Hertfordshire's School Improvement Strategy

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Hertfordshire's school improvement strategy – the aims of the session are to:

- explain the rationale and context for refreshing Hertfordshire's strategy

- outline the vision and aims of the strategy

- share the data behind the setting of priorities

- clarify the role of the LA, Herts for Learning and schools in school improvement and the MCSI framework

- gather feedback and reflections to inform the final published document

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Hertfordshire's School Improvement Strategy

- 2004
- 2009 to date
- 2014 – 2017?

relationship between the LA, Hertfordshire schools and Herts for Learning

System leadership and school to school support

Hertfordshire context and priorities for improvement

Monitoring, Challenge, Support and Intervention framework (MCSI)

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The world has changed …. but some things haven't!

- Significant shift in educational policy and funding since 2010
- Autonomy and diversity of schools – academies, free schools, UTCs, studio schools
- Changing role of LA – strategic commissioner and champion but…
- LA retains statutory duty " to promote high standards so that children and young people achieve well and fulfil their potential" 1996 Education Act
- System led school improvement - **school to school support embodied now in Herts for Learning**
- Increasingly demanding Ofsted framework – for schools and LA
- Monitoring Challenge Support Intervention (MCSI) framework still applies
- Some LAs have lost the S (Support) …and some their C (Challenge) but the requirement remains

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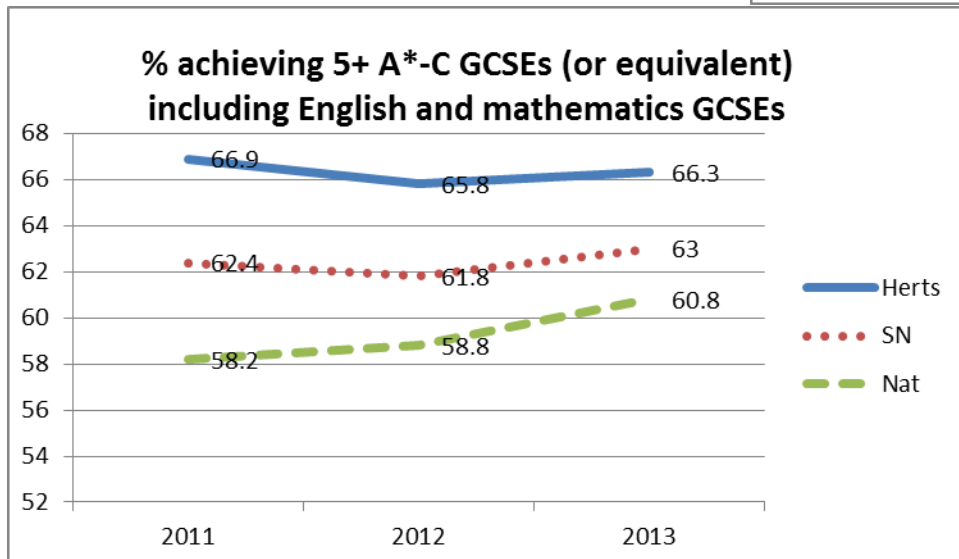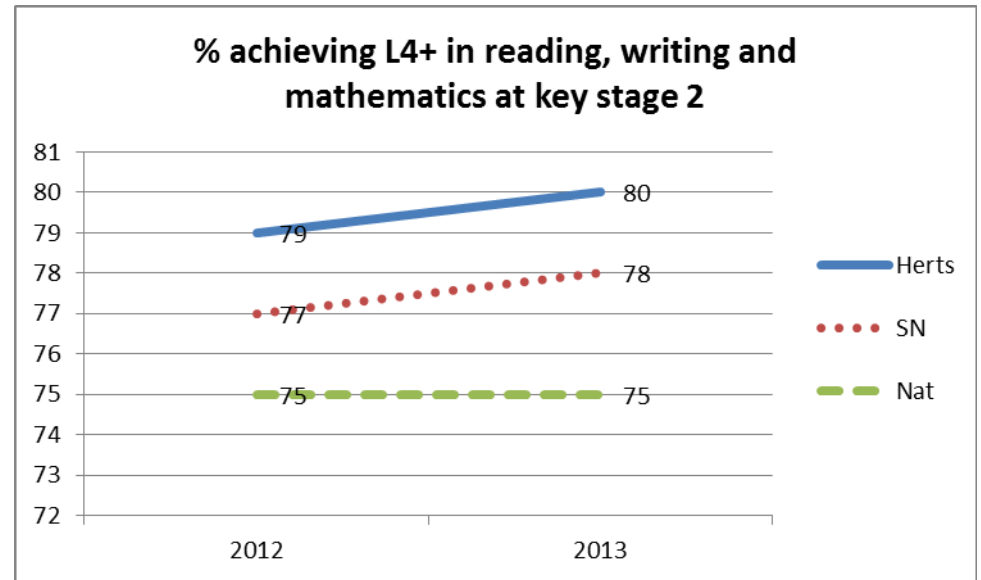# Hertfordshire's vision and aims for education

- **A good school for every child** – corporate plan

- All children and young people benefit from a world class education and achieve the best possible educational outcomes

