

Report No.  
ED12060

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** Education Policy Development and Scrutiny Committee

**Date:** 6 November 2012

**Decision Type:** Non-Urgent Non-Executive Non-Key

**Title:** **SUPPORT FOR UNDERPERFORMING SCHOOLS**

**Contact Officer:** Sue Mordecai, Head of Learning  
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**Chief Officer:** Terry Parkin, Executive Director, Education and Care Services

**Ward:** Boroughwide

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1. Reason for report

- 1.1 To update Members on the current school improvement strategy to support underperforming schools in Bromley and the future challenges in the light of the evolving education agenda.
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2. **RECOMMENDATION(S)**

- 2.1 **That Members of the Education Policy Development and Scrutiny Committee consider and comment on the current school improvement strategy and how this accords with the local agenda for the future.**

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Children and Young People
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### Financial

1. Cost of proposal: No Cost:
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre:
  4. Total current budget for this head: £
  5. Source of funding:
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### Staff

1. Number of staff (current and additional): N/A
  2. If from existing staff resources, number of staff hours:
- 

### Legal

1. Legal Requirement: None
  2. Call-in: Applicable
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

### **3. COMMENTARY**

#### **Bromley LA Strategy to Support Underperforming Schools**

##### **3.1 Introduction**

The Local Authority Strategy to support underperforming schools is set within the context of:

- the Education Act of November 2011;
- updated DFE Guidance for Local Authorities September 2012;
- the evolving education agenda, including academy conversion /sponsorship and the growth of teaching schools;
- a commitment to enabling schools to become more autonomous in leading their own improvement and to facilitate the ability of schools to support and challenge each other;
- the growth of external partnerships within Bromley and beyond;
- the re-organisation of the School Improvement Team within Bromley LA;
- ongoing budget cuts and local prioritisation of services.

##### **3.2 The Statutory Responsibilities of the Council for Underperforming Schools**

Schools are self managing and autonomous institutions, responsible for their own performance and improvement. The Local Authority's role is one of advocacy for children and young people and it continues to hold a democratic accountability for securing best outcomes for children and young people.

The Secretary of State requires a Local Authority to intervene in LA maintained schools, community and voluntary aided, where there are serious concerns which need tackling. In relation to underperformance these concerns are based on schools which are consistently below floor targets or where there is a serious drop in performance. This duty does not apply to academies or independent schools.

Should a school not make the necessary improvements within a given timescale, the Local Authority may use its appropriate statutory powers of intervention which include:

- requiring the Governing Body to work with another school, federation or other named partner for the purpose of school improvement;
- the appointment of additional governors to provide additional expertise;
- applying to the Secretary of State to replace the Governing Body with an Interim Executive Board to provide challenge to the leadership of the school to provide rapid progress;
- suspension of delegated authority for the governing body to manage a school's budget;
- issuing a warning notice to the Governing Body where a school shows reluctance to address concerns;
- seeking academy sponsorship.

The LA has a statutory responsibility to take action when a school goes into an Ofsted category of concern. If a maintained school goes into an Ofsted category of 'Serious Weaknesses' or 'Special Measures' the Local Authority is required to write a 'Statement of Action' and submit that plan to Ofsted for approval as to whether or not the plan is 'fit for purpose'. There is an expectation by the DfE that where a school has been judged by Ofsted to require 'Special Measures', conversion to an academy with a strong sponsor will be the normal route to secure improvement.

There are currently 3 primary schools in category, however, one of these is a converter academy and it is not yet clear from the DfE what mechanisms will be put in to secure improvement. The two LA maintained schools in Special Measures will become sponsored academies by September 2013. Nevertheless the Local Authority is responsible for the Statement of Action to improve the outcomes for pupils until each school becomes an academy.

### 3.3 **The Secretary of State has the power to:**

- direct the LA to issue a notice of warning;
- appoint additional governors;
- require the governing body to be constituted as an Interim Executive Board;
- direct the closure of a school;
- make an academy order.

### 3.4 **The Identification of Underperforming Schools**

#### **The key warning signs:**

The LA has an established system for early identification of those schools that are underperforming through:

- the use of multiple data sources to monitor school performance and progress;
- regular monitoring and reviewing of the performance of schools;
- termly meetings for those schools deemed 'Satisfactory' by Ofsted;
- 'local knowledge' from LA Officers;
- regular meetings with the Directors of Education of the Archdiocese of Southwark (RC) and Diocese of Rochester (C of E);
- Ofsted reports.

#### **The Characteristics of an Underperforming School**

- the school is failing to address significant underperformance;
- the school is lacking the leadership capacity to improve;
- issues with governance;
- schools that are below floor target in the three national indicators at KS2 and KS4;
- risks to pupils' safety and well-being;
- significant budget problems in maintained schools, without a secure recovery plan;
- Ofsted category (see **Appendix 1**).

## **The National Data Indicators**

Primary schools are identified as being below floor target and therefore underperforming in the three national indicators of:

- below 60% KS2 L4+ in English and mathematics (combined)
- below the national median at KS2 for two levels of progress in English (87% in 2011)
- below the national median at KS2 for two levels of progress in mathematics (86% in 2011).

