

## **Appendix f : Herts for Learning Ltd – support programme for schools**

Hertfordshire County Council (HCC) has worked in partnership with schools to introduce an innovative, facilitative approach to school improvement by establishing the UK's largest schools' company, Herts for Learning Ltd (HfL).

HCC commissions HfL to deliver the local authority's statutory school improvement functions to ensure sustainable high quality provision to meet the changing needs of schools and the local authority.

Herts for Learning (which commenced trading on 1<sup>st</sup> September 2013) provides a flexible and responsive service working with and for schools and reflects:

- the change in relationship between schools and the local authority
- the financial and political context
- a shared passion for continued improvement in outcomes for all children

Hertfordshire schools own 80% of shares in Herts for Learning Ltd and six non-executive directors (nominated and elected by school shareholders) sit on the Herts for Learning Board. The council owns 20% of the company's shares and has two non-executive directors on the Board. The Board also has two non-executive directors co-opted onto the board to bring commercial expertise and Herts for Learning's Managing Director.

In setting up Herts for Learning, robust arrangements have been put in place to ensure that the local authority's statutory duties for school improvement are delivered effectively whilst retaining provision for a wide range of support services for schools and settings through a traded offer.

Further information on Herts for Learning and the services offered can be found on the Herts for Learning website: [www.hertsforlearning.co.uk](http://www.hertsforlearning.co.uk)

### **Hertfordshire County Council services for schools**

Hertfordshire County Council continues to directly deliver the following functions in relation to education:

- supply of school places to meet the needs of the school population
- access arrangements for schools for every child, including disabled pupils
- coordination of admission arrangements
- schools' capital programme
- academies and free school programme
- access to free nursery education

- access to quality early years and childcare provision
- parenting support
- Integrated Services for Learning (ISL) - support for vulnerable pupils, including disabled children, those with special educational needs and those outside mainstream education
- education for permanently excluded pupils and the management of LA maintained ESCs
- attendance of children at school and identification of children missing from education
- Connexions - targeted support for vulnerable young people to remain in education or training until the age of 18 and careers guidance
- targeted intervention and advice services (TIS and TAS)
- 'Thriving Families' programme
- 14-19 learning including vocational education
- 'How to Thrive' emotional resilience and wellbeing programme
- Hertfordshire Music Service
- The Virtual School for Children Looked After

A wall chart, designed to help schools understand which services for schools are now provided by HfL and which are still provided by HCC, can be found on the Herts for Learning website

[www.thegrid.org.uk/schoolimprovement/hfl/documents/hfl\\_hcc\\_wallchart\\_sep13.pdf](http://www.thegrid.org.uk/schoolimprovement/hfl/documents/hfl_hcc_wallchart_sep13.pdf)

### **Herts for Learning Services**

Herts for Learning (HfL) provides flexible and bespoke school improvement services to help raise achievement and improve the quality of leadership, teaching and provision in schools, academies and other educational settings in Hertfordshire. As one of the largest school improvement services in the country, Herts for Learning is able to offer a wide range of support services for schools.

HfL is commissioned by HCC to carry out the monitoring and challenge role for all local authority (LA) maintained schools along with support and any intervention for schools causing concern (or at risk of causing concern) on its behalf. HCC also commissions the monitoring of academies and other non-LA maintained schools in accordance with statutory legislation.

HfL's Hertfordshire Improvement Partner programme (HIP) offers schools a flexible bespoke programme of support and challenge. Support and challenge is offered by Herts for Learning to the full range of schools in Hertfordshire from those judged

outstanding to those in an Ofsted inadequate category. HfL also offers challenge and support to governing bodies in externally facilitated self-reviews.

In addition to the HIP programme, HfL offers a range of school improvement and business support services on a traded basis to schools within Hertfordshire and beyond, enabling a 'team around the school' approach to school improvement. These services include finance, HR and IT support.

Support for schools is delivered by HfL staff, quality assured HfL consultants and skilled staff commissioned from schools, teaching alliances or other providers.

