



# **THE POWER OF YOUR PEERS**

Prof Sir George Berwick CBE

*Chief Executive, Challenge Partners*

# Ongoing lessons from school partnerships

An evolution of school-to-school programmes

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Publication of exam results

Local Management of Schools

SCITT

Specialist Schools Trust

OFSTED

Beacon Schools

London Challenge

Leading Edge Schools

NLEs and National Support Schools

Olevi / TLSA

City Challenge

National Teaching Schools

London Leadership Strategy

Teaching Schools

Education Endowment Fund

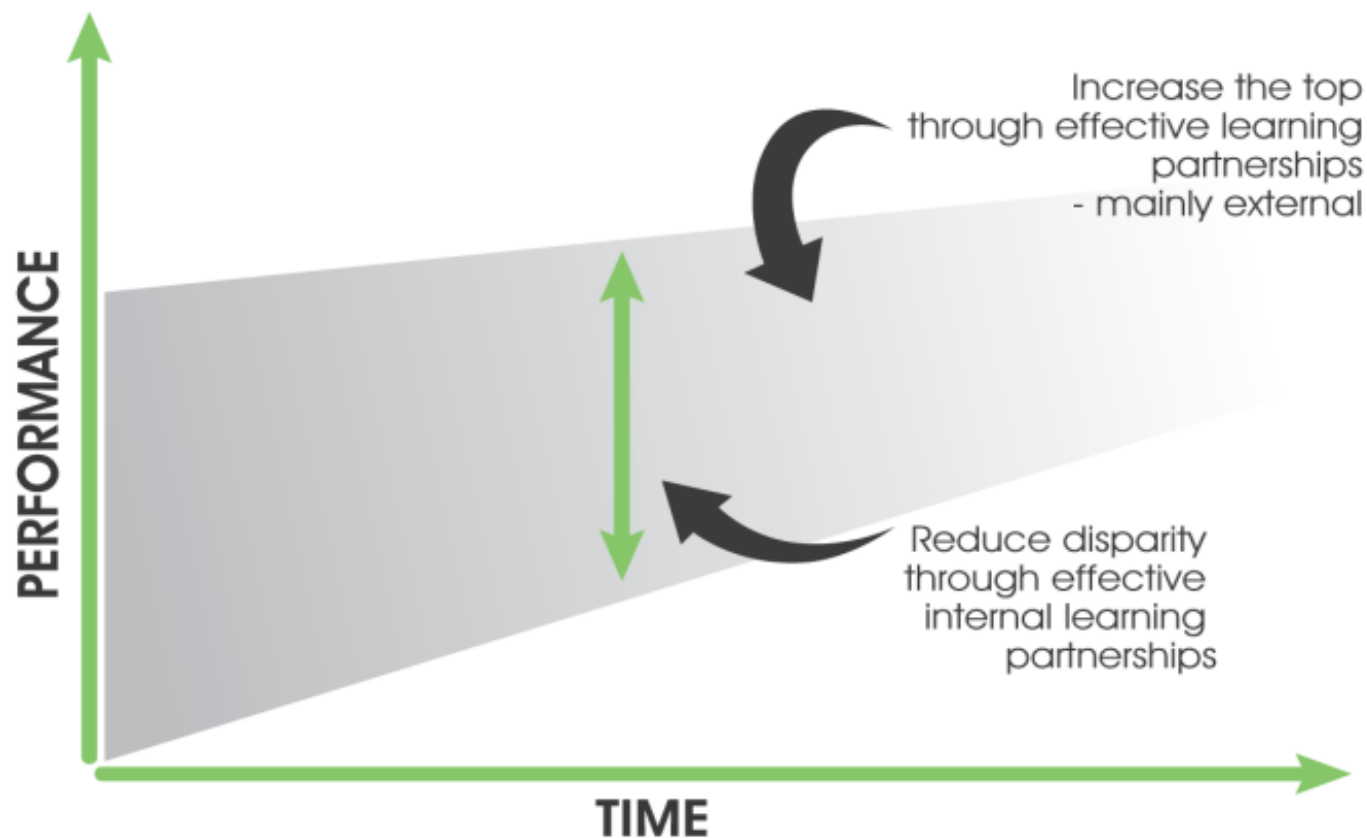
Challenge Partners

Challenge North East

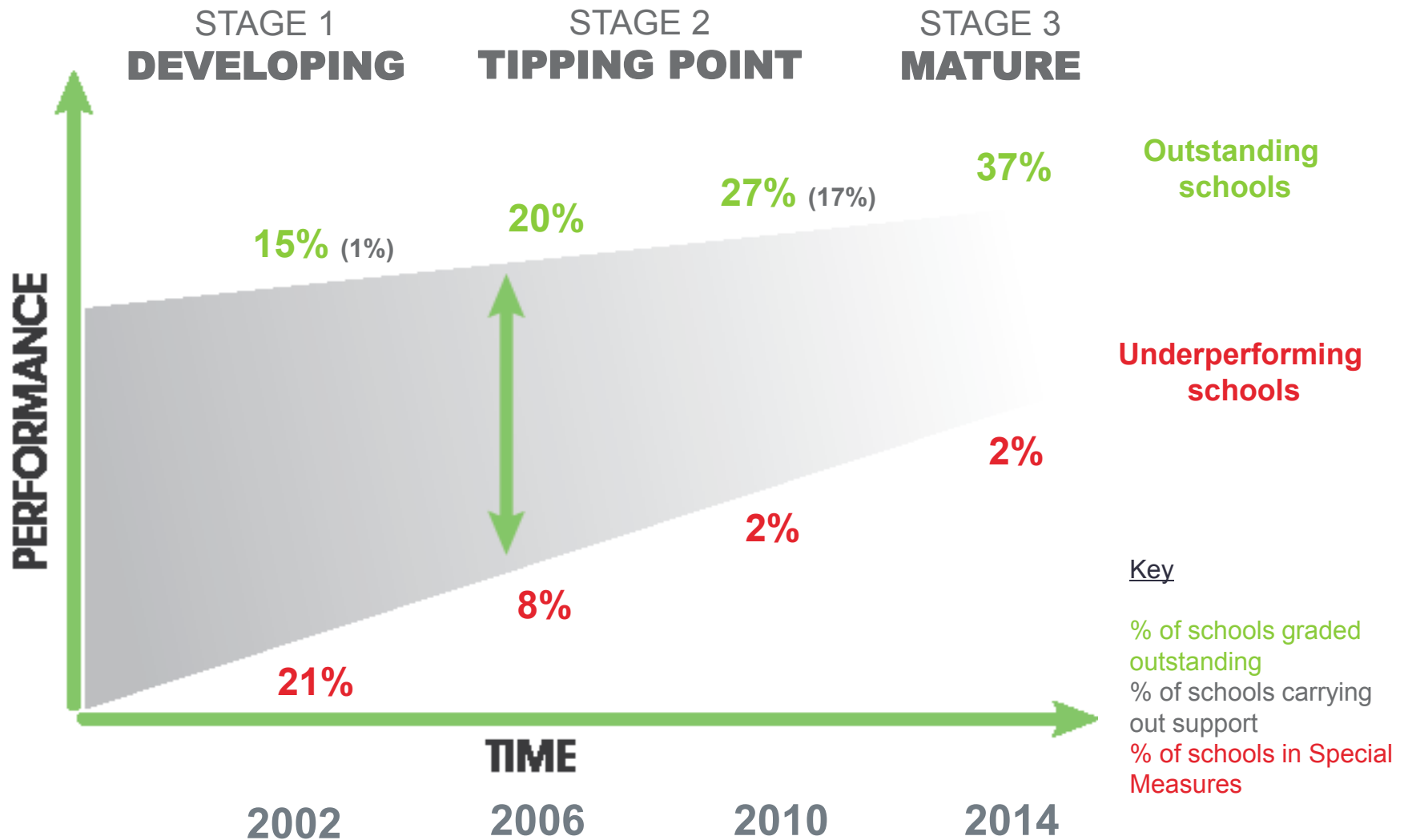


