



Greenwich Community School Partnership

**Information and development plan**

*2023 - 2025*

# Memorandum of Understanding

## Our Vision

1. Our schools share common beliefs which we will not abandon willingly. We believe that:
  - a. schools should be representative of and democratically accountable to their communities. They should seek the common good.
  - b. headteachers must seek to serve their children and young people and resist political whim, while still fulfilling their responsibilities as public servants.
  - c. children and young people educated by the state should be equipped with the knowledge and skills to compete with those for whom privilege has been bought, to open all the doors in the world
  - d. teachers occupy a particularly important role in national life, so schools must seek, develop and retain the very best qualified and quality staff.
  - e. knowledge and creativity are central to the development of children and young people.
  
2. As we grow together we will develop common structures and approaches which enable self-sustaining school improvement. We will:
  - a. share expertise
  - b. support each other in difficulty
  - c. develop an exceptionally strong common workforce
  - d. provide model community schooling in Greenwich to rival any other provision.
  
3. In practical partnership terms we will share aspects of
  - a. leadership
  - b. staffing
  - c. curriculum provision
  - d. specialist SEND and early help services
  - e. finance, HR and administration
  - f. governance
  
4. We will
  - a. create the conditions in which Greenwich children and young people may achieve highly
  - b. act as a force multiplier so we may achieve more together than apart.
  - c. help to consistently improve teacher capacity and quality
  - d. enable easy sharing of high quality curriculum content
  - e. improve aspirations and expectations for children and young people of all backgrounds
  - f. facilitate innovation, research and knowledge transfer
  - g. achieve efficiencies of scale through a coherent central infrastructure
  - h. build leadership capacity, innovation and flexibility.
  - i. enable swift action to resolve underperformance
  - j. provide succession planning and headteacher training at a time of challenging recruitment.

## Structure

5. Greenwich Community Schools Partnership has a flat structure where every school that is designated as a full partner has an equal voice in discussions and decisions.
6. The partnership may form subgroups to explore specific aspects of school development but these will always give open feedback to the full partnership group.
7. We will use and develop the following structure to enable our partnership.
  - a. Steering group meetings of all the Headteachers held at least once per term. Agendas will be published and, at these meetings, key decisions can be made about the direction, membership, strategy and actions of the partnership.
  - b. Project meetings which are informal and may not involve all partner schools. These are designed to complete aspects of project work on school development.
  - c. Reporting: all Headteachers will report to their governors on the key outcomes of the termly meetings and publicise the work of GCSP through their school websites.
8. Any school can apply to become a full partner.
9. Applications will be considered at a Steering Group meeting and any new full partner institution will be required to sign up to the Memorandum of Understanding in both intent and action.

## Full Partners (January 2023)

- Abbey Wood Nursery School
- Cherry Orchard Primary School
- Eltham Hill Secondary School
- Ealdham Primary School
- Fosdene Primary School
- Gordon Primary School
- Heronsgate Primary School
- Imperium Federation (Waterside Primary School, King's Oak Secondary School)
- Invicta Primary School and Children's Centre
- James Wolfe Primary School with Centre for Deaf Children
- Meridian Primary School with DSP for the Deaf
- Montbelle Primary School
- Morden Mount Primary School
- Mulgrave Primary School
- Newhaven School
- Plumstead Manor School
- Pound Park Nursery School
- Rachel McMillan Nursery School and Children's Centre
- Robert Owen Nursery School and Children's Centre
- Shooters Hill Sixth Form College
- Thomas Tallis School
- Thorntree Primary School
- Wyborne Primary School

## The Steering Group

10. The work of the partnership is directed and developed by the steering group made up of the Headteacher from each full partner school. Each partner school has an equal voice in the steering group.
11. Headteachers are committed to GCSP and prioritise attendance at meetings. Non-attendance by the Headteacher at three meetings in a year (full and phase group) without prior agreement will forfeit the school's membership.

