

Report for: Cabinet - 21 January 2025

Item number: 9

Title: Haringey School Improvement and Governor Services

Report authorised by: Ann Graham, Director: Children's Services

Lead Officer: Caroline Brain, Programme Director: Children and Young Peoples Service

Ward(s) affected: All

Report for Key Decision: Yes

1. Describe the issue under consideration

- 1.1 This report seeks approval from Cabinet to award a contract for the provision of School Improvement and Governor Services in accordance with Contract Standing Order CSO 9.07.1(d) (Award of contracts above £500,000)
- 1.2 The decision to proceed to competitive tender was approved following a Cabinet Member Signing with the Lead Member for children's services on 18th June 2024 in accordance with the previous [Cabinet report and the approved published minutes](#).
- 1.3 Haringey School Improvement and Governor Services functions are currently delivered by Haringey Education Partnership (HEP), a non-profit making school improvement company formed in accordance with the [School Companies Regulations 2002](#).
- 1.4 Retaining the responsibility as supervising authority requires Haringey Council representation on Haringey Education Partnership Executive board which will continue as part of compliance.
- 1.5 The existing contract with HEP expires on 31st March 2025.
- 1.6 The new contract term will be for 4 years with an option to extend for up to 4 years.
- 1.7 The contract value for the four years is £1,873,654 .
- 1.8 The total cost including option to extend period for up to 4 years is £3,686,000.
- 1.9 The contract value will be met by funding available in the Central School Services Block(CSSB). The contract value will decrease by 2.5% annually due to the decrease in the anticipated reductions in the Central School Services Block allocation, with the exception of the funding for SEND training which is met from the High Needs Block of the DSG.

2. Cabinet Member Introduction

- 2.1 School improvement and governance are vital to ensure high performing schools. In Haringey the current service delivers school improvement related statutory functions on behalf of the Council in accordance with the Education Act 1996, but this contract is due to expire in March 2025.
- 2.2 Sustaining such services to schools is essential, and in June 2024, the Cabinet agreed an option to proceed to open tender for a new school improvement and governor services contract. An open tender process has now concluded and this report seeks approval from Cabinet of the recommendation to award the contract to the successful bidder.
- 2.3 This report sets out the key elements of the tender and proposed contract which includes a series of key performance indicators to ensure the schools are supported and also challenged in their work to raise pupil attainment and ensure they are delivering the best outcomes for children and young people.

3. Recommendation

- 3.1 That Cabinet approves, in accordance with Contract Standing Order (CSO's) 9.01.2 (a), 9.07.1e and 16.02, the award of a contract for the delivery of School Improvement and Governor Services contract to Supplier A (as referenced within Part B- the Exempt Appendix) for a 4-year period at a cost of £1,873,654
- 3.2 The contract will commence from 1st April 2025 until 31st March 2029 in accordance with the budget breakdown in section 7.8 of this report.

4. Reasons for decision

- 4.1 The current contract for the delivery of School Improvement and Governor Services expires on 31st March 2025 with no further options to extend.
- 4.2 In order to ensure that the service can continue to deliver local authority statutory and strategic functions for the whole period of the contract, the service will continue to be funded via the Dedicated School Grant: Central School Services Block (CSSB). The CSSB budget has pressures due to a forecast decrease in the allocation of CSSB of 2.5% per annum. Due to the forecast decrease in CSSB, no inflationary uplift can be made during the contract period.

5. Alternative options considered.

5.1 Option 1: Renew the existing contract with the current provider

Renewal of the contract to the existing provider following the expiry of the current contract without proceeding with an open competitive tender was an option considered and rejected for the reasons set out in the report dated 18th June 2024.

Following a rigorous legal and procurement assessment of the Public Contract Regulations 2015 (PCR 2015) the conclusion reached was that renewal of the existing contract without competition would not be compliant with the PCR's 2015 and this option is therefore not

recommended. To renew the contract without an open tender opportunity would have been in breach of PCR's 2015.