There are currently no schools in this category in Bromley. Schools that were previously in this category have either improved significantly or have become sponsored academies.

The DfE had a particular concern in 2008 with the number of primary schools in Bromley (12) which were underperforming according to their criteria. Therefore, the LA School Improvement Team in Learning and Achievement has had this as a key focus. Although there are currently no schools which match the criteria of the DfE to be designated as underperforming, the Local Authority does identify schools that may be at risk of underperforming in order to put in place a programme of intervention strategies to prevent a further decline in standards. Four schools are currently identified as requiring support (see Appendix 2 and 3).

### **3.5 Strategies to Improve Underperforming Schools**

The Head of Learning plays a key role in co-ordinating Local Authority and brokered support, monitoring delivery, gathering and presenting progress reports. Schools that are deemed as underperforming currently receive advice and support according to need. This includes some or all of the following:

- Meeting with the head teacher and if necessary the Chair of Governors to clarify issues and recommend necessary actions.
- Preparing a flexible, tailored and costed action plan to address these issues.
- Provision of differentiated levels of support.
- Supporting and strengthening school leadership with support from a head teacher from an outstanding school or a head teacher who has national accreditation, eg National Leader of Education (NLE).
- Monitoring and regular review.
- Working in collaboration with other schools or partners.
- There are monthly meetings of the Local Authority Priority Schools Group to monitor those schools causing concern. The membership of this group includes the Head of Access and Admissions, the Head of Special Educational Needs, Head of Research and Statistics, the Human Resources Manager, Head of Schools Finance and these meetings are chaired by the Head of Learning.

### **Schools which have shown significant improvement:**

A number of schools in Bromley have shown significant improvement and developed from an underperforming school to one that is at least Good and which is sustainable. The characteristics that these schools have in common are:

- determined and resolute leadership from the head teacher
- improving teaching and learning is the key priority
- accepting nothing less than good behaviour from pupils
- rigorous monitoring and evaluation by senior leaders
- use of target setting, assessment and tracking to raise achievement
- effective performance management and professional development of teachers
- effective development of middle leaders
- a curriculum which is 'fit for purpose'
- effective governance which holds school leaders to account
- greater parental engagement.

### **3.6 The future strategy for school improvement is set within the context of:**

- the evolving education agenda, including academy conversion
- the growth of external partnerships within Bromley and beyond
- teaching schools
- the re-organisation within Bromley LA and the move towards commissioning services
- the ability of schools to support each other successfully
- clarity from the DfE regarding the role of the Local Authority in tackling schools that are underperforming and support for vulnerable pupils.

The challenges afforded by a more autonomous education system are many, the opportunities and potential for innovation and informed sharing of effective practice are significant. The main challenge is how to ensure that a school-to-school support model is coherent and comprehensive; that schools that are underperforming have a wide range of high quality support to draw upon and that those schools receive informed advice, support and challenge that is crucial in securing improvement.

### **Appendix 1 : Ofsted outcomes for Bromley schools in September 2012**

### **Appendix 2 : School profile of schools that have recently been identified as underperforming**

### **Appendix 3 : Staff profile of schools that have recently been identified as Underperforming**

<b>Non-Applicable Sections:</b>	Policy/Financial/Legal/Personnel Implications
Background Documents: (Access via Contact Officer)	Bromley School Improvement Plan

## OFSTED OUTCOMES FOR SCHOOLS IN BROMLEY – SEPTEMBER 2012

School	Outcome	Date
<b>PRIMARY SCHOOLS</b>		
Alexandra Infants	Outstanding	May 2011
Darrick Wood Infants	Outstanding	Nov 2009
Edgebury Primary	Outstanding	Jan 2009
Green St Green Primary	Outstanding	May 2009
Highfield Infant	Outstanding	Jan 2008
Highfield Junior	Outstanding	Jan 2009
Keston C of E Primary	Outstanding	Jun 2009
Mead Road Infants	Outstanding	Mar 2009
Parish Primary	Outstanding	Nov 2011
Perry Hall Primary	Outstanding	Nov 2011
Pickhurst Infant	Outstanding	Nov 2007
Pickhurst Junior	Outstanding	Jul 2011
St James RC Primary	Outstanding	Sept 2007
St Vincent's RC Primary	Outstanding	Apr 2007
Valley Primary	Outstanding	Dec 2008
Warren Road Primary	Outstanding	Mar 2008
Balgowan Primary	Good	Jan 2008
Bickley Primary	Good	May 2009
Castlecombe Primary	Good	May 2009
Chelsfield Primary	Good	Nov 2007
Chislehurst Primary	Good	Mar 2009
Clare House Primary	Good	May 2012
Crofton Infants	Good	Oct 2010
Crofton Junior	Good	Nov 2008
Cudham Primary	Good	Nov 2009
Darrick Wood Junior	Good	Oct 2012
Dorset Road Infant	Good	Mar 2011
Downe Primary	Good	Jan 2007
Farnborough Primary	Good	Jul 2008
Hawes Down Infant	Good	Feb 2009
Hawes Down Junior	Good	Jul 2008
Hayes Primary	Good	Jul 2008
Leesons Primary	Good	Feb 2012
Marian Vian Primary	Good	Jun 2012
Midfield Primary	Good	Nov 2010
Mottingham Primary	Good	May 2011
Oaklands Primary	Good	Dec 2010
Pratts Bottom Primary	Good	Feb 2011
Princes Plain Primary	Good	Nov 2011
Raglan Primary	Good	Jun 2010
Red Hill Primary	Good	Oct 2011
Scotts Park Primary	Good	May 2009
Southborough Primary	Good	Jul 2011
St Joseph's RC Primary	Good	Oct 2010
St Mark's C of E Primary	Good	May 2011
St Mary's RC Primary	Good	Sept 2008
St Philomena's RC Primary	Good	May 2010
Stewart Fleming Primary	Good	Jun 2011
The Highway Primary	Good	Nov 2009
Unicorn Primary	Good	Sept 2009