# The aim: upwards convergence in all our pupils' achievements

A theory of action



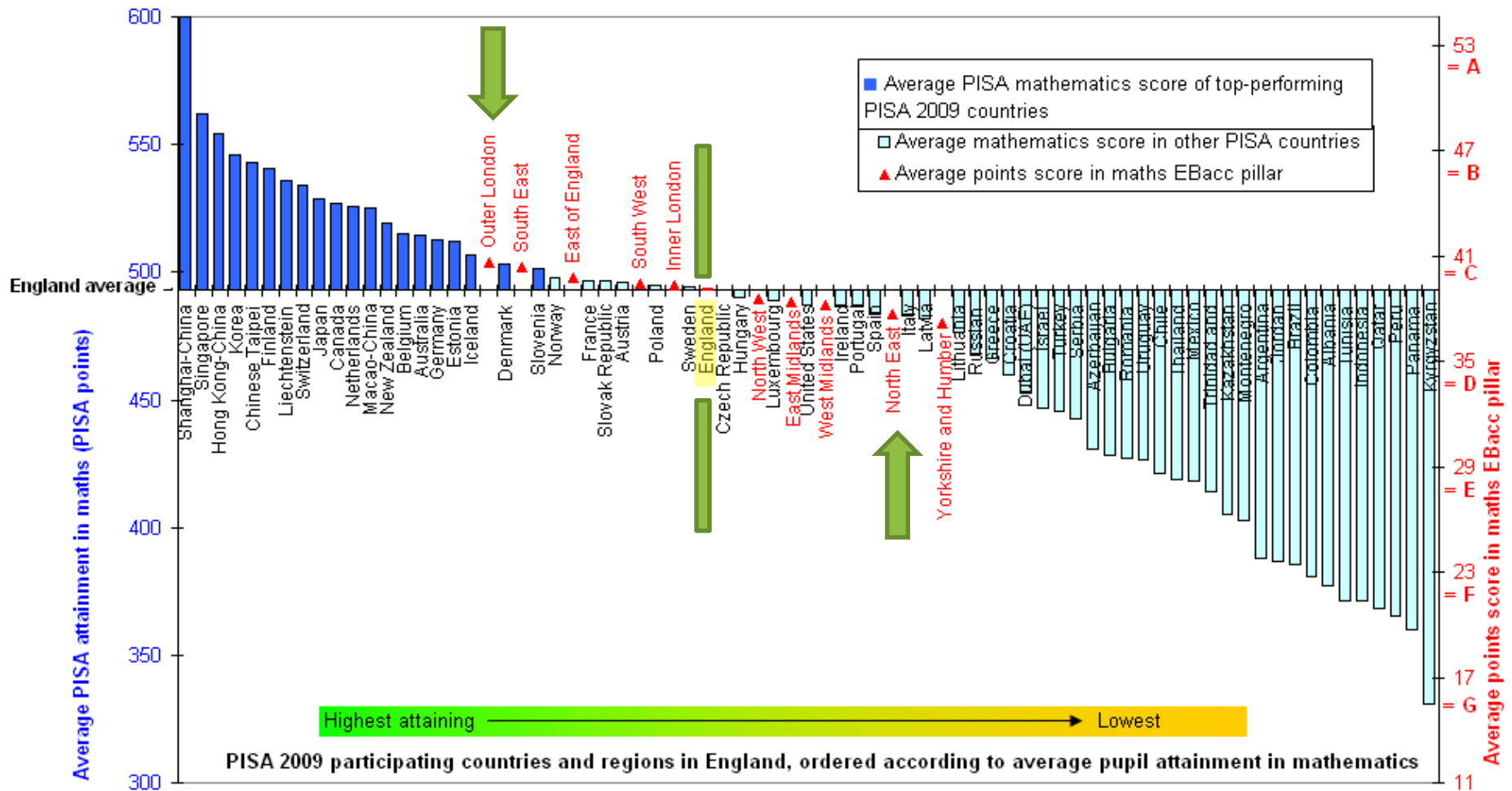
# Upwards convergence in London



# Where are we now?



## If the regions were countries



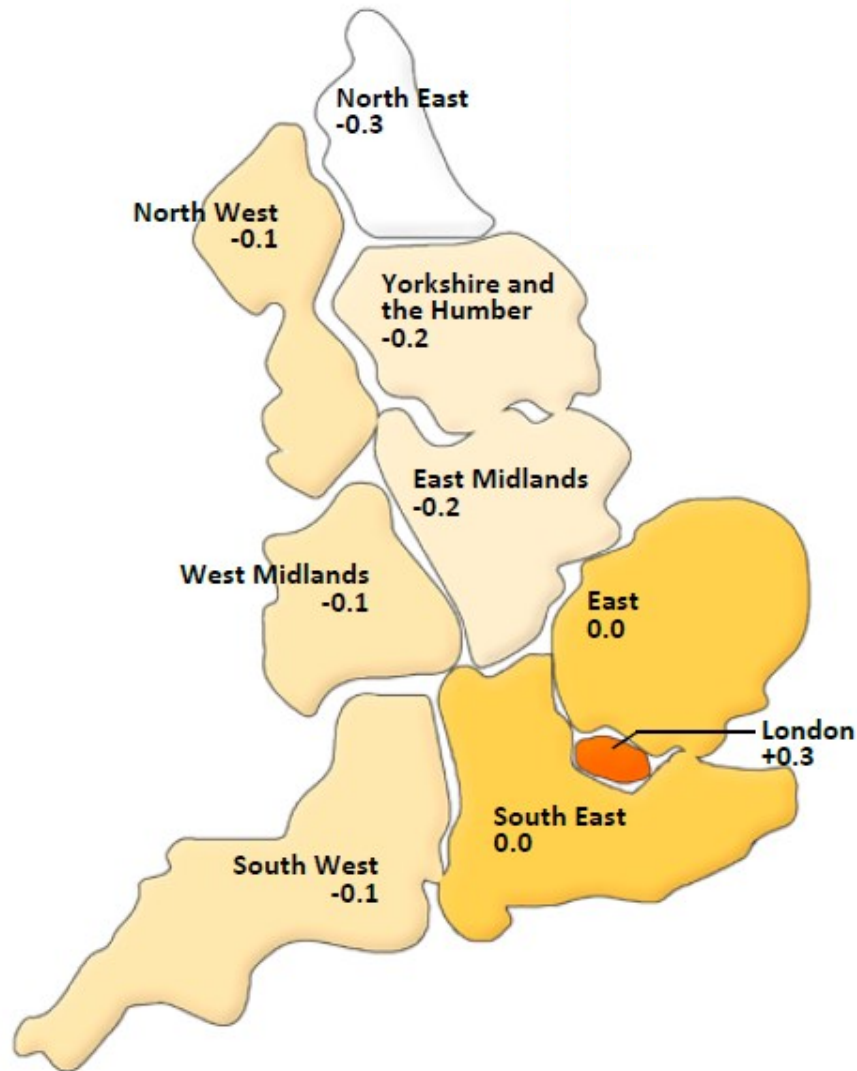
Source: PISA 2009 database and National Pupil Database, 2011





