



EDUCATION CONSULTATIVE FORUM

**MONDAY 30 JUNE 2008
7.30 PM**

COMMITTEE AGENDA (ADVISORY AND CONSULTATIVE)

**COMMITTEE ROOMS 1 & 2,
HARROW CIVIC CENTRE**

**PRE-MEETINGS: HTCC 6.45 PM - COMMITTEE ROOM 6, GOVERNORS 6.45 PM -
COMMITTEE ROOM 3, MEMBERS 7.00 PM - COMMITTEE ROOMS 1/2**

MEMBERSHIP (Quorum 3 representatives of each side)

Chairman: Councillor Anjana Patel

Councillors:

**Mrs Camilla Bath
Miss Christine Bednell
Janet Mote**

**B E Gate
Raj Ray
Bill Stephenson**

1. Husain Akhtar
2. Julia Merison
3. Mrs Vina Mithani
4. Jean Lammiman
5. Salim Miah

1. Keeki Thammaiah
2. Nizam Ismail
3. David Perry

Teachers' Constituency: (nominated by Harrow Teachers' Consultative Committee)

**Mrs D Cawthorne
Ms C Gembala**

**Ms J Howkins
Ms J Lang**

**Ms L Money
Ms L Snowdon**

Governors' Constituency: (nominated by Association of Harrow Governing Bodies)

**Mrs C Millard (VC)
(Vacancy)**

**Ms H Solanki
(Vacancy)**

**(Vacancy)
(Vacancy)**

Elected Parent Governors:

1. Mr R Chauhan
2. Mrs D Speel

Denominational Representatives:

1. Mrs J Rammelt
2. Reverend P Reece

**Issued by the Democratic Services Section,
Legal and Governance Services Department**

**Contact: Damian Markland, Democratic Services Officer
Tel: 020 8424 1785 E-mail: damian.markland@harrow.gov.uk**

HARROW COUNCIL

EDUCATION CONSULTATIVE FORUM

MONDAY 30 JUNE 2008

AGENDA - PART I

1. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. **Apologies for Absence:**

To receive apologies for absence (if any).

3. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

4. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in Part 1 of Schedule 12A to the Local Government Act 1972.

Enc. 5. **Minutes:** (Pages 1 - 4)

That the minutes of the meeting held on 19 March 2008 be taken as read and signed as a correct record.

6. **Matters Arising:**

To consider any matters arising from the last meeting.

7. **Public Questions:**
To receive questions (if any) from local residents or organisations under the provisions of Advisory Panel and Consultative Forum Procedure Rule 16 (Part 4E of the Constitution).
8. **Petitions:**
To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).
9. **Deputations:**
To receive deputations (if any) under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).
- Enc. 10. **Strategic Approach to School Reorganisation:** (Pages 5 - 22)
Report of the Director of Schools and Children's Development.
11. **Date of Next Meeting:**
To note that the next meeting of the Forum is due to be held on 11 September 2008.

AGENDA - PART II - Nil

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EDUCATION CONSULTATIVE FORUM

19 MARCH 2008

Chairman:	* Councillor Miss Christine Bednell	
Councillors:	* Mrs Camilla Bath * B E Gate * Manji Kara	* Janet Mote * Raj Ray * Bill Stephenson
Teachers' Constituency:	Mrs D Cawthorne * Ms C Gembala † Ms J Howkins	Ms J Lang * Ms L Money Ms L Snowdon
Governors' Constituency:	Ms H Solanki * Mrs C Millard	
Elected Parent Governor Representatives:	† Mr R Chauhan	* Mrs D Speel
Denominational Representatives:	* Mrs J Rammelt	† Reverend P Reece

* Denotes Member present
† Denotes apologies received

PART I - RECOMMENDATIONS - NIL**PART II - MINUTES**81. **Attendance by Reserve Members:**

RESOLVED: To note that there were no Reserve Members in attendance at this meeting.

82. **Apologies for Absence:**

RESOLVED: To note that apologies for absence had been received from Janice Howkins, Ramji Chauhan and Paul Reece.

83. **Declarations of Interest:**

RESOLVED: To note that there were no declarations of interests made by Members in relation to the business transacted at this meeting.

84. **Arrangement of Agenda:**

RESOLVED: That all items be considered with the press and public present.

85. **Minutes:**

RESOLVED: That the minutes of the meeting held on 29 January 2008 be taken as read and signed as a correct record, subject to the following amendments:

Minute 79 - School's Amalgamation Policy

Paragraph two be amended so that it reads: "A member expressed concern that the report came across as biased towards amalgamation and that the Forum had not been consulted on the policy before the Cabinet 2007 decision. The member asked for the reasons against amalgamation."

86. **Matters Arising:**

RESOLVED: To note that there were no matters arising that did not appear on the agenda.

