

Objectives	Activities, milestones and timeline	Stakeholders to engage	Outcomes
Promoting excellent teaching in all London schools			
<p>Build on the successful launch of the Gold Club scheme in 2013 by delivering the school-to-school shared learning programme and awarding memberships for Year 2.</p>	<p><i>Activity:</i> Eligible Gold Club schools join scheme to receive recognition from the Mayor and their peers, and share their practice with other schools in London. This school improvement support will take place through seminars, conferences and case studies.</p> <p><i>Milestone:</i> Year 1 seminar programme completed and Year 2 memberships awarded with the majority of new members having attended seminar development sessions.</p> <p><i>Timeline:</i> The Year 1 school improvement programme and Year 2 memberships will be delivered by November 2014, with the Year 2 school improvement programme commencing at the same time.</p>	<p>Schools National College London Leadership Strategy Networks, e.g. Challenge Partners Ofsted Teaching unions/ associations</p>	<p>Raised aspirations and increased attainment in schools across London: Gold Club sets a standard that is refreshed year on year, to ensure we celebrate the very best practice in the city.</p> <p>Shared best practice across Gold Club members and non-Gold Club members alike through the school-to-school seminar programme and online case studies.</p>
<p>Develop the next annual report, taking account of feedback and lessons learned from the first report. The report should take account of changes in performance measures and include case studies from Gold Club, LSEF and London Curriculum schools.</p>	<p><i>Activity:</i> GLA to build on positive feedback to the first annual report by continuing to provide city level data and identify variation within the city.</p> <p><i>Milestone:</i> Supply London-level intelligence and supporting case studies to demonstrate London's education performance and highlight best practice.</p> <p><i>Timeline:</i> Produce by the 2014 autumn conference.</p>	<p>GLA Intelligence Unit Department for Education London Councils Schools</p>	<p>Annual reports will supply intelligence at the London level. Supported by Gold Clubs data and the London Schools Atlas, this will enable interested stakeholders to understand and compare performance across a range of variables. It will also act as a mechanism for sharing good practice through case studies.</p> <p>Feedback from schools, academy chains, boroughs and others will show that using annual report data has impacted on their school improvement activities.</p>
<p>Deliver the second, London education conference, led by the Mayor, to highlight best practice in London and internationally, in order to share</p>	<p><i>Activity:</i> Bring successful approaches from London schools and high-performing jurisdictions from across the world to the attention of London schools. Innovative practices, systems and structures will be presented and debated to</p>	<p>Schools National College London and national education institutes and foundations International educationalists</p>	<p>Expansion of networks and strengthening of a vision for London schools improvement.</p> <p>GLA will seek feedback from participating Heads and teachers, to identify tangible</p>

<p>learning, facilitate debate and raise aspirations.</p>	<p>challenge London's school leaders to think, create and innovate.</p> <p><i>Milestone:</i> Secure high quality international, UK and London speakers and a wide representation of schools at all attainment levels to participate in the conference by end of Summer 2014.</p> <p><i>Timeline:</i> Hold the Mayor's international education conference in November 2014.</p>		<p>learning to be brought back to, and used in, schools.</p> <p>Opportunities for over 400 delegates to participate.</p>
<p>To deliver the programme of funded projects and support evaluation and knowledge mobilisation through school to school activity for the benefit of London schools. Develop a mainstreaming plan to support professional development activity post LSEF funding.</p>	<p><i>Activity:</i> Manage all the successful projects awarded funding through the 3 bidding rounds that took place in Year 1 of the programme and ensure they deliver their target outputs and outcomes. Capture the lessons learned from funded projects and embed best practice in a wider knowledge mobilisation and dissemination programme.</p> <p><i>Milestone:</i> Delivery of projects' interim self-evaluation reports and commissioning of the programme-level evaluation.</p> <p><i>Timeline:</i> Interim self-evaluation reports to be delivered by October 2014. Programme evaluation to be commissioned by Summer 2014.</p>	<p>Department for Education Schools School improvement providers Subject specialists organisations/ networks Academy chains Local Authorities OFSTED Evaluation experts</p>	<p>Support for teachers' professional development to generate improvement in subject knowledge and teaching confidence.</p> <p>Improvement in pupil progress and attainment.</p> <p>Wider sharing of best practice.</p>
<p>Support and share best practice in Special Schools and Alternative Provision e.g. Pupil Referral Units.</p>	<p><i>Activity:</i> Develop a strand of the Gold Club programme to recognise and share best practice in Special Schools and Alternative Provision. Hold a joint event with London PRU Network to ensure PRUs are linked into school improvement groups and the London Schools Excellence Fund. Identify opportunities within the education programme's knowledge mobilisation work to highlight and share best practice in Alternative Provision.</p> <p><i>Milestone:</i> Publish criteria for Special Schools and PRUs to become members of the London Schools Gold Club. Hold event with the London PRU Network.</p> <p><i>Timeline:</i> Gold Club membership criteria to be</p>	<p>Schools, particularly PRU Headteachers London Councils Alternative Providers National College</p>	<p>Improved outcomes for pupils in Alternative Provision or Special Schools. Improved teaching and leadership practice in Alternative Provision and Special Schools.</p>

