



Haringey Council

The Children and Young People's Service

**Agenda Item
6**

Report Status

For information/note
For consultation & views
For decision

Report to Haringey Schools Forum – 6 December 2012

Report Title: 2013-14 Budget Strategy, including further implementation of School Funding Reform.

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Purpose:

To consider the issues affecting the determination of the Dedicated Schools Grant (DSG) in 2013-14 and its allocation within the context of the Dedicated Schools Budget (DSB).

To seek the views of the Forum so that they can be made available to the Council's Cabinet when making their decisions on the overall 2013-14 budget.

Recommendations:

- (i) The Forum is asked to note the restatement of the 2012-13 DSB over the three blocks and revised baselines (Para 2.5)
- (ii) The Forum is asked to note the indicative Dedicated Schools Budget income 2013-14, including each of the 3 DSG blocks, of £250.625m. (Para 3.2)
- (iii) The Forum is asked to approve the central retention of historic and statutory budgets (£3.602m) within the Schools Block (Para 4.2)
- (iv) The Forum is asked to approve the creation of a Growth Fund for

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| <ul style="list-style-type: none"> (v) 2013-14 through a £1.5m top-slice of the Schools Block (Para 4.5) (vi) The Forum is asked to approve the criteria for the Growth Fund (Para 4.6) (vii) The Forum is asked to approve the criteria for the split site factor in the 5-16 formula (Para 4.17) (viii) The primary phase members of the Forum are asked to approve the de-delegation (Para 4.22 / Appendix D) of: <ul style="list-style-type: none"> a. Support for schools in financial difficulty; and b. Staff costs supply cover. (ix) The secondary phase members of the Forum are asked to approve the de-delegation (Para 4.22 / Appendix D) of: <ul style="list-style-type: none"> a. Support for schools in financial difficulty; and b. Staff costs supply cover. (x) The Forum is asked to approve a consistent cap on gains of 6.7% in order to fund the MFG (Para 4.18); (xi) The Forum is asked to approve the exceptional circumstances criteria for payments for the High Needs contingency (Para 5.4): (xii) The Forum is asked to approve changes to the EYSS to ensure compliance with the new arrangements (Para 6.2 / 6.3) |
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1. Background and Introduction.

- 1.1. The Dedicated Schools Grant (DSG) is a ring-fenced government grant that must be used in support of the Dedicated Schools Budget (DSB).
- 1.2. The funding provided through the DSG will either be delegated to all schools, Academies and Early Years providers through the relevant formula or retained by Haringey, largely for commissioning and funding high needs places and provision but also to fund a limited range of pupil focused central services.
- 1.3. As well as funding from the DSG, the DSB also includes funding for the pupil premium and for pupils and students aged 16+ from the Education Funding Agency (EFA).
- 1.4. The new arrangements resulting from the implementation of School Funding Reform for the financial year 2013-14 include significant change to the methodology for allocating funding to both Haringey and schools.
- 1.5. The funding arrangements apply to maintained schools and Academies in Haringey.

2. Schools Funding Reform and Revised Baseline 2012-13

- 2.1. As members of the Forum will be aware, the DfE require local authorities (in association with their Schools Forum) to implement new funding arrangements for the financial year 2013-14.
- 2.2. The new arrangements will impact on the way that the DSG funding comes into Haringey, which from April 2013 will be through three blocks (Schools Block, High Needs Block and Early Years Block).
- 2.3. In order to implement the new arrangements, it has been necessary to rebase the 2012-13 DSB over the three new blocks, make a number of technical adjustments and determine baselines for each of these new blocks.
- 2.4. Following the successful conclusion to a long campaign for recognition of higher area costs, the DSG baseline has been increased by £7.299m. The increased funding has been added to the overall DSB in proportion to the three new blocks. This increase has been partly offset by further transfers of funding required to implement the new funding arrangements. Firstly, a hospital top-slice (c£8 per pupil nationally) has been deducted from the DSG of each local authority in order to fund hospital provision and remove the requirement for inter-authority recoupment in respect of pupils in hospital schools. Secondly, the transitional protection which local areas have historically received in order to provide free early years education for 90% of the 3 year old population has been removed for 2013-14. The combined loss from these transfers is £2.225m.
- 2.5. Attached at Appendix A is a summary of the 2012-13 DSB income and expenditure, an analysis of major movements and the resulting, revised baselines / baseline guaranteed units of funding. The revised 2012-13 baselines (the guaranteed units of funding specific to each of the Schools and Early Years blocks and the cash sum for the High Needs block) will be used by DfE to distribute DSG funding for 2013-14.

