



Annual General Meeting (AGM) Report 2014-15

-  High Quality
-  Locally available
-  Achieving Excellence



Harrow School Improvement Partnership

Annual Report 2014-15

Introduction

The Harrow School Improvement Partnership (HSIP) is a dynamic initiative to ensure that schools in Harrow have access to high quality, locally available school improvement provision. HSIP operates rigorous quality assurance to ensure that all support is delivered by high calibre, experienced and credible professionals.

HSIP Management Board consists of representatives from Harrow primary, secondary and special schools, governor representatives and a representative from the local authority. Indeed, the partnership is led by schools in collaboration with the local authority and reflects the schools' and Harrow Council's commitment to educational excellence. The Board meets six times a year and provides the strategic direction for HSIP and is responsible for monitoring the impact of HSIP's work on school improvement and outcomes for schools.

September 2014 saw the second year of the HSIP membership period. This was a very challenging start to the academic year for the HSIP service as, due to the closure of Harrow Teachers Centre the team moved temporarily to Grange School. HSIP would like to take this opportunity to thank the staff and governors of Grange School for welcoming and supporting us during our time there. HSIP was required to move again to temporary premises at the Harrow Arts Centre for a short period of time before moving into our new premises at Whitmore High School in August 2015. We would like to thank Sue Hammond, headteacher, the staff and governors of Whitmore high School for facilitating this move for us. We are absolutely delighted with our new modern office and look forward to inviting all of you to visit us during this new academic year.

The membership consists of 38 out of 40 primary schools 2 special schools, and the two Children's Centre hubs within Harrow. Additionally, several secondary schools are Full or associate members. HSIP has also been commissioned by schools outside of Harrow to deliver school improvement services. This includes Brent, Hillingdon and Northamptonshire.

HSIP has been commissioned to undertake the local authority statutory responsibilities in respect of school improvement. Additionally, HSIP has been commissioned to lead on the Harrow Virtual School for Children Looked After. This academic year has seen the appointment of a new full-time permanent Virtual School headteacher, Mellina Williamson Taylor. We also welcome Brian Netto, Senior School Improvement Adviser, to the HSIP team. Brian is also responsible for leading on the strategic direction of EYFS for the local authority.

Farzana Aldridge, Head of Service, HSIP, continues to provide strategic advice to Brent School Partnership in her capacity as Strategic Director. Indeed, this academic year has seen joint collaboration between Harrow and Brent in relation to a number of initiatives.

Despite significant changes to the Ofsted Inspection framework with the bar raised high, our profile remains very strong. Currently 27 of our schools are rated as outstanding (52% of the total number) and 49 are rated as either good or outstanding (94%).

Examples of HSIP's delivery and achievements in 2014-2015

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. These sessions also include focused review and evaluation of Teaching and Learning, Leadership and Management and Behaviour and Safety. A flexible response has been made to the needs of schools so that schools have been able to access support which reflected their context and priorities.

Inspection Support: Pre inspection support has been provided to all schools inspected. This has included support for self evaluation as well as support to improve key areas of the school's work. Seven schools in Harrow were inspected by Ofsted during 2014-15.

Schools Causing Concern: Partnership Plans have been in place for several schools identified by the LA as 'schools causing concern' (SCC). In line with the key priorities identified in the Partnership Plan (PP), targeted and focused support from Senior School Improvement Advisers, Curriculum Advisers and External Consultants has been delivered to each school.

CPD: Based on the analysis of needs in schools 246 Central CPD sessions have been delivered. A total of over 3500 participants have attended these sessions. Participants in CPD have included Headteachers, Senior Leaders, Teachers, Support Staff and Governors. Of these, 192 places were taken up on training and support provision for governors. The evaluation of CPD provision shows overwhelmingly positive feedback on the quality and impact of the CPD provision from HSIP.

Children's Centres: Support and challenge has been provided to the children's centre hubs in line with the LA commission to HSIP. This has included coaching on SEF writing, training sessions about robust evidence bases for inspections and other bespoke support, for example focused reviews evaluating the impact of the centre's work on the LA's target groups in the reach area.. -NB

Leadership Development

HSIP has comprehensive data which shows the impact on Harrow teachers who have participated in the Leadership Development opportunities running in Harrow. 90% of those participating in these Programmes have got "next step" promotions including Headship.

HSIP in partnership with the HTSA and the Institute of Education (UCL) has run a comprehensive Leadership and Development Programme including Programmes for Early Leaders, Middle Leaders, Aspiring Deputies and induction programmes for new Assistant, Deputies and Heads. Evaluations have been overwhelmingly positive about the programmes with 100% of participants agreeing or strongly agreeing that these have significantly contributed to improved outcomes for the pupils in their schools.

