

**APPENDIX 1**
**THURROCK EDUCATION COMMISSION – ACTION PLAN**
**Recommendation 1:**

**Build a compelling case for change and a powerful vision for education across the community in Thurrock that increases pride in what is being achieved and ambition for achieving even more.**

Action	Intended outcome	Who	Progress to date	When	RAG
Produce a draft vision and ambition through an Achievement and Aspiration Strategy which sets out achievements, performance improvement priorities, goals and ambitions.	Single document that all key parties agree and sign up to	Children's Services, Schools Key partners	The Commission Recommendations have been agreed. Headteachers have been engaged in agreeing the recommendations and thinking about the vision. A conference to develop and agree the vision has been organised for Heads and senior staff on 26 February. Over half the schools will be represented.	Feb to March 2014	Green
			Draft achievement, ambition and aspiration strategy for consultation during autumn term.	April 2014	Green
			Consult with Council members and staff, businesses and governors and other education partners.	April to July 2014	Amber
Establish the Thurrock Education Alliance	Creating a powerful cross Thurrock alliance committed to a world class education system for Thurrock	Members Schools Colleges Businesses/Employers Cultural partners	Agreement to establish the Alliance, agreement to support the recommendations financially over three years.	From March 2014	Green
			Cabinet Report due 11 <sup>th</sup> March.	March 2014	Green
Establish Thurrock Excellence Network	Schools and LA partnership that leads school improvement to achieve every school	Maintained number of denominational schools, church schools, academies, free schools,	Discuss at School Improvement team meetings and SILS meetings.	Late 2013/Early 2014	Green
			Meetings with the three teaching schools alliances in	From January	Green

	being good or better by 2016	Teaching Schools, Teachers' representatives	Thurrock to develop role and purpose.  Considering name – Thurrock Excellence Network. To be configured following the establishment of TEA. Membership of Shadow TEN established.	2014  As above March 2014	Green Green
Establish Thurrock Excellence Network Shadow	Establishment of school led School Improvement function for Thurrock	Teaching Schools	Regular meetings with the 3 teaching school alliances, broaden executive network to cover all schools, establish an executive group.  Provide collation of published data on performance to enable prior guidance for support Networks.  Publicise the role of teaching schools in school improvement and Heads Briefings, Bulletins and Conferences.	Ongoing  From March 2014  From March 2014	Green  Amber  Green
Communication programme	Ensure that schools, colleges, educational partners, council staff are fully engaged with education priorities	Corporate communications Children's services staff Schools Colleges FE/HE Teachers reps Sector specialists	Activities to date delivered or planned: <ul style="list-style-type: none"> <li>• Headteachers Briefing</li> <li>• Governors Briefing &amp; conference</li> <li>• Vision conference</li> <li>• Leader and Director of Children Services visits to schools</li> <li>• TU meetings</li> <li>• Accountability meetings</li> </ul>	From January 2014	Amber

## Recommendation 2:

**Redefine the role of the local authority, agree with partners what change means in practice and make sure services are provided efficiently.**

Action	Intended outcome	Who	Progress to date	When	RAG
Set out the core education functions of the Thurrock local authority	Clarity of role in one document that is updated annually	Thurrock Children's Services	All departments looking at statutory vs commissioned functions.	Ongoing	Green
			Transformation conferences.	Ongoing	Green
			Setting these core education functions out for schools during Heads briefings.	April 2014	Green
Work with primary heads (through TPHAs) and secondary heads (through TASS) to establish the supporting functions that are wanted by schools and how the core and supporting functions are monitored	Clarity of the services that are wanted by schools and the quality of provision	Thurrock Council Directorates providing services for schools Thurrock Primary Heads Association Thurrock Association of Secondary Heads	Teaching School Alliances establish expertise and identify gaps.	Spring 2013	Green
			Initial work developing from Thurrock Services for Schools 2013/14 to understand service quality.	April 2014	Green
			Establishing independent service quality review from September 2014 through TEA.	September 2014	Green
Produce Annual Report on services provided by the Council to the Thurrock Education Alliance	Widespread understanding of the quality of education core and support	Thurrock Council	Monitoring of quality assurance by TEA and production of the annual report.	September 2014	Green
			Continue with current provision of training.	Ongoing	Green

