



Haringey Council

Report for:	CYPS Scrutiny Panel: 16 July 2013	Item Number:	
Title:	Progress Report – Response to the Outstanding for All Commission’s Final Report		
Report Authorised by:	Lisa Redfern Deputy Director, Children and Young People’s Service		
Lead Officer:	Jon Abbey, Assistant Director, School Improvement		
Ward(s) affected: All	Report for Non key decision		

1. Describe the issue under consideration

1.1. Introduction

The independent education commission, Outstanding for All (OfA), was launched in April 2012 at the request of the Leader of the council. Over nine months five expert commissioners undertook an extensive inquiry into educational standards in the borough with a focus upon arriving at a series of recommendations which, if implemented, would make education in Haringey outstanding for all pupils. The final [report](#) of the commission was published on 14 February 2013. It clearly sets out high ambitions for children and young people in Haringey. At the report’s public launch, the Leader endorsed the report and committed to delivering its recommendations.

There are 12 recommendations that, when implemented, will raise the quality of education so that Haringey’s standards exceed the London average and all Haringey schools will be judged good or outstanding, according to Ofsted criteria, within three years. These recommendations extend beyond Council managed services and include school leadership and governance, sharing best practice, engagement of parents/carers and the professional relationships that underpin strong school performance. Therefore, while the Council has a clear role to play in leading the delivery of the Commission’s recommendations, the ownership of a number of these sit with school leaders – both head teachers and governors.



Haringey Council

Therein lays the greatest challenge to delivery – ensuring that it is appropriately and proportionately balanced between the Council in its role as champion of children and families, and schools, which in the new era of increased school autonomy, should play a clear leadership role in taking the Outstanding for All recommendations forwards.

1.2. Progress Update

Governance and Management

A Project Board has been established, chaired by Jon Abbey, Assistant Director for School Improvement, and is responsible for delivering Outstanding for All. Membership comprises a range of officers, each of whom has a key role to play in delivery. Regular progress reports will be taken to Children's Trust Commissioning Board, and to Directors' Group as required and can be presented to Overview and Scrutiny procedures as appropriate.

Recommendation 1: The Council should set a goal that all Haringey schools will be judged by Ofsted as 'good' or better within 3 years.

At the moment, 71% of our primary schools, 77% of our secondary schools and 100% of our special schools are rated as “good” or “outstanding” (April 2013). In order to achieve this overall recommendation, School Improvement Advisors have categorised all schools and targeted support to those which are at risk of not being judged “Good” or “Outstanding” by Ofsted at their next inspection. This has included providing advice and support on the steps that schools need to take to achieve a good or outstanding judgement.

Recommendation 2: The Council should agree an overall target that Haringey schools will exceed London attainment at both Key Stage 2 and GCSEs within three years, including milestones to be achieved each year to reach this position.

As part of the work set out above, School Improvement Advisors have challenged predictions for summer 2013 based upon Fischer Family Trust estimates with individual schools and this will also be repeated in the autumn term for all schools looking at predictions for 2014 and 2015. The purpose of this is to ensure that all schools have aspirational targets that stretch and challenge them to perform in the top 25th percentile of all schools.

Recommendation 3: Using all available sources of data by September 2013 every school should be set an individual challenging target, showing what they need to achieve in order to play their full part in meeting the overall Borough targets for Key Stage 2 and GCSEs

The School Improvement Team have documented estimates for each school at Key Stage 1 (KS1), 2 and 4 setting out what each individual school needs to achieve to enable it to exceed the London average and so to contribute to achieving the borough



Haringey Council

targets overall. The estimates have been benchmarked against FFT performance data and used by officers to challenge the targets of schools that are not sufficiently ambitious.

Recommendation 4: The Council's education role must be re-defined to focus its resources on giving a strategic lead, providing core statutory services effectively and supporting schools in procuring other high quality services from external sources. This should be finalised by September 2013

A report is going to Cabinet in July 2013 which will set out the range of services currently offered to schools on a traded basis, recommendations on future delivery for services where there has already been consultation with stakeholders and plans for further consultation and market testing regarding the full range of traded services.

Recommendation 5: The Director of Children's Services, in conjunction with Head teachers and the Haringey Governors Association should introduce alternative models for governance of schools, including combining governing bodies and other proposals in this report. Options should be published by July 2013

An options report is currently under development and is being led by the interim Head of Governor Services. This report is drawing upon a range of evidence from practice and research into innovative and pioneering models for school governance which deliver positive impacts upon school standards. These include:

- combining strong governing bodies
- paying chairs
- having job descriptions for governors
- having competitive selection processes for governors.

This will be published in July 2013 with a view to obtaining the views of stakeholders on the various options before moving on to look at how Governor Services can support governing bodies to implement alternative models in the future.

Recommendation 6: The Council, with all interested parties, should urgently consider the abolition of the Teacher's Negotiating Group (including its name, membership, and mode of working) by September 2013, revising protocols to improve joint working between teaching unions and schools ensuring that the needs of pupils are at the core of all decision-making, and reconfiguring union facilities time.

The Assistant Chief Executive and Head of Human Resources have been leading upon developing an alternative and remodelled forum for undertaking negotiations relating to industrial relations within schools. Discussions are currently ongoing between the Children and Young People's Service and Human Resources as to when and how this model will be implemented.



Haringey Council

Recommendation 7: Schools and officers should pilot the introduction of a 'pupil passport' by September 2013. They should summarise key information about each pupil's attainments, their strengths and weaknesses and other important information. It should be used whenever pupils move schools, including assisting with primary-secondary transfer and with pupil mobility within each phase.