# Regional differences

Modelling the new progress 8 measure by region



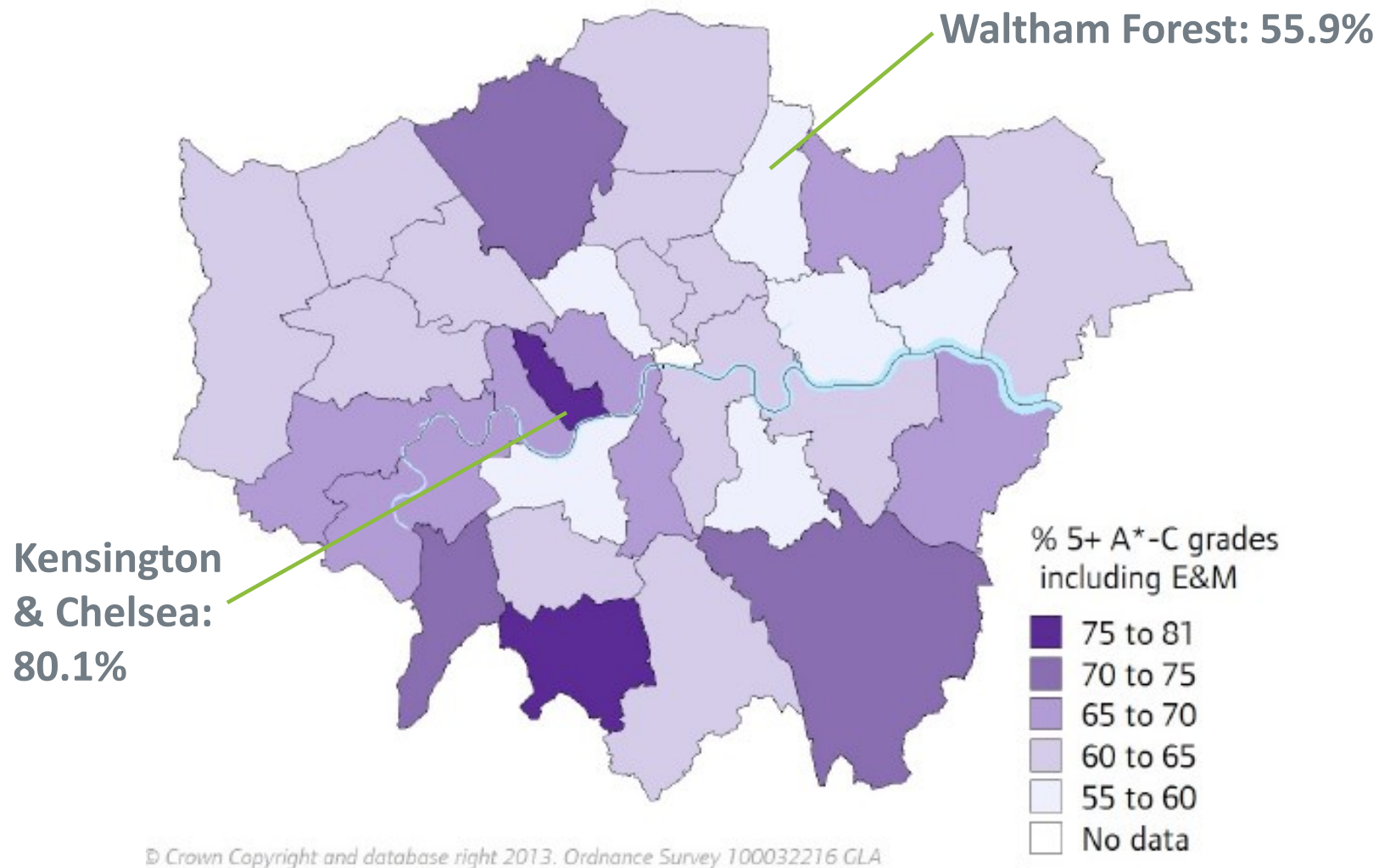
## Key:

Value added by the average school = 0.0

Figures show – for the schools in each region – the average level of value added relative to this benchmark (presented as a proportion of a grade more or less progress in each subject)

