

OFSTED RECOMMENDATIONS TO THE HEREFORDSHIRE LEA

	Recommendation	Progress to August 2001	Progress to August 2002	Progress to August 2003	% Overall Progress
Recommendations on LEA Strategy for School Improvement					
1	Improve evaluation of the impact of the EDP <i>(Lead Officer: Ted St George)</i>	<ul style="list-style-type: none"> Evaluation of EDP1 complete. 	<ul style="list-style-type: none"> EDP2 accepted by the DfES as a good plan, March 2002. EDP2 contains an enhanced evaluation process. 	<ul style="list-style-type: none"> Completed by April 2002 but continuing efforts to maintain and improve, especially the focus on impact. 	<p>100% Focus on impact needs to be maintained</p>
2	Develop a budget strategy for the medium term. <i>(Lead Officer: Lynda Dunmall)</i>	<ul style="list-style-type: none"> Heads of Service divided operations into sub sections. Discussions with County Treasurers and outlines agreed. 	<ul style="list-style-type: none"> Areas of potential change identified and submitted to Education Monitoring & Scrutiny Committee. The new Education Act requires schools to be provided with budgets three years ahead. As part of an ongoing, annual activity, the medium term strategy has been submitted to Education Scrutiny Committee. 	<ul style="list-style-type: none"> Completed by December 2002 	<p>100% Need to develop school understanding through Schools Forum and other forms of communication</p>
3	Identify resource requirements in the Education Business Plan <i>(Lead Officer: George Salmon)</i>	<ul style="list-style-type: none"> Main areas outlined to EMT, including levels of service required. 	<ul style="list-style-type: none"> Areas of potential change identified and submitted to Education Monitoring & Scrutiny Committee. 	<ul style="list-style-type: none"> Details incorporated into 2003/2006 Education Business Plan. 	<p>100% Need for managers to maintain awareness of all resources they control