5.2 Option 2: Insource the service.

This was considered and not recommended in accordance with the details within the June 2024 report.

Following an assessment of this option it is not recommended, due to the cost of an in-house model.

6. Background information

6.1 The most appropriate procurement route for this opportunity identified was the Open Tender process (restricted to trading status restricted to bodies governed by public law). The final score for Price, Quality and Social Value of the one bid (Supplier A) that was received is identified in paragraph 4 of the Part B report is as follows:

| Price Score | Quality Score | Social Value Score | Final Score |
|-------------|---------------|--------------------|-------------|
| 30 | 42 | 9 | 81 |

6.2 Contribution to Strategic Outcomes: The service will align with Strategic Objectives of The Haringey Council Education Strategy.

6.3 The award of the School Improvement and Governor Support Service Contract will also align with [Haringey's Corporate Delivery Plan 2024-2026](#) Strategic objectives through the delivery of functions and activities which contribute to the achievement of the following High level outcomes and priorities. Strategic aims will be updated in accordance with Children and Young People Corporate Plan objectives that are specific to Children and Young People services throughout the term of the contract

Corporate Delivery Plan: Theme 3: Children and Young People

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| Outcome 1 - Best Start in Life | The first few years of every child's life will give them the long-term foundation to thrive. |
| Outcome 2 - Happy Childhoods | All children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family networks and communities. |

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| Outcome 3 - Successful Futures | Every young person, whatever their background, has a pathway to success for the future. |
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The service will also contribute to supporting the achievement of the aims of the [Haringey's SEND Strategy 2022- 2025](#) which contains 5 priorities.

Through the services work with stakeholders the service will work to support the achievement of the following priorities:

Priority One: “We will support children at the earliest opportunity to access the intervention they need to achieve and thrive.”

AND

Priority Five: Wherever possible, we will meet the needs of Haringey's children within Haringey.

6.4 The statutory functions on behalf of the council within the core contract will include:

- The delivery of Standing Advisory Council on Religious Education (SACRE)
- Local Authority governor appointments
- Governor training
- Schools Causing Concern: duties- where Councils have a duty to engage and support schools in accordance with the [Schools Causing Concern Statutory Guidance](#).
- Support for schools who do not achieve a “Good” or “Outstanding” OFSTED Inspection rating.
- Supporting the Council to introduce an Interim Executive Board where appropriate.

6.5 The service will also be commissioned to undertake several strategic functions on behalf of the Council, which include:

- Professional contact in relation to school improvement and governor services between the Council and each of its schools.
- Attendance at Ofsted inspections and feedback meetings.
- Data analysis and target setting.
- Advice, guidance, and support for individual school statutory and not statutory performance targets.
- Risk assessment of school performance and intervention.
- Alignment with the Local Authority protocol regarding duties in relation to safeguarding support and advice.
- Ensuring schools have access to high quality CPD.
- Support for governing bodies in schools causing concern.
- Support for and adherence to Council Strategies and Plans as appropriate.
- Training in SEND and inclusion
- School Forum, administration and clerking

6.6 The Key Performance indicators for the new contract will be subject to annual review and will be stated as follows:

| | Measure | Description | Output | Target |
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| 1 | Ofsted | <p>The latest Ofsted report (nursery, primary, special, secondary) confirms it is “Good” or “Outstanding”.</p> <p>*This KPI will be subject to review to align with the new grading system effective from September 2025</p> | <p>Schools are supported to be OFSTED ready. Schools requiring additional support are identified and supported with improvement measures.</p> <p>Any Schools identified as causing concern are supported through progress board and a defined improvement plan</p> | <p>100% of Schools in Haringey are Good or Outstanding at any time.</p> <p>*This KPI will be subject to review to align with the new grading system effective from September 2025</p> |
| 2 | Progress 8 | Haringey schools achieve the equivalent of London secondary schools Progress 8 scores. | Performance of pupils is monitored, supported and challenged by the provider in our mainstream schools with the provision of advice, moderation and support to achieve and maintain the target to ensure good and effective practice is consistently shared. | 100% of Haringey secondary schools achieve at least the London average results across the Greater London area. |
| 3 | Key Stage 4 | The average combined results across all pupils in all Haringey Schools teaching GCSEs for GCSE Attainment 8 in an academic year equals or exceeds the London average. | Maintained Schools are supported and monitored through the school improvement offer to provide this, schools identified as at risk of not achieving this are identified through their Self Evaluation Framework and supported to implement an improvement plan strong and consistent practice is consistently shared. | Attainment 8 average for Haringey of at least the average results for pupils across the Greater London area. |