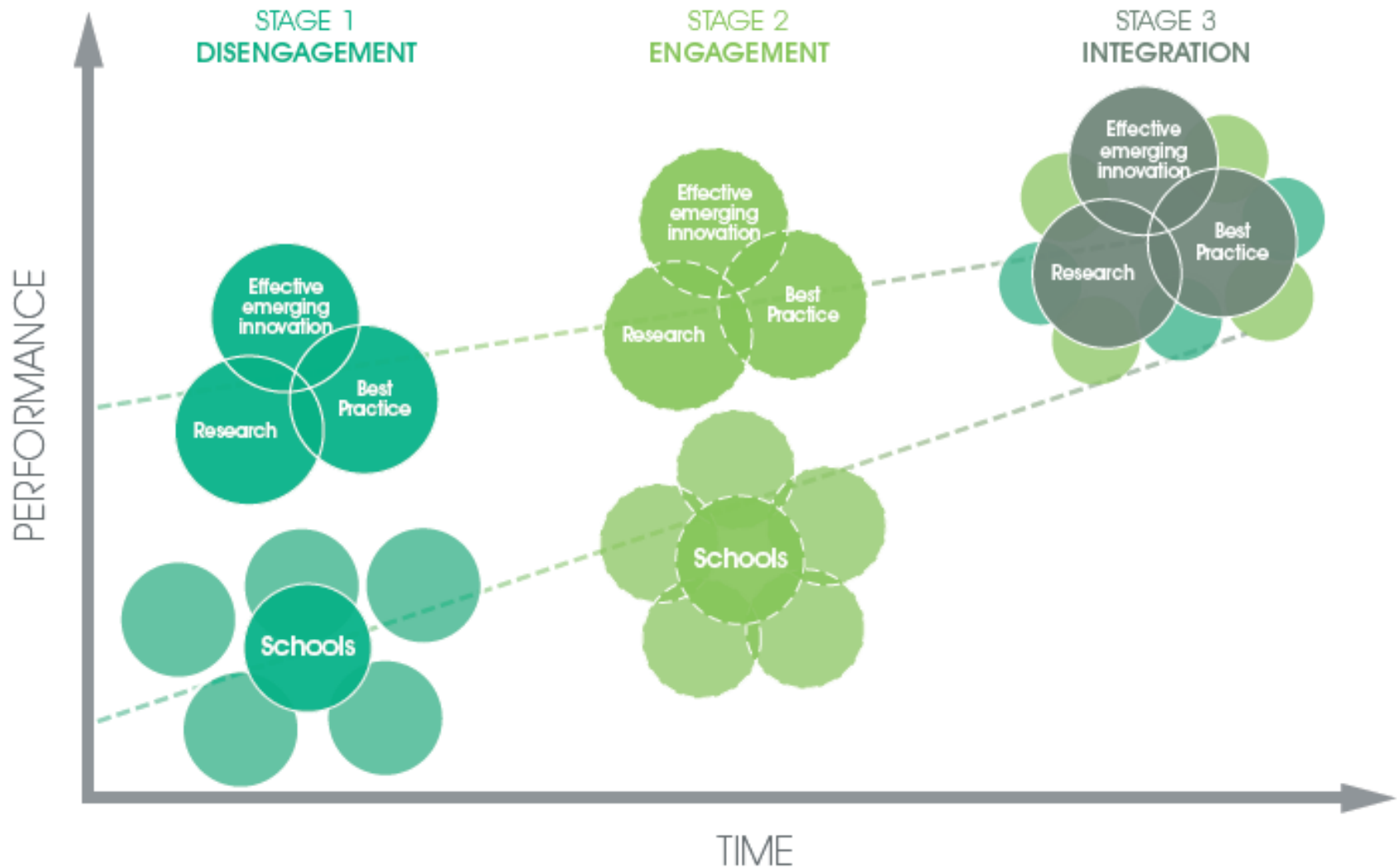
*Source: Centre Forum, July 2014*

## Within London disparity





# The approach: creating a virtuous learning community

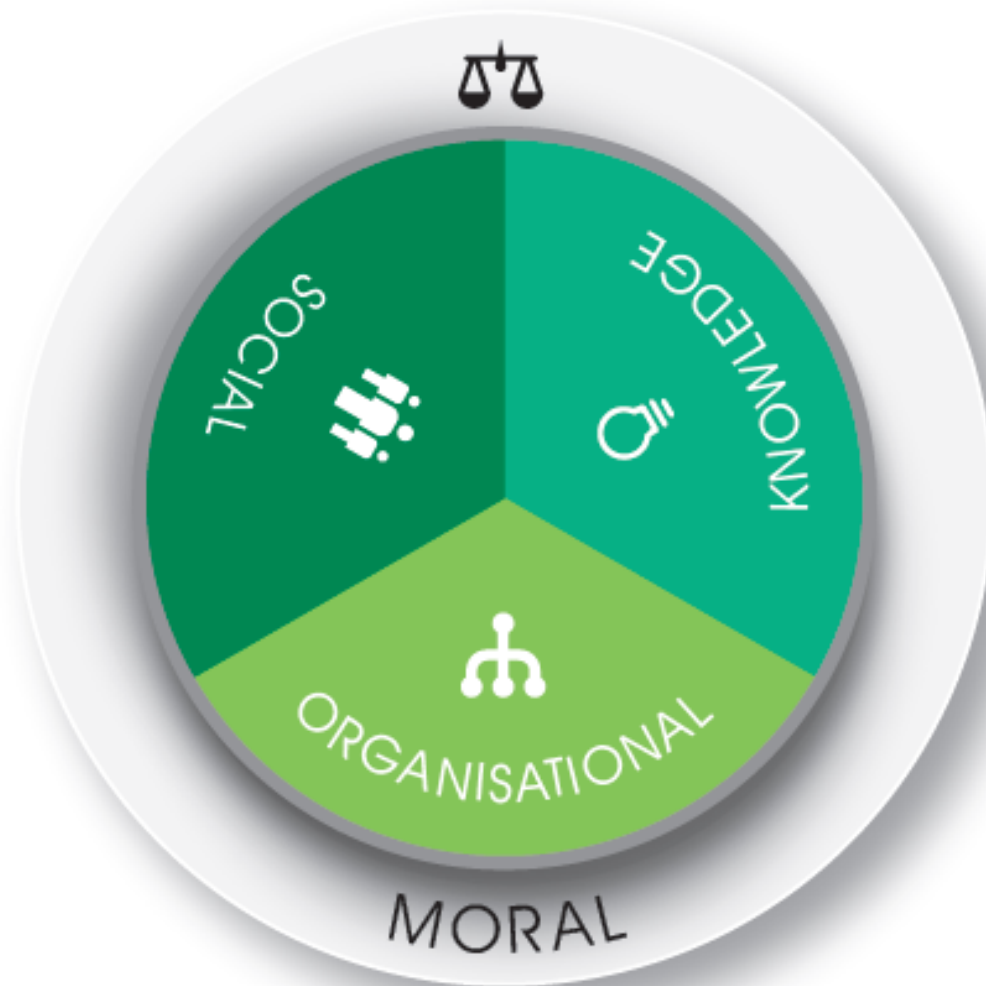


# The Building Blocks



# The Four Capitals

The key components of effective knowledge management



**Moral capital** is the glue that binds us together.

It has to be constantly nourished, takes a long time to set and can rapidly become unstuck.