Bespoke Leadership Programmes for both middle and senior leaders were run in five Harrows Primary Schools. The impact of these includes schools improving

their Ofsted grades for effectiveness of leadership in their most recent inspections as a result of leaders having a greater understanding of their roles. HSIP has successfully brokered the support of NLEs, LLEs and SLEs to support headteachers of schools in challenging circumstances. This has been effective in enabling these schools to make rapid progress and increase the competence and confidence of individuals in these schools.

HSIP offers a wide range of training and development programmes aimed at improving teaching and learning, and supporting NQTs.

Headteacher and senior leadership recruitment: HSIP has supported governors in the appointment of 11 Headteachers/senior leaders over the last year.

Assessment, monitoring and moderation: HSIP Advisers have delivered the local authority statutory responsibilities in respect of monitoring and moderation of assessments and end of key stage SATs.

SACRE: HSIP has provided professional support in partnership with Education Strategy (ESSO) to the Harrow SACRE and the feedback on this work has been overwhelmingly positive.

School Sports and PE: During the 2014-15 academic year HSIP has organised 29 sports events, with over 4,000 places filled by pupils from the borough's primary schools. Over 100 children progressed further to represent Harrow at the London Youth Games, with Norbury winning Year 5 and 6 Team gold on Body Management and bronze in Year 3 and 4 body management. HSIP has successfully supported 10 schools in their application for the School Games Kitemark, with 4 being awarded the prestigious Gold standard, and a further 10 schools being encouraged to apply before the window closes in October.

Sixty pupils attended the Sports Leaders conference in July. Fifteen schools are currently involved in the Change4Life Sport Clubs programme, with all reporting seeing an improvement in behaviour, self esteem and enthusiasm for physical activity from the children involved.

Children's Services: HSIP has been commissioned to lead and manage the Virtual School. A strategic improvement plan is in place and has been implemented. HSIP has also contributed to Children's Services safeguarding policies and procedures and to Children's Workforce Development.

Knowledge Centres: 11 Knowledge Centres have been commissioned to deliver CPD training and bespoke training for providing school to school support in key areas, extending both capacity and expertise.

Primary Pool: Primary Pool recruitment days were held in Feb 2015. Twenty nine schools participated and 41 candidates were accepted on to the Newly Qualified Teachers Primary Pool of which 26 are now working in Harrow Schools.

Governing Body: In addition to the 192 governors who attended the central CPD training, there were bespoke training sessions for schools' governing

bodies in Safeguarding, Effective Governance and Assessment. In addition, headteacher performance management was undertaken in most schools.

Early Years

During the year HSIP has taken over responsibility for the early years strategy, and has established a budget to increase capacity over the next two years. The main focus is on improving outcomes in Harrow's Private, Voluntary and Independent sector so that children's readiness for school is improved. At the end of the year 90% of Harrow settings were judged good or better in their last Ofsted inspection. New appointments are due to be in place by early January 2016, and they will work within an LA early years strategy and development plan. This will be shared with schools during the autumn term 2015.

Quality of delivery

CPD evaluation and impact: Evaluations of CPD attended by nearly 4000 participants were overwhelming positive and showed:

- 97% strongly agreed/agreed that they had acquired the knowledge and skills they needed
- 97% strongly agreed/agreed that their learning would have a positive impact on pupil outcomes
- 97% strongly agreed/agreed that their learning would have a positive impact on their school
- 98% strongly agreed/agreed that their tutor was motivating, knowledgeable and effective
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Quality of advice, support and challenge: End of year evaluation and feedback has provided an overview of those areas that have worked well this year and areas that HSIP needs to develop further.

The strengths identified included:

- High quality support and challenge from Senior Advisers
- Reviews of teaching and learning
- Support for school self evaluation and Ofsted Inspections
- Positive, flexible and professional support
- NQT support

Priorities identified by schools include:

- More Support for headteachers
- Ofsted support on the new framework
- Continuation of support on data analysis
- New curriculum
- A greater focus on teaching and learning and assessment
- Governor support

The impact of HSIP's work

The HSIP team working in partnership with schools has had a significant impact on improvement in schools including educational outcomes for children and young people. HSIP's impact is also reflected in the very strong inspection outcome profile in schools in Harrow.

Improvements in quality of provision and leadership in schools: The impact of HSIP's work over 2014/15 can be seen in the progress schools make against their improvement plans. In particular, schools have identified significant improvement in their provision and practice in the following areas, which has been validated by Senior School Improvement Advisers:

- 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

OFSTED inspection judgements: 7 schools have been inspected during 2014-15. Of these, 6 were judged good or outstanding including 2 schools who were previously judged as requires improvement.