	service provision in Thurrock		Provide commissioned support and bespoke training.  Identify what needs there are that services must be in place for.  Commission services to fill in the needs that have been identified.	September 2014 Ongoing  September 2014	Green Green Green
Consult with Members, schools, academies, free schools, education partners, businesses/employers	Clear understanding of the role of the LA in terms of its core and supporting functions across partnerships in Thurrock	Thurrock Council	TPHA, TASS and TTSA's have discussed the opportunities already provided. TPHA and TASS have conducted a presentation on school to school support to the Schools Forum.  Meetings which have discussed these issues: School Improvement team meetings, SILS meetings, 0-11, 11-19, Post 16, Overview and Scrutiny, Schools Forum and Cabinet meetings.	2013  End of Spring 2014	Green Green

Note: The following sets out the range of statutory responsibilities for education of the local authority:

- The drive for high educational standards for all children and young people, paying particular attention to the most disadvantaged groups.
- Listening to parents, carers, children and young people.
- Working with head teachers, school governors and academy sponsors and principals, local authorities should promote educational excellence for all children and young people and be ambitious in tackling underperformance.
- Taking rapid and decisive action in relation to poorly performing schools, including using their intervention powers with regard to maintained schools and considering alternative structural and operational solutions.
- Developing robust school improvement strategies.
- Supporting effective school to school collaboration and providing local leadership for tackling issues needing attention which cut across more than one school, such as poor performance in a particular subject area across a cluster of schools.
- Supporting maintained schools in delivering an appropriate National Curriculum and early years providers in meeting the requirements of the Early Years Foundation Stage (as outlined in the EYFS Statutory Framework).
- Establishing and maintaining the schools forum and maintaining a scheme for financing maintained schools and provide financial information.

- Undertaking specified responsibilities in relation to staffing and governance of maintained schools.
- Running School Admissions and School Admissions Appeal Codes and ensure appropriate information is provided to parents.
- Ensuring provision for suitable home to school transport arrangements.
- Actively promoting a diverse supply of strong schools.
- Promoting high quality early years provision.
- Securing access for young people to sufficient educational and recreational leisure-time activities and facilities for the improvement of their well-being and personal and social development.
- Promoting children's and young people's participation in public decision- making so they can influence local commissioners.
- Promoting participation in education or training of young people, including by securing provision for young people aged 16-19 (or 25 for those with learning difficulties/disabilities).
- Securing assessment, and meeting the needs of children with special educational needs and disabilities.
- Ensuring the educational needs of Looked After Children are met.

### Recommendation 3:

#### Grow the role of schools themselves as the leaders in supporting other schools to improve.

Action	Intended outcome	Who	Progress to date	When	RAG
Publish the current school improvement strategy	Clarity across the system of what is currently in place	Thurrock Council	The school improvement strategy is produced and consulted upon.	March 2014	Amber
Establish the Thurrock Excellence Network	Schools led partnership to improve quality of educational provision, teaching and learning, progress and achievement of pupils from EYFS to Key Stage 5 (age	Thurrock Council Teaching Schools Alliances Primary Heads Secondary Heads Governors Teachers representatives	Meetings with Teaching School alliances to understand their roles in the development of a school led initial teacher, peer to peer professional and leadership development; leadership development, Provide support for other schools; designation and broker specialist leaders of education (SLEs); and research and development. Exploring their role in Thurrock Excellence Network.	January 2014	Green
			Work with the National College to access funding to	Ongoing	Green