3. Finance Settlement 2013-14

- 3.1. The Autumn Statement to be made on 5 December is expected to set out the parameters for the detailed Local Government Finance settlement which is expected on 17 December, before the house of Commons goes into recess. An oral update will be provided at the meeting. The following paragraphs set out the projected impact of known changes and assumptions at this point in time.
- 3.2. Appendix B sets out the projected income (£250.625m) from all sources that will be used to fund the DSB in 2013-14, across each of the three separate blocks.

Schools Block

- 3.3. The projected income for the Schools Block comprises DSG, pupil premium and EFA post 16 funding. The DSG will be based on the

verified number of R - 16 pupils using the October 2012 pupil count, with an announcement expected on 10 December of final pupil numbers and the associated datasets to be used in the new funding formula. Although the verified data is not yet available, indications are that pupil numbers are 3% higher compared to October 2011 which would equate to 30,667 pupils (29,763 October 2011 baseline). Applying the new, baseline guaranteed unit of funding (GUF) to the estimated pupil numbers would generate £180.270m. Although the level of the GUF for 2013-14 has not been confirmed, the expectation is that it will be held at the baseline 2012-13 level i.e. £5,878. This would represent a continuing standstill at cash levels although clearly the effect of inflation means that schools will experience a real terms decrease in their funding in 2013-14.

- 3.4. The DfE has already announced that the deprivation and Looked After Child (LAC) pupil premium for 2013-14 will increase by 50% to £900 (£600 original; £623 final 2012-13). Assuming that 45% of Haringey pupils continue to be eligible under the deprivation (Ever6 FSM) criteria and that there continue to be 391 LAC eligible pupils, the pupil premium to be distributed to Haringey schools is projected to increase to £12.793m in 2013-14. Schools should assume a 50% increase in their pupil premium for 2013-14 for planning purposes. Members of the Forum should note that the pupil premium will be distributed to all schools based on the number of eligible pupils at the October 2012 pupil count, including special schools and PSC's.
- 3.5. The projected Schools Block income assumes that funding for 6th forms in Haringey Schools will be maintained at £11.477m. However, the EFA have announced that the funding for post 16 Teachers Pay Grant (TPG) is being phased out. The TPG will reduce by 50% to 25% of the 2010-11 level in 2013-14 and to nil in 2014-15. This reduction has been built into the projected Schools Block income.
- 3.6. The resulting projected funding available for the Schools Block in 2013-14 is estimated at £204.651m, an increase of £7.908m (4%) compared to the 2012-13 baseline.

High Needs Block

- 3.7. The projected income for the High Needs Block comes through the DSG, which now includes the former EFA post 16 funding. The DSG will be based on the cash sum (£29.601m) derived from the baseline exercise completed as part of the implementation of the new funding arrangements.
- 3.8. A transfer of funding into the High Needs block in respect of pupils with SEN whom are not in schools is expected as part of the implementation of the new funding arrangements. At this point in time, this additional transfer of funding into the High Needs Block is expected to match the

commitments for post 16 SEN in non-school / Academy providers. This is not reflected in Appendix B at this time.

- 3.9. It is unclear how any growth or pressures in respect of high needs pupils and students from 0-25 will be funded in the future.

Early Years Block

- 3.10. The projected income for the Early Years block is all provided through the DSG. The DSG funding will be based on the new, baseline guaranteed unit of funding (£5,345) multiplied by actual participation in 2013-14. The Early Years DSG will initially be estimated based on the forthcoming January 2013 pupil count but will be updated using actual pupil numbers. At this point in time, income has been projected based on 2012-13 participation levels. Although the level of the GUF for 2013-14 has not been confirmed, the expectation is that it will be held at the 2012-13 level. This would represent a continuing standstill at cash levels although clearly the effect of inflation means that schools and the Private, Voluntary and Independent (PVI) providers will experience a real terms decrease in their funding in 2013-14.
- 3.11. Members of the Forum should be aware of the following issues which may or will impact on the level of funding for the Early Years block:
- In order to free up capacity to increase participation in free early education, the number of full time places in Haringey schools has been reduced. The anticipated increase in free early education participation levels has not yet materialised and there is concern that actual participation levels are down which would impact on the overall level of funding in 2013-14 and beyond. A campaign to encourage take-up of the free entitlement for three and four year olds has been undertaken during the summer and autumn terms and this will be re-energised to ensure that we increase numbers in time for the crucial January census.
 - With effect from 1 September 2013, Haringey will have a legal responsibility to deliver free early education to around 20% of the most disadvantaged 2 year olds. In order to fund this responsibility, a transfer will be made from the Council's Early Intervention Grant (EIG) into DSG with effect from 1 April 2013. The value of the transfer into the DSG has been confirmed at £3.699m. Members of the Forum should note that the transfer from Haringey to fund this is £4.4m i.e. £0.7m of funding has been lost either as a result of top-slicing by the government or through changes in the distribution methodology.
- 3.12. Officers will continue to monitor the current issues and impact of the settlement and datasets before presenting updated income projections for each of the three blocks to Schools Forum at its next meeting. If necessary, officers will make proposals to move funding between blocks in order to address pressures.