87. **Public Questions:**

RESOLVED: To note that no public questions were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 16 (Part 4E of the Constitution).

88. **Petitions:**

RESOLVED: To note that no petitions were received at this meeting under the provisions of the Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).

89. **Deputations:**

RESOLVED: To note that no deputations were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).

90. **Vision for Education in Harrow:**

The Forum received the report of the Director of Schools and Children's Development, which set out a draft vision for Education in Harrow which is being developed to support the council's submission for the Primary Capital Strategy and Building Schools for the Future (BSF). The Director of Schools and Children's Development added that the draft vision had been constructed to set the tone and path for Education in Harrow during the next 10 years. Consultation was due to take place with headteachers, officers and the governors' forum. The Forum was asked to note that although consultation was taking place in some schools, it was merely a 'soft consultation' which tested the water in some of the more needy communities. Schools have been asked to discuss the vision within their own school communities. This is not a formal consultation process and all views are welcomed. The Director of Schools and Children's Development further added that the vision was in response to the DCFS's desire for Harrow to be forward thinking and innovative. The Forum was reminded that the council was setting the framework for the future but was not the driving force behind the proposals, but the schools themselves. The Forum was asked to deliver the draft vision to their constituency groups and discuss whether the vision was right, was there anything else that could be included, and what the potential political barriers might be.

A Member commented that the draft vision was in need of more clarity as the educational vernacular was not so understandable to the lay person. The Member added that the vision may then be led to misinterpretation by the press.

A member commented that the report was concerned with cohesiveness yet the content read in favour of diversity. The member further commented that more clarification was needed about statements within the report referring to 'choice'. The Director of Schools and Children's Development replied that schools within Harrow were individual and distinctive, offering, in addition to Community Schools, a choice of different religious and voluntary aided schools and nurseries. The Director of Schools and Children's Development added that they would be happy to consider the member's suggestions for better wording within the report.

A member queried whether the rating of 'good' used in the report was derived from Ofsted's view of Harrow's schools. They added that if this was true, then shouldn't Harrow schools be aspiring for 'outstanding'. The Director of Schools and Children's Development replied that the idiosyncratic nature of the language used by Ofsted left this open to interpretation and that Ofsted see Harrow' Schools as, "good in their judgment". A Member added that many schools remain in their 'comfort zones' when Ofsted are 'satisfied' with them. The Member suggested that attainment should be raised from 'satisfied' to 'good'. Another Member agreed and added that what schools needed were realistic, achievable targets.

RESOLVED: That the report be noted.

91. **Three Year Results for Key Stage 2, 3 and Key Stage 4:**

The Forum received an information report of the Director of Schools and Children's Development, which showed Key Stage 2, Key Stage 3 and GCSE results for Harrow LA compared to statistical neighbours over a 3-year period. In addition to this the report provided an analysis of pre and post amalgamation results in Primary Schools over a 5-year period.

A member commented that they were pleased with the results, but queried why were some of the values declining. The Director of Schools and Children's Development replied that the values can change due to fluctuations in the affluence of the cohorts. The Director of Schools and Children's Development further explained that although Harrow's statistical neighbours remain the same, Harrow was not necessarily a statistical neighbour in return. What was important to remember was that the list was drawn from a high range profile. Indicators were not just performance based, but could

also be socio-demographic. The Forum was reminded that remaining high-performing would become increasingly challenging as Harrow's population continued to change.

A Member commented that by observing the report as a whole the Forum should be pleased, but with the proviso that this would not lead to complacency. The Member requested that it be noted in the minutes that gratitude and congratulations should be expressed to staff in all Harrow schools, support staff in the LEA, Harrow Governors, the Forum, the parents, parental support and also to the pupils themselves. The Chairman agreed and added that the most important part of education was not passing exams but that students are formed into well-rounded citizens. A member added that unfortunately statistics did not reflect this importance.

The Director of Schools and Children's Development concluded that there was not enough data of post amalgamation yet to generate a trend.

RESOLVED: That the report be noted.

92. **Date of Next Meeting:**

RESOLVED: That the date of the next meeting, 30 June 2008, be noted.

(Note: The meeting having commenced at 7.37 pm, closed at 8.31 pm)

(Signed) COUNCILLOR CHRISTINE BEDNELL
Chairman

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Committee:	Education Consultative Forum
Date:	30 June 2008
Subject:	INFORMATION REPORT – Strategic Approach to School Reorganisation
Responsible Officer:	Director Schools and Children’s Development, Heather Clements
Portfolio Holder:	Portfolio Holder, Schools and Children’s Development, Councillor Anjana Patel
Exempt:	No
Enclosures:	Annexe 1 - Proposals for Individual Schools Annexe 2 - High Level Timeline Annexe 3 - Workstream Groups

Section 1 – Summary

The Strategic Approach to School Organisation June Cabinet report is attached for the Forum to consider. The Forum may wish to receive an up-date report throughout the process, and is invited to consider how they might be part of the process.