School	Outcome	Date
Wickham Common Primary	Good	Oct 2008
Alexandra Junior	Satisfactory	Mar 2010
Blenheim Primary	Satisfactory	Nov 2010
Bromley Road Infant	Satisfactory	Nov 2010
Burnt Ash Primary	Satisfactory	Jan 2012
Churchfields Primary	Satisfactory	Oct 2011
Hillside Primary	Satisfactory	Jul 2012
James Dixon Primary	Satisfactory	Mar 2011
Malcolm Primary	Satisfactory	Sept 2009
Manor Oak Primary	Satisfactory	Mar 2011
Oak Lodge Primary	Satisfactory	Nov 2011
Poverest Primary	Satisfactory	Sept 2009
St Anthony's RC Primary	Satisfactory	Sept 2010
St George's C of E Primary	Satisfactory	Feb 2010
St John's C of E Primary	Satisfactory	Jul 2011
St Mary Cray Primary	Satisfactory	Jul 2011
St Paul's Cray C of E Primary	Satisfactory	Feb 2012
St Peter and St Paul RC Primary	Satisfactory	Nov 2011
Tubbenden Primary	Satisfactory	Jan 2011
Worsley Bridge Junior	Satisfactory	Oct 2010
Biggin Hill Primary	Notice to Improve	May 2012
Gray's Farm Primary	Special Measures	Jul 2012
Royston Primary	Special Measures	Mar 2012
<b>SECONDARY SCHOOLS</b>		
Bullers Wood	Outstanding	Jun 2011
Darrick Wood	Outstanding	Apr 2009
Hayes	Outstanding	Mar 2011
Kemnal Technology College	Outstanding	Feb 2009
Langley Park Boys	Outstanding	Oct 2006
Newstead Wood	Outstanding	May 2010
Ravens Wood	Outstanding	Nov 2007
St Olave's	Outstanding	Nov 2006
Beaverwood	Good	Oct 2007
Bishop Justus	Good	May 2012
Charles Darwin	Good	Sept 2008
Coopers	Good	Dec 2009
Langley Park Girls	Good	Feb 2009
The Priory	Good	Jan 2012
The Ravensbourne	Good	Jan 2010
Harris Beckenham	Satisfactory	Dec 2010
Harris Bromley	Satisfactory	Nov 2011
<b>SPECIAL SCHOOLS</b>		
Glebe	Outstanding	May 2010
Marjorie McClure	Good	May 2011
Riverside	Good	Sept 2011
Burwood	Satisfactory	May 2011

Schools which are shaded are academies.

Sue Mordecai Sept 2012



**SCHOOL PROFILE OF SCHOOLS THAT HAVE RECENTLY  
BEEN IDENTIFIED AT RISK OF UNDERPERFORMING**

School	FSM	MEG	SA+/St	SDF	Size
School A	45.3%	34.3%	20.2%	0.78*	1 FE
School B	25.5%	25.7%	8.8%	0.19	2 FE
School C	39.4%	27.1%	7.0%	0.38*	2 FE
School D	55.0%	76.0%	11.3%	0.33	2 FE
National	26.2%	27.7%	7.9%	0.24	
Bromley LA	12.6%	N/A	N/A	N/A	

FSM = Free School Meals

MEG = Minority Ethnic Group

SA+ / St = School Action Plus / Statemented

SDF = Social Deprivation Factor

\* = Top Quartile

**STAFF PROFILE OF SCHOOLS THAT HAVE RECENTLY BEEN IDENTIFIED AS UNDERPERFORMING**

School	Total No of Staff	Teaching Staff		Support Staff		Age Range				
		Female	Male	Female	Male	17-19	20-29	30-39	40-49	50-60+
School A	35	13	2	19	1		8	7	11	9
School B	99	20	6	70	3		10	19	30	40
School C	68	16	1	48	3		10	6	22	30
School D	94	26	2	65	1		13	11	37	33
<b>Totals</b>	<b>296</b>	<b>75</b>	<b>11</b>	<b>202</b>	<b>8</b>	<b>0</b>	<b>41</b>	<b>43</b>	<b>100</b>	<b>112</b>