	published by Summer 2014. Event with the London PRU network to be held by Summer 2014.		
Launch the first five subject areas of the London Curriculum publicly to be available for teachers to use from the Autumn term 2014. Develop materials for the second phase subject areas.	<p><i>Activity:</i> Publicly launch the London Curriculum, to support delivery of the national Key Stage 3 curriculum in London. To support this with rich resources and partnerships that enthuse students, teachers and their communities.</p> <p><i>Milestones:</i> Complete pilot of first phase materials for English, music, art and design, history and geography. Launch first phase materials publicly. Start development of phase 2 subject materials.</p> <p><i>Timeline:</i> Phase 1 pilot to be complete by Summer 2014. Public launch to be by end Summer 2014 to make resources available for teaching by Autumn 2014.</p>	Schools Subject experts Cultural institutions, e.g. museums, galleries.	<p>Enhance subject knowledge in teaching profession – helping London's teachers bring their subjects to life by making illustrative and inspiring connections to the city around them.</p> <p>City knowledge – helping London students to become experts in the places, people and continuum of events that shape their city.</p> <p>Connection and contribution – helping students to connect with London and other Londoners, to make more of opportunities and to help shape their city for the better.</p>
Scope the potential to develop a data typology which specifies groups of schools with similar characteristics with the aim of identifying opportunities for shared learning and transfer of best practice.	<p><i>Activity:</i> Scope the feasibility of producing a new classification of schools, including appraisal of existing products and an assessment of suitable data and techniques for the creation of a new classification.</p> <p><i>Milestone:</i> Publish scoping paper with recommendations for next steps.</p> <p><i>Timeline:</i> End of Q2 2014/15.</p>	Head Teachers London Local Authorities London Councils Department for Education Custodians of existing products	Improved knowledge dissemination among school with similar characteristics who can gain from sharing expertise.
Fund a project through the London Schools Excellence Fund to provide specialist training to foster carers, designated teachers and other professionals to support the educational attainment of children in care and care leavers.	<p><i>Activity:</i> To grant fund a pan-London project to support improved outcomes for children in care and care leavers.</p> <p><i>Milestone:</i> To develop a request for proposals and award funding to the selected provider.</p> <p><i>Timeline:</i> Publish Request for Proposals by March 2014 and award funding by Summer 2014. Project will deliver by September 2015.</p>	Local Authorities Foster Carers Teachers Children in Care Schools Social workers	<p>To improve outcomes, including educational attainment, of children in care and care leavers.</p> <p>To improve relationships between foster carers and schools.</p>

<p>Build links between the education and business sectors by developing better brokerage, raising awareness of the need for, and benefits of high quality work experience and apprenticeships, and encouraging greater collaboration.</p>	<p><i>Activity:</i> the GLA will continue discussions with key stakeholders to inform the development of the programme. We will pilot new forms of engagement, brokerage and collaboration between sectors, ensuring these take account of intelligence gained from labour market data. We will launch a marketing campaign to increase work experience opportunities.</p> <p><i>Milestone:</i> Development of the pilot plans and marketing campaign strategy.</p> <p><i>Timeline:</i> Project Board will meet to agree strategy for the delivery of the global city theme by Q1 2014/15</p>	<p>Schools London Enterprise Panel London Councils UK Commission for Employment & Skills DfE BIS</p>	<p>Better links between the education and business sectors.</p> <p>Case studies of best practice in collaboration between education and business to support shared learning across London.</p> <p>Increased supply of work experience opportunities.</p> <p>Increased take up of apprenticeship opportunities by young people aged 16-18.</p>
<p>Generate improvement in the quality of London Schools' careers guidance by supporting schools to meet the careers duty.</p>	<p><i>Activity:</i> Consultation with London schools and young people about tools needed to support delivery of the careers duty. Develop guidance on London's skills and labour market requirements to support young people in making effective career choices.</p> <p><i>Milestone:</i> Development of work plan based on outcomes of project scoping exercise.</p> <p><i>Timeline:</i> Agree funding and delivery mechanisms by Summer 2014.</p>	<p>Schools FE and HE institutions (including Russell and 1994 Group), Private sector providers, London employers, YPES/LEP</p>	<p>Reduced drop-out rates at sixth form and further education level.</p> <p>Reduced number of young people leaving school or college not in education, employment or training (NEET) at 18 by 2020.</p> <p>Increase in numbers of school leavers who feel well informed to make careers, education and training decisions.</p>
<p>Improve links between schools in disadvantaged areas and research intensive universities by supporting universities to widen participation and supporting schools to ensure subject choices made by young people at GCSE and A Level are better informed.</p>	<p><i>Activity:</i> Establish how the London Atlas can be developed to inform university widening participation programmes. Explore ways to link students and alumni of research intensive universities with school and college pupils in disadvantaged areas.</p> <p><i>Milestone:</i> Further meeting with research intensive universities to develop a shared plan.</p> <p><i>Timeline:</i> Meeting should take place by Summer 2014.</p>	<p>Schools Research intensive universities Office for Fair Access Third sector</p>	<p>Effectively targeted widening participation programmes at research intensive universities.</p> <p>Increased numbers of disadvantaged young Londoners applying to and gaining places at research intensive universities.</p>

