

**REPORT FOR: EDUCATION  
CONSULTATIVE FORUM**

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**Date:** 6 April 2011

**Subject:** INFORMATION REPORT – Harrow  
Schools' Improvement Partnership  
(HSIP) Update

**Responsible Officer:** Catherine Doran, Corporate Director  
Children's Services

**Exempt:** No

**Enclosures:** None

**Section 1 – Summary**

This report sets out the developments so far towards establishing the Harrow Schools' Improvement Partnership (HSIP) following Cabinet approval to do so in January 2011.

**FOR INFORMATION**

## Section 2 – Report

- 2.1 This report sets out the work that has taken place since Cabinet approval in January 2011 to establish a “Harrow Schools’ Improvement Partnership” (HSIP), the proposed future operating model for school improvement that would be driven, and largely funded, by schools with the Local Authority as a key partner.
- 2.2 In January, Cabinet agreed:
- that the proposed HSIP should be the future operating model for school improvement services;
  - to the development of the “HSIP” model being operational by September 2011, and;
  - to delegate the detailed work and decisions required to the Corporate Director of Children’s Services in liaison with the Portfolio Holder for Schools and Colleges and the Children’s Services Transformation Programme Stakeholder Reference Group.
- 2.3 Cabinet made this decision as establishing the HSIP will support the future improvement of Harrow’s schools by:
- maintaining a relationship between the Authority and its schools;
  - building on existing good practice in Harrow where schools are key partners in the delivery of school improvement, and;
  - providing a framework for the Authority to fulfil its remaining statutory functions.
- It also enables significant efficiencies to be made that contribute to the Council’s budget strategy.
- 2.4 It was proposed that the Local Authority works with schools to establish the HSIP that will be led and largely funded by schools. The Local Authority will be a key partner in the HSIP but the HSIP would not be a Local Authority service. The HSIP will however provide a mechanism for the Authority to fulfil many of the Council’s remaining statutory duties relating to school improvement, principally to support less successful schools, on the basis that the Council will provide funding from council budgets, or specific grants made available to the Council, to commission appropriate activities from the HSIP.
- 2.5 It was envisaged that the key areas of work taken forward by the HSIP might include:
- (i) establishing a framework for schools to access high quality support including school to school support from within and beyond Harrow;
  - (ii) providing leadership, management and coordination of specific initiatives and projects seen to be priorities by schools in Harrow, e.g. Good to Outstanding, Narrowing the Gap, ICT, PE;
  - (iii) planning and delivering a comprehensive programme of training, advice and consultancy for schools in Harrow, and;
  - (iv) providing, separately funded by the Local Authority, comprehensive packages of support to Schools Causing Concern (SCC) which secures rapid improvements in their performance and outcomes for pupils.

- 2.6 In order to function effectively and efficiently, it was suggested that the HSIP would need to agree:
- (i) arrangements for governance by way of a Partnership Board;
  - (ii) an organisational structure;
  - (iii) a programme of activities and the providers of those activities, and;
  - (iv) a staffing and funding model that enables the agreed programmes to be delivered, but that is affordable in the light of budgetary pressures in schools and the much reduced school improvement funding that the Local Authority can contribute to the HSIP.
- 2.7 Since January, Headteachers from Primary and Special schools, together with a senior Local Authority officer, have:
- (i) convened a number of meetings to determine the outline framework of a HSIP in the areas described in 2.6;
  - (ii) established the Headteacher membership of the HSIP Partnership Board;
  - (iii) determined a programme of activities that will support further school improvement in the member schools of the HSIP, and;
  - (iv) considered a proposed funding model that will establish a sustainable HSIP over the next few years.

Details of the proposed HSIP arrangements have been considered by a first meeting of the HSIP Partnership Board and are now being circulated to schools for further consideration.

It is likely that the academic year 2011/12 will be a transitional year from the current school improvement arrangements to full HSIP implementation in September 2012.

- 2.8 The next step in the development of the HSIP is to establish a detailed and costed agreement, as a result of schools' consideration of the current proposals, which will be offered to all Harrow schools at the beginning of the summer term.
- 2.9 If, as expected, there is good support for, and commitment to, the establishment of the HSIP by September 2011, the Partnership Board will take the steps necessary to implement the activities, staffing and funding by the start of the autumn term.
- 2.10 As the HSIP implementation takes place, it will become clear what opportunities might be available to existing Local Authority School Improvement staff, mainly those in the Advisory and Ethnic Minority areas of the Achievement and Inclusion Service.

These staffing implications will be incorporated into the wider re-organisation of Children's Services that will also be implemented from June 2011.

## Section 3 – Further Information

- 3.1 A further information report will be provided for Education Consultative Forum as appropriate.

## Section 4 – Financial Implications

- 4.1 Establishing the HSIP delivers both an innovative operating model for school improvement and the Council's medium term financial strategy saving of £450,000 in 2011/12 and a further £50,000 in 2013/14 and 2014/15. Residual council funding for school improvement will be used to provide limited start-up funding to the HSIP and to commission the Local Authority's remaining statutory duties related to education.
- 4.2 Initially the HSIP will not be a separate legal entity and will operate as a trading account that would form part of the council's accounts. It will be expected to break even and as such will have to generate income to fully cover expenditure.
- 4.3 Part of that income will come directly from contributions from schools that are members of HSIP, funding that will have to be identified within school budgets that are susceptible to pressures in the same way as all areas of local government.  
It is expected that the transitional arrangements and development of a medium term funding model will allow the HSIP to be sustainable for at least the next few years.

## Section 5 – Corporate Priorities

- 5.1 The HSIP will support further school improvement in Harrow's already successful schools and will contribute to the corporate priorities of building stronger communities and improving support for vulnerable young people, especially those at risk of under-achieving at school.

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 23 March 2011		

## Section 6 - Contact Details and Background Papers

**Contact:** Adrian Parker, Head of Achievement and Inclusion Service,  
Tel: 0208 736 6522

**Background Papers:** *Future Operating Model for School Improvement*  
(Cabinet report - 13 January 2011)  
<http://www.harrow.gov.uk/www2/mgConvert2PDF.aspx?ID=60260&T=10>