- Closing the gap in attainment and well being for underachieving groups and districts
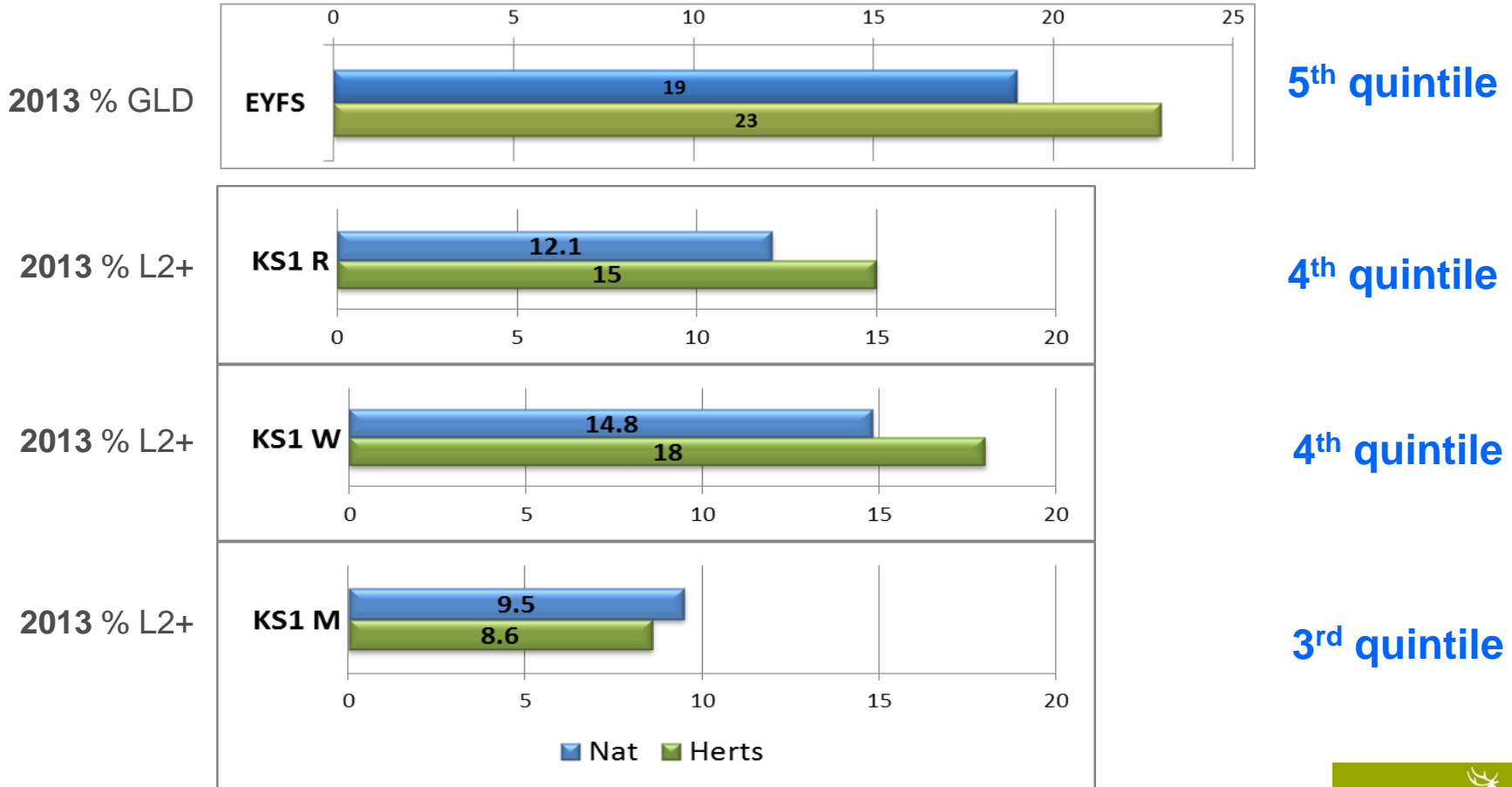
So how are we doing?......

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Attainment

Key stage 2

1st quintile

% achieving L4+ in reading, writing and mathematics at key stage 2

- Herts: 2012 = 79, 2013 = 80
- SN: 2012 = 77, 2013 = 78
- Nat: 2012 = 75, 2013 = 75

% achieving 5+ A*-C GCSEs (or equivalent) including English and mathematics GCSEs

- Herts: 2011 = 66.9, 2012 = 65.8, 2013 = 66.3
- SN: 2011 = 62.4, 2012 = 61.8, 2013 = 63
- Nat: 2011 = 58.2, 2012 = 58.8, 2013 = 60.8

Key stage 4

1st quintile

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Closing the gap - FSM

Attainment gap – Herts and national (ppts)

