

Global Cities Education Network

London Symposium
October 31 – November 2, 2016

Working Group Meeting
November 3 – November 4, 2016

Location: University College London, Institute of Education and Hilton London Euston

London has seen dramatic improvement in the academic performance of their students since 2000, driven by changing the educational culture, raising expectations, area-wide improvement, high expectations for schools and students with positive supports and school-to-school collaboration. Much improvement has been attributable to rapid gains in low-income students in inner London, in boroughs with great diversity. The London and broader English system continues to evolve today into an academy system and is currently grappling with major questions around centralization and de-centralization, and preparing all students for flexible, authentic learning in a global environment.

Symposium Focus:

1. **London Story:** Understand the policy and practice interventions and implementation in London that have driven effective changes over time; deconstruct the key levers around leadership and quality that drove improvement in educational outcomes.
2. **Improvement:** Understand the improvement taking root in London and across the Global Cities Education Network (GCEN) including school-led and self-improving systems. Provide additional practical thinking for the Network in advancing individual improvement projects on professional learning and leadership, CTE/apprenticeships, and 21st century competencies.
3. **Innovation/transformation:** Consider the emerging coherence and system of improvements in London and across GCEN including collaborative networking, disruptive innovation, and new emerging models of learning.

Framing Questions for Participants

The Symposium focuses on London's evolving education system, the levers of success, and how the different parts of the system understand the change process. We are here to examine the interventions and consider the broader theory of change. Some questions to consider:

1. In listening to this panel, how does the aspect we are highlighting exist within the wider education system?
2. What has been driving the approach to teaching and learning? Where are you hearing evidence of a structural response? Where are you hearing evidence of an aligned coherent instructional and professional response?
3. What is the approach to equity and inclusion? What evidence are you hearing about the importance of recognizing diversity, supporting kids at risk, and allocating resources accordingly?
4. How is leadership and governance expressed? Who is in charge?
5. If you want an effective education system for all students, what has to be held centrally and what can be decentralized?
6. What evidence do you see of an emergence of professional accountability in the London system?
7. In your opinion, how are educators in London driving the improvements and results that they've seen?

Monday, October 31st Welcome and School Visits Location: Hilton London Euston, 17 - 18 Upper Woburn Place, London Stephenson Room		
8:30am	Welcome and Opening	<ul style="list-style-type: none"> • Tony Jackson, Asia Society • Toby Greany, UCL-IOE
9:00–9:30am	Framing the School Visits <ul style="list-style-type: none"> • Inquiry questions • Protocols • Information about the schools 	<ul style="list-style-type: none"> • Toby Greany • Douglas Archibald, Whole Education Network • Karen Spence-Thomas, UCL-IOE
9:30am–3:00pm	Depart for School Routes (4 routes, select which route you attend in advance) <ul style="list-style-type: none"> • Schools at the forefront of the London Challenge • Visits to educational institutions that are innovative in own right but help frame wider city story • Inclusive of lunch at school 	
3:30–5:30pm	Debrief School Visits <ul style="list-style-type: none"> • Breakout Sessions/Roundtable Discussions: breakout choices or roundtable discussions based on key issues with facilitators • Closing comments/conclusion: Connect to upcoming days; support practical ideas and ways forward 	<ul style="list-style-type: none"> • Anthony Mackay, Centre for Strategic Education • Douglas Archibald • Karen Spence-Thomas • AS team
5:30pm	Dinner on your own	
Tuesday, November 1st Symposium Location: Institute of Education Elvin Hall, 20 Bedford Way, London		
8:30–9:00am	Welcome at UCL IOE	<ul style="list-style-type: none"> • Becky Francis, UCL-IOE • Tony Jackson
9:00–9:15am	Framing Questions for the Symposium and Introduction of Expert Consultant, David Woods	<ul style="list-style-type: none"> • Asia Society • Tony Mackay • David Woods, London Leadership Strategy
9:15–10:30am	Framing London: National Perspective <ul style="list-style-type: none"> • Political commitment to education reform 	<ul style="list-style-type: none"> • Toby Greany • Steve Munby,

	<ul style="list-style-type: none"> • Autonomy and self-improving systems • Increasing teaching capacity • Rise of Multi-Academy Trusts • London Challenge and replication outside of London 	<p>Education Development Trust</p> <p>Moderator: Tony Mackay</p>
10:30–11:45am	<p>Table Sessions:</p> <ul style="list-style-type: none"> • High energy informational sessions with key agencies and brokers that have helped ensure the success of London's system • Choose three tables (6-8 options) • 15 minutes per table: 5 min overview, 10 min Q&A 	<p>Organizer: Douglas Archibald</p>
Concurrent with table sessions	Tea/Coffee Break	
11:45am–12:45pm	<p>From the Perspective of a Borough: Tower Hamlets</p> <ul style="list-style-type: none"> • Community responsibility • Partnership development • Effective teaching • School collaboration 	<ul style="list-style-type: none"> • Sir Kevan Collins, Education Endowment Foundation <p>Moderator: Tony Mackay</p>
12:45–1:45pm	Lunch and GCEN Team Discussions	
1:45–2:45pm	<p>From the Perspective of a School: Practitioners Role in Leading Change</p>	<ul style="list-style-type: none"> • Rachel Macfarlane, Isaac Newton Academy • Vanessa Ogden, Mulberry School for Girls <p>Moderator: Karen Spence-Thomas</p>
2:45–4:00pm	<p>GCEN Team Work</p> <ul style="list-style-type: none"> • What is the evidence of coherent thinking in the system being described? Where are there purposefully competing models? • What elements are similar to your current system? • What elements of London's effective approaches and/or of self-improving systems are worth further investigation in your work? 	