<p>Provide a high quality careers education and guidance offer to students attending the four London Academies Enterprise Trust academies that supports progression into further and higher education and employment.</p>	<p>Activity: Implement the 18 month strategy for delivery of the 3 Part Offer across the four LAET academies. Appoint a consultancy to undertake an evaluation of the programme impact and best practice.</p> <p><i>Milestone:</i> Evaluation commissioned by April 2014.</p> <p><i>Timeline:</i> Framework for the evaluation to be agreed by May 2014.</p>	<p>LAET, External evaluator</p>	<p>Established models of best practice that improve destination outcomes, which can be shared more widely with London schools and policy makers.</p>
<p>A good school place for every London child</p>			
<p>Continue to conduct analysis of school performance across London and in international comparison in order to keep building our knowledge and understanding of London's performance and to identify areas that need improvement or could benefit from high-quality new education provision.</p>	<p>Activity: Work with the Institute of Education to provide London level comparators based on PISA (Programme for International Student Assessment) data matched with the National Pupil Database. This will allow us accurately to benchmark London's education performance at city level against areas with high performance in international tests, such as Shanghai and Singapore.</p> <p><i>Milestone:</i> Publish initial findings in the London Annual Education Report for 2014. Publish a full report in March 2015.</p> <p><i>Timeline:</i> Publication of data report in March 2015.</p>	<p>DfE Institute of Education OECD</p>	<p>A better understanding of London's education performance in international comparison. This enables us to aspire to further improvement in our global competitiveness.</p>
<p>Identify ten sites for free schools from the GLA property portfolio.</p>	<p><i>Activity:</i> Fulfil the Mayor's Manifesto commitment to identify 10 sites from within the GLA Group portfolio for Free School use.</p> <p><i>Milestone:</i> Make an interim announcement on progress so far in Q1 2014/15.</p> <p><i>Timeline:</i> Fulfil the Manifesto commitment before the end of the Mayor's term of office.</p>	<p>GLA group (functional bodies) DfE Boroughs London Councils</p>	<p>At least 10 free schools on course to be opened in GLA Group sites by the end of the Mayor's term of office.</p>
<p>Build on the successful launch of the London Schools Atlas. Continue to identify relevant datasets which offer additional</p>	<p><i>Activity:</i> Identify relevant datasets for inclusion as additional thematic layers within the London Schools Atlas.</p>	<p>Department for Education London Local Authorities London Councils Widening participation in Higher</p>	<p>Improved transparency regarding the school place planning landscape, moving towards a shared understanding of the challenges faced on both supply and demand sides.</p>

layers of understanding and clarity around the challenges faced by those responsible for planning the provision of school places.	<p><i>Milestone:</i> Successful update of Atlas with 2014 School Census Data. Inclusion of additional thematic layers e.g., indicator of local area deprivation.</p> <p><i>Timeline:</i> School Census Update by end of Q3 2014/15. Inclusion of additional indicators by end of Q1 2014/15.</p>	Education Leads	
Gather and share learning and best practice in addressing primary school place shortages.	<p><i>Activity:</i> Commission work to identify innovative and creative ways of addressing primary school place shortages in London, drawing on existing good practice and models which can be transferable elsewhere.</p> <p><i>Milestone:</i> Commission research to be published and disseminated on completion.</p> <p><i>Timeline:</i> work to be commissioned by April 2014, with report published by autumn 2014.</p>	London Councils Schools Education Foundation DfE Schools Research experts	<p>Widely shared best practice models disseminated and taken up across London.</p> <p>Overarching objective is to increase capacity through expansion of good school place, which helps alleviate school place shortages.</p>
Work with local and national government to help encourage more affordable childcare provision in London.	<p><i>Activity:</i> Work with the Department for Education to support their initiative to encourage more schools to provide 8.00am-6.00pm childcare in London. Work alongside London Councils to build knowledge of ways of providing affordable childcare, especially where this is led by, or in collaboration with, schools or where it utilises school premises.</p> <p><i>Milestone:</i> Publication of findings to contribute to the bank of knowledge about what works. Dissemination to schools where there is the potential for increased provision and uptake.</p> <p><i>Timeline:</i> Initial findings will be published by Spring 2015.</p>	Department for Education London Councils Local Authorities Schools Voluntary childcare providers Childminders Parents	A better understanding of how to increase provision and uptake of affordable childcare in London schools. Dissemination to schools where there is both demand and potential for increased provision.

