

**REPORT FOR: Education Strategy  
Consultative Forum**

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**Date of Meeting:** 30 January 2013  
**Subject:** Harrow School Improvement Partnership  
**Key Decision:** No  
**Responsible Officer:** Farzana Aldridge  
Head of Harrow School Improvement  
Partnership (HSIP)

**Portfolio Holder:** Councillor Mitzi Green,  
Portfolio Holder for Children, Schools and  
Families

**Exempt:** No  
**Decision subject to** No  
**Call-in:**  
**Enclosures:**

## **Section 1 – Summary and Recommendations**

This report sets out information on the Harrow School Improvement Partnership, its structure, its work over the last year and its impact on securing 'Education Excellence in Harrow'. In the context of current and future economic pressures, the report has been written to begin to explore possible strategies that would maintain educational excellence in Harrow.

### **Recommendations:**

The Education Strategy Consultative Forum is requested to:

- a) take note of the information provided;
- b) provide early comment on the possible strategies for maintaining and extending school support focused on educational excellence.

### **Reason: (For recommendation)**

To maintain the excellent profile of schools in Harrow. This places Harrow as having the highest percentage of children in good and outstanding schools, and the highest percentage of outstanding schools nationally.

## **Section 2 – Report**

### **Introduction**

1. In the light of changed expectations of local authorities (LA) in respect of school improvement, Harrow Council took strategic action to separate out the statutory functions of the LA in relation to education strategy from school improvement. Through extensive consultation with schools over a 12 month period, the Harrow School Improvement Partnership was established on the 1<sup>st</sup> September 2011.
2. HSIP is a dynamic initiative that ensures that all schools in Harrow have access to high quality and locally available school improvement provision. The Partnership is led by schools in collaboration with the LA and reflects the schools' and the Council's commitment to educational excellence.

### **Structure and organisation of HSIP**

3. A well established Management Board, which includes Headteachers, School Governors and representation from the LA, is providing the strategic direction for HSIP and monitoring the impact of HSIP's work on school improvement and outcomes for pupils.
4. The HSIP team of Advisers and Business Support Officers are clearly focused on the delivery of high quality school improvement provision in line with the LA Commission and Service Level Agreements with schools.
5. Robust administrative arrangements have been established to ensure transparent systems for needs analysis, monitoring and evaluation and charging for services.
6. 11 Harrow 'Knowledge Centres' have been established which provide central training as well as school-to-school support within and beyond Harrow. Knowledge Centres are schools with outstanding practice in key areas e.g. literacy, ICT and SEN.
7. The Partnership Board has appointed 21 external consultants who offer expertise in areas not covered by the core team or the Knowledge Centres. The external consultants are used as and when required. Harrow Council procurement processes have been adhered to in the appointment of the consultants.

### **Membership of the Partnership**

8. Currently, 56 out of 61 schools in Harrow are either Full or Associate Partners of HSIP. Partner schools include primary, special and secondary schools including those which are academies.
9. Schools which are not members of the Partnership have bought in specific areas of school improvement provision at full cost. These schools have not accessed the membership entitlements and benefits.
10. In addition to school improvement provision within Harrow, over the past 6 months there has been an increased requests for support from individual schools and groups of schools outside Harrow.