FOR INFORMATION

Contact: Johanna Morgan, Service Manager, Partnerships and Well-Being, 020 8736 6841

Section 2 – Report

2.1 Introduction

- 2.1.1 The Strategic Approach to School Reorganisation and the potential outcome to change the ages of transfer will contribute to the Corporate Priority to extend community use of schools while making education in Harrow even better.
- 2.1.2 The Vision for Education agreed by Cabinet at their meeting on 21 May 2008 will underpin the development of the strategic approach to school reorganisation.
- 2.1.3 Cabinet's commitment to changing school reorganisation in Harrow is consistent with a range of National and Local policies impacting currently on Children's Services and schools. These include:
- the aspirations from the Children's Plan,
 - Every Child Matters
 - the local authority's role as champion for pupils and parents
 - the consultation on BSF and the opportunity to re-submit expressions of interest to bring forward BSF funding for Harrow schools, and
 - the investment opportunity provided through the DCSF Primary Capital Programme.

2.2 Background

- 2.2.1 At their meeting in October 2007, Cabinet agreed a Strategic Approach to School Organisation. The rationale for changing school organisation was outlined in the report grouped under the headings Organisation, Education and Social Factors and Stakeholder Support. Cabinet resolved:
- i) Commitment to implementing changes in the age of transfer from 12 to 11 years of age to secondary school and from 8 to 7 years of age to Junior School.
 - ii) To establish a Stakeholder Reference Group.
 - iii) The submission of a revised Building Schools for the Future (BSF) bid in accordance with the Department for Children, Schools and Families guidance be agreed.
 - iv) An amended amalgamation policy be agreed.
- 2.2.2 The amalgamation policy continues to be implemented when circumstances within the policy are met. Proposals arising from the application of the amalgamation policy will be reported to Cabinet accordingly.
- 2.2.3 The DCSF are undertaking a consultation on the management of future waves of the BSF programme. It is expected that guidance will be issued in August and submission made by October 2008. To enable the preparation and submission of the consultation response and the Expression of Interest, Cabinet are requested to agree to delegate responsibility to the Director of Schools and Children's Development in consultation with the Portfolio Holder Schools and Children's Development to agree the submissions in accordance with the DCSF's timeline and guidance.

2.2.4 The remaining focus of this report is on the Stakeholder Reference Group and proposals to consult on changing the age of transfer.

Options considered

2.3 School Organisation in Harrow

2.3.1 There are several models of school organisation in Harrow. Community schools in the primary sector in Harrow are organised as separate first schools, Reception to Year 3, separate middle schools, Year 4 to Year 7, combined first and middle schools Reception to Year 7. High schools are currently Year 8 to Year 11; however the addition of sixth forms means that from September 2008, the high schools will be Year 8 to Year 13. The organisation of the special schools will also need to be reviewed to align them with mainstream schools. There are more flexible practices currently that allow some pupils to transfer to special high schools at the end of Year 6.

2.3.2 The Strategic Approach to School Reorganisation project is inclusive of the voluntary aided sector. Voluntary aided schools are included in the discussions to do with the project and the workstreams. The education vision has been discussed with diocesan bodies, who are supportive of the approach.

2.3.3 The primary schools in the voluntary aided sector (Roman Catholic, Church of England, Jewish and Hindu) are combined first and middle schools or primary schools. The Roman Catholic secondary schools are Year 7 to Year 11. From September 2009 these secondary schools will be Year 7 to Year 13. The Governing Bodies have responsibility for the organisation of their schools. It is proposed that local authority officers offer to work with the governing bodies of the voluntary aided schools to co-ordinate the process for them to bring forward statutory notices, if they so choose, to make changes and align their schools with the arrangements proposed for community sector schools.

2.3.4 The proposed reorganisation for Community Schools is summarised in the table below. There are no proposals to change the number of places in the first and middle schools. The proposals for individual schools are listed in Annexe 1.