Fostering engagement and building resilience among London's young people

Monitor delivery of the Mayor's Leadership Clubs to ensure the	Activity: To run a range of in-school leadership programmes for over 1500 pupils to encourage	4 Funded Projects and external evaluator. Schools	Improved educational attainment and behaviour of pupils participating in the
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<p>four funded projects meet their target outputs and outcomes to improve the education and attainment of participating pupils.</p>	<p>better attainment and behaviour among participating pupils.</p> <p>Milestone: Year 2 of programme completed and commencement of 3rd year of programme.</p> <p>Timeline: Year 2 programmes to complete August 2014, Year 3 programmes to commence September 2014 – July 2015.</p>		<p>programmes.</p>
<p>Ensure the Mayor's Mentoring Programme delivers mentoring support to 1,000 black boys aged 10 to 16 in the capital by the end of the programme.</p>	<p>Activity: Monitor delivery by community organisations (Local Delivery Partners) who train and match mentors with eligible boys in eight London boroughs (Brent, Croydon, Hackney, Haringey, Lambeth, Southwark, Waltham Forest and Westminster).</p> <p>Milestone: All matches made and mentoring delivered.</p> <p>Timeline: 12 months of sustained mentoring for all boys should complete between Dec 2014 and March 2015.</p>	<p>10 Local Delivery Partners, Managing Agent and Evaluators</p>	<p>Fewer black boys not in education, training or employment (NEET).</p>
<p>Support young people to become economically active, civically engaged, healthy and responsible citizens through continued delivery of the youth engagement programme.</p>	<p>Activity: Youth-led projects and events to raise awareness, foster engagement and link with community partners and services to encourage positive outcomes for young people.</p> <p>Milestone: Delivery of projects, workshops and events, such as Parliament Week and the Young Londoners Practitioner Network.</p> <p>Timeline: Youth Carnival July 2014, Parliament Week November 2014, TOPE Christmas Day, Day 2014.</p>	<p>Young people Schools Business Community Groups</p>	<p>Reduced numbers of young people not in education employment or training. Increased political, health and business awareness and engagement among London's young people.</p>
<p>Support young people at high risk of becoming NEET (not in education, employment or training) with targeted interventions for young people with learning difficulties, young</p>	<p>Activity: Targeted projects to provide bespoke support for (a) over 1,000 young people with learning difficulties and disabilities, (b) 1,200 young people aged 14 –16 years old who have been excluded from school or are at risk of exclusion from school, (c) young Londoners aged</p>	<p>Delivery Partners; EU Commission; London ESF Co-financers; (SFA, London Councils, NOMS, DWP, EU team (GLA); GLA Delivery Team</p>	<p>Reduced numbers of high-risk young people not in education employment or training. Increased political, health and business awareness and engagement among London's young people.</p>

<p>people who have been excluded from school and young people who have been remanded or sentenced to custody.</p>	<p>between 14 and 17 who have either been remanded or sentenced to custody.</p> <p><i>Milestone:</i> Q1 2014-15: Progress Report Q1 2015-16: Final/Conference report Annual Advisory Board meetings (Q3)</p> <p><i>Timeline:</i> Project started in May 2013 and will continue until May 2015</p>		
<p>Cross-cutting programme activity</p>			
<p>Act as a knowledge hub for research, evidence and best practice in education to share and disseminate with London schools and education professionals.</p>	<p><i>Activity:</i> Continued delivery of Project Oracle; a youth evidence hub and repository of knowledge, which aims to understand and share what works in youth and education programmes in London. A knowledge mobilisation strand of the London Schools Excellence Fund to provide better understanding and examples of how schools can use research and evidence to improve their practice. Strategic join-up with organisations such as the Early Intervention Foundation and the Education Endowment Foundation to build our understanding of what works jointly and expand our reach and impact.</p> <p><i>Milestone:</i> The knowledge mobilisation strand of LSEF to move into delivery. Project Oracle Annual report to be launched at City Hall.</p> <p><i>Timeline:</i> London Leadership Strategy supporting LSEF projects from April 2014</p>	<p>Co-funders: ESRC and MOPAC EIF EEF Project Oracle School Improvement Networks</p>	<p>Improved education and youth practice across schools in London. Improved quality and efficiency of interventions to improve outcomes for children and young people programmes in the capital.</p>