The local authority is keen to support schools to deliver this recommendation but is clear that schools should be leading on what shape the pupil passport should take including what information will be most useful to schools when pupils transfer between schools and within school years. It has been suggested by the local authority that a cohort of children affected by the recently implemented Benefit Cap should be used for the pilot. Meetings will take place with the head teachers of a nursery, primary, secondary and special school to discuss and agree how to pilot and progress this recommendation.

Recommendation 8: An annual or biennial 'Best of Haringey' event should be introduced by June 2014 to showcase excellent teaching and learning in the Borough to provide an opportunity to celebrate outstanding performance in Haringey schools and to demonstrate what can be achieved by a diverse school population. The event should be arranged in collaboration with initiatives in other London boroughs arising from the Mayor of London's Education Inquiry.

The Children and Young People's Service fully supports the delivery of this recommendation; communication of the successes taking place across the borough's schools is critical to delivering a more positive perception of education in Haringey. For this reason, the decision has been taken to bring forward the deadline for this and deliver the first Best of Haringey event in the next academic year. The Outstanding for All Project Manager will be supporting the establishing of a working group to manage the event including planning a framework for receiving and assessing nominations of pupils, teachers and schools whose excellent work and achievements will be showcased at the event.

Recommendation 9: By December 2013 each school should provide its parents with an annual scorecard, using data such as Family of Schools to compare the achievement of each school with similar ones outside of Haringey. The scorecard would also provide parents with advice about how they can support their child's learning and thus help them to improve the overall school results.

It is important that schools take the lead on delivering this recommendation and adopt a collective and joined up approach to developing and implementing a model for a scorecard. There is, of course, a clear role for the local authority in supporting this development and brokering conversations with schools to ensure that there is progression against this recommendation. The Children and Young People's Service will explore the development of a scorecard in the form of an online 'app' which would synthesise and present a range of benchmarking information for all of the borough's



Haringey Council

schools. The local authority will share recommendations with schools to support them in their development of a scorecard.

Recommendation 10: The Local Authority should establish regular public meetings for parents from September 2013. The purpose should be: to explain educational developments in the Borough, to set out the educational entitlements of all families, and to provide parents with opportunities to hold the Council to account for educational performance in Haringey. Meetings should be held in different parts of the Borough, bringing together parents from schools with contrasting backgrounds.

The first round of these public meetings will take place in October 2013. Dates have been set for three meetings which will be held across the borough in North, South and West Children's Networks.

Recommendation 11: The Local Authority should assist schools to establish links with universities, including a Russell Group university. The purposes of so doing include: raising students' awareness of the opportunities for higher education, enhancing partnership between schools and universities for professional development, and influencing standards of teaching and learning. This recommendation should be carried out by June 2013.

The Children and Young People's Service has developed a bid in partnership with local schools which has been submitted to the GLA. The bid makes a case for funding to support the development of a partnership with a Russell Group university with the intention of widening participation and access particularly amongst pupils from disadvantaged backgrounds. The bid is felt to be strong.

The local authority has also begun conversations with an organisation called the Brilliant Club, a social enterprise established by Teach First alumni to support schools to develop links with top universities including Russell Group universities and Oxbridge. It is hoped that one of the organisations founders will come and meet the borough's Head Teachers in July 2013 to present and discuss an offer of support.

Recommendation 12: Haringey should set out a framework of entitlements of all pupils, all parents and all teachers in the borough by July 2013. This should include the education, cultural and leisure opportunities which will be provided for all pupils.

The Project Manager will be establishing a working group to undertake this recommendation. The group will be tasked with delivering individual frameworks of entitlement for teachers, pupils and parents. The framework for children and young people will be in place in time for the summer. The framework for parents and teachers will be in place for the new academic year.



Haringey Council

Other Recommendations

At the report's launch, in addition to committing to deliver the report's twelve recommendations, the Leader made a number of additional commitments to support accelerated improvement across the borough's schools.

Additional Recommendation One – Appointment of a Schools Champion

Christine Gilbert's appointment as Schools Champion has recently been announced. As a previous Chief Inspector of Ofsted, Christine is very well placed to take up this role and we are delighted with her appointment.

Additional Recommendation Two – Commissioning of a Family Ambitions Service to Provide Advocacy to Children and Families

Work has commenced and the new service should be in place by September 2013.

Additional Recommendation Three – Establishment of an Education Innovation Fund

It is intended that the Schools Champion will play a key role in working with schools to implement this recommendation. By the time the Champion is officially in post, a model will be established so that work can begin with schools to design and implement a model for managing the fund. Funded initiatives in schools will begin from April 2014 with a clear evaluative framework in place to understand what initiatives are delivering results. This fund is worth £250,000 over three years.

2. Recommendations

Overview and Scrutiny Panel is asked to:

- note the progress to date
- give comment and feedback in order to provide support and challenge.

3. Other options considered

NA

4. Background information

Since the publication of the Outstanding for All report, Ofsted has announced new arrangements for inspecting local authority services for supporting school improvement and this forms part of the backdrop to delivery of Outstanding for All. Nonetheless, the fact still remains that only a partnership approach to delivery will secure the standards that are aspired to for children in Haringey.



Haringey Council

5. Comments of the Chief Finance Officer and financial implications

NA

6. Head of Legal Services and legal implications

NA

7. Equalities and Community Cohesion Comments

NA

8. Head of Procurement Comments

NA

9. Policy Implication

None

10. Use of Appendices

NA

11. Local Government (Access to Information) Act 1985

NA