4. The Schools Block

- 4.1. As stated in paragraph 3.6, the projected income to the Schools Block in 2013-14 is £204.651m. Appendix C proposes the projected allocation of the 2013-14 Schools Block. Under the new arrangements, the Schools Block must be delegated to mainstream schools and Academies through a compliant formula, with the exception of two items.
- 4.2. Local authorities can continue to centrally retain a number of historic and statutory commitments. These include admissions - (£421,400), servicing of schools forum - (£10,000), Carbon Reduction Commitment (CRC) - (£220,253), Capital Expenditure Funded from Revenue (CERA) - (£489,100), Contribution to Combined Budgets - (£2,158,300); which is primarily used in support of Family Support Workers and Miscellaneous - (£302,900); this includes contributions previously agreed to the Music Services.
- 4.3. No new commitments or increase in expenditure from 2012-13 levels, with the exception of the CRC budget, is allowed. The local authority proposes to continue to retain those budgets set out in paragraph 4.2 to meet historic and statutory commitments and is seeking Schools Forum confirmation to each of the amounts listed above, except in the case of the CRC budget which it proposes to vary to reflect new commitments only.
- 4.4. Local authorities can also centrally retain a Growth Fund before allocating funding to mainstream schools and Academies. Subject to the approval of Schools Forum, Haringey is proposing the retention of a Growth Fund for the benefit of both maintained schools and Academies. Schools Forum is required to approve the value and criteria for the Growth Fund.
- 4.5. Under the current arrangements, the comparable value of the proposed Growth Fund would be £1.392m (£977k formula factors and £415k contingency). However, officers are proposing to increase the value of the Growth Fund to £1.5m in view of the significant increase in pupil population which is expected to continue. The Growth Fund and proposed criteria will support the local authority to ensure a supply of school places and support schools to provide places.
- 4.6. The proposed criteria will replace the growth factors in the current funding formula:
 - Planned new form of entry:
 - Classroom funding based on 7/12 months * appropriate basic per pupil entitlement * expected number in class; plus
 - A set-up allocation of £500 for each pupil in a standard class size for the relevant setting.
 - In-year bulge class:
 - Start up and classroom costs as above;

- Ghost funding guarantee KS1:
 - Minimum basic per-pupil funding for 24 pupils in a bulge class established in a previous year: and
 - KS1 classes forced to exceed 30 pupils as a result of appeals:
 - A lump sum equivalent to the funding of a main-scale 1 teacher £32.8k pro-rata to the part of the year.
- 4.7. Officers will report all payments made against the Growth Fund to Schools Forum at least once a year. Any remaining Growth Fund would be carried forward and added to the Schools Block funding available for the following financial year.
- 4.8. In line with the new arrangements, schools and Academies will be expected to manage other class size issues within their delegated budgets. As a result, schools will no longer receive additional funding for average KS1 class sizes of less than 24 pupils.
- 4.9. The remaining projected Schools Block income (£199.550m) will be distributed to all schools and Academies using the approved R -16 compliant funding formula or, in the case of post 16 funding and the pupil premium, passported directly to relevant institutions.
- 4.10. The DfE has already announced the values for the pupil premiums payable in 2013-14. The deprivation and LAC pupil premiums will increase by 50% from, the original level of, £600 to £900 for each eligible pupil and the service pupil premium remains at £250 for each eligible pupil. The pupil premium for each school will be available once the datasets are issued on 10 December.
- 4.11. Alongside school funding reform, the DfE is also implementing changes to the 16-19 funding formula for all providers. It is not yet clear how this will feed through into the allocations for each provider, although there is a commitment that no institution will see its funding per student fall as a result of these changes for at least three years. The funding schools, Academies and the 6th Form centre receive will be dependant on lagged student numbers. The EFA has stated that it will be writing to institutions delivering 16-19 education and training in Spring 2013 outlining the overall budget and number of places they will be funding in the academic year 2013-14. This funding will be passported directly to the relevant institutions.
- 4.12. The remaining delegated funding £175,280 will be distributed to all schools through the new 5-16 funding formula. Once the October 2012 dataset is issued on 10 December, the draft formula values will be updated and used to distribute delegated funding. In the meantime, a number of issues require clarification.
- 4.13. In line with requirements, Haringey submitted a pro-forma to the EFA by 31 October 2012. Feedback on the proforma has now been received. The issues raised are:

