

**Brent Education Commission Action Plan – Ambitious for All
September 2014 - August 2015**

Overall priorities:	
1.	Improve strategic leadership of education across the borough
2.	Planning school places
3.	Knowing Brent schools
4.	Promoting and supporting school to school networks
5.	Providing challenge to address weaknesses
6.	Improving school governance

Priority 1: Improve strategic leadership of education across the borough
<p>What will success look like?</p> <p>There will be:</p> <ul style="list-style-type: none"> • Strong relationships, shared ambition and a partnership structure to secure the highest quality education in Brent. • A shared vision and ambitious strategy owned by all. • Shared, moral ownership across the educational community for all children in Brent schools. • Greater recognition of the role of the governing body as an input force for support, clarity and improvement. • Clarity across all providers and partners about the role of the local authority as the champion of children and young people in ensuring that education in Brent is the best it can be. • A robust set of aspirational school performance targets to be achieved within three years shared by stakeholders • All Brent schools will be judged by Ofsted as good or outstanding within three years.

1.1	Establishment of a Strategic School Effectiveness Board (SSEB) chaired by the Strategic Director Children and Young People	Identification of and invitation to key education partners including BSP.	Strategic Director Children and Young People	First meeting October 2014 to agree terms of reference and draft performance targets.
1.2	Agreement of a vision statement for the future of education in Brent , reflecting the current national and local context, and used to drive all future activities,	Develop a draft statement combined with robust excellence targets for consultation with all key partners including headteachers and governors	Strategic Coordinator for School Improvement	Draft considered at Strategic School Effectiveness Board Oct 2014 All governing bodies invited to support the vision statement By 31 December
1.3	Establishment of a cycle of informal meetings of the Leader of the Council, the Lead Member for CYP with representative headteachers and, separately, with representative chairs of governors to keep in touch and monitor the implementation of this action plan.	Gain a commitment from headteachers and governors to informal meetings. Develop a consultation process which includes the Strategic School Effectiveness Board , Brent Schools Partnership (BSP), school partnerships, governors and headteachers.	Operational Director Early Help and Education	First set of meetings in October 2014
1.4	Launch of a School Effectiveness Strategy which realises the quality assurance role of the LA and prioritises the role of school to school support in securing ongoing improvement.	Draft School Effectiveness Strategy out for consultation and implemented. Clear evaluation of the impact of the strategy on school performance in Brent in place and kept under review.	Strategic Coordinator for School Improvement	Sign off by Strategic School Effectiveness Board October 2014 Further consultation and engagement with school stakeholders to refine for publication in January 2015
1.5	Staffing structure for the School Improvement Service which is fit for purpose and has the capacity to deliver the School Effectiveness Strategy.	Review the current staffing structure In the School Improvement Service in the context of the changing LA role, consulting staff and other stake holders. Develop a shadow staffing structure which will reflect the LA's role in quality assuring standards in education in Brent.	Strategic Coordinator for School Improvement	New staffing structure proposed by October 2014 and implemented as soon as possible. In place by 1 January 2015

Priority 2: Planning school places
What will success look like? <ul style="list-style-type: none"> • There will be sufficient school places in primary, secondary and special schools located where they are needed in schools which are providing at least a good standard of education. • Every child who applies for a school place in Brent will be in school within four school weeks of applying. • All schools will be good or outstanding within three years

Objective	Activities	Lead Officer (s)	Milestones
2.1 Publish a School Place Planning Strategy which promotes quality as well as increasing the quantity of school places, ensuring that it is: based on accurate projection data; based on local knowledge of demographic trends; acknowledges physical constraints on expansion.	<p>Publish the final strategy following consultation</p> <p>Establish a School Place Planning Group involving school representatives as proposed in the current Draft Strategy</p> <p>Review the Strategy on an annual basis to ensure it reflects a mobile and changing population of a London borough, working with headteachers and governors.</p>	Operational Director (Early Help and Education)	<p>Cabinet Report October 2014</p> <p>Group meets October 2014</p> <p>First Review October 2015</p>
2.2 Clarify the lines of accountability for place planning and the provision of new school places, with stronger oversight by the Strategic Director Children and Young People	Review the staffing arrangements for school place planning in CYP, work with the Strategic Director Regeneration and Growth to improve integration and strengthen the role of the School Place Planning Board	Strategic Director CYP with Strategic Director Regeneration and Growth	New arrangements fully in place January 2015
2.3 Ensure that the systems in place for projecting number of school places required in terms of numbers, geographical location and timing are fully fit for purpose	<p>Reviewed as part of work for Draft School Place Planning Strategy (complete)</p> <p>Keep under review the accuracy of the GLA projections, particularly in relation to the data given on housing new build, child yield etc.</p>	Operational Director (Early Help and Education)	<p>Completed</p> <p>October 2014 and ongoing</p>