Current Organisation (no. of schools)	Year Groups	Proposed Organisation (no. of schools)	Year Groups
First Schools (16)*	Reception to Year 3	Infant Schools (16)*	Reception to Year 2
Middle Schools (16)*	Year 4 to Year 7	Junior Schools (16)*	Year 3 to Year 6
Combined First and Middle Schools (13)*	Reception to Year 7	Primary Schools (13)*	Reception to Year 6

Special Schools (2)	Reception to Year 7	Special Primary Schools (2)	Reception to Year 6
High Schools (8) **	Year 8 to Year 11	Secondary Schools (8)	Year 7 to Year 13
Special High Schools (2)	Year 7 to Year 13	No change	

Notes:

* *These numbers may be subject to change. On 21 May 2008, Cabinet decided to publish statutory proposals to amalgamate the West Lodge schools. There may be further consultations about proposals to amalgamate schools that may affect these numbers.*

** *With effect from September 2008, community high schools will be Year 8 to Year 13 including sixth form provision*

2.4 Timescale for Implementation of Proposals

2.4.1 It is proposed that school reorganisation is implemented in September 2010 and that the proposals for each individual school are subject of consultation in accordance with the DCSF Guidance Stage 1 during September, with the consultation ending in early December 2008. An outline high level timeline is provided in Annexe 2.

2.5 Impact of School Reorganisation

2.5.1 The strategic change to school organisation proposed is a complex project that will impact on all community schools in Harrow and has the potential to impact on those schools in the voluntary aided sector also organised with Year 7 pupils. The headline impacts are:

- In September 2010, the first year of the change, pupils in Year 2 and Year 3 at the end of the summer term 2010 in separate first schools will transfer to the newly established junior schools. In the current Academic Year 2007-08 these pupils are in Reception and Year 1.
- Pupils in Year 6 and Year 7 at the end of the summer term 2010 in separate middle schools and combined schools will transfer to newly established secondary schools. In the current Academic Year 2007-08 these pupils are in Years 4 and 5.
- The admissions arrangements will need to be agreed in accordance with the statutory process, meet the requirements of the New Code of Practice and the Admissions Service will need to manage four cohorts of pupils transferring in September 2010.
- SEN statements for all pupils transferring will need to be completed and appropriate induction and curriculum planning in place.
- Appropriate accommodation will need to be available for the pupils changing schools and capital funding deployed to meet these needs. Available sources include Schools Devolved Formula Capital, DCSF modernisation and Basic Need funding, Primary Capital Programme and BSF funding.
- School budgets will need to be adjusted to reflect the movement of pupils, and transitional arrangements agreed within the available funding from the Direct Schools Grant (DSG)

- School staffing structures will need to be reviewed and appointments made appropriate for the school organisation
- Parents, staff and governors will need to be consulted and informed of the proposals and the changes
- Statutory processes will need to be completed to implement the changes
- Curriculum planning, teaching and learning strategies, induction processes etc will need to be in place for the schools

2.6 Stakeholder Reference Group

2.6.1 The Stakeholder Reference Group was established in February 2008. It is a representative group with the remit to provide advice and guidance on the refinement of proposals and options for implementation to change the age of transfer. The Group is chaired by the Portfolio Holder for Children's Services and is supported by a range of officers.

2.6.2 The Stakeholder Reference Group (SRG), which is not a decision-making group, has considered a range of focused workstreams regarding school reorganisation. These are listed as follows:

- i) Admissions
- ii) Capital
- iii) Consultation and Communication
- iv) Curriculum, Teaching and Learning
- v) Early Years and Extended Schools
- vi) Finance
- vii) Pupil Projections and Demographics
- viii) School Leadership, Governance and Management
- ix) Special Education Needs
- x) Workforce Strategy

2.6.3 A Project Officer Team supports the SRG. Each workstream within the project is lead by a senior officer. There are representative working groups for the Admissions, Finance and Workforce Strategy workstreams with headteachers, governors and union representatives. Officers are developing the other work streams. There are links and cross cutting themes between all the workstreams and the working groups meet jointly as required. Each workstream has a project scope document which includes reference to key milestones. The diagram in Annexe 3 illustrates the workstream groups.

2.7 Workstreams Progress to Date on Key Impacts Admissions

2.7.1 The Admissions Group are considering admission arrangements to ensure that they meet the Admissions Code of Practice and are fair to all parents. The arrangements are also being considered in the context of proposed changes to school organisation. There will be an exercise during June and July 2008 to gather 'soundings' on models of admissions. This will be followed by a formal consultation in the Autumn Term 2008. The models developed for consultation will be informed by the soundings.

Capital

- 2.7.2 School Site Development Plans for all high schools have been commissioned and are being agreed with Headteachers and Chairs of Governors. The plans include the provision for Year 7 pupils and the sixth forms. These plans will form the basis of the BSF submission in September 2008.
- 2.7.3 In the primary school sector, there is a rolling programme of completing School Site Development Plans. The Schools' Asset Management Data has been reviewed and up-dated. A desktop exercise is being undertaken to identify potential capacity in schools, which could be used to expand capacity for places in the future. The submission for the Primary Capital Programme is being prepared and agreed for submission by 16 June 2008.

