ◇ Securing Good Programme - additional support and challenge in conjunction with identification of risks to standards, inclusion, safeguarding, leadership, and management (maintained schools))
- ◇ Additionally resourced provision reviews
- ◇ KS1 and KS2 basic monitoring/moderation
- ◇ Core governance support – maintained schools
- ◇ Informal and formal interventions in schools with serious risks to provision and/or sustainability
- ◇ Headteacher recruitment appointments panel (community schools)
- ◇ SEND compliance code of practice checks
- ◇ Standing Advisory Council for Religious Education (SACRE)
- ◇ Monitoring of children educated at home
- ◇ Oversight of alternative provision and QA systems
- ◇ Behaviour and Inclusion statutory services
- ◇ Virtual School for looked after children and children with social workers
- ◇ SEND statutory service
- ◇ School funding and place planning
- ◇ Admissions and attendance
- ◇ Oversight of safeguarding in schools



ELP - member schools

Leadership

- ◇ ELP Board - school leaders directly shaping strategy
- ◇ ELP committees steering delivery across six key ambitions

Access to

- ◇ Primary collaborative clusters, peer review and enquiry
- ◇ Secondary bespoke school improvement visits and peer review
- ◇ Special schools bespoke improvement visits and peer review
- ◇ Learning and achievement curriculum and subject networks - every subject, every phase
- ◇ Full range of leadership networks- every phase
- ◇ Race equality programme: parent engagement; curriculum; staff training; leadership diversity programme and bespoke support for leaders
- ◇ Subsidised conference programme
- ◇ New headteachers' induction and support
- ◇ Enhanced assessment support
- ◇ Enhanced data support service
- ◇ Enhanced governor support service
- ◇ Inclusion and SEND leadership support networks, training, induction
- ◇ SEND consultation line
- ◇ Safeguarding support network and supported peer review
- ◇ Progression pathways and careers support KS2 to KS4
- ◇ Recruitment and retention practical guidance and support
- ◇ Access to collective procurement opportunities
- ◇ Full access to Ealing Grid for Learning communications and resource



Traded services discounted for ELP members

- ◇ Central training programme and CPD online
- ◇ Ealing Education Centre
- ◇ School business manager and premises staff networks
- ◇ Workforce development training and support
- ◇ Bespoke governor support packages
- ◇ ECT Appropriate Body support services
- ◇ Health improvement and wellbeing programmes
- ◇ School partnerships and enrichment services
- ◇ Ealing music service
- ◇ School improvement bespoke services.
- ◇ Behaviour and Inclusion Service (secondary)



External grant-funded services

- ◇ Mental health support programme for schools
- ◇ Annual health improvement visits
- ◇ *Therapeutic Thinking* - subsidised area-wide programme to reduce exclusions




Six key aims

The partnership drives its ambitions through six key aims. Partnership plans are developed with schools to reflect local priorities and reviewed each year following evaluation of impact.



Learning and achievement

Developing great teachers, inspiring great learners, and securing strong leadership to maximise outcomes for all learners



SEND and inclusion

Working together to improve outcomes for children with additional needs




Safeguarding and wellbeing

Building the capacity of schools and the resilience of children and young



Progression and pathways

Every young person on a pathway to sustainable employment/a fulfilling life



Recruitment and retention

Attracting, developing, and retaining the best workforce



Business sustainability for schools

Supporting schools to spend well for less – efficiency through creative solutions



Governance and leadership

The Ealing Learning Partnership is shaped and steered by local schools working alongside Ealing Council.

An elected headteacher chairs the partnership board and works with the Director of Learning, Standards and School Partnerships, together with board members, to agree strategic priorities, drive implementation and evaluate overall impact and value for money.

The board is accountable to its member schools and to the council.

The board is made up of seven serving headteachers, one governor, one college representative and four senior officers. Its strategic priorities are implemented through the work of six dedicated committees, all chaired by headteachers and led by officers.

Measuring success

The partnership board evaluates the impact of the partnership's collective endeavour in promoting educational excellence and wellbeing every year gathering a wide range of qualitative and quantitative evidence.

Success will be measured through the following dimensions:



ELP activities and benefits 2023 – 2026

Learning and achievement

Developing great teachers, inspiring great learners, and securing strong leadership to maximise outcomes for all learners.