# Moral Capital

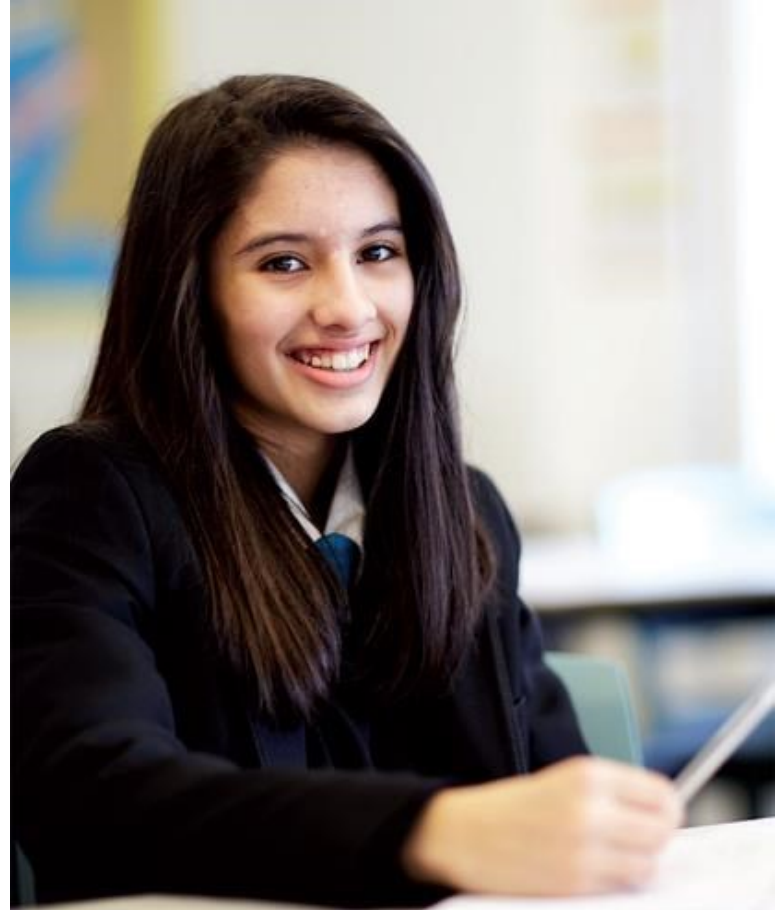
Creating the moral climate for knowledge sharing between staff and schools

**1. Track Record**

**2. Collaboration**

**3. Empathy**

**4. Trust**



# Knowledge Capital

Identifying those who have the knowledge for effective school practice and capturing it

**Identifying and  
capturing best  
practice**

**Leading and  
managing change**



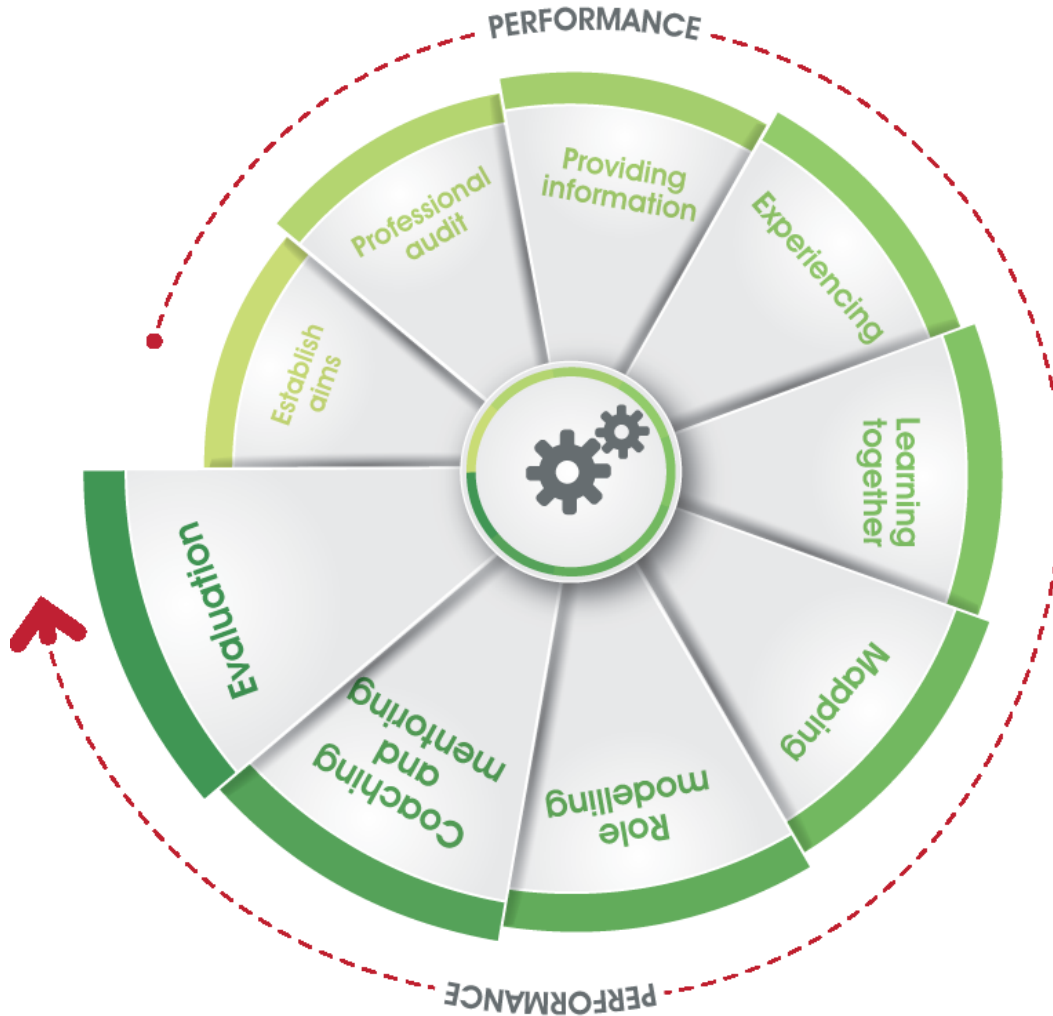
**Talent management**

**Effective knowledge  
management**



# Social Capital

Identifying the social skill set necessary to enable the effective transfer of knowledge and then equipping the staff accordingly