Consultation and Communications

- 2.7.4 A communication and consultation plan is being developed that will be implemented following the Cabinet decision in June. There will be a DCSF Statutory Stage 1 consultation from September to December 2008. The Stakeholder Reference Group considered the most efficient mechanisms for communication and suggested the following: school based meetings using a standard presentation prepared by the local authority, road shows, newsletters for staff, governors and parents in addition to a website and dedicated email address.

Curriculum, Teaching and Learning/Leadership, Governance and Management

- 2.7.5 The approach adopted to address School Improvement and Leadership issues is to mainstream activities arising from changes to school organisation to Harrow's School Improvement Strategies. For example, the Review of the Secondary Curriculum would be implemented nationally but in Harrow this will now be in the context of the change in age of transfer. Opportunities to engage school senior management teams are being implemented to support the development of approaches to a range of issues including pupils' induction programmes, pastoral systems, curriculum planning. This group has a link with the Workforce Strategy in relation to workforce restructuring and training for staff. Investigations are being undertaken to confirm if New Instruments of Governance are required.

Finance

- 2.7.6 There have been a series of modelling exercises undertaken to illustrate the overall impact on school budgets generated by funding following pupils. The challenge for this group is to move from a high level position of understanding to more specific impact on individual school budgets and then to determine an acceptable middle position. Further considerations are being given to the Government's Minimum Funding Guarantee, LA Protection and transitional funding arrangements that are affordable within the available resources of the Direct Schools Grant (DSG) and avoid redundancies and associated costs.

Pupil Projections and Demographics

- 2.7.7 Pupil population and roll projections have been completed and there is an indication of an increase in the number of 4-10 year olds by 2015.

This is generated from increases in population and potential growth in child yield from housing developments. Schools will be identified with the potential to increase capacity for places in the future.

Special Educational Needs

- 2.7.8 The main issues highlighted to date are the need for statements of special educational needs to be reviewed and published for all pupils transferring and to ensure that the needs of pupils with special educational needs are met within the planning of the curriculum group. The special schools' age ranges will need to be aligned with primary and secondary phases. This will mirror the current practices.

Workforce Strategy

- 2.7.9 An initial impact assessment exercise has been completed to identify the potential number of posts affected by the proposed changes. This is based on general assumptions, which need to be developed further into specific assumptions. The effects on schools will vary according to the profile of the staff and existing staffing structures. The group are working towards an agreed statement on the avoidance of redundancy and process for managing change. Advice regarding re-structuring will be re-issued to schools after Cabinet. There will be further joint meetings with the Finance Group to ensure that resource issues are considered together.

2.8 Implications of the Recommendation

Equalities Impact

- 2.8.1 An initial Equalities Impact Assessment has been undertaken and this will be reviewed throughout the project. Overall the alignment of Harrow community schools with the VA sector and neighbouring boroughs will enhance the equality of opportunity and choice for young people.

Legal comments

- 2.8.2 The Education and Inspections Act 2006 provides a framework for consultation, publication and determination of statutory notices in respect of proposals for schools, including changing the age range. There are responsibilities for both local authorities and governing bodies within this legislation to bring forward proposals for changes to schools. Changes to Admissions Arrangements are also included in this Legislation.
- 2.8.3 If the project proceeds school governing bodies will have access to legal advice under the terms of their Service Level Agreement (SLA) for Legal Services and for Human Resources and Development Services.

2.9 Financial Implications

- 2.9.1 The School Reorganisation project is being managed currently within existing resources. In the formation of the implementation strategies, each of the workstream leads is developing the business case for additional resources. It is expected in some areas that there will need to be a time limited additional resource. For example, managing four cohorts of admissions for September 2010 and, supporting schools to re-structure accordingly. Additional resources will only be considered where the School Reorganisation project is generating additional work

that would not usually arise as part of a service. Any additional requirements for school organisation will be included in the MTBS process.

- 2.9.2 The Finance Working Group is considering the revenue implications for Schools. Any changes to the funding formula will need to be agreed by the Schools Forum and contained within the Dedicated Schools Grant.
- 2.9.3 Capital funding will be available from a range of sources including Schools' Devolved Formula Capital, DCSF Modernisation Funding, Primary Capital Programme and Building Schools for the Future.
- 2.9.4 For Harrow to be part of the Building Schools for the Future programme there will need to be sufficient funding to support the process and satisfy the DCSF that this will be available. The process includes the development of Strategies for Change for Schools for each school. In addition, the Council will need to establish an appropriate vehicle to procure the building programme. The DCSF's preferred model is a Local Education Partnership (LEP). This procurement will be through the Competitive Dialogue Process and will incur costs for technical, legal and other professional advisers. The costs will be developed further once the position of Harrow in the BSF programme is clarified.