- Level of basic per-pupil entitlement 62.4% compared to median 76% (paragraphs 4.14 – 4.16);
- Clarity on objective split site factor criteria (paragraph 4.17);
- Capping and scaling must be consistently applied to all schools (paragraph 4.18);
- Further information on schools that would be impacted by request for MFG exclusion in respect of growth factors (paragraph 4.19); and
- Clarity on objective criteria for the Growth Fund (paragraph 4.6).

4.14. In 2012-13 Haringey distributed 60 % of Primary and 54% of Secondary phase resources through the AWPU. The March 2012 announcement on School Funding Reform included a table showing the % of funding distributed through the former age-weighted pupil unit (AWPU). Based on that table, 84 authorities (56%) distributed between 60 and 70% of formula funding through AWPU. A further 14 authorities (9%) distributed between 70 and 80% of formula funding through AWPU. It is likely that, given the smaller number of allowable factors, that a number of authorities have chosen to distribute significant elements of new delegation through the basic per-pupil entitlement, impacting on the median.

4.15. However, a careful analysis of the datasets demonstrates that the characteristics in Haringey support the application of other formula factors to distribute funding to facilitate schools to meet local needs. Over 27% of Haringey pupils are currently eligible for free school meals, 53% of Haringey pupils are in the 2 highest IDACI bands, 32% of Haringey pupils have English as an Additional language, 24% of Haringey primary pupils did not achieve 73 points at the Early Years Foundation Stage Profile and 17% of secondary pupils did not reach level 4 in both English and maths at Key Stage 2.

4.16. If the distribution of these additional needs were consistent across all Haringey schools, it would be appropriate to distribute a greater proportion of funding through the basic per-pupil entitlement. In reality, we have schools at either extremities i.e. schools where only 2 pupils are currently eligible for Free School Meals and another where 96% of pupils are in the least disadvantaged IDACI band. As a result, Haringey proposes to note the comment from the EFA and to retain the relative proportions for each formula factor as recommended by Schools Forum at their meeting on 11 October.

4.17. The Haringey formula includes a split site factor. As identified in paragraph 4.13, the EFA has requested clear, objective criteria for each of the lump sums. The proposed criteria, subject to Schools Forum approval, are:

- A school will be eligible for the lower amount of £30,000 if the two sites are separated by a major road but the main entrances are within 200 metres of each other; and

- Schools on more widely separated sites will be eligible for the higher amount of £60,000.

4.18. As previously advised, a minimum funding guarantee (MFG), set at negative 1.5% for each of 2013-14 and 2014-15, will continue to apply. In order to fund the MFG, at their meeting on 11 October the Forum approved caps on gains under the new formula (primary 5%; secondary 8%). The EFA require that the cap is consistent across phases. Officers are proposing that a consistent cap is set at 6.7%.

4.19. Haringey has previously submitted a request to the EFA to exclude growth factor funding for 2012-13 from the MFG. If approved by the Secretary of State, this would take the factors for planned new form of entry, start-up for planned new form of entry and ghost / oversize class funding at KS1 out of the MFG calculation. A definitive response has not yet been received and officers will be submitting the additional information requested by the EFA. An update will be provided to the Forum once available.

4.20. Members of Schools Forum will recall that officers raised the issue of the primary: secondary funding ratio during development of a compliant formula. In order to address the disparity, the Forum has agreed to move towards convergence on a planned basis. The ratio is planned to move to 1:1.37 for 2013-14. The EFA did not raise any concern at this ratio in their feedback on the Haringey formula.