2013 % GLD

5th quintile

2013 % L2+

4th quintile

2013 % L2+

4th quintile

2013 % L2+

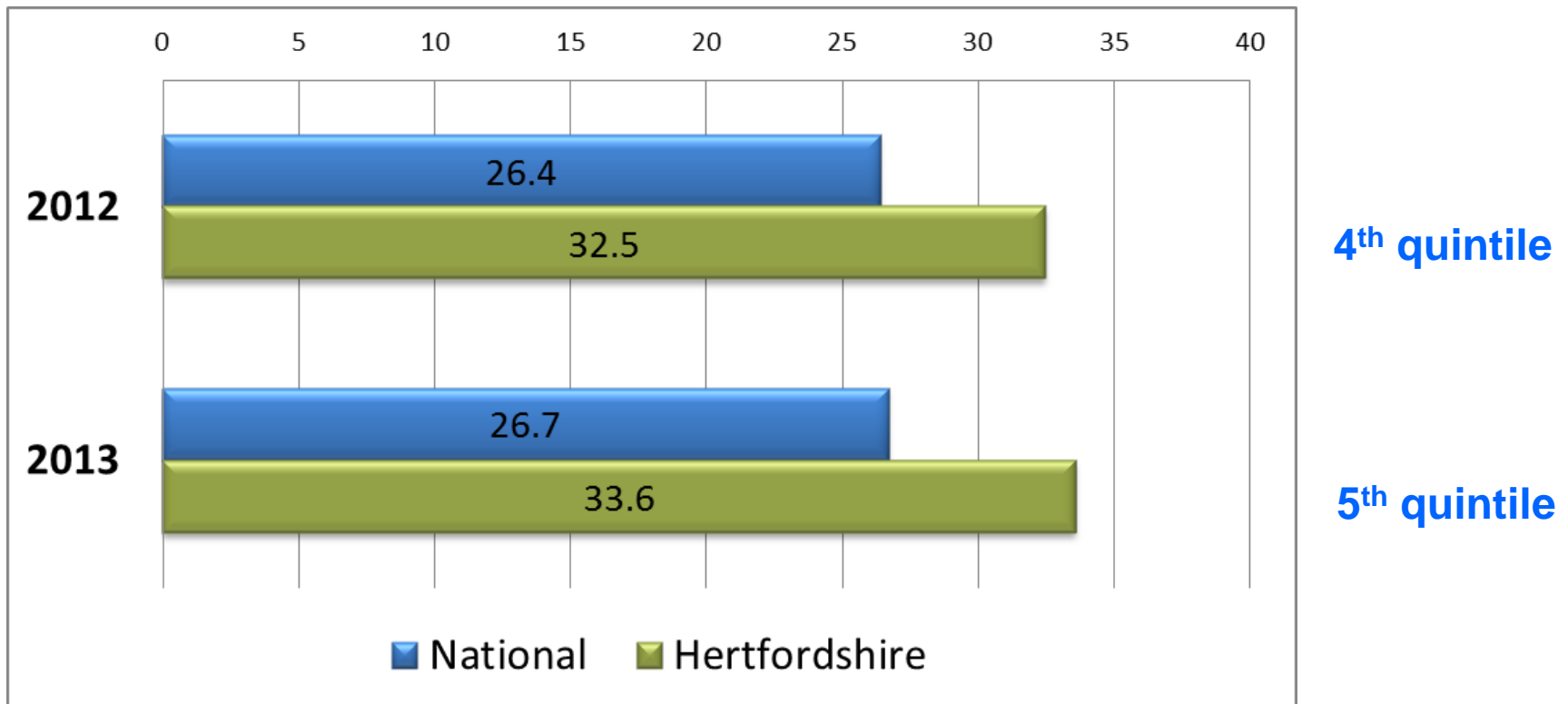**3rd quintile**

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Closing the gap – FSM Key Stage 2
%L4+ RWM gap – Herts and national (ppts)
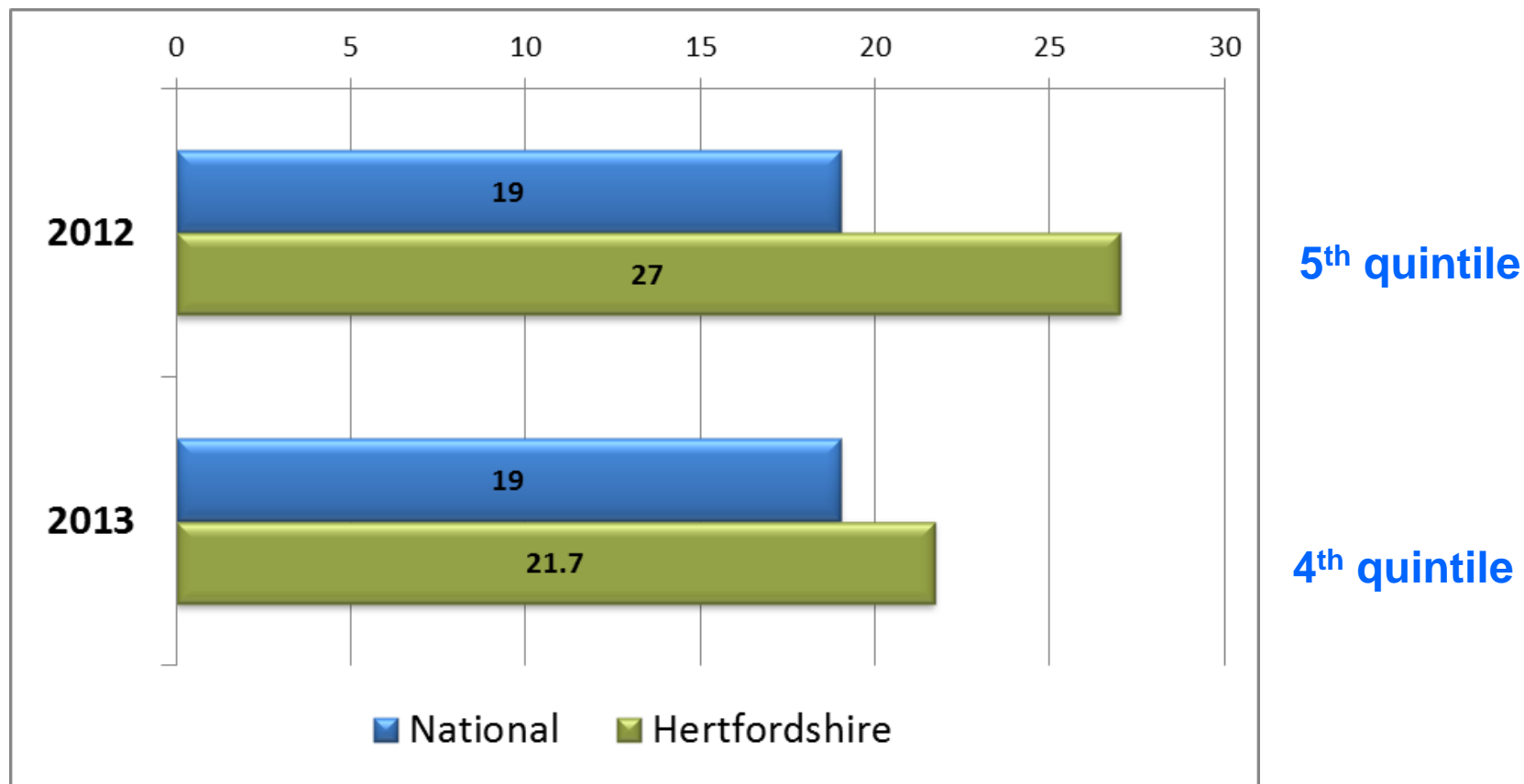
Closing the gap – FSM Key Stage 4
% 5A*-C inc E&M gap – Herts and national (ppts)
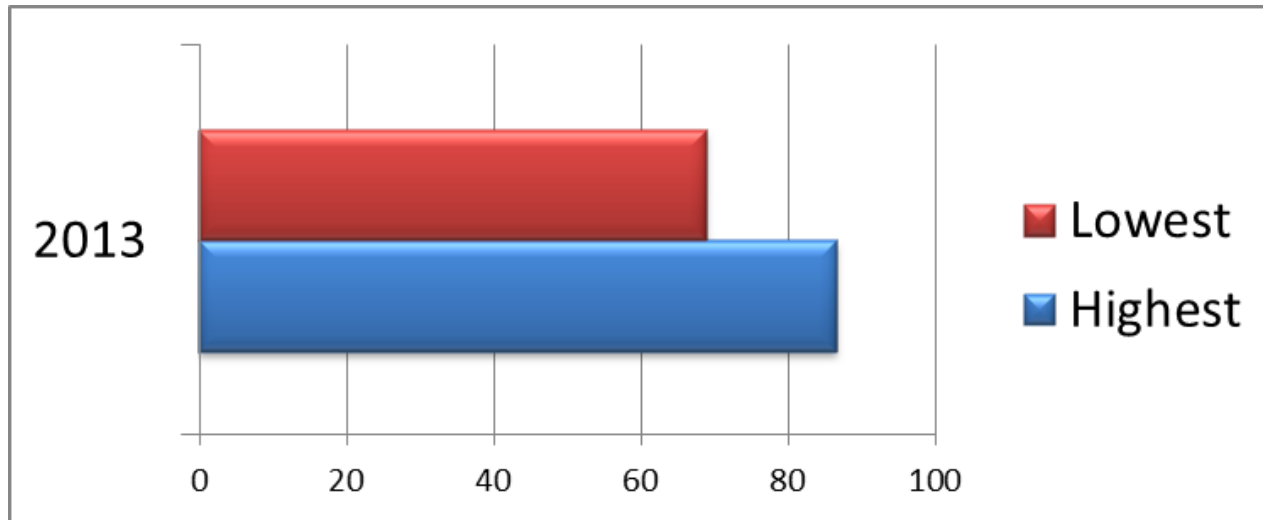