	19+)		<p>provide support across targeted schools and 2 other local authorities.</p> <p>Publish and share development programme for spring 2014 and summer 2014.</p> <p>Engage with all schools to develop the network.</p> <p>Launch conference and work.</p> <p>Develop programme for 2014/2015 academic year (establishing priorities for LA wide development – e.g. assessment for learning and effective pupil feedback, English and Mathematics and Good to Great schools.</p>	<p>January 2014</p> <p>Feb/March 2014</p> <p>July 2014</p> <p>June 2014</p>	<p>Green</p> <p>Amber</p> <p>Green</p> <p>Green</p>
Development & implementation of the new partnership School Improvement Strategy for Thurrock	Thurrock school improvement functions become incorporated into the new schools led with LA service	Thurrock Education Alliance Thurrock Excellence Network	<p>Draft strategy developed with Shadow TEN</p> <p>Strategy consulted.</p> <p>Strategy implemented.</p>	<p>Summer 2014</p> <p>Early Autumn 2014</p> <p>From late autumn 2014</p>	<p>Green</p> <p>Green</p> <p>Green</p>
Commission projects and initiatives to improve standards in schools	Improving educational outcomes for children and young people and increase the proportion of schools that are good or better	Thurrock Excellence Network with accountability to the Thurrock Education Alliance	<p>Cultural entitlement for children and young people developed and pathfinder schools have been identified to take the work forward.</p> <p>Other projects to be developed including assessment for Learning and Good to Great schools to address priorities. (Possible areas to be highlighted at June Heads Conference)</p>	<p>From summer 2014</p> <p>From Summer 2014</p>	<p>Green</p> <p>Green</p>

#### Recommendation 4:

#### Recruit and retain the best teachers and leaders by establishing greater pride in Thurrock.

Action	Intended outcome	Who	Progress to date	When	RAG
Publish the recruitment strategy for Thurrock	Recruitment of good quality teachers and leaders for schools in Thurrock	Thurrock School Improvement Service	Existing Strategy updated.	Feb 2014	Green
			Publish new strategy focussing on school to school support (appointment of Head or approach to enable Heads to drive the strategy required).	September 2014	GreenAmber
Develop & implement new strategy which includes school based initial teacher training, CPD into leadership and incentives to teach in Thurrock e.g. housing, culture and enjoyment, a place to live and raise a family, access to London	Development of new teachers locally Training of new teachers in Thurrock schools	Thurrock School Improvement	Investigate partners in the development of SCITT.	Ongoing	Amber
			Linked with key university partners to provide training and support.	Ongoing	Green
	Development of initiatives and incentives to attract good teachers to Thurrock	Thurrock Excellence Network	School based initial teaching programme in place – School Direct.	Ongoing	Green
			Establish NQT pool.	Ongoing	Green
	Promote Thurrock through selected university recruitment fairs.	Ongoing	Green		
	Explored options with local recruitment agencies.	Ongoing	Green		
	Work across teams to better understand recruitment opportunities.	Ongoing	Amber		
	Implementation of new strategy.	From September 2014	Green		

Promote the roles of Teaching Schools throughout the borough	Understanding the roles of teaching school alliances and the national strategy for school improvement	Thurrock Excellence Network	Commission the three teaching school alliances to carry out initial teacher training work together.	From Feb 2014	Green
Develop an arts based teacher training programme based on the cultural entitlement for children in Thurrock	Thurrock is seen as a place on innovation and excitement for teaching	Thurrock Excellence Network Royal Opera House Bridge Organisation	Cultural entitlement being established.	From Sept 2014	Green
			Programmes are currently run at the Royal Opera House (ROH).	Ongoing	Green
			Promoting the Royal Bridge and Opera House by using the venue in transition from the Culver Centre closing.	Ongoing	Green
			The Music Services relocating to the ROH.	July 2014	Green
			Programme of work developed between music services and the School Improvement team. Development of the Thurrock Music Education Hub.	Ongoing	Green
Better understand Thurrock's diverse culture and celebrate this.	Ongoing	Green			



## Recommendation 5:

**Use governors as key agents of support for improvement both within their own schools and across the school system in Thurrock.**