## **HSIP provision 2011 - 2012**

- 11. Advice, support and challenge:** All schools which are members of HSIP have been provided with school improvement support and challenge as part of their membership agreement with HSIP. A total of 1324 sessions, equivalent to 897 days, have been delivered including focused reviews and evaluation of teaching and learning, Leadership and Management, and Behaviour and Safety. 47 school reviews took place last year.
- 12. Inspection Support:** Pre inspection support has been provided to all schools inspected since September 2011. 13 schools in Harrow were inspected during 2011/2012 and HSIP has provided 55 sessions support and challenge in these schools immediately prior to, and during, the inspection. (Since September 1<sup>st</sup> 2012 up to 16<sup>th</sup> January 2013 a further 6 schools have been inspected.)
- 13. Schools Causing Concern:** Rapid Improvement Partnership Plans (RIPP) have been implemented in 8 schools identified by the LA as 'schools causing concern' (SCC). This has led to targeted and focused support from Senior School Improvement Advisers, Curriculum Advisers and External Consultants has been delivered to each school. A total of 319 days support and challenge has been provided.
- 14. Children's Centres:** Support and challenge has been provided to all Children's Centres in line with the LA commission from HSIP. This has included coaching on SEF writing, training sessions on rigorous evidence for inspections, and other bespoke support.
- 15. Leadership and succession planning:** 50 existing and aspiring school leaders have participated in leadership development programmes, ranging from early leadership to headteacher induction. With the exception of headteacher induction, the others were accredited programmes in partnership with either the National College or the London Centre for Leadership in Learning (Institute of Education).
- 16. Headteacher and senior leadership recruitment:** HSIP has supported governors in the appointment of 13 headteachers/senior leaders over the last year. A total of 53 days have been spent on this.
- 17. SACRE:** HSIP spent 25 days on providing professional support to the Harrow SACRE.
- 18. School Sports and PE:** Two thirds of primary schools and all secondary schools have received sports and PE support from HSIP. 39 schools have entered at least one competition and 4 of these have gone forward to represent Harrow at the London Youth Games. 8 schools have been supported in achieving the new School Games Kite Mark. Through the application and receipt of a grant to HSIP, 7 new sports clubs are being set up, enabling over 300 young people to play a new sport. 35 primary and secondary schools in Harrow were involved in the Harrow Schools Torch Relay.
- 19. Primary Pool:** Very successful Primary Pool recruitment days were held in March 2012. 32 schools participated and 113 candidates were accepted on to the Newly Qualified Teachers Primary Pool.

## **The impact of the HSIP's work**

- 20.** The HSIP team and Harrow Knowledge Centres, working in partnership with schools have had a significant impact on improvement in schools including improvements in the quality of provision in schools, and improved educational outcomes for children and young people. HSIP's impact is also reflected in the very strong inspection outcome profile for schools in Harrow. More detailed analysis of the impact of the HSIP's work over 2011/12 can be seen in the following areas:

**21. Improvements in quality of provision and leadership in schools:** The impact of HSIP's work over 2011/2012 can be seen in the progress schools make against their improvement plans. In particular, schools have identified significant improvement in their provision and practice including:

- improved processes for monitoring and tracking pupil achievement
- overall improvements in the quality of teaching and learning
- strengthened leadership capacity at all levels
- improvements in the quality of governance

**22. Improvements in SCC:** 100% of all schools with a RIPP have made at least satisfactory progress against the success criteria in their RIPP, and 60% have made good progress as judged by the LA. 6 schools with a RIPP now have the capacity for sustained improvement and are no longer subject to a RIPP. All schools with a RIPP are now above Floor Standards.

**23. Improvements in standards:** In primary schools at the end of KS2: In English and Maths combined, standards have risen by 4%, the highest rate of improvement over a year since 2008. For two levels of progress in English there was an improvement of 4% and in Maths an improvement of 4%. In secondary schools high standards have been maintained 5 A\*-C GCSE passes (including English and Maths).

**24. OFSTED inspection judgements:** 13 schools were inspected under more stringent inspection criteria than previously in 2011/12. Of these:

- 8 schools moved from Good to Outstanding
- 2 schools maintained their Outstanding status
- 2 schools moved from Satisfactory to Good
- 1 remained Good

Since September 1<sup>st</sup> 2012 up to 16<sup>th</sup> January 2013, 6 schools have been inspected under even tougher inspection criteria. Of these

- 2 moved from Good to Outstanding
- 2 moved from Satisfactory to Good
- 1 remained Good
- 1 moved down from being Good to Satisfactory/ 'Requiring Improvement'

For both last year 2011-12 and this year 2012-13 up to January 2013, Harrow is bucking the national trend by a significant margin. The more rigorous criteria applied has led to a massive decline in the numbers of schools achieving good and outstanding judgements for overall effectiveness.