ELP leads purposeful collaborations and research-informed models of continuous improvement that place high premium on collective responsibility so that we make a lasting difference to children's lives.

Collaborative learning clusters, peer enquiry and review (primary and special)

- ◆ Access to high quality collaborative clusters focused on high challenge: low threat principles of sector-led improvement
- ◆ Training and development in the skills of peer enquiry and review to strengthen school self-evaluation and responsibility for follow-up support
- ◆ Identifying and profiling excellent practices in schools for the benefit of all schools in the cluster and across the partnership
- ◆ Marshalling leadership commitment to improving educational progress and outcomes of underachieving groups of pupils
- ◆ A single point of contact for every school via school-led learning clusters.

Bespoke and collaborative learning, peer enquiry and review (secondary)

- ◆ Bespoke school improvement visits focused on linking school level priorities to partnership-wide networked learning and support across all ELP domains
- ◆ Structured networked learning that will support leaders planning and focus on learning, achievement and school Improvement.
- ◆ Identifying and profiling excellent practices in schools for the benefit of all schools across the partnership
- ◆ Training and development in the skills of peer enquiry and review for middle and senior leaders.

Race equality training and support - No learner left behind

- ◆ Access to high quality training for school staff and Governors to strengthen self-evaluation to challenge disproportionality
- ◆ Programme of leadership seminars to deepen understanding of key issues and support change within the school including curriculum review
- ◆ Collaborative networks to provide ongoing support to staff leading Race and Diversity work in school
- ◆ Practical guidance and resources to engage parents

Leadership networks and conferences designed to support professional development and advance school/partnership priorities

Primary

- ◆ [Curriculum leaders' network](#)
- ◆ [Subject networks](#): English, mathematics; geography; history; science; music; RE; computing; art
- ◆ Curriculum conference

Special

- ◆ Deputy headteachers and curriculum leaders' network
- ◆ Post 16 Careers network

Secondary

- ◆ School improvement group
- ◆ Inclusion and behaviour network
- ◆ Effective teaching and leadership group
- ◆ Post 16 leadership group
- ◆ Subject leaders' network in autumn and spring and subject best practice conferences in summer term in Science, Art, Computing & ICT, Maths, Music, PE, Geography, English, RE, History and MFL
- ◆ Careers leaders' network
- ◆ Data managers network
- ◆ Subject conferences

Partnership-wide

Annual ELP Leadership two-day Conference (subsidised)

New headteachers' induction and support

All new headteachers and deputy headteachers will have access to a tailored induction programme and mentoring.

Enhanced assessment support (primary)

In addition to the council's statutory service, all primary and special schools will have access to:

- ◆ High quality professional dialogue including termly assessment briefings and updates
- ◆ Training to develop school experts
- ◆ Exemplification and planning materials for use in school to ensure teacher assessments are in line with national standards.

Data support service

Schools will be provided with:

- ◆ High quality comprehensive [data analysis and reports](#) - including detailed local comparative data - which precede and supplement national data sources
- ◆ Comprehensive data collection guidance and support
- ◆ Transition support for high schools including coordinated, timely, early information about new intakes
- ◆ Extensive high-quality data and guidance for each cluster lead to support cluster work and peer review
- ◆ Support in understanding and analysis of changing national developments and requirements
- ◆ Signposting to national data releases, deadlines and changes.

Enhanced governance support service

- ◆ Online, telephone and email advice/support on governance issues
- ◆ Distribution of [key governance communications](#) and regular bulletins for information and action
- ◆ Dedicated [governor/clerk](#) section on EGfL and other web platforms including guidance, templates, and toolkits
- ◆ Dedicated termly networks for chairs/vice chairs and clerks
- ◆ Access to the [central training programme](#) including induction for all governors, clerks, and chairs – both online and face to face
- ◆ Annual recruitment event
- ◆ Discounted membership subscription to [The Key, Governor Hub](#) and [National Governance Association \(NGA\)](#).
- ◆ Support in finding high quality consultants for bespoke training and support (cost paid by the school).