Action	Intended outcome	Who	Progress to date	When	RAG
Ensure that there are resources for governor development across Thurrock	Governance is recognised as priority and essential for effective schools  Governance rated good or better in every school by 2016	Thurrock Governance Service Thurrock School Improvement	The governance service is in place, schools are supported through training, briefings, bulletins and an annual conference.	Ongoing	Green
			Targeted support through Interim Executive Boards and Progress Boards.	Ongoing	Green
			Services provided for academies and free schools as well as maintained schools.	Ongoing	Green
			Working with local academy MATs to develop trust-wide good practice in governance.	Ongoing	Green
			Standards for good governance produced in Thurrock.	Ongoing	Green
			Maintain and develop Governor Briefings and Bulletins to update Governors on changing requirements.	Ongoing	Green
			Support the development of the Thurrock Association of Governors to provide governing body to governing body support to complement the work of Progress Boards. (Commissioning a service to enable TAG capacity.	On going	Green

			Prioritise Governor Body work in Council budget strategy for 2015/16 and future years.	On going	Green
Support for Chairs and vice chairs	Governance rated good or better in every school by 2016	Thurrock Governance Service Thurrock School Improvement Service  Thurrock Performance & Quality Team	Advice on changes nationally and locally produced on a regular basis including short updates of key educational issues, as well as clear data that enables the governing body to benchmark its school locally against London and the national context .	From April 2014	Green
			Governance advice and 1:1 support given on all leadership matters.	Ongoing	Green
			Deliverance of targeted services for new chairs and vice chairs – training, meetings agendas, clerking etc.	Ongoing	Green
School Reviews	Commissioned reviews of schools are published by Governors, open to the public, especially parents	Thurrock Governance Service National Leader of Governance	3 reviews written and 1 commissioned for a school inspected as requires improvement.	From April 2015	Amber
Annual Reports	Each school, academy and free school publishes an annual report	School Governing Bodies Academy Trusts Academy chains	Consultation with schools and their governance.	From Sept 2014 for first publications from April 2015	Amber

## Recommendation 6:

### Recognise and celebrate education and achievements in Thurrock

Action	Intended outcome	Who	Progress to date	When	RAG
Establishing a communications plan for the Education Commission recommendations	Raise the profile of Thurrock	Thurrock Council with schools, academies, businesses and cultural organisations	Activities to date delivered or planned: <ul style="list-style-type: none"> <li>• Draft communications programme developed</li> <li>• Headteachers Briefing</li> <li>• Governors Briefing &amp; conference</li> <li>• Vision conference</li> <li>• Leader and Director of Children Services visits to schools</li> <li>• Staff conference</li> <li>• TU meetings</li> <li>• Accountability meetings</li> <li>• Consultation timeline</li> </ul>	From late 2013	Amber
			Establish the communications plan.	July 2014	Amber
Publish achievements of individual schools	Make establishments and the community aware of the achievements of Thurrock people	Thurrock Council, headteachers, schools, academies, foundations and organisations	Actions delivered regularly: <ul style="list-style-type: none"> <li>• Features about schools on the Thurrock website and in local press</li> <li>• Regular (weekly) press update at DMT</li> <li>• Letters of congratulations sent by Director of Children's Services and Members</li> <li>• Targeted media coverage highlighted by headteachers</li> <li>• Ofsted awards celebration event</li> <li>• Jack Petchy award</li> <li>• Healthy schools</li> <li>• Arts and Sports marks</li> </ul>	Ongoing	Green

Create a website and social media presence of good practice in education			Create a new plain English 'How education is changing' website.  Website up and running.	2014  From September 2014	Amber  Green
Publish case studies & hold an annual showcase of Thurrock excellence and innovation		Thurrock Council	Publication of case studies and creation of an annual showcase of Thurrock excellence and innovation. To run with services to schools expo and council publications.	Spring 2015	Green
Establish and maintain the Thurrock annual awards		Thurrock Council	Thurrock Annual Awards 2014 to be held.	November 2014	Green
Establish the Thurrock alumni club		Thurrock Council	Discussions currently underway.  Establishment of the Thurrock alumni club.	Ongoing  From Sept 2014	Green  Green
Publicise landmark events for children and young people e.g. Music events, the cultural entitlement, apprenticeships		Thurrock Council	Music and apprenticeship events publicised.	Ongoing	Green