4th quintile

5th quintile

Closing the gap - CLA
2013 attainment – Hertfordshire (%)
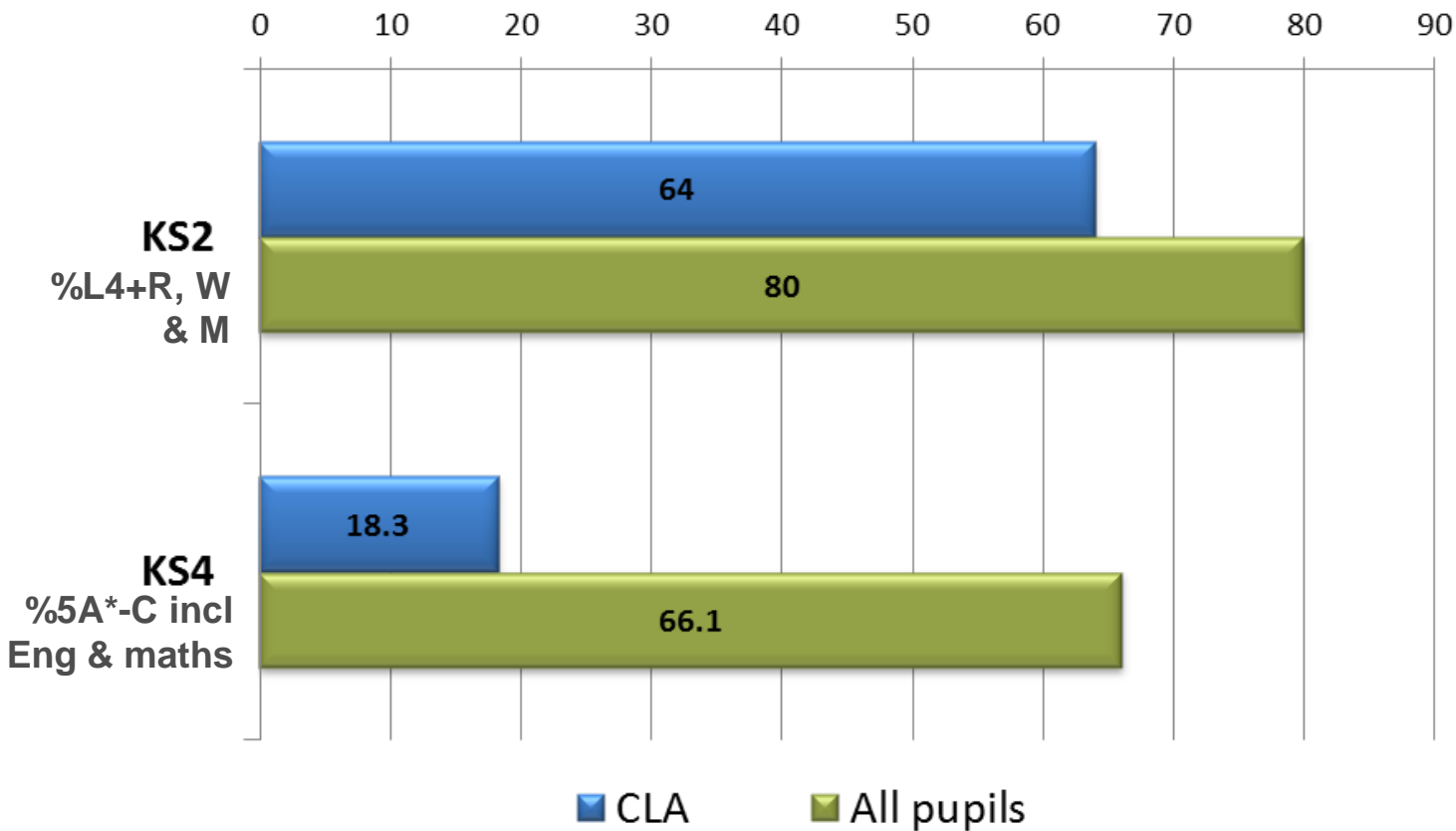
Closing the gap – District variation