## Strategic Partners

12. Strategic partners, whether schools, universities or other organisations, will have the competence, capacity and commitment for delivery in specific areas of school development. Strategic partners will be required to sign up to the Memorandum of Understanding in both intent and action.

## Agreement

13. All partners agree to
  - a. Value all members of the partnership and the communities we serve.
  - b. Respect the individual institutions that make up the partnership.
  - c. Treat each individual institution equally when discussing the structure of our partnership and its work.
  - d. Work in a way that maintains professional confidentiality.
  - e. Always work in a way that enhances our partner schools and the communities we serve. This includes taking active steps to ensure that no member works in a way that would be detrimental to our partner schools or the communities we serve.
  - f. Work collaboratively
  - g. Demonstrate our values through their work within their own institution and the shared work of the partnership.
  - h. Commit to working in a manner that enables transparency, openness and honesty.
  - i. Contribute to collaborative school improvement through challenge and support by engaging in activities as identified in the GCSP Development Plan.
  - j. Share data and school SEF information to enable our partnership to prioritise targets.
  - k. Attend all meetings unless there are exceptional circumstances. Representation would normally be by the Headteacher though, in their exceptional absence, a deputy may be sent with the prior agreement of the Executive Group.

## Provision for review or change

14. This Memorandum of Understanding will be reviewed annually by the Executive Group.
15. If there is a change of Head Teacher or school circumstances within the partnership, the other partners reserve the right, in consultation with the school concerned, to revise, freeze or dissolve the partnership with that school.
16. Any disagreement between partners should be referred to the Executive Group as soon as possible, who will then arbitrate. Arbitration will be held as quickly as possible (at a time and pace convenient to all parties) and written records kept which will be available to all parties involved.

## Finances

17. Provision is made for a financial contribution to be made to fund facilitation of shared projects and meetings. This will be decided annually, in the Spring term, by the Steering Group.

## Proposed leadership structure for GCSP

Individual schools

Headteacher group

Executive group

Chaired by GCSP Chair. Membership: chair from each group below.

Primary/Nursery  
Schools Group A

Primary/Nursery  
Schools Group B

Secondary  
Schools

School Business  
Managers



## GCSP Development Plan Objective 1

**Objective 1: To create a sustainable group (including a review of HR and finance)**

Actions	Who	Planned Outcome and Deadline	How we will know outcome is achieved and evidence on which judgement will be based	Time / money /training
1.1 Trial the new partnership structure and model	1 JS 2 Invicta SBM	<ol style="list-style-type: none"> <li><u>Summer 2023</u>: assign schools to groups by the end of the summer term.</li> <li><u>By 20<sup>th</sup> September 2023</u>: Executive Chairs elected.</li> <li><u>Once elected</u>: GCSP Chair to set meeting dates, groups to meet</li> <li><u>Summer 2024</u>: Interim review, structure amended as required</li> <li><u>Summer 2024</u>: Review development plan</li> <li><u>Summer 2025</u>: Full review of structure in headteacher group (possibly via facilitated conversation)</li> </ol>	<ul style="list-style-type: none"> <li>Attendance &amp; engagement at GCSP meetings improves - attendance records</li> <li>Impact statements from peer review and PTI activities show impact on the quality of teaching and learning/curriculum outcomes</li> <li>Successful completion of Development Plan priorities - review of Dev Plan by Strategic Group termly</li> </ul>	<p>Payment to school to cover chair costs (£6,000)</p> <p>Facilitated conversation costs if needed (£1,000)</p>
1.2 Executive group to review memorandum of understanding	GCSP Executive	<ol style="list-style-type: none"> <li><u>By end Autumn 2023</u>: Memorandum of understanding reviewed.</li> <li><u>By end Autumn 2023</u>: the Role of each group and specific posts (e.g., chairs) established.</li> <li><u>Ongoing</u>: Member schools have a clear understanding of their responsibilities linked to GCSP.</li> <li><u>Autumn 2024</u> - Memorandum of Understanding reviewed</li> <li><u>By end Spring 2025</u>: Process for schools joining the group established. Note: no new schools will join during 2023 2025 as this is reviewed.</li> </ol>	<ul style="list-style-type: none"> <li>Memorandum of understanding supports the development of the GCSP and reflects the needs and views of members</li> <li>All member schools fully engage with Dev Plan and are able to articulate impact as fed back to governors</li> </ul>	GCSP Executive meeting time.



