

UPDATE ON THE IMPLEMENTATION OF THE HILLINGDON SCHOOL IMPROVEMENT PLAN

Committee name	Children, Young People & Learning Policy Overview Committee
Officer reporting	Laurie Baker, School Improvement Service
Papers with report	App. 1 Hillingdon School Improvement Plan v2 February 2016 App. 2 School Improvement Team structure App. 3 School Improvement statutory duties extract

HEADLINES

The purpose of this report is to provide Members with an update on the current model of interim school improvement delivery in Hillingdon and its impact so far. The report should be considered in relation to national funding changes which may impact the capacity of Councils to deliver school improvement support and the Council's progress towards the establishment of new and/or permanent models of delivery.

The Hillingdon School Improvement Plan (HSIP) is a strategy document that was developed in 2015 in partnership with the (then) newly constituted Hillingdon Schools Strategic Partnership Board (SSPB). This plan was designed to lay out the agreed interim approach to Council-led school improvement practice in the borough and to ensure that all stakeholders were clear about the model of delivery of support and challenge in maintained and academy schools in Hillingdon.

The HSIP was developed in consultation with school leaders and Council officers and was consulted using a three stage process during the period of September to October 2015. The plan was ratified by Members at the committee/Cabinet meeting in November 2015.

The plan provided an interim framework for school improvement delivery during the period November 2015 to August 2017. This period was a time when the government's published direction of travel was for all schools to move beyond the control of local authorities and convert to academy status. Recent changes to the pace of this national ambition mean that, in many Councils, a mixed economy of academy, maintained and free schools have driven a more complex picture around local authority responsibilities and subsequent engagement with schools.

In April 2017, the government withdrew Education Support Grant (ESG) funding for Councils. In most Councils, this funding was used to provide school improvement support, challenge and brokerage. As a consequence or in preparation for this significant funding change, most Councils across the country have re-evaluated their models of delivery for school improvement services to schools. There is considerable variety in the approaches that Councils have adopted to respond to funding changes. In some cases, this re-evaluation has led to the development of traded models of school improvement support within or beyond a Council; in

others, Councils have developed formal and part-funded partnership arrangements with providers of school improvement support. A minority of Councils to date have chosen to facilitate mass academy conversion.

Locally, the Council's BID team is currently engaged in a review of Education Services with a view to making recommendations to the Leader by the end of this term. The outcome of this review is expected to shape the model for school improvement oversight and delivery from January 2018.

SUGGESTED COMMITTEE ACTIVITY

That the Committee:

- 1. Note the Hillingdon School Improvement Plan**
- 2. Note the impact and delivery model of the plan and the associated structures for school improvement support currently available in Hillingdon**

SUPPORTING INFORMATION

The HSIP was written and developed in Summer term 2014/15 with the final plan launched to all schools and Council services in the Autumn term 2015/16. The plan outlines an overall vision for school improvement support in the borough that is available to all schools, regardless of status. The plan provided additional detail regarding the interim delivery of Council support for maintained schools. The purpose of the plan was to establish a framework within which new, interim school improvement functions could deliver support and challenge to all schools in the borough and, specifically, those at particular risk of underperformance and the associated likelihood of inspection downgrading. The plan is due for formal review in partnership with SSPB, in August 2018. Given the Council's review of education services, arrangements to review the HSIP will now be made following the outcome of the BID review of education services in the Council and any subsequent recommendations.

At the time of HSIP development and publication 26 schools in the borough were considered at risk according to Council and partner risk assessment. The largest majority of those schools (18/26) had received inspection judgments confirming that they required improvement and one school was judged inadequate.

Type of School	No. with current judgement	% Outstanding	No. Outstanding	% Good	No. Good	% Requiring Improvement	No. Requiring Improvement	% Inadequate	No. Inadequate
Primary	68 (of 72)	17.7	12	63.2	43	19.1	13	0	0
Secondary	19 (of 21)	26.3	5	52.6	10	15.8	3	5.3	1
Special	9 (of 10)	33.3	3	44.5	4	22.2	2	0	0
All schools	96 (of 103)	20.8	20	59.4	57	18.8	18	1.0	1

Table 1 inspection % breakdown 2013/14

Since the launch of the HSIP there has been an improvement in inspection outcomes which reflect an overall improvement in education standards in the borough; 16 schools in the borough are currently considered at risk and receiving additional support and monitoring by the school improvement team. The largest majority of those schools (11/16) have received inspection judgments confirming that they require Improvement. No schools are currently judged inadequate by Ofsted.