<p>2.4 Ensure that the local authority is proactive in encouraging the best schools in Brent and free school providers to set up new schools in areas where extra places are needed.</p>	<p>Work with the Education Funding Agency, DfE Free Schools team, the Regional Schools Commissioner and other partners to attract the best quality providers to Brent Promote the establishment of effective local chains/federations/ partnerships to promote new schools and offer a local solution for schools at risk of failure.</p>	<p>Operational Director Early Help and Education</p>	<p>Meet with Education Funding Agency/DfE Free Schools team August 2014</p> <p>Incorporate approach to free schools into School Place Planning Strategy October 2014</p>
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<p>Priority 3: Knowing Brent schools</p>
<p>What will success look like?</p> <ul style="list-style-type: none"> • There will be an accurate and up to date sustainable knowledge of the performance of all schools and academies across Brent based on an agreed moral imperative that all schools in the borough have shared ownership with the local authority for the education of all children in every Brent school.

Objective	Activities	Lead Officer (s)	Milestones
<p>3.1 Improved quality, use and impact of school performance data</p>	<p>Bring the currently available analyses of school and pupil performance data into a single suite of reporting with a clear annual timetable and schedule for reporting back to schools and to elected members.</p>	<p>School Improvement Team Manager</p>	<p>Complete by October 2014</p>

<p>3.2 Dashboard showing the performance of each Brent school against an agreed set of indicators building on risk matrices is used in an annual appraisal of the performance of each school/setting based on all available data to give clear judgement and enabling early identification not only of difficulties but also of good practice.</p>	<p>Discussion of current Brent template (s) with key partners including BSP and governors. Piloting of process during the autumn term.</p>	<p>Strategic Coordinator for School Improvement working with BSP Strategic Director</p>	<p>Format of template endorsed by end of September 2014, adapting current model. Processes agreed with schools following piloting by December 2014. Complete templates for each school by December 2014.</p>
<p>3.3 Publication of an annual report for key partners including governors and parents on the performance of Brent schools.</p>	<p>Produce summary report for public exam/ assessment/ test results – Early years, KS1, KS2, GCSE and post 16.</p> <p>Analyse Ofsted inspection outcomes plus the impact of LA support for its vulnerable schools 2013-14.</p> <p>Carry out review of national performance data 2013-14</p> <p>Desk top review of schools' Raise online reports and used to complete school performance templates – see above.</p> <p>Publish first Annual Report on education in Brent</p>	<p>School Improvement Team Manager</p>	<p>Complete by September 2014</p> <p>Complete by September 2014</p> <p>Complete by November 2014</p> <p>Complete by December 2014 Published version of report available February 2015</p> <p>January 2015</p>
<p>3.4 Showcase excellence and interesting/innovative practice in Brent schools</p>	<p>Publish case studies of good practice</p> <p>Establish an annual school awards scheme to recognise and celebrate practice in Brent schools.</p>	<p>Strategic Coordinator for School Improvement BSP Strategic Director</p>	<p>December 2014 and ongoing</p> <p>March 2015</p>

Priority 4: Promoting and supporting school to school networks

What will success look like?

There will be:

- **Better practice in teaching and learning; focused, mutual support to accelerate progress and raise standards.**
- **A coherent offer of high quality school improvement services largely delivered for schools by schools.**
- **The local authority's role will mainly be one of quality assurance and commissioner of support in the case of underperforming schools which require intervention and/or improvement.**
- **A strong and effective Brent Schools Partnership.**

Objective	Activities	Lead Officer (s)	Milestones
4. Rigorous process in place which includes BSP and other key partners in developing a quality assurance model for all school improvement services commissioned within the local authority.	Agree a set of criteria which ensures that all commissioned services provide effective support leading to rapid improvement.	School Improvement Team Manager	Complete by October 2014
4.2 Development of the Brent Schools Partnership to form an overarching body which includes all school improvement providers across the LA including the School Improvement Service.	£100,000 funding provided by the local authority annually for the first two years to build the capacity of BSP. BSP and the local authority to develop integrated systems and ways of working. .	Strategic Coordinator for School Improvement BSP Strategic Director	Complete by September 2015
4.3 A school to school improvement offer that builds on the best practice in Brent schools.	Work with BSP to develop: <ul style="list-style-type: none"> • A peer review process of performance and progress across Brent schools. • A comprehensive continuous professional development programme designed to address weaknesses identified through Ofsted inspections and peer reviews. Use knowledge gleaned through peer reviews to develop a series of case studies sharing innovative and successful school initiatives.	Strategic Coordinator for School Improvement BSP Strategic Director	Complete by September 2015