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<p>1.3 Invite LA to join a GCSP meeting to present and take questions</p>	<p>1-3 GCSP Chair 2 GCSP Chair with GCSP Executive</p>	<ol style="list-style-type: none"> <li><u>During Autumn 2023</u>: GCSP development plan shared with LA by chair.</li> <li><u>Summer 2024</u>: Chair to set a meeting between LA representatives and GCSP headteacher group.</li> </ol>	<ul style="list-style-type: none"> <li>Open and transparent communication between the LA and the GCSP facilitates effective and sustainable solutions for GCSP schools</li> </ul>	<p>GCSP Executive meeting time.</p>
<p>1.4 Complete a procurement exercise around HR services to inform future decision-making (Autumn 2023)</p>	<p>1-2 SBM chair</p>	<ol style="list-style-type: none"> <li><u>Autumn 2023</u>: SBMs explore other models of HR support in comparable LAs</li> <li><u>Autumn 2023</u>: SBMs identify list of issues to raise with LA</li> <li><u>End Autumn 2023</u>: Executive to meet with LA to discuss HR options and gather information.</li> <li><u>Spring 2024</u>: Proceed to source improved HR model.</li> </ol>	<ul style="list-style-type: none"> <li>GCSP schools have HR provision that meets needs and problems identified by SBMs have been resolved as a consequence</li> </ul>	<p>SBM group meeting time</p>
<p>1.5 Complete financial benchmarking across partnership schools</p>	<p>1-2 SBM chair with SBM group</p>	<ol style="list-style-type: none"> <li><u>Spring 2024</u>: SBMs complete financial benchmarking exercise</li> <li><u>Summer 2024</u>: feedback to Headteachers group to support 2024 2025 budget planning.</li> </ol>	<ul style="list-style-type: none"> <li>Headteachers can use benchmarking to support budget planning and make savings</li> </ul>	<p>SBM group meeting time</p>





## GCSP Development Plan Objective 2

### Objective 2: Secure and increase governor engagement across GCSP

Actions	Who	Planned Outcome and Deadline	How we will know outcome is achieved and evidence on which judgement will be based	Time / money /training
2.1 Host a governor event to develop understanding of GCSP, key objectives and to build relationships (Autumn 2023)	GCSP Co Chairs	1. <u>End of Autumn term 2023</u> : welcome event held for chairs of governors to meet and to receive a presentation about GCSP.	<ul style="list-style-type: none"> <li>Attendance at Governors event is positive</li> <li>Follow up survey/evaluation from Governors shows an increased understanding of the memorandum of understanding /development plan and a commitment to collaborative working</li> </ul>	Autumn meeting time (for heads and governors)
2.2 Get buy-in from governors for the proposed new GCSP governors' group and ongoing development planning (Summer 2024)	GCSP Executive	1. <u>From January 2024</u> : Groups to organise heads to visit governing boards in Spring/Summer term. At these sessions, training requests to be gathered from governors of each school board.	<ul style="list-style-type: none"> <li>Each Governing Body has had a presentation on the GCSP by end July 2024</li> <li>Clarity on needs from each school which can be woven into the GCSP development plan</li> </ul>	Headteacher time to visit governing board meetings.
2.3 Establish the new GCSP governors' group (Autumn 2024)	GCSP Executive	<ol style="list-style-type: none"> <li><u>Autumn 2024</u>: Nominations collected for 2 governor representatives from each group.</li> <li><u>Autumn 2024</u>: establish role of chair for GCSP governor group.</li> <li><u>Spring 2025</u>: GCSP governor group to meet.</li> </ol>	<ul style="list-style-type: none"> <li>Governors group established and part of new GCSP structure by Spring 2025</li> <li>Clear aims for collaborative working established</li> </ul>	Nominal budget for catering £200
2.4 Develop shared governor training opportunities for increased collaboration (2-year objective)	GCSP Executive	1. <u>To be set during 2024/2025</u> with training delivered from Summer 2025 – Summer 2026 as appropriate.	<ul style="list-style-type: none"> <li>Training plan in place by Summer 2025</li> </ul>	Nominal budget £1,500 (tbc)