4.21. The funding to be delegated to schools and Academies in 2013-14 includes a number of budgets that were previously centrally retained by the local authority. Appendix D shows these budgets and the factor used for delegation. The new delegation supports the enhanced commissioning role of schools and Academies. The new delegation includes services previously funded for Academies through Schools Block LACSEG as part of their General Annual Grant (GAG).

4.22. Maintained schools can choose to ask the LA to continue to provide services centrally, through a process called de-delegation. Appendix D shows the services where this option is available. At this meeting, officers are proposing the de-delegation of (i) support for schools in financial difficulty and (ii) staff costs supply cover. Appendix D describes the services provided and the rationale for de-delegation. Maintained schools members of the Forum are required to make a decision, by phase, for each of these services.

4.23. The Authority is also minded to seek de-delegation in respect of Behaviour Support Services. Officers are in the process of drawing up further information to bring to the January Forum meeting so that the Forum can base its decision on a full understanding of what the service will provide for schools in the future. However, it would be useful if the Forum could give some indication of whether schools are generally likely to be supportive of proposals in these areas as, in line with our vision

statement, we only want to provide services where they are considered to be of good quality.

- 4.24. Appendix D (ii) sets out a paper from the School Improvement Partnership Group which consists of headteachers and other key stakeholders. In line with the direction of travel discussed with all schools for a new School to School Support (S2SS) programme the paper identifies a possible way forward utilising DSG resources to support some of the key elements of the programme and we are minded to seek de-delegation of some or all of the amount currently held in relation to underperforming ethnic groups and bi-lingual learners for these purposes. Other aspects of school improvement such as continuing support for those from ethnic minorities could also be included in our proposals; again we would welcome an 'in-principle decision' based on a discussion of the paper so that we can bring to the Forum in January a full analysis of how the resources currently held centrally might be applied in the future.
- 4.25. We are proposing that where de-delegation is approved by maintained schools, academies are also invited to buy into these services, at that time and on the same basis as the delegation i.e. all schools would be charged identically. Academies that decide to use the service at a later date would be charged a different rate reflecting both the actual costs of the service requested but also recognising that at times other than the point of de-delegation additional costs will have to be incurred to meet the additional demand.
- 4.26. As stated in paragraph 4.21, the DfE vision for education includes an increased commissioning role for schools and Academies. This impacts on the role of the local authority and in response Haringey has consulted on a new Education vision. Subject to the outcome of the consultation, in future Haringey will only trade where services are of an excellent quality. A traded service offer and pricing policy are currently under development.

5. High Needs Block

- 5.1 Appendix B identifies that the minimum projected income for the High Needs Block in 2013-14 will be £29.601m. Officers are currently working with special units, special schools and the PRU providers to implement the new funding arrangements and model commitments against this Block. No pressures are anticipated at this stage, but an updated position will be provided to the Forum at their meeting in January.
- 5.2 All special schools will receive £10,000 per agreed place with the remainder of their budget coming through a top-up also coming from the High Needs Block for pupils actually placed at the school. Initial

discussions with special school head-teachers favour retaining the current banding system, less the £10,000 per place allocation, for the top-up. This will give a consistent amount per band across all special placements. The Minimum Funding Guarantee (MFG) required for special schools will be discharged by adding a school specific top-up for each band. It should be noted that the MFG operates at a pupil and not a school level.

5.3 There will also be a change to the funding of the PSCs. From 1 April 2013, the PSCs will receive delegated budgets based on £8,000 per place and top-ups being provided by commissioners, which may be the local authority through the High Needs Block or individual schools.

5.4 At its meeting of 11th October 2012, the Forum supported the proposal to create a contingency of £0.5m within the High Needs Block to support schools with disproportionately high numbers of statemented pupils compared with funding for deprivation and low prior attainment. We propose that, other than in exceptional cases, the contingency will be allocated late in the autumn term following the movement of pupils in September. This contingency supports schools with relatively high levels of statemented pupils but lower formula allocations through the deprivation or AEN factors.