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| 4 | Closing the gap | Differences in attainment at GCSE between disadvantaged / non-disadvantaged and White British / global majority students on average across all Haringey Schools in an academic year | Maintained Schools are supported and monitored through the school improvement offer to provide this, schools identified as at risk of not achieving this are identified through their Self Evaluation Framework and supported to implement an improvement plan. However, all schools challenged and supported via the Racial Equity Steering Group. | The differences in attainment (measured by Attainment 8 score at GCSE) between disadvantaged/non-disadvantaged and White British/ global majority students reduce each academic year over three years, with the first academic year used for comparison being 2023/2024 |
| 5 | Key Stage 2 | The average published results across all pupils in all Haringey Member Schools teaching Key Stage 2 for combined reading, writing and maths in an academic year. | The results will be analysed in data reports and shared with the Council through the annual report. | At least the London average for KS2 combined reading, writing and maths each academic year. |
| 6 | Attendance | As part of the annual IP visit, high Persistent Absence rates will be noted within the written report. | The Improvement Partner will seek evidence of a school-based plan to increase attendance across all years and all cohorts. | The Borough Persistent Absence percentage to continue to be lower than the London average |
| 7 | SEND | Achievement of pupils with SEND is higher than that of their peers London averages | The SEND training offer will support the achievement of this target. All schools will be encouraged to attend through regular communications. | Haringey mainstream schools have SEND pupil achievement levels that equal the London Average for mainstream. Haringey maintained Special Schools will have SEND achievement levels that equal the London Average for Special Schools |
| 8 | Equality, Diversity and Inclusion | All schools are supported to promote equality, diversity and inclusion principles in accordance with policies, curriculum | Measures to promote equality are embedded into the school improvement support offer. Governing bodies | 100% of schools robustly demonstrate commitment and application of Equality, Diversity, and Inclusion. |

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| | | <p>delivery, training and activities.</p> <p>Service to ensure that the strategic planning of the Racial Equality Steering Group positively impacts on settings with pupils from BC and BA and Turkish backgrounds making more progress and closing the gap between them and their peers</p> | <p>are supported to increase diversity.</p> <p>Work to be undertaken with the local authority to understand patterns of suspensions, poor attendance, underperformance and plan appropriate intervention.</p> | <p>A reduction in the disparity in outcomes amongst vulnerable pupils to be demonstrated in annual reporting measures to include recruitment of staff, governors, the monitoring of attainment data for Global Majority</p> |
| 9 | Leadership and Management | Effectiveness and interface with schools. | <p>100% of Haringey Member schools are supported with effective and outcome focussed training, with tailored and bespoke support available at an early stage of any identified issues. Schools engagement with the service is monitored, analysed and reported back in contract monitoring meetings, to include details of courses undertaken, numbers attending and numbers engaging in briefings sessions</p> | <p>100% of Haringey schools are satisfied or very satisfied with the training and networking offer as evidenced by an annual feedback survey to schools.</p> <p>Feedback in Ofsted inspections shows effective school improvement support and challenge in member schools</p> |
| 10 | Effectiveness of governance. | <p>Effectiveness of governing bodies and governance. Training programme is responsive and evolves to support this.</p> <p>A recruitment strategy for governance is implemented</p> | <p>Numbers engaging in governance briefing.</p> <p>Lists of governor vacancies on a quarterly basis.</p> <p>The number of schools represented at the annual governance conference</p> | <p>100% of Haringey schools are satisfied or very with the Governor Services offer as evidenced by an annual feedback survey to schools.</p> <p>Feedback in Ofsted inspections shows effective governor support and challenge in member schools</p> <p>Vacancy rates for governors do not exceed London averages</p> |