SEN and inclusion

Working together to improve outcomes for children with additional needs

ELP mobilises collective support and guidance to leaders to help them meet a wider range of need. ELP has direct influence on council statutory services; it will promote and directly sponsor school-led innovation/ alternative approaches to meeting needs so that these can be scaled up and directly commissioned by the council as part of a sustainable graduated approach.

Inclusion and SEN leadership development in schools

- ◆ [SENCo network](#) – Primary, Secondary, Special
- ◆ SENCo professional development – Primary, Secondary, Special
- ◆ Joined-up thinking and practice between PVI/Primary/Secondary/Special
- ◆ Supported collaboration between schools and ESCAN, and Ealing Parent Carer Forum
- ◆ SENCo induction – primary, secondary, special schools and support for SENCos new to the borough
- ◆ [ARP lead network](#) – Primary and Secondary
- ◆ Primary inclusion and behaviour leader networks - most vulnerable/underserved
- ◆ Secondary inclusion network - most vulnerable/underserved
- ◆ Subsidised annual SEND conference
- ◆ Training and development in the skills of peer review to evaluate the provision for children with SEN within the curriculum review model
- ◆ Developing governance of SEN in schools
- ◆ Direct influence on system-wide improvements Ealing service for children with additional needs
- ◆ Development of AET training offer
- ◆ Leading SENCO consultation line
- ◆ Bespoke support for SENCos and schools on request
- ◆ Aspiring SENCO programme
- ◆ Influence on the development of LA specialist outreach offer
- ◆ Support to embed whole school *Therapeutic Thinking* in schools
- ◆ Ensure equal access to service and support information
- ◆ Drive inclusion agenda across all ELP committees and work streams.

Safeguarding and wellbeing

Building the capacity of schools and the resilience of children and young

Schools' investment in ELP enhances the council's capacity to provide the following dedicated support to schools

- ◆ Regular briefings that provide safeguarding advice and guidance and access to training, communications, and updates
- ◆ Half-termly safeguarding conversations hub for designated safeguarding leads (DSLs) and attendance by multi-agency professionals to promote best practice and guide decision making
- ◆ Half-termly [DSL networks](#) to include opportunities for safeguarding case study discussions and drop-in surgeries with EHAP advisers
- ◆ [Termly joint networks for child protection governors and DSLs](#) to promote best practice leadership
- ◆ Regular collaboration workshops for DSLs, PSHE leads, and Behaviour and Inclusion leads in themed areas e.g., harmful sexual behaviours, contextual safeguarding, peer on peer abuse
- ◆ Development of safeguarding peer review tools and approaches
- ◆ High quality safeguarding professional development opportunities for new and experienced designated safeguarding leads in school and annual conference
- ◆ Representation and schools' voice on the [Ealing Safeguarding Children Partnership](#) including safeguarding subgroups such as child sexual abuse, extra-familial harm, prevent partnership group, serious youth violence, and Ealing multi-agency safeguarding hub (MASH)
- ◆ Continued collaboration through the Safeguarding in Education strategic group highlighting current issues and developing resources to address inconsistencies in safeguarding processes and protocols either between schools or between agencies
- ◆ Continued collaboration through the Ealing schools and social care forum
- ◆ Links with the Ealing [Mental Health Support Teams](#) (Trailblazer teams) to ensure the universal availability of guidance, advice, and training.

Progression and pathways

Every young person on a pathway to sustainable employment/fulfilled adulthood

Schools' investment in ELP supports area-wide planning of local pathways, provision, and progression routes for all learners, from primary school through to post 16. Planning includes a particular focus on the most vulnerable students and learners with SEND.

- ◆ Primary school leaders are supported to integrate careers related learning into the curriculum to ensure a positive link between learning in the classroom and future education and employment choices
- ◆ Access to training and outreach opportunities related to STEAM subjects from providers such as Stem Learning, local universities, Ealing College, Pitzhanger Museum and employers such as HS2.
- ◆ Support to provide meaningful encounters with employers and exposure to further and higher education for primary pupils
- ◆ Opportunities to participate in cross phase careers events for primary schools with local high schools, with opportunities for parents to participate.
- ◆ Secondary schools will be supported in maximising opportunities and curriculum pathways through leadership networks and conferences focused on developing the curriculum offer; Post 16 network
- ◆ Partnership working with the college, especially to support progression for school leavers working at below level 2
- ◆ Supporting careers' leaders in secondary schools to share and develop good practice including quality awards, liaison with employers, and co-ordination with Greater London Authority (GLA) and London Enterprise Adviser Network (LEAN) networks
- ◆ Sharing up-to-date knowledge of HE and employment pathways for young people.