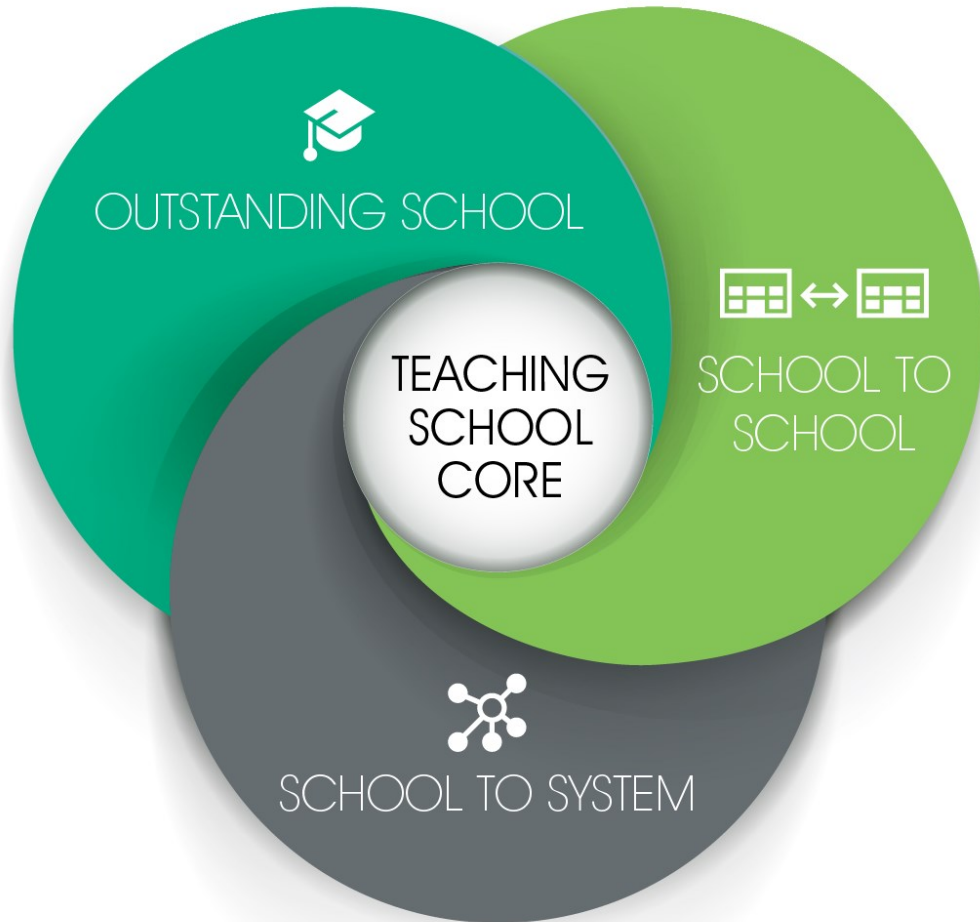
The capacity of the staff in a school to learn directly impacts on their pupils' performance



# Organisational Capital

edge with those who need to

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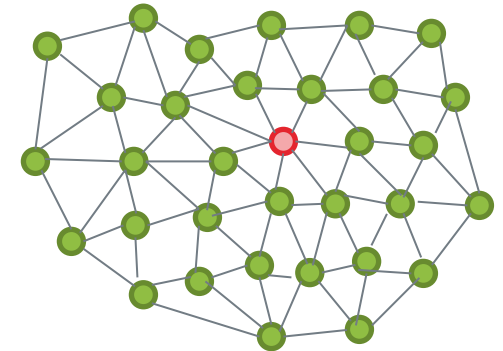
Teaching Schools need to improve the quality of education of their own pupils, as well as those in other schools

# Organisational Capital

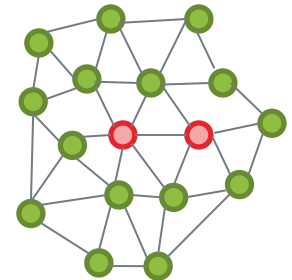
Hub configurations in Challenge Partners



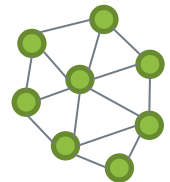
**London West Hub**  
34 schools: 1 Teaching School, 4 NLEs, and 6 LLEs



**East Midlands South Hub**  
17 schools: 2 Teaching Schools, 3 NLEs, and 5 LLEs



**Brighton & Hove Hub**  
8 schools: 1 Lead School



# The Key Lessons

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- Create moral capital across the region
- Ensure the alignment of all groups
- Create a regional identity
- Develop a collaborative learning model for knowledge transfer and creation
- Lead and manage systemic innovation
- Integrate and constantly QA, challenge and support

***Stick to the approach - only adapting it in the light of the emerging evidence***

# Legacy of the challenge

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**Schools leading the system**