Key Stage 2 %L4+ RWM

Closing the gap – District variation

Key Stage 4 % 5A*-C inc E&M

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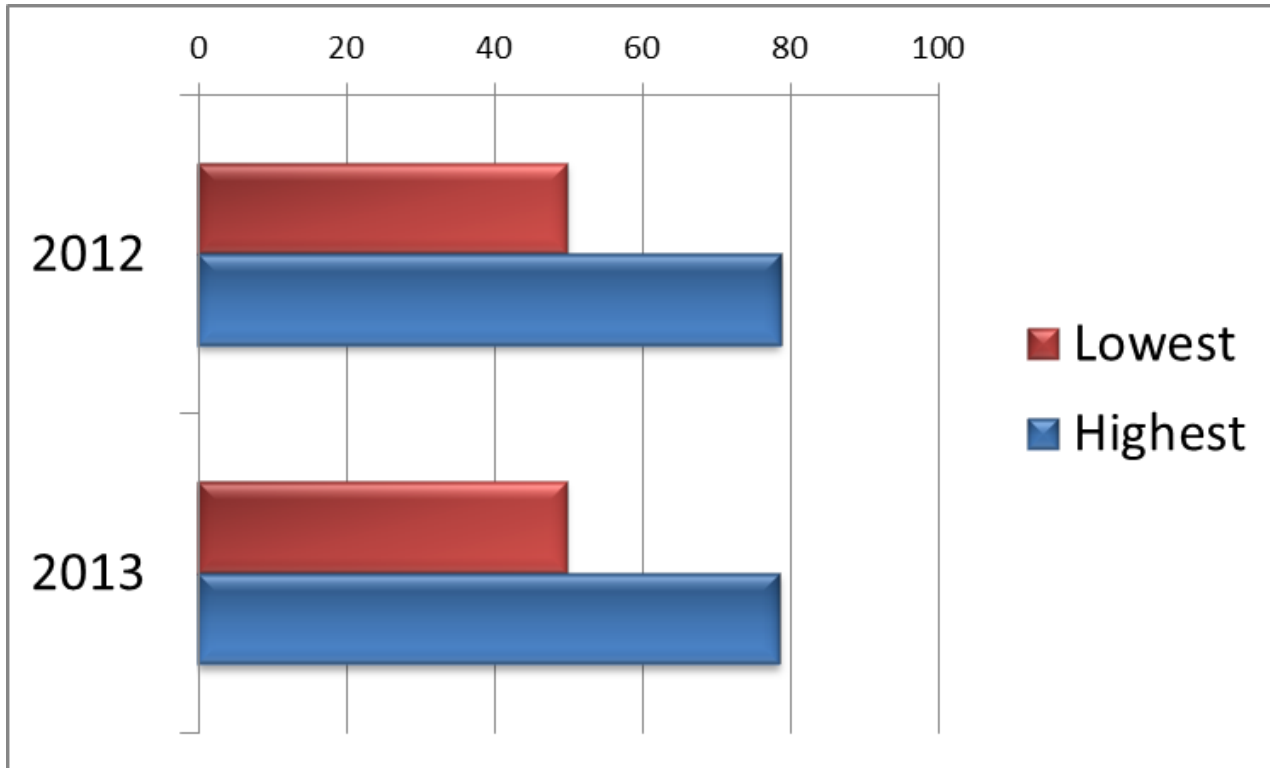
Ofsted inspections