Recruitment and retention

Attracting, developing, and retaining the best workforce

Schools will benefit from creative, innovative approaches and time-bound projects in addressing recruitment and retention issues. A dedicated committee will drive collaborative and practical approaches to support schools in attracting staff, promoting temporary and permanent employment opportunities and career progression advice and guidance.

- ◆ Dedicated [recruitment website](#) for schools
- ◆ Professional development opportunities to support ongoing career development and progression including strategies to support [leadership progression](#) for staff from Black, Asian and minoritised backgrounds
- ◆ Support for [early career teachers \(ECT\)](#), early career framework (ECF)
- ◆ Working with Teach West London to support schools' access to an extensive suite of [national professional qualifications \(NPQ\)](#)
- ◆ Practical guidance for schools on key issues e.g induction, apprenticeships, and inclusive recruitment
- ◆ Staff well-being and retention initiatives.

Business sustainability for schools

Supporting schools to spend well or less – efficiency through creative solutions

Schools will be supported to spend well for less and develop efficiencies through creative solutions via joint procurement, shared knowledge, shared resources, financial planning, and training.

- ◆ Access to collective procurement opportunities to ensure economies of scale
- ◆ Access to viable collaborative partnerships to develop resources and role sharing opportunities
- ◆ Access to a [knowledge hub](#) to share templates, resources and best practice
- ◆ Access to high quality training and resources on business related areas for all school leaders
- ◆ Improved financial efficiencies through collective bid / funding opportunities and income generation options for schools.

Ealing Grid for Learning and digital communications

Ealing Grid for Learning (EGfL) is Ealing Council's communication channel with Ealing schools, providing resources and information for school staff, governors and the Ealing Learning Partnership.

Encouraging members to share valuable knowledge in a safe environment that support engagement and continuous improvement.

'No school left behind' – EGfL provides equality of information and communications around:

- ◆ [Ealing Learning Partnership](#)
- ◆ [Facilities](#)
- ◆ [Finance and data](#)
- ◆ [HR](#)
- ◆ [Services for children](#)

- ◆ Access to timely, vetted and quality assured information on both local and national government policy
- ◆ Access to news and alerts - security, safety, safeguarding, policy and guidance, compliance, deadlines
- ◆ Access to weekly key information newsletter that delivers news from across council teams
- ◆ Access to 90 Ealing Council [services for schools](#), with purchase options available every year via the school order form.
- ◆ Dedicated ELP pages capturing the work of ELP Board and six committees.



School subscriptions 2023 – 2026

ELP core funding

Ealing Learning Partnership is funded through a combination of council contribution and school subscriptions to sustain wide ranging activity above and beyond the council's statutory duties.

In addition to the core ELP activities set out in this publication, member schools also receive additional discount on all additional traded services set out on the overview page.

Schools will be asked to confirm their three-year commitment to ELP in principle **by Friday 16 December 2023**. The ELP 2023-26 order form will be open to schools on **Thursday 1 December** via EGfL. Headteachers and nominated buyers will be advised shortly.

ELP subscription costs will be added to your services for school order form which will be available to schools in February 2023. More information will become available at www.egfl.org.uk/S4S

School subscriptions

The subscription model below reflects a marginal increase in rate to accommodate a review of delivery costs and the appetite for ELP to sponsor more school-led innovation especially in providing for children with additional needs.

The overall contribution for any school is less than half a percent of the school's overall budget.

Subscription rate (indicative)

School type		
Primary	£4,461	£5.77
Secondary	£6,762	£5.77
Special	£4,681	£0
PRU Primary	£2,060	£0
PRU Secondary	£4,161	£0

Ealing Learning Partnership
Perceval House
14-16 Uxbridge Road
Ealing W5 2HL

elp@ealing.gov.uk

www.egfl.org.uk/ELP