4.4 Incentivise collaboration and work in clusters or networks of schools in Brent.	Invite groups of schools to bid for monies to support initiatives across schools that will lead to improved outcomes.	Strategic Coordinator for School Improvement BSP Strategic Director	Underway by October 2014 with evaluation reports and case studies produced by June 2015.
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Priority 5: Providing challenge to address weaknesses
<p>What will success look like?</p> <p>There will be:</p> <ul style="list-style-type: none"> • Better and earlier support for schools with difficulties. • No school in an Ofsted category of concern by 2016. • The percentage of schools requiring improvement will be 5 percentage points below the London average by 2016. • All schools will be good or outstanding by 2017. • Less variation between schools as attainment has improved in lower attaining schools so that gaps are closed with higher attaining schools. • Pupil outcomes at KS2 and 4 at least 2 percentage points above the London average by 2017 across all measures.

Objective	Activities	Lead Officer (s)	Milestones
5.1 A local authority role in school effectiveness which is fit for purpose, largely one of quality assurance and draws on the excellence and expertise of school leaders, school partnerships and neighbouring LAs.	Develop the School Improvement Service so that it performs a largely commissioning role and has the necessary expertise to quality assure provision and perform an effective quality assurance role.	Strategic Coordinator for School Improvement (SCSI)	Complete by September 2015

5.2 Thorough knowledge of school improvement requirements across Brent's underperforming schools	Refresh the audit of all schools currently designated Requiring Improvement or inadequate in light of 2014 performance data, Rapid Improvement Group records and local knowledge of quality of teaching.	School Improvement Team Manager with BSP Strategic Co-ordinator	Complete by October 2014
	Early identification of and visits to schools at risk through review of 2014 outcomes.		Complete by December 2014
	Programme of Peer Reviews which prioritises underperforming schools.		Complete by December 2014
5.3 CPD offer in place for underperforming schools tailored to address identified weaknesses.	Use the audit in 5.2 to work up bespoke CPD offers drawing on expertise across Brent schools and commissioning it from elsewhere when gaps exist.	BSP Strategic Director with School Improvement Team Manager	Complete by December 2014

Priority 6: Improving school governance
What will success look like?
<p>There will be</p> <ul style="list-style-type: none"> • A stronger focus on school performance by governing bodies across Brent • Governors will have the skills and confidence to undertake their roles and responsibilities • All Brent school governing bodies will be judged as good or better by 2016.

Objective	Activities	Lead Officer (s)	Milestones
6.1 Brent governors have greater confidence and skill in undertaking their roles and responsibilities especially in school improvement.	<p>Offer to individual governing bodies of bespoke training on understanding performance data.</p> <p>The LA should broker collaborations between pairs of governing bodies to scrutinise each other's performance data.</p> <p>Incentives set in train for governing bodies to observe how each other works and to look at practice in other areas.</p>	School Improvement Team Manager	<p>From October 2014</p> <p>From November 2014</p> <p>From November 2014</p>

6.2 Good quality governing body leadership in Brent schools with Rapid Improvement Groups	Review effectiveness of governing bodies in schools currently subject to a Rapid Improvement Group. Reconstitution of the Instrument of Government of governing bodies found to have limited effectiveness.	School Improvement Team Manager	Complete by April 2015
6.3 Brent Governing Bodies have members with appropriate skills to enable them to perform their key role of constructive challenge.	All governing bodies should review their governance arrangement and be encouraged to conduct skills audits Termly newsletter to contain references to online resources and examples of best practice. Development of leadership programme leading to accreditation as National Leaders of Governors.	School Improvement Team Manager	Complete by September 2015
6.4 An improved supply of highly skilled governors with the capacity to take on challenging remits.	Introduce a more efficient and effective process of appointing LA governors with the appropriate skills. Review the service offered to governing bodies to buy in to ensure a targeted CPD programme to address gaps in expertise on current governing bodies.	Strategic Coordinator for School Improvement	Complete by December 2014