% all schools good and outstanding

4th quintile

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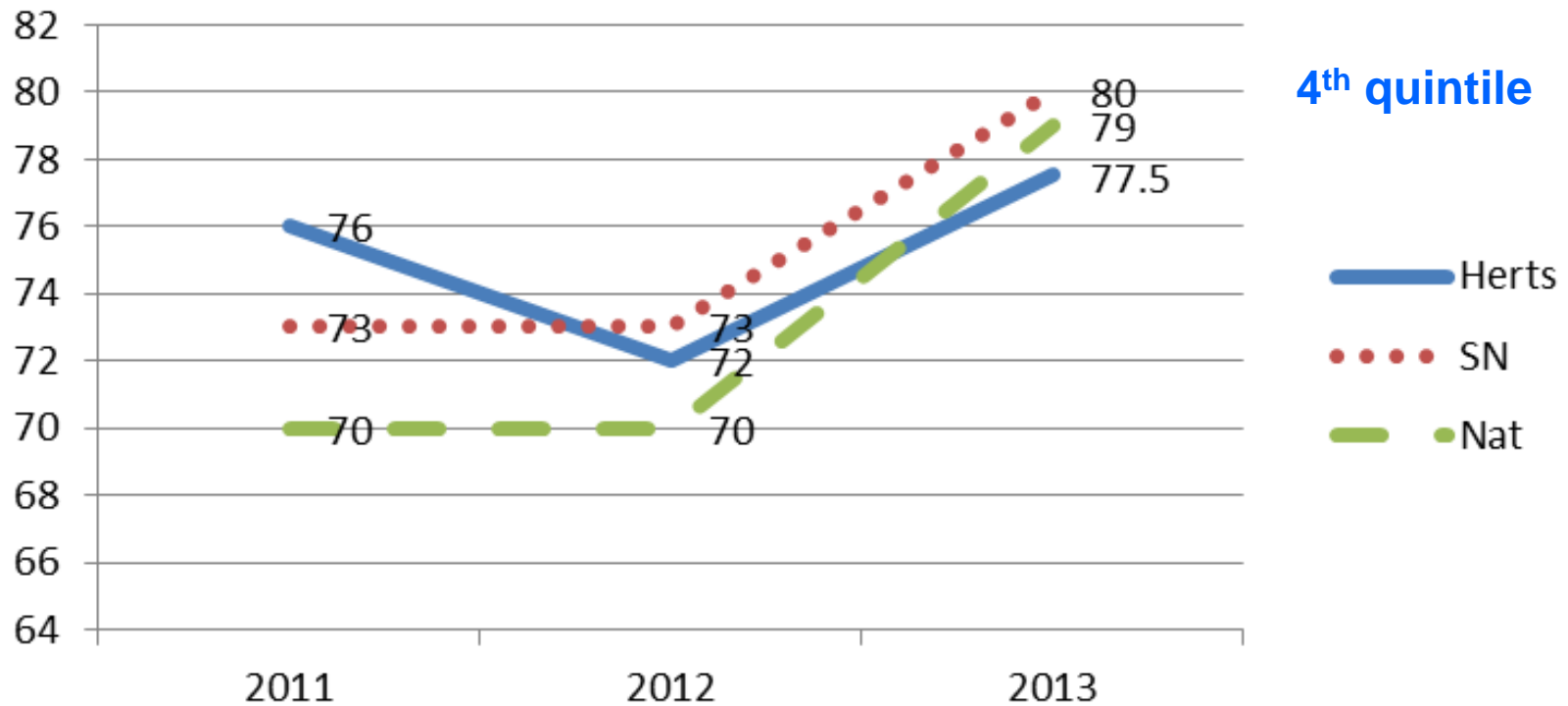
Priorities 2013-14

1. Ensure a good or outstanding school for every child and young person

2. Close the gap and improve outcomes for underachieving groups

3. Address discrepancies in attainment at 'district' level

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<u>Meeting the Priorities</u>

LA as commissioner of school improvement services

Herts for Learning commissioned to deliver

- statutory duties – MCSI framework, support for governance
- a range of core services eg. anti–bullying
- additional LA priority projects eg. "closing the gap for underachieving groups"

  Herts for Learning also offers schools a wide range of traded school improvement and support services shaped to meet school needs including Hertfordshire Improvement Partners

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Meeting the Priorities

System-led leadership and school to school support

- *"The new system recognises that expertise lies within schools..."*

  Hertfordshire has strong links with Teaching School Alliances - National and Local Leaders of Education

- *"Local authorities have a critical role to play in a school-led improvement system...through creating an "enabling environment" within which collaboration can flourish"*

  Herts for Learning embodies school led partnership in Hertfordshire.

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Priorities for Improvement (2014 – 2015)

Increase the number of good or better schools and settings

- Improve holistic intelligence and early alerts to identify schools at risk within the changing inspection framework

- Work with Teaching School Alliances to refresh 'Lead in Herts' programme to accelerate improvements and capacity in leadership

- Develop a countywide approach to sharing best practice and evidencing impact

- Provide support to recruit and retain high quality staff

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Priorities for Improvement (2014 – 2015)

Close the gap for vulnerable groups whilst maintaining high levels of attainment

- Support an improved understanding and use of data
- Share best practice of what works with specific groups through the Exchanging Excellence –Closing Gaps project
- Focus on strategies to support pupils with lowest prior attainment
- Develop research based pilots and projects and systematically share findings

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Priorities for Improvement (2014 – 2015)

Achieve greater geographical consistency in outcomes across the county

- Invest in targeted projects across lower attaining districts

- Support a cross cutting recruitment drive to support schools in areas of shortage

- Work in collaboration with teaching school alliances and clusters to raise profile of high priority areas and target resources accordingly

- Ensure sharing best practice includes examples from areas with similar schools and relevant geographical characteristics

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What will Ofsted inspection of LA school improvement want to know and…

what would your answer be?

- How well does the local authority know your school, your performance and the standards your pupils achieve?

- What measures are in place to support and challenge your school and how do these meet the needs of your school?

- What is the impact of the local authority support and challenge over time to help your school improve?

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Monitoring, Challenge and Support

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Assessment of schools

- School self evaluation is a starting point

- Ofsted framework

- HfL termly assessment of performance

- HIP programme

- Academies/Free schools/non HIP schools - set of desk top exercises - key data release dates

- Other school related data

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New School categorisation – to ensure that resources are targeted appropriately by LA/HfL

Green	**Schools performing well,** which may include those that are: ▪ 'good' or 'outstanding' as recently judged by Ofsted ▪ likely to be judged 'good' or 'outstanding' ▪ close to floor standards but with good value added
Yellow	This could include schools: ▪ judged as 'requires improvement' (RI) by Ofsted but making rapid improvement ▪ likely to be judged as 'requires improvement' if inspected by Ofsted but making rapid improvement ▪ below or close to floor standards but making rapid improvement ▪ with an uncharacteristic drop in performance ▪ where performance is not meeting expected standards of comparable schools ▪ which have been making improvements but are not yet consistently performing well
Amber	This could include schools: ▪ judged by Ofsted as 'Requires Improvement' (RI) or 'satisfactory' and not making rapid improvement ▪ likely to be judged by Ofsted as 'requires improvement' - not making rapid improvement ▪ close to floor standards not making rapid improvement ▪ with a decline in performance over time ▪ where performance is significantly below standards of comparable schools ▪ where there are serious financial concerns ▪ which have been causing concern and are showing early signs of improvement