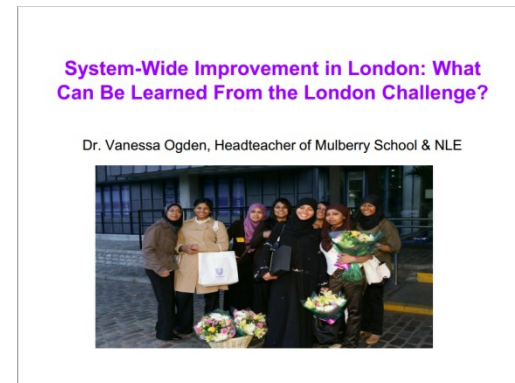
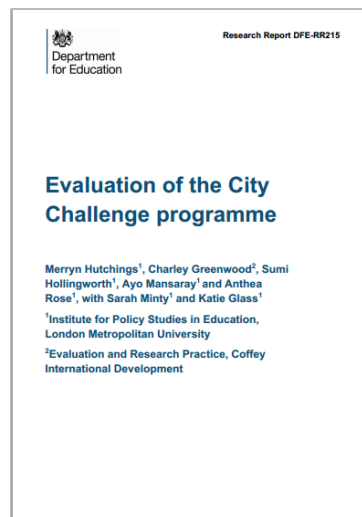
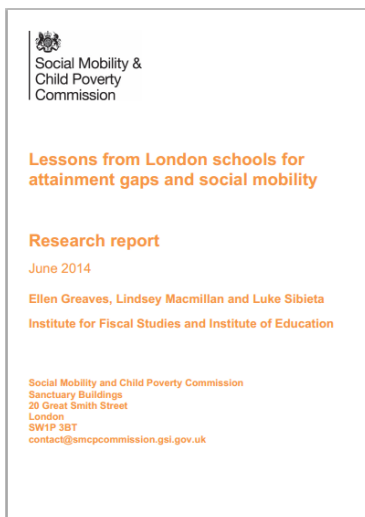
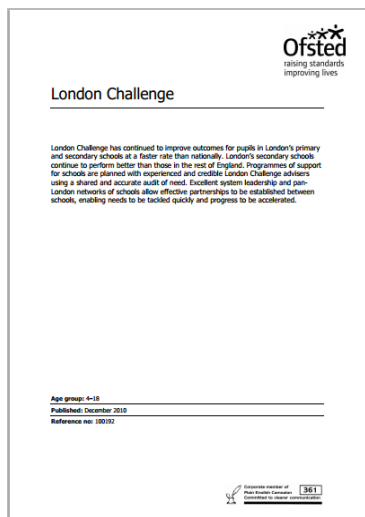
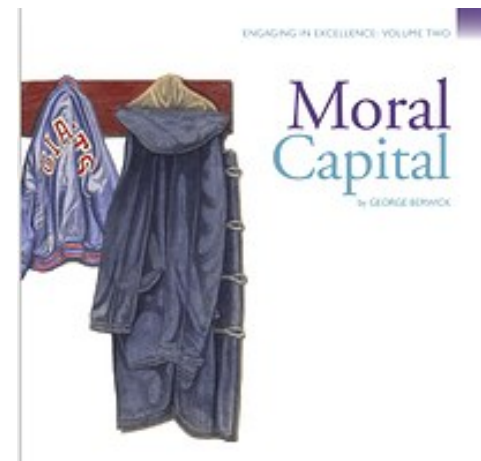
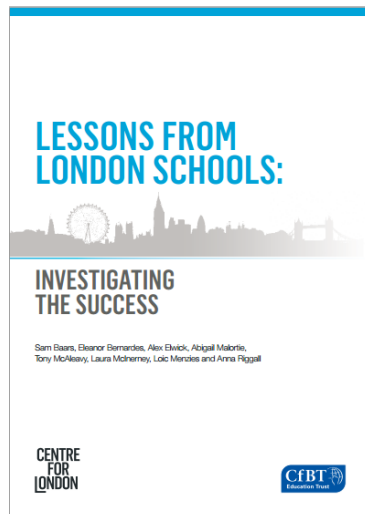
**Teaching Schools**

**Regional challenges**

**Key organisations:**



# Reports







**Challenge Partners Today**



# What we do

## Network of Excellence

Connecting schools to  
*Improve* and *Innovate*

### An improvement platform

- Peer to peer reviews
- Teacher improvement courses
- Subject networks

### An innovation incubator

- Local projects
- External innovations
- Central projects

## Challenge the Gap

Improving achievement  
of FSM students

### A whole school intervention

Workshops and coordinated activities for school leaders, teachers, and teaching assistants.

## Engine of Improvement

Turning around failing schools

### A consultancy into schools

High capacity head teachers from within the network paired with failing schools.

# Our Impact

## Network of Excellence

**264 schools**

171,000 students

33,000 (19.2%) FSM

Improving at a faster  
rate than nationally:

**2.4pp** vs. **1.8pp**

From a higher base:  
60.9% vs 58.8%

## Challenge the Gap

**132 schools**

78,000 students

19,000 (24.7%) FSM

Average target  
cohort progress:

**1.7** years

in one year

## Engine of Improvement

**Oxford Academy**

950 students

352 (37%) FSM

Improved English  
GCSE results:

**27.5%** to **54%**

A\*-C grades  
in two years

# A national network

## HUB LOCATIONS

- |                        |                        |
|------------------------|------------------------|
| 1 Cornwall             | 13 Herts & Bucks       |
| 2 Kingsbridge          | 14 West Midlands       |
| 3 Portsmouth           | 15 East Midlands South |
| 4 Brighton and Hove    | 16 East Midlands North |
| 5 Wootton Bassett      | 17 North West          |
| 6 Hayes                | 18 United Learning     |
| 7 Haberdashers' Aske's | 19 North Yorkshire     |
| 8 Brindishe            | 20 Belleville          |
| 9 Southfields          | 21 Denbigh             |
| 10 London Special & AP | 22 East Coast          |
| 11 Compton             | 23 Somerset            |
| 12 London West         |                        |




# Senior Partners & Hub Leaders



# Thank you

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