**25.** As at 16<sup>th</sup> January 2013, 56% of the schools in Harrow have been judged to be outstanding and 94% are Good and above. Of the four schools that are less than Good, two are well on track to achieving a Good in their next inspection in this year. One school Requiring Improvement is well on track to be Good school within 15 months. The final school was judged to be Good in July 2012 by HSIP but is currently facing a number of changes and is likely to be judged by Ofsted to be Requiring Improvement.

**26. CPD evaluation and impact:** Evaluations of CPD attended by well over 4000 participants were overwhelming positive and showed:

- 95% strongly agreed/agreed that they had acquired the knowledge and skills they needed (2% disagreed, 3% n/a)
- 93% strongly agreed/agreed that their learning would have a positive impact on pupil outcomes (2% disagreed, 5% n/a)

- 95% strongly agreed/agreed that their learning would have a positive impact on their school (2% disagreed, 3% n/a)
- 97% strongly agreed/agreed that their tutor was motivating, knowledgeable and effective (2% disagreed, 1% n/a)

## **Future sustainability for HSIP**

**27.** Currently HSIP is funded through:

- Local Authority commission for school support, particularly for schools that are vulnerable or are a cause for concern;
- Service/Partnership agreements with schools in Harrow;
- Traded activities including courses and advice commissioned by schools in Harrow and beyond.

**28.** With increased budgetary pressures on schools and the Council, the level of resourcing for HSIP is potentially at risk. This has the potential of compromising the strong educational excellence profile in Harrow.

**29.** In many local authorities where there has been a demise of school improvement provision, increasing numbers of schools are being judged by Ofsted as Requiring Improvement or being placed in a category of Serious Weaknesses or Special Measures. Neither schools, nor Harrow Council, would wish to compromise the strong profile that exists currently.

**30.** To create a sustainable model ensuring educational excellence in Harrow, there will be a need for HSIP to:

- Extend the range of school support for excellence;
- Pro-actively extend HSIP's reach beyond Harrow through strategic alliances and partnership arrangements.

## **Financial Implications**

Since its inception HSIP has operated as a trading account within the Council. The service is expected to generate adequate income to fully fund its costs and any surplus or deficit is retained by the partnership. The council's financial contribution is limited to the monies it pays for directly commissioned services, such as SACRE. In 2012/13 the council's contribution totalled £300k but following planned reductions in the Medium Term Financial Strategy this will fall to £170k in 2014/15.

In its first year of operation the service was successful in developing its service offer and in generating new income streams. Given the planned reduction in council funding though, it will need to develop and grow in order to guarantee its long term financial sustainability.

## **Risk Management Implications**

None at present.

## **Equalities Implications**

High quality educational provision as central to the promotion of equalities within the education system at all levels. School support and challenge is a key driver in Narrowing the Achievement Gaps between underachieving and vulnerable groups and all pupils in schools.

## **Corporate Priorities**

- Supporting and protecting people who are most in need (Narrowing the achievement gaps and securing educational excellence contributes significantly to this Corporate Priority.)
- Keeping neighbourhoods clean, green and safe (High achieving children and young people with a sense of citizenship in Good and Outstanding makes a significant contribution to this Corporate Priority)
- United and involved communities; a Council that listens and leads (Many of Harrow's communities are highly ambitious for educational success and high standards of achievement for their children. Schools are right at the heart of communities and high performing schools are pro-active in securing parental and community involvement.)
- Supporting our town centre, our local shopping centres and businesses (Ambitious families and businesses wish to live and work in Harrow because of the excellent educational provision. High achieving young people educated in Harrow's Good and Outstanding schools are well-placed to contribute to the local economy and businesses.)

### Section 3 - Statutory Officer Clearance

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 18.1.2013		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 21.1.2013		

### Section 4 - Contact Details and Background Papers

#### Contact:

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#### Background Papers:

None