Red	**Schools causing concern,** which may include schools:
	▪ in an Ofsted category (special measures or serious weaknesses)
	▪ on the LA's schools causing concern register including those:
	    ▪ likely to be judged inadequate if inspected by Ofsted
	    ▪ with complex weaknesses
	    ▪ requiring significant improvement with limited capacity to improve
	    ▪ consistently below floor standards
	    ▪ where there are other serious concerns which will affect outcomes for children
	    ▪ below floor standards *not* making rapid improvement

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Support for schools to meet school and LA priorities

- Differentiated according to need - from critical friend to intervention
- Facilitation of school to school support – teaching school alliances, NLEs, LLEs, NLGs
- HfL - HIP programme, school effectiveness advisers, teaching and learning advisers
- Targetted support to raise achievement – RANGe, "Closing the Gap"

   And …..the full range of programmes and services from HfL

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Intervention and Support

Schools where performance is a concern

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Schools where performance is a concern

Amber	This could include schools**:** ■ judged by Ofsted as 'Requires Improvement' (RI) or 'satisfactory' and *not* making rapid improvement ■ likely to be judged by Ofsted as 'requires improvement' - *not* making rapid improvement ■ close to floor standards *not* making rapid improvement ■ with a decline in performance over time ■ where performance is significantly below standards of comparable schools ■ where there are serious financial concerns ■ which have been causing concern and are showing early signs of improvement

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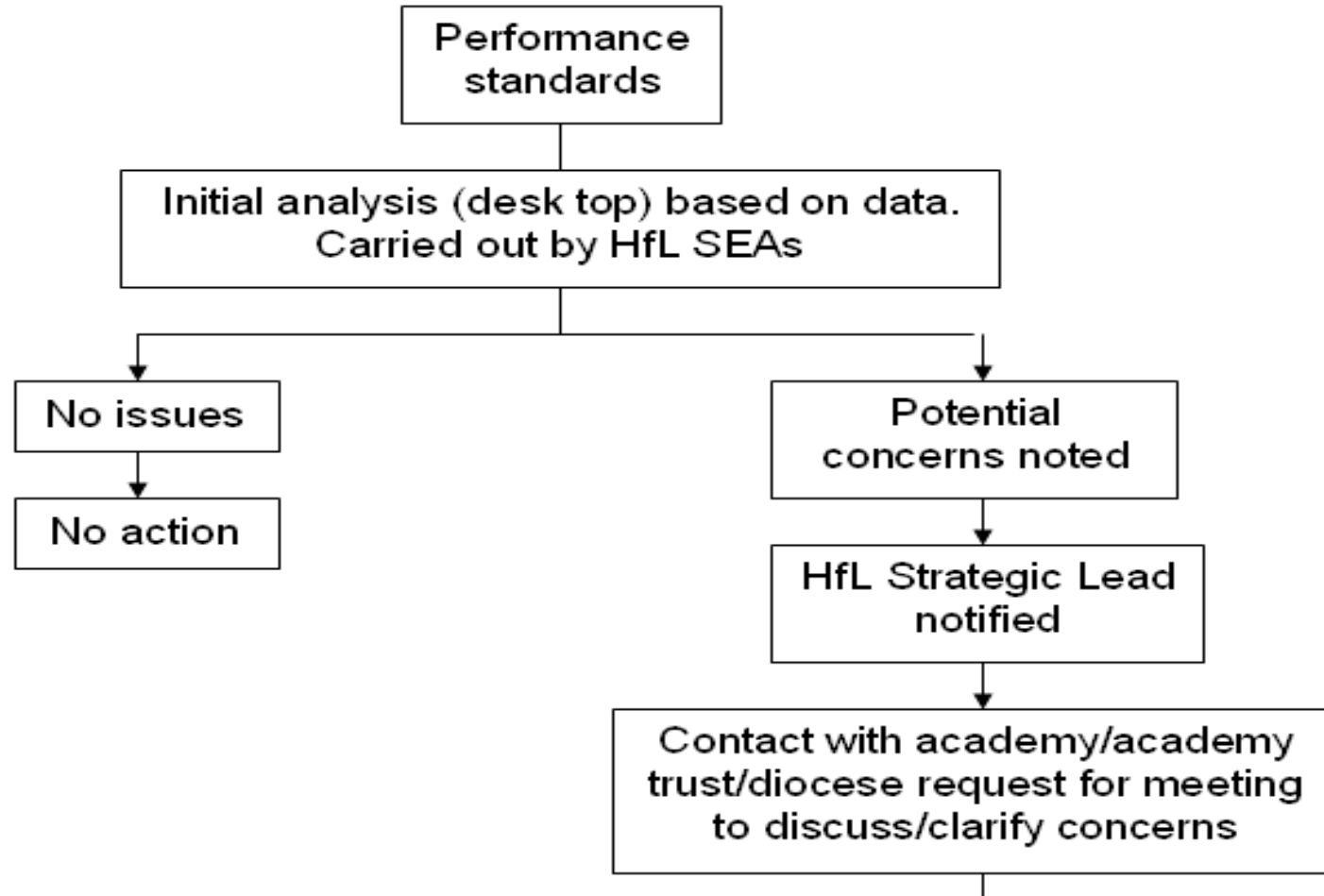Hertfordshire