Type of School	No. (*without current judgement if new/converted)	% Outstanding	No. Outstanding	% Good	No. Good	% Requiring Improvement	No. Requiring Improvement	% Inadequate	No. Inadequate
Primary All	71 (4*)	18.3	13	74.6	53	7	5	0	0
Secondary All	22 (2*)	27.3	6	50	11	22.7	5	0	0
Special All	10 (1*)	30	3	60	6	10	1	0	0
All Schools in Hillingdon	103 (7*) *new schools/converted without a judgement, classed as Good in stats	21.40%	22	68.00%	70	10.60%	11	0.00%	0

Table 2 inspection % breakdown 2017/18 to date

The HSIP has been overseen and delivered by a small team of, predominantly, interim specialist school improvement colleagues since April 2015 working within the Residents' Services directorate and line-managed by the Deputy Director of Housing, Environment, Education, Health & Wellbeing. This team includes experienced school leaders with Ofsted training and project management expertise. The team has developed strong links with other education teams across the Council and provides both intensive support and challenge to maintained schools at risk in Hillingdon and wider education improvement co-ordination across the full range of Council education services. These include but are not limited to, Safeguarding; Early Intervention, Prevention & SEND; Admissions and Placements; the Virtual School and Health & Safety Teams. The team has responsibility for Early Years standards and quality (inc standards in the Private and Voluntary sector which includes childminders and private nurseries

in the borough) and retains the oversight of 14 -19 provision in Hillingdon. This team manages the external contract for statutory governance duties that the Council holds with a private provider and delivers the Council's statutory duty for moderation in the primary phase. The team provides the Council with its strategic and operational links with key partners at a national level including the Regional Schools Commissioner; colleagues from the ESFA and Ofsted education leads including Senior HMI and Regional Leads.

The Council's current school improvement function provides a central point of contact for standards and quality queries for all Head Teachers and advises internal teams on many aspects of school improvement, governance compliance and best practice. This role includes the brokerage of intervention and support from education teams within the wider Council and the facilitation of external expertise for schools in need of support to improve. In the case of schools at the highest level of risk, the school improvement team uses a graduated approach to intervention which includes the use of the Council's statutory powers of formal intervention (via Performance, Standards & Safety Warning Notices) and applications to the Secretary of State, via the Regional Schools Commissioner, for Interim Executive Boards.

In most cases, timely and effective school improvement support and challenge will avoid the need for formal intervention and, therefore, following holistic risk assessment the Council's School Improvement Links (SILs) engage with schools who may be vulnerable to underperformance in terms of any or all of the following:

- Overall outcomes for children and young people (the progress and attainment of all learners in the school and specific key groups including those most at risk of social exclusion or underperformance)
- The quality and efficacy of leadership at all levels, including governance
- The behaviour, safety and personal development of children and young people with a particular focus on the quality and impact of safeguarding practice
- The quality and breadth of curriculum provided in a school and the associated quality of learning, teaching and assessment

School Improvement Links undertake initial SIL Healthchecks with maintained schools where intelligence gathered by the School Improvement Team raises concern in these areas. The SIL Healthcheck visit is expected to be a collaborative exploration of the lines of enquiry raised by risk assessment with the SIL, Head Teacher and, where possible, Chair of Governors agreeing the nature of risk and next steps following searching and professional dialogue. It is usual for SIL Healthchecks to prompt inclusion of the school on the Council's confidential Schools At Risk Register. A tiered approach to Schools At Risk allows for the level of risk to be calculated and bespoke support to be offered. In most cases, this support takes the form of regular monitoring and challenge and the swift brokerage of additional expertise from Local and National Leaders of Education, National Leaders of Governance, Teaching Schools or other appropriate providers.

Where a maintained school requires a more formal or intensive mechanism to drive the pace of improvement, the School Improvement Team implements a Challenge Task Group (CTG) approach whereby monthly meetings are chaired by the allocated SIL to better focus the work of school leaders and governors. There are currently five CTGs in place in the borough. It is

usual for CTG meetings to be established following external scrutiny of a school (for example, following inspection downgrading). In some cases the outcome of close Council monitoring provided by CTG will trigger additional legal intervention in a school.

School improvement resource in Hillingdon is primarily focused on the schools at greatest risk of a decline in performance or standards. However, the Council's school improvement function does provide some universal support for all maintained schools in the borough through the provision of the following. It should be noted that the Council's school improvement offer is provided at no cost to schools.

- Pre-inspection visits (PIVs) for all maintained schools preparing for imminent inspection
- Liaison with HMI and lead inspectors during inspection and attendance at Ofsted feedback
- Risk assessment following the publication of end-of-stage progress and attainment data and associated SIL Healthchecks
- Brokerage of additional support for schools who require assistance from Local and National Leadership/Governance networks and internal Council services
- Intervention and, where necessary, mediation between Head Teachers and governing bodies
- Primary moderation support and briefings including best practice surgeries and training for teachers new to end-of-stage assessment
- Leadership of broader initiatives to improve practice in schools in the borough (for example, the four Innovation & Improvement Networks delivered in partnership with Brunel University and primary sector improvement conferences)
- Targeted development networks for literacy improvement

It is noted that the Hillingdon Schools' Improvement Plan is a 3 year plan and due for review in August 2018. This review will be undertaken earlier, following the outcome of the Council's Education Review.

How this report benefits Hillingdon residents

The majority of children and young people in Hillingdon attend schools in the borough. Under current legislation the Council retains its overall statutory duty to 'promote high education standards in primary and secondary education' which includes the delivery of a number of subsidiary duties relating to intervention and challenge and support for the accurate assessment of pupil attainment. This means that the Council should ensure that these duties are delivered effectively in order to secure an appropriate quality of education provision in the borough, both in the schools that the Council maintains and also in local academy/free school settings.

BACKGROUND PAPERS

App 1 Hillingdon School Improvement Plan Version 2 February 2016

App 2 School Improvement Team structure

App 3 School Improvement statutory duties extract