	<ul style="list-style-type: none"> • What questions do you have to explore tomorrow? <p><i>Before leaving: provide Asia Society with key questions for tomorrow</i></p>	
4:00–4:30pm	Wrap up/Debrief	
5:30–8:00pm	<p>Public Program: 21st Century Skills in a Global Context</p> <p><i>Location: Jeffrey Hall, 20 Bedford Way, UCL-IOE</i></p> <p>The world is growing ever more interconnected - making it clear that understanding the world, its cultures, and economies is a critical reality for <i>all</i> young people. How do education systems, teachers, and parents prepare youth to understand and make critical choices in this fluid and complex world? What is the responsibility of cities, leaders, and partners in this endeavor? Join education experts from around the world to explore how their systems are tackling these issues and what they're learning from one another.</p>	<ul style="list-style-type: none"> • Justine Greening, Secretary of State for Education, UK (invited) • Valerie Hannon, Innovation Unit • Amy McIntosh, USDOE • Cindy Khoo, Singapore Ministry of Education • Andreas Schleicher, OECD • Minxuan Zhang, Research Institution for International and Comparative Education, Shanghai <p>Moderator: Tony Mackay</p>
<p>Wednesday November 2nd Symposium Location: Institute of Education Elvin Hall, 20 Bedford Way, London</p>		
8:30–9:00am	Debrief Tuesday and Key Questions	
9:00–10:00am	<p>Decentralization and Connected Autonomy: Examples in Global Systems</p> <ul style="list-style-type: none"> • Creating effective middle tier leadership • School-to-school networking • Community engagement 	<ul style="list-style-type: none"> • Lord Jim Knight, TES Global <p>Moderator: Tony Mackay</p>
10:00–11:30am	<p>Looking Ahead: Innovations</p> <ul style="list-style-type: none"> • New metrics • 21st century competencies 	<ul style="list-style-type: none"> • Peter Hyman, School21 • Stephen Gniel, Victoria Department of Education and Training <p>Moderator: Karen Spence-</p>

		Thomas, IOE
11:30am– 12:30pm	Lunch	
12:30– 1:30pm	<p>Self-improving systems</p> <ul style="list-style-type: none"> • Key Elements: What’s working and what’s not • Autonomy/Accountability Balance: Finding ways to provide capacity and support 	<ul style="list-style-type: none"> • Toby Greany • Maggie Farrar, Consultant <p>Moderator: Karen Spence-Thomas</p>
1:30–2:30pm	<p>Breakouts/Team Time</p> <ul style="list-style-type: none"> • What does it take to create a coherent system of improvement? • How do your schools collaborate? • How do you create middle-tier leadership? • How is there mutual accountability? • What elements of London’s effective approaches and/or of self-improving systems are worth further investigation in your work? • What is the application in your improvement projects? <p><i>Finalize 3 minute reflection to share at 2:45pm; protocol to be provided</i></p>	
2:30–4:00pm	<p>Introduction of Jon Coles, Consultant Advisor</p> <ul style="list-style-type: none"> • City teams present application of learning from London experience • Response and reflection from Consultant Advisor 	Facilitated by Tony Mackay
4:00–4:30pm	<p>Wrap up and closing</p> <ul style="list-style-type: none"> • Final reflections from the teams and IOE advisors • Next Steps 	Asia Society

Thursday, November 3rd and Friday, November 4th	
Improvement Science Workshop – Carnegie Foundation for the Advancement of Teaching	
Location: Hilton London Euston, 17 - 18 Upper Woburn Place, London	
Stephenson Room	
Thursday, November 3rd	
	<i>Breakfast served in hotel restaurant, please eat before 8:30am</i>
8:30-9:00am	Teams set-up workspace/display hard copies of slides with pre-work on wall
9:00-9:45am	Overview of Session; Introduce Teams and Facilitators
9:45-10:30am	Introduction to Improvement Science
10:30-11:30am	World Cafe with Critical Friends: Present your pre-work
11:30-12:00pm	Team Time: Revisit Aim Statements
12:00-1:00pm	Lunch
1:00-1:30pm	Theory of Practice Improvement and Driver Diagrams
1:30-2:00pm	Learning from Best Practice: Discussions and coaching from facilitators, content experts, and practitioner advisors
2:00-3:00pm	Team Time: Driver Diagrams
3:00-4:00pm	Generating and prototyping ideas for change
4:00-4:45pm	World Cafe with Critical Friends: Interrogating the Driver Diagram
4:45-5:00pm	Closing: Reflections, Evaluation, Coaching Sign-up
5:00-6:00pm	<i>Possible coaching time</i>
Friday, November 4th	
	<i>Breakfast served in hotel restaurant</i>
8:15-9:00am	<i>Possible Coaching Time - must have signed up at close of day 1</i>
9:00-9:30am	Overview of the Day

9:30-10:00am	Measurement for Improvement
10:00-10:45am	Team Time: Measures
10:45am- 12:00pm	Introduction to Learning Cycles (includes team time)
12:00-1:00pm	Lunch
1:00-1:30pm	Testing; The PDSA cycle
1:30-2:00pm	Team Time: Planning PDSAs
2:00–3:00pm	World Cafe with Critical Friends: PDSAs
3:00-4:00pm	Run Charts & Variation
4:00-4:30pm	Team Time: Variation
4:30-4:40pm	Preparing to Take It Home
4:40-5:15pm	Team Time: Prepare for Final Walk-Through
5:15-5:30pm	Closing: <ul style="list-style-type: none"> • Final Reflections • What are you going to do by next week? • Evaluation