### **Brokerage and commissioning**

*"We anticipate that school-to-school support will be at the heart of very many local authority strategies. Many will want to make more use of National Leaders of Education, and to encourage schools to join federations to support improvement."*

(The Importance of Teaching, DfE 2010)

In Hertfordshire, there are 9 Teaching Schools, 6 Teaching Alliances, 24 National Leaders of Education, 31 Local Leaders of Education, a growing number of Specialist Leaders in Education, 127 outstanding schools and 280 good schools as judged by Ofsted (31 December 2013). Local intelligence is thorough, well developed and robust, so HfL, in partnership with schools, is in a strong position to commission support for those in need and to identify examples of best practice from a wide variety of Hertfordshire schools and academies. HfL brokers appropriate partnerships between good and outstanding schools and those in need of support according to individual needs and circumstances. School to school support takes a variety of forms, for example: education improvement partnerships; secondments (including 'shared' staff); coaching for school leaders and teachers; support for governing bodies and specific CPD programmes.

In addition to the National Leaders of Governance (NLG) from Hertfordshire's schools, HfL runs a Hertfordshire Leaders of Governance (HLG) programme. These experienced chairs and governors support other schools and governing bodies across the county. Additional governors also support schools causing concern.

## 2014/15 SUPPORT FOR SCHOOLS

Schools performance will be regularly reviewed and categorized in accordance with the process outline in appendix 1 – Monitoring and Evaluation of Schools.

Centrally funded support and challenge may be allocated to LA maintained schools according to the categorisation of the school and the level of need as judged by the school's SEA and the relevant strategic HfL lead (Early Years, Primary, Secondary and Special).

### Traded services available for all schools and academies

- Herts for Learning (HfL) Hertfordshire Improvement Partner (HIP) programme through a service level agreement for all schools/academies/free schools. Options include the following, which may vary by phase/type of school:
  - headteacher performance management
  - standards visit
  - SEF scrutiny/self-evaluation progress review
  - teaching and learning/specific area review
  - subject leader interviews
  - leadership and management review
  - one year into headship review
  - pupil interviews
  - pre Ofsted visit/preparation for monitoring visit
  - SLT/MLT coaching in Ofsted observation skills
  - joint annual review
  - progress review
  - full review
  - joint lesson observations
  - learning walks
  - joint analysis of RAISE reports
  - analysing Assessment Manager 7 reports
  - school self-evaluation accreditation
  - review of 6<sup>th</sup> form provision and quality
- HfL consultancy, training, guidance and support for leadership and headteacher development, teaching and learning, curriculum, assessment, EYFS, BME/SEND/gifted and talented achievement and anti-bullying
- HfL's newly qualified teachers' induction, support and training
- HfL consultancy to support pre-schools and out-of-school clubs on school sites

- HfL business services e.g. Schools' HR advisory service, Financial Services for Schools (FSS), School IT Systems Support (SITSS), Hertfordshire Internet and Connectivity Service (HICS)

Further details of HfL's contract services can be found on the Herts for Learning website [www.hertsforlearning.co.uk/news/herts-learning-contract-services-201415](http://www.hertsforlearning.co.uk/news/herts-learning-contract-services-201415)

### **School Governing Bodies**

HCC commissions HfL to deliver the following services for Governing Bodies:

- Local authority (LA) governor appointments
- Governor recruitment advice and support
- Instruments of governance/governing body reconstitutions
- New governor checks and new governor handbook
- Governors information/helpline
- Termly governors' forum meetings
- Annual subsidised governors' conference

For governing bodies of LA maintained schools identified through the categorisation procedure (see appendix 1), support may be allocated from central resources for a range of activities eg.

- Governance team support for a school's action group
- Governing Body review
- Hertfordshire Leading Governor (HLG) and/or additional governor support.

### **Traded services available for governing bodies all schools and academies**

- Governor Training - covering a wide range of topics (including governing body reviews)
- Clerks Service - i) HfL Clerk or ii) training and support for school-based clerk; Clerks Handbook
- Chairs Service - Chairs Handbook; termly chairs networks meetings; Chairs training programmes
- Leadership Appointments – assisting the governing body in recruiting school leadership staff

Further details of support for school governors can be found on the Herts for Learning website: [www.hertsforlearning.co.uk/team/governance](http://www.hertsforlearning.co.uk/team/governance)