5.5 The contingency will be allocated to schools where the ratio of Element Two funding (£6,000) to that received through deprivation and AEN funding is more than the standard deviation for all schools in that phase. For schools that meet this criterion the contingency will be allocated using the difference between the Element 2 ratio and the standard deviation multiplied by the school roll and a phase weighting of 2 (for primary schools only). The maximum any school can receive is capped at £6,000 per statemented pupil. An exemplification of this approach is set out at Appendix E

6. Early Years Block

6.1. Appendix B identifies that the minimum projected income for the Early Years Block for 2013-14 is £16.373m. As identified in Appendix A and paragraph 2.4, transitional protection to support 90% participation by 3 year olds is being phased out. The projected income is likely to increase once the DfE announce the transitional protection arrangements for 2013-14 only. Once the level of protection is clear, officers will update the Forum on proposals for Early Years Block expenditure.

6.2. The current Early Years Single Funding Formula (EYSFF) is not compliant with the new funding arrangements which only allows the use of the same factors as in the R -16 formula, plus quality and sustainability. This means that we can no longer have a VAT supplement for Private, Voluntary and Independent providers not registered for VAT. This year this provided funding of £17k and we recommend that in future this sum is incorporated into the hourly rate for all PVI providers.

- 6.3. Nursery schools currently receive funding for former standards fund and teachers pay grant totalling £172k through the schools funding formula and it is recommended that this sum be allocated to the nursery schools as a sustainability lump sum.
- 6.4. Officers are also working on proposals for a two year old EYSFF and these will be presented at the next Forum meeting.

7. Next Steps

- 7.1 Further progress with finalising income and expenditure proposals for 2013-14 will follow the announcements expected in the Autumn Statement (due 5 December), October 2012 datasets for R -16 pupils (due 10 December) and the Dedicated Schools Grant Finance Settlement (due 17 December).
- 7.2 Officers will update the projections, including running the R -16 and EYSFF formulae to generate indicative school budget shares.
- 7.3 The final 5-16 pro-forma and an Early Years pro-forma, incorporating as appropriate decisions and recommendations of the Forum, will be returned to the EFA by 18 January.
- 7.4 A final DSB strategy report will be brought to the next meeting of the Forum. This will include indicative School Budget shares for all schools. The recommendations of the Forum will then be included in Budget proposals to the Cabinet on 12 February and Full Council on 25 February.

School to School Support (S2SS)

1. Overview

1.1 In Haringey we have the early beginnings of a programme of school-school support that has been sought *by* and *for* schools. It has been put in place significantly by them, with officer input. Its reach is and will increasingly be across *all* schools, helping strong schools consolidate and strengthen further, schools with current issues benefit from others' help but simultaneously have the opportunity to show how they too have strengths that others' can benefit from and in general enable all pupils in Haringey to gain from the collective excellence in our system. Through this means we will see standards rise, counter the negative press that we so often suffer from and contribute to the ongoing programme of change and improvement taking place in the borough. The first year of the programme has been run on good will and existing resources, plus some financial support from the LA. In moving to a second year, it is important to establish the programme on a firm financial footing.

2. Rationale

- 1.1 All schools are required to improve, some more rapidly than others. In Haringey over recent years there have been several schools that have caused concern by virtue of falling below the government's floor standards, being placed in an OfSTED Category or in other ways. Haringey LA continues to invest significantly in school improvement. In the new financial year a smaller but significant team of professionals will focus on the LA's statutory school improvement duties.
- 1.2 In the event of this team identifying aspects of school performance that are of concern, there will be appropriate challenge and, if necessary, intervention. However, in the vast majority of instances the appropriate response will be to commission support specific to the identified need and tailored to the school's individual circumstances.
- 1.3 Since the cessation of national school improvement programmes and reduction in grant funding for school improvement, it has become necessary to use school – school support (S2SS) as the most efficient means of resourcing school improvement. Research shows it is also the most effective in terms of impact and sustainability.
- 1.4 Over the last year much has been done to establish an appropriate climate and build an infrastructure for the implementation of a programme of S2SS, strategically managed through a partnership between the LA and schools themselves. The reach of this programme extends beyond schools causing concern and reflects the point made in para. 1.1 that all schools are required to be self-improving.

3. Context

- 2.1 A School Improvement Partnership Group has been formed and has set about developing the programme of activity, inclusive of set-up and focused school improvement projects. They have commissioned, ab initio, a formative evaluation to steer their work.
- 2.2 It has been possible to second three headteachers a day a week for the remainder of the financial year to provide impetus and to facilitate buy-in from schools by deploying headteachers to manage the programme.
- 2.3 Though still early in terms of delivery and impact, Haringey's S2SS programme is well placed to deliver step change in terms both of school performance and the esteem in which the borough is held.