## GCSP Development Plan Objective 3

**Objective 3: To drive school improvement.**

- Strengthen sharing of expertise and subject knowledge across GCSP.
- Establish GCSP peer review process.

Actions	Who / When	Planned Outcome and Deadline	How we will know outcome is achieved and evidence on which judgement will be based	Time / money /training
3.1 Peer review process established, delivered and used for individual school development.	GCSP Phase Groups	<ol style="list-style-type: none"> <li>1. <u>End Autumn 2023</u>: Appropriate structures and contracting arrangements for peer review established (Autumn 2023)</li> <li>2. <u>End Autumn 2023</u>: Areas of focus for peer review identified (Autumn 2023)</li> <li>3. <u>Spring/Summer 2024</u>: Peer review process conducted</li> <li>4. <u>Summer 2024</u>: Peer review model/process reviewed to plan for 2024-25</li> </ol>	<ul style="list-style-type: none"> <li>● Schools complete written impact statements showing impact on quality of education in member schools</li> <li>● Clear focus on school improvement based on an agreed framework. Focused feedback provided to each host school based on evidence and provided in a written or verbal summary as agreed between the schools involved.</li> </ul>	Nominal budget £10,000(tbc)
3.2 Continue the PTI hub (ongoing)	JG (primary PTI hub lead)	<ol style="list-style-type: none"> <li>1. Actions set by JG linked to PTI plan.</li> <li>2. Agree subject foci for the year amongst heads</li> </ol>	<ul style="list-style-type: none"> <li>● High quality subject-focused professional development days for GCSP teachers have been provided, strengthening their subject knowledge as evidenced by impact statements</li> <li>● Increase in professional collaboration between teachers/subject leaders in GCSP schools leading to a deeper understanding of progression between phases and subject knowledge - feedback from heads at GCSP meetings; potential for ongoing project work</li> <li>● At least two primary heads have attended the PTI leadership residential conference to explore strategies, listen to expert speakers and discuss current, relevant issues - feedback from heads at GCSP meetings</li> </ul>	PTI funding £6,600 Catering £400

<p>3.3 Strengthen SBM networks to enable sharing of practice / development of skills.</p>	<p>SBM Chair</p>	<p>1. SBM Conference held and evaluated. (30 GCSP places and open for 10 LA GCSP). Proposed for Summer 2024</p>	<ul style="list-style-type: none"> <li>Evaluations from SBMs show conference provides quality CPD and opportunity for networking improves practice and skills</li> </ul>	<p>SBM Conference bid £3,500</p>
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Total budget: £29,200

## Indicative Budget

### 2023/2024 Income

Catering contract	46,000
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<b>Total income</b>	<b>46,000</b>

### 2023/2024 Expenditure

Admin costs	6,600	<i>£275 x 12 months x 2 (GS/CC)</i>
Company costs	2,000	<i>To cover Companies House, ICO, audit, liability insurance etc.</i>
Sundries	1,000	<i>To cover food at meetings, postage, memberships</i>
Catering contract costs	0	
ISBL membership	700	
SENC <sub>o</sub> Supervision	1,800	
Development plan	29,200	
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<b>Total expenditure</b>	<b>41,300</b>	

<b>Balance</b>	<b>4,700</b>
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