2.10 Performance Issues

- 2.10.1 Delivering School Reorganisation so that Harrow Schools are in line with the national agenda is Council Improvement Plan project IP7D and contributes to a range of performance indicators, in particular the following from the new National Indicator Set. NI 72 – 109 'Enjoy and Achieve' indicators covering Key Stage achievement and progression, narrowing the gap for lower performing and vulnerable groups, attendance, behaviour, special educational needs.
- 2.10.2 Whilst Harrow's performance is currently above national and statistical neighbours averages at all Key Stages, Harrow's targets, which are set annually for the DCSF, are highly challenging. The table below presents Harrow's performance against its targets and the national averages.

Harrow's 2006-07 Results

KS1	Actual	Target	National
Reading L2+	84.7%	Not set	84%
Writing L2+	81.0%	Not set	80%
Maths L2+	90.5%	Not set	90%
Science L2+	88.2%	Not set	89%
KS2	Actual	Target	National
English L4+	82%	85%	80%
Maths L4+	79%	85%	77%
Science L4+	88%	Not set	88%
KS3	Actual	Target	National
English L5+	79%	82%	74%
Maths L5+	79%	80%	76%
Science L5+	75%	78%	73%

GCSE	Actual	Target	National
% 5+ A*-C	68.0%	67.5%	62.0%
% 5+ A*-C incl E&M	56.1%	Not set	46.8%

2.11 Risk Management Implications

2.11.1 Each of the work stream leads has developed a Risk Log including actions to mitigate potential risks. These will be subject to on-going review and development.

Section 3 - Statutory Officer Clearance

Name: Bharat Jashapara.....	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 23.5.08.....		
Name: Helen White.....	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 20.5.08.....		

Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Strategy and Improvement)
Date: 22.5.08.....		

Section 5 - Contact Details and Background Papers

Contact: Johanna Morgan, Service Manager, Partnerships and Well-Being,
020 8736 6841

Background Papers:

- Paper 1 Cabinet Report Strategic Approach to School Organisation
October 2007
- Paper 2 Department for Children Schools and families (DCSF) Building
Schools for the Future (BSF) Consultation

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Current and Proposed Organisation for Primary Phase Schools

Separate First Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
Belmont First School	Reception to Year 3	4	60	Belmont Infant School	Reception to Year 2	3	60
Cannon Lane First School	Reception to Year 3	4	90	Cannon Lane Infant School	Reception to Year 2	3	90
Elmgrove First School	Reception to Year 3	4	82	Elmgrove Infant School	Reception to Year 2	3	82
Grange First School	Reception to Year 3	4	60	Grange Infant School	Reception to Year 2	3	60
Kenmore Park First	Reception to Year 3	4	90	Kenmore Park Infant School	Reception to Year 2	3	90
Longfield First	Reception to Year 3	4	90	Longfield Infant School	Reception to Year 2	3	90
Pinner Park First School	Reception to Year 3	4	90	Pinner Park Infant School	Reception to Year 2	3	90
Priestmead First	Reception to Year 3	4	90	Priestmead Infant School	Reception to Year 2	3	90
Roxbourne First School	Reception to Year 3	4	90	Roxbourne Infant School	Reception to Year 2	3	90
Roxeth Manor First School	Reception to Year 3	4	90	Roxeth Manor Infant School	Reception to Year 2	3	90
Stag Lane First School	Reception to Year 3	4	90	Stag Lane Infant School	Reception to Year 2	3	90
Stanburn First	Reception to Year 3	4	90	Stanburn Infant School	Reception to Year 2	3	90
Weald First School	Reception to Year 3	4	90	Weald Infant School	Reception to Year 2	3	90
Welldon Park First School	Reception to Year 3	4	90	Welldon Park Infant School	Reception to Year 2	3	90
West Lodge First	Reception to Year 3	4	90	West Lodge Infant School	Reception to Year 2	3	90
Whitchurch First	Reception to Year 3	4	90	Whitchurch Infant School	Reception to Year 2	3	90