London Schools Excellence Fund (LSEF): The Mayor of London's Schools Excellence Fund (LSEF) has progressed successfully with the outstanding support, hard work and input from the 9 Harrow pilot primary schools. The new cross phase teachers' subject expert groups (SEGs) worked in close partnership with HSIP subject advisers, the Strategic Headteacher group and the Institute of Education to create and develop the innovative outcomes of the pilot project.

The LSEF is now a Greater London Authority (GLA) flagship project, with Harrow pilot schools being invited to present at the annual Education Summit Conference and two other GLA events. By May 2015 the pilot subject needs analysis was transformed into a newly designed innovative on line Learning Platform, with teacher and school instant analysis outcomes signposting them to quality assured bespoke courses and resources. The GLA provided additional funds for HSIP to upscale the project to pilot schools in Brent and Wandsworth. The Learning Platform went live to all schools in the 3 LAs in May. In the first 10 weeks, 58 schools and 873 teachers registered and used the Learning Platform. From September 2015 the SEG will continue to meet to update the subject needs analysis and create/find new quality assured resources, working in continued partnership with the newly established 6 Harrow primary school Knowledge Hubs. The Learning Platform will also now be marketed to other LAs to support the financing of further development and sustainability.

Future challenges for HSIP

The most significant challenges for HSIP are:

- Ensuring that no school in Harrow is below Good and at least 50% are Outstanding.
- Responding to national developments and changes to the educational landscape by ensuring schools are well placed to respond to, and benefit from these changes

Below is set out the key priorities in the HSIP Delivery and Improvement Plan for 2014-15, which details the main agenda for the HSIP Management Board and for the Head of HSIP for the coming year.

Focus Area	Priority
School Improvement Strategy	Leading and Managing the Implementation of the Harrow LA School Improvement Policy and Strategy
Leadership and Management	Supporting schools to achieve outstanding leadership at all levels, including governance
Assessment and Data	Improving school's skills and capacities in the effective use of assessment and data to improve pupil outcomes
National Curriculum	Support schools in embedding the NC requirements (including associated assessment arrangements), reflecting the context and needs of individual schools
Closing the Gaps	Supporting and challenging schools to close the achievement gap between vulnerable and disadvantaged pupils and their peers
Early Years Foundation Stage	Supporting schools in implementing the national changes resulting in improving further the outcomes by the end of the EYFS; additionally, improving quality of provision and outcomes in the PVI settings
Personal development, behaviour and welfare	Supporting and challenging schools to achieve an outstanding judgement on PDBW, including safeguarding
HSIP Business Management	Embedding highly effective business management processes and systems to secure high quality and longer term sustainability

Farzana Aldridge,
Head of HSIP on behalf of the HSIP Management Board
September 2015

FINANCE REPORT

September 2014- August 2015

Expenditure

Staffing – Advisers (including Head of HSIP)	£653,300
Staffing – Business Support	£326,700
School Commissions and External Consultants	£213,500
Printing/ stationery/ materials	£3,900
Accommodation (including services)	£140,800
Support Service Charges (payroll, HR, finance etc)	£16,100
Room hire / catering for CPD events	£73,400
Professional Services incl Knowledge Centres	£9,800
Supplies and Services	£34,200
	<u>£1,471,700</u>

Income

Funding streams		
LA	LA	£170,000
	Governors	£15,000
	Childrens Centres	£6,000
Individual Schools	Membership	£273,000
	NQT subscriptions	£81,900
	Governor subscriptions	£44,000
	Primary Pool subscriptions	£29,000
	PE package	£31,800
	Income from courses	£229,800
	Income from advice	£194,200
LSEF	Support Charges	£60,000
Other funding	Virtual School	£104,400
	EYFS	£35,600
	Sundry Incomes	£56,200
	Brent School Partnership	£67,000
		<u>£1,397,900</u>

From Reserves

£73,800

(2013-14 Addition to Reserves £8,700)

The HSIP School Management Board

Headteachers

Donna Barratt OBE –
Andrew Griffin

Glebe Primary School (Co Chair)
Vaughan Primary School (Co Chair)

Darren Aisthorpe
Chris Spruce
Sue Maguire
Rutinder Mahil-Pooni
Jo Hester
Jane Faint
Nina Will

Elmgrove Primary School and Nursery
Heathland School
Hatch End High School
Kenmore Park Infant & Nursery School
St John's Church of England School
St Teresa's Catholic Primary School and Nursery
Stag Lane Infant and Nursery School

LA Representative

Pauline Nixon

Interim Divisional Director, Education and Commissioning

Governor Representatives

Jim Coyle
Marie Louise Nolan

The Sacred Heart Language College
Whitefriars School

HSIP Structure Chart