Schools causing concern (LA maintained)

School rated 'red' - confirmation of 'school causing concern'

Support package agreed

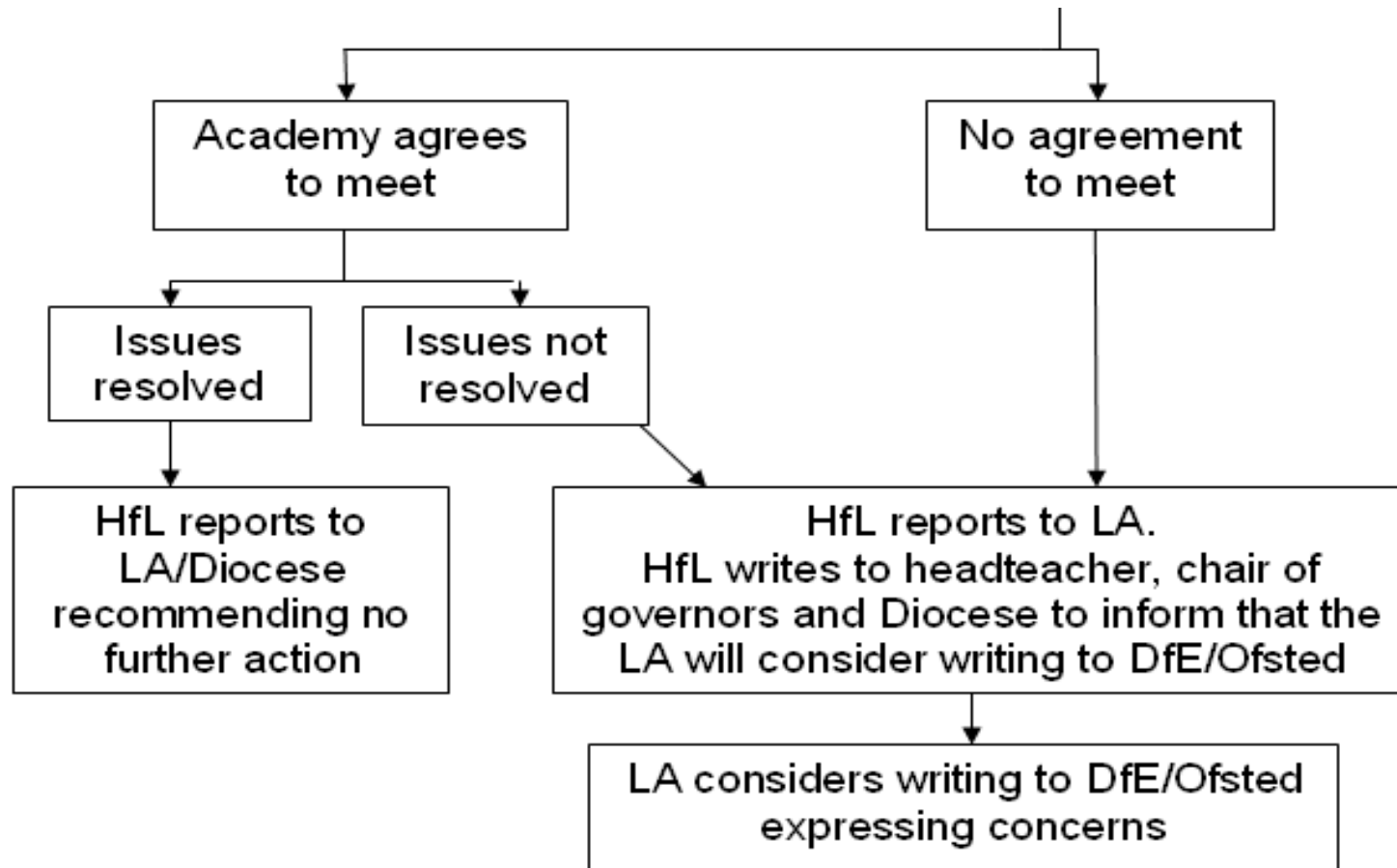Concerns not addressed - warning notice issued

Concerns not addressed - formal intervention procedures

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Monitoring of Academies

Monitoring of Academies (cont)

Academy agrees to meet → Issues resolved / Issues not resolved

No agreement to meet

Issues resolved → HfL reports to LA/Diocese recommending no further action

Issues not resolved → HfL reports to LA. HfL writes to headteacher, chair of governors and Diocese to inform that the LA will consider writing to DfE/Ofsted

No agreement to meet → HfL reports to LA. HfL writes to headteacher, chair of governors and Diocese to inform that the LA will consider writing to DfE/Ofsted

→ LA considers writing to DfE/Ofsted expressing concerns

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TIMELINE FOR CONSULTATION PROCESS & LAUNCH

Thursday 28 November 2013	Consultation Process Begins
Monday 2 December 2013 – Friday 14 February 2014	Consult with schools
Thursday 5 December Tuesday 10 December Thursday 23 January Tuesday 11 February Wednesday 12 February	East Herts & Broxbourne (Birchwood) Welwyn Hatfield & Hertsmere (Onslow St Audrey's) Queens School (Watford/Bushey) Highfield School (Letchworth/North Herts) The Hemel Hempstead School (Dacorum/St Albans)
Monday 3 February 2014 – Friday 21 February 2014	Online Inquisite Survey http://www.thegrid.org.uk/leadership/improvement/index.shtml
Wednesday 5 February 2014	Primary Heads Forum Executive Group
Thursday 13 February 2014	Hertfordshire Association for School Governors' Forum
Friday 21 February 2014	Online survey closes
Thursday 3 April 2014	Official Launch Event 'Hertfordshire School Improvement Strategy' Oak Room, Robertson House, Stevenage 2.00pm – 3.30pm

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