Separate Middle Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
Belmont Middle School	Year 4 to Year 7	4	60	Belmont Junior School	Year 3 to Year 6	4	60
Cannon Lane Middle	Year 4 to Year 7	4	90	Cannon Lane Junior School	Year 3 to Year 6	4	90
Elmgrove Middle School	Year 4 to Year 7	4	82	Elmgrove Junior School	Year 3 to Year 6	4	82
Grange Middle School	Year 4 to Year 7	4	60	Grange Junior School	Year 3 to Year 6	4	60
Kenmore Park Middle School	Year 4 to Year 7	4	90	Kenmore Park Junior School	Year 3 to Year 6	4	90
Longfield Middle School	Year 4 to Year 7	4	90	Longfield Junior School	Year 3 to Year 6	4	90
Pinner Park Middle School	Year 4 to Year 7	4	90	Pinner Park Junior School	Year 3 to Year 6	4	90
Priestmead Middle	Year 4 to Year 7	4	90	Priestmead Junior School	Year 3 to Year 6	4	90
Roxbourne Middle School	Year 4 to Year 7	4	90	Roxbourne Junior School	Year 3 to Year 6	4	90
Roxeth Manor Middle School	Year 4 to Year 7	4	90	Roxeth Manor Junior School	Year 3 to Year 6	4	90
Stag Lane Middle School	Year 4 to Year 7	4	90	Stag Lane Junior School	Year 3 to Year 6	4	90
Stanburn Middle	Year 4 to Year 7	4	90	Stanburn Junior School	Year 3 to Year 6	4	90
Weald Middle School	Year 4 to Year 7	4	90	Weald Junior School	Year 3 to Year 6	4	90
Welldon Park Middle School	Year 4 to Year 7	4	90	Welldon Park Junior School	Year 3 to Year 6	4	90
West Lodge Middle School	Year 4 to Year 7	4	90	West Lodge Junior School	Year 3 to Year 6	4	90
Whitchurch Middle	Year 4 to Year 7	4	90	Whitchurch Junior School	Year 3 to Year 6	4	90

Current and Proposed Organisation for Primary Phase Schools

Combined Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
Alyward F & M School	Reception to Year 7	8	60	Alyward Primary	Reception to Year 6	7	60
Cedars Manor F& M School	Reception to Year 7	8	60	Cedars Manor Primary	Reception to Year 6	7	60
Earlsmead F& M School	Reception to Year 7	8	60	Earlsmead Primary	Reception to Year 6	7	60
Glebe F& M School	Reception to Year 7	8	52	Glebe Primary	Reception to Year 6	7	52
Grimsdyke F& M School	Reception to Year 7	8	60	Grimsdyke Primary	Reception to Year 6	7	60
Little Stanmore F& M School	Reception to Year 7	8	30	Little Stanmore Primary	Reception to Year 6	7	30
Marlborough F& M School	Reception to Year 7	8	60	Marlborough Primary	Reception to Year 6	7	60
Newton Farm F & M School	Reception to Year 7	8	30	Newton Farm Primary	Reception to Year 6	7	30
Norbury F& M School	Reception to Year 7	8	60	Norbury Primary	Reception to Year 6	7	60
Pinner Wood F& M School	Reception to Year 7	8	60	Pinner Wood Primary	Reception to Year 6	7	60
Roxeth Nursery, First and Middle	Reception to Year 7	8	60	Roxeth Primary	Reception to Year 6	7	60
Vaughan F& M School	Reception to Year 7	8	60	Vaughan Primary	Reception to Year 6	7	60
Whitefriars F& M School	Reception to Year 7	8	60	Whitefriars Primary School	Reception to Year 6	7	60

Special Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Number of Places	Proposed Organisation	Year Groups September 2010	No of Year Groups	Number of Plaes
Alexandra F& M School	Reception to Year 7	8		Alexandra Primary School	Reception to Year 6	7	
Woodlands School	Reception to Year 7	8		Woodlands Primary School	Reception to Year 6	7	

Voluntary Aided Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No Reception	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
St Anselm Primary	Reception to Year 6	7	60				
St Bernadettes RC Primary	Reception to Year 6	7	60				
St George's Primary	Reception to Year 6	7	60	<i>Any changes to voluntary aided schools will need to be considered and brought forward by the Governing Bodies and Diocesan Boards</i>			
St John Fisher RC F&M	Reception to Year 7	8	60				
St Josephs Primary School	Reception to Year 6	7	60				
St Teresa's F&M School	Reception to Year 7	8	60				
St John's C of E School	Reception to Year 7	8	60				
Moriah Primary	Reception to Year 6	7	30				
Krishna Avanti	Reception to Year 7	8	30				

First Schools	16
Middle Schools	16
Combined	13
Special Primary	2
VA	9
Total	56

DRAFT
Current and Proposed School Organisation for Community High Schools

High Schools	Current Organisation			Proposed Organisation		
	Year Groups September 2008	No of Year Groups	Planned Admission No Years 8 - 11	Year Groups September 2010	No of Year Groups	Planned Admission No Year 7 - 11 ***
Bentley Wood High School	Year 8 to Year 13	6	180	Year 7 to Year 13	7	180
Canons High School	Year 8 to Year 13	6	180	Year 7 to Year 13	7	180
Hatch End High School	Year 8 to Year 13	6	300	Year 7 to Year 13	7	300
Harrow High School	Year 8 to Year 13	6	180	Year 7 to Year 13	7	180
Nower Hill High School	Year 8 to Year 13	6	300	Year 7 to Year 13	7	300
Park High School	Year 8 to Year 13	6	280	Year 7 to Year 13	7	300
Rooks Heath High School	Year 8 to Year 13	6	210	Year 7 to Year 13	7	270
Whitmore High School	Year 8 to Year 13	6	260	Year 7 to Year 13	7	270
Kingsley High School*	Year 7 to Year 13	7		No change		
Shaftesbury High School**	Year 7 to Year 14	6		Year 7 to Year 14	7	