7. Statutory Officers comments (Director of Finance (procurement), Assistant Director of Legal and Governance, Equalities)

7.1 Finance

7.1.1 The expenditure outlined in the proposed contract will be fully covered by the funding available in the Central School Services Block (CSSB) of the Dedicated Schools Grant (DSG). This reflects anticipated future reductions in the CSSB. If the CSSB is discontinued by the DfE or significantly altered, the contract will be re-evaluated, and allocations revised accordingly.

The additional funding from the High Needs Block of the DSG has been agreed to be earmarked as a fixed annual sum to cover Special Educational Needs training.

7.2 Strategic Procurement

7.2.1 Strategic Procurement have been consulted in the preparation of this report.

An open tender process in compliance with CSO 9.01.2 (a) has been undertaken and lead by Strategic Procurement.

CSO 9.07.1(d) permits the Cabinet to award all contracts valued at £500,000 or more at the time of award.

Strategic Procurement support the recommendations in Section 3 of this report

7.3 Assistant Director: Legal & Governance

7.3.1 The Assistant Director for Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report. The process described in the report is in line with the Council's Contract Standing Orders (**CSOs**) and Public Contracts Regulations 2015.

Section 13 of the Education Act 1996 provides that local authorities must secure that efficient primary, secondary and further education is available in its area to meet the needs of the population.

Section 13A of the Education Act 1996 provides that local authorities must ensure that their relevant education functions and their relevant training functions are exercised with a view to promoting high standards, ensuring fair access to opportunity of education and training and promoting the fulfilment of learning potential by persons under 20 (under 25 if subject to learning difficulty assessment).

Section 5 of the Education and Inspections Act 2006 provides that local authorities must appoint a School Improvement Partner for every maintained school. This

person must provide advice to the governing body and head teacher with a view to improving standards at the school.

Finally, the Council also has power under the Local Government (Contracts) Act 1997 and the Localism Act 2011 to enter into contracts in connection with the performance of its functions.

Pursuant to CSOs 9.07.1(d) Cabinet has the power to award contracts valued more than £500,000 (five hundred thousand pounds). Cabinet is being ask to award a contract to Contractor "A", for an initial (4) years (at a cost of **£1,873,654.00**), plus an option to extend for a further 4 year period (2 years plus 2 years) (total maximum eight (8) years, for a total maximum contract value of at a value of **£3,686,107.00**).

When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty.

The Assistant Director for Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing Cabinet from approving the recommendations in the report.

7.4 Equalities

7.4.1 The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

The decision outlined in this report is to award the contract for the provision of School Improvement and Governor Services to the successful bidder of an open tender process.

This decision will have a positive impact on school-age children, who will benefit from the continued delivery of functions and activities which ensure improvement in schools within the borough. These include support for schools who are not currently rated by Ofsted as 'Good' or 'Outstanding', pupil performance monitoring and training in SEND and inclusion.

8. Use of Appendices

8.1 Local Government (Access to Information) Act 1985

This report contains exempt and non-exempt information. The exempt information is contained in the Part B Exempt Report and is not for publication. The information is exempt under amended schedule 12A of the Local Government Act 1972, category 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

9. Background Papers:

[Cabinet Decision Haringey Education Partnership 14.11.2017](#)

[Haringey Education Partnership Contract Extension Cabinet Report 2021](#)

[Cabinet Member Signing on Tuesday, 18th June, 2024, 4.00 pm | Haringey Council](#)