

Report of the Deputy Director, Education, Employment and Skills to the meeting of the Children's Services Overview & Scrutiny Committee to be held on 6 September 2016

L**Subject:****Update on the development and implementation of the post-Ofsted Action Plan****Summary statement:**

Bradford Council's Local Authority's arrangements for school improvement were inspected by Ofsted between 15 and 19 June 2015. Following the publication of the report, in the form of a letter, on 21 August, an action plan was developed to address the issues raised in the report. The plan was submitted to Ofsted on 28 September and a response was received on 26 October. This led to some minor revisions to the final plan.

This report provides an update on the continued delivery of the action plan throughout the academic year 2015/16, and the next steps in revising the plan. Information on the post-Ofsted Action Plan was previously provided to the Children's Services O&S meeting on 12 January 2016.

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Summary

- 1.1 Bradford Council's Local Authority's arrangements for school improvement were inspected by Ofsted between 15 and 19 June 2015. Following the publication of the report, in the form of a letter, on 21 August, an action plan was developed to address the issues raised in the report. The plan was submitted to Ofsted on 28 September and a response was received on 26 October. This led to some minor revisions to the final plan.
- 1.2 This report provides an update on the continued delivery of the action plan throughout the academic year 2015/16, and the next steps in revising the plan. . Information on the post-Ofsted Action Plan was previously provided to the Children's Services O&S meeting on 12 January 2016.

2. Background

- 2.1 The Local Authority's arrangements for school improvement were inspected by Ofsted between 15 and 19 June 2015. A letter from the HMI (Her Majesty's Inspector), that led the inspection, was published on 21 August. This letter included a detailed report on the outcomes of the inspection.
- 2.2 The development of an action plan began immediately after the inspection, based on initial verbal feedback. The completed plan was submitted to Ofsted on 28 September and a response was received from Nick Hudson, Ofsted's Regional Director, on 26 October.
- 2.3 The evaluation was largely positive. There was a request for a few minor improvements that were quickly actioned, and the final version of the plan was approved.
- 2.4 **Structure of the plan**

The overall objective of the action plan came from a quote from the inspection report – to “accelerate the work begun to raise pupils’ achievement and attendance at all levels”. This Local Authority School Improvement (LASI) Action Plan continues as the single plan that is delivering the improvements that Bradford needs. It has replaced all other school improvement plans that were previously used.
- 2.5 The plan is split into nine key themes or projects. These themes respond to the main areas of improvement that were required as an outcome of the inspection. Each project has an aim and a series of tasks; each task has a performance indicator or outcome which will deliver the project aim. The nine themes/projects:
 1. School Improvement Strategy
 2. LA Intervention in Schools
 3. School Improvement Governance Arrangements
 4. School Performance Risk Assessment
 5. Use of Performance and Management Information
 6. Quality of School Leadership & School-to-School Support
 7. LA Staff Performance
 8. Value for Money of Post 16 provision



9. Baseline and Comparator Work

2.4 The progress of the plan has been tracked through a Progress Monitor and a Key Performance Indicator (KPI) Monitor

- Progress Monitor: This requires each reporting officer to RAG (red / amber / green) the progress of each activity on a regular basis. The RAGs have been defined to ensure there is a focus on each task having a positive impact rather than just being implemented.

Red	Implementation commenced - No impact.
Amber	Implementation has taken place but impact is limited.
Green	Implemented and positive impact evidenced / KPI Met.

- KPI Monitor: This consists of 26 measurable performance indicators that are tracked and updated as new data becomes available. A baseline has been provided and the figures are referenced to national averages and the average of Bradford's ten statistical neighbours (Blackburn with Darwen, Bolton, Derby, Kirklees, Oldham, Peterborough, Rochdale, Sheffield, Telford and Wrekin, Walsall).

2.5 **Implementation and monitoring of the LASI Action Plan**

The action plan strongly supports sector-led school improvement whereby key stakeholders have a shared vision for improving educational outcomes and all partners (schools, their partnerships, teaching school alliances (TSA), multi-academy trusts (MATs), dioceses and the LA) are engaged in delivering the required improvements, guided by the plan. The Regional Schools Commissioner (RSC), Ofsted and the Department for Education (DfE) attended the EISB meeting in autumn 2015 and pledged their support to Bradford to deliver this plan.

2.6 With the changing educational landscape there are now more schools which have become academies and these schools report directly to the Department for Education (DfE) and no longer to the Local Authority. At present there are 157 primary schools of which 27 are academies, 30 secondary schools of which 18 are academies, 8 Special Schools of which 2 are Academies and 4 all through schools of which 4 are Academies . The LA works closely with the DfE and the RSC on the standards agenda linked to all schools.

2.7 The LASI Action Plan tracks 73 tasks. A summary of the progress of tasks during 2015/16 is given below as a profile of the RAG ratings.

	Sep 2015	Dec 2015	Jul 2016
No Action To Date	3	3	1
Red - Implementation commenced - No impact	51	29	3
Amber - Implementation has taken place but impact is limited	18	38	58
Green - Implemented and positive impact evidenced / KPI Met	1	3	11
TOTAL	73	73	73



The RAG ratings are strongly focused on impact. So whilst the majority of tasks have been implemented or are being implemented, it is taking time to demonstrate sustainable impact. Just one task has not yet been actioned because it requires preparation of a report to evaluate the effectiveness and impact of the reconstituted EISB (Education Improvement Strategic Board) and the BEICB (Bradford Education Improvement Commissioning Board) during the autumn term 2016.

2.8 Monitoring the implementation of the plan and outcomes achieved

Throughout 2015/16 the Education Improvement Strategy Board (EISB) has received reports on the monitoring and progress of the LASI Action Plan. They have been particularly interested in,

- Changes in the Key Performance Indicators (KPIs)
- Progress against KPI targets
- Areas where improved progress is being made
- Additional resources provided
- Additional work undertaken in response to EISB concerns
- Areas of concern and mitigating action
- Areas where advice and support from the EISB is required

2.9 Summary of the LASI Action Plan's actions and progress

This is shown in Appendix A.

3. OTHER CONSIDERATIONS

3.1 Next Steps

As the post-Ofsted action plan comes to the end of its first year there is now a need for a new Education, Employment and Skills development plan to be developed by the new Strategic Lead Officers. This plan will need to take account of the rapidly changing education landscape including academisation and the changing role of the LA. The amalgamation of all education services under one deputy director affords the opportunity to develop a more co-ordinated strategy where the leaner LA services can play their full role in school place planning, providing a focus on vulnerable children and being the 'champion' for better outcomes for all children and young people.

3.2 In preparation for this new plan, managers from all the services within Education, Employment and Skills have met and have agreed to:

- the signing off of completed tasks
- redefine the high impact activities so that all services can contribute to them
- refresh the individual performance indicators and outcomes for the activities
- revisit the timescales and deadlines.

A timescale for this rewrite is still to be agreed.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The LASI Action Plan and its implementation is funded through the core funding available to strategic partners and through funding made available by the Bradford Education Improvement Commissioning Board (BEICB). Following a request of the



EISB (Education Improvement Strategic Board) any additional funding provided to support the delivery of tasks is now recorded on each project plan.

5. LEGAL APPRAISAL

5.1 None.

6. NOT FOR PUBLICATION DOCUMENTS

6.1 None.

7. OPTIONS

7.1 Not applicable.

8. RECOMMENDATIONS

8.1 Committee Members are requested to consider and note the information provided.

9. APPENDICES

9.1 Appendix A: Summary of the LASI Action Plan

10. BACKGROUND DOCUMENTS

10.1 Bradford Local Authority School Improvement Inspection Report - <http://reports.ofsted.gov.uk/local-authorities/bradford>