*Kingsley High School - no change is required to Kingsley High School. Special Schools do not have Planned Admission Numbers but a total number of places

**Shaftesbury High School - Special Schools do not have Planned Admission Numbers but a total number of places

***Planned Admission No Year 7 - these are the maximum number of places being considered.

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Strategic Approach to School Re-Organisation In Harrow

High Level Outline Plan

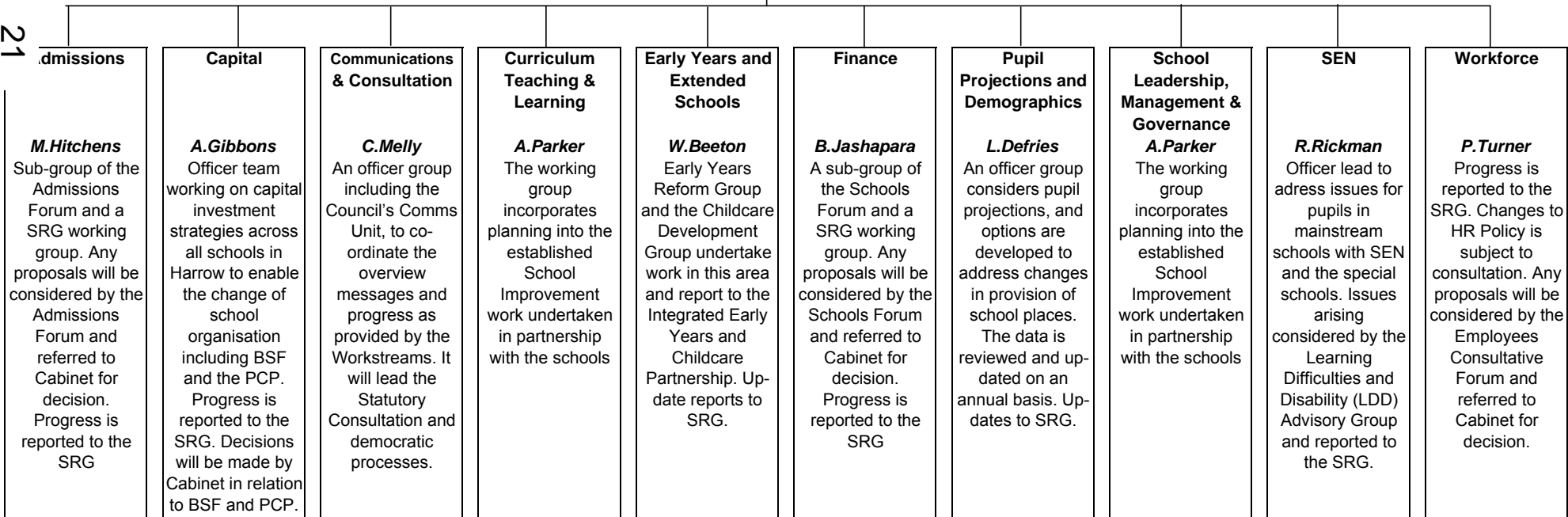
Date	Action
February 2008	Establish Stakeholder Reference Group
June 2008	Report to Cabinet on Proposals for Consultation
July 2008	Soft Consultation starts
September 2008	Formal Consultation on Proposals for change
December 2008	Consultation ends
January 2009	Report to Cabinet outcomes of consultation
February 2009	Publish Statutory Notices
March 2009	Report to Cabinet to Determine Statutory Notices
September 2010	Year 7 & 8 pupils admitted to Secondary Schools Year 3 & 4 pupils admitted to Junior Schools

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This diagram illustrates the Workstreams reporting to the SRG. The lead of the workstream is in italics. For some groups there are specific working groups with representative headteachers, governors and union members. The SRG is not a decision making group. Cabinet are responsible for final decisions. Where there are other formal stages in the decision making process these are indicated in the text.

Stakeholder Reference Group			
Councillors Christine Bednell (Chair) Bill Stephenson Anjana Patel	Headteacher Representatives Janice Howkins High Schools Pauline Atkins Special Schools Joy Lawrence Middle Schools Kim James First Schools Chris McDermott First & Middle Schools	Governors Sangita Patel First Schools & Middle Schools Diana La Rue High Schools Sue Chaplin Combined F&M Schools Local Authority Heather Clements Director Schools and Children's Development	Professional Associations Lynne Ahmad UNISON Lynne Snowdon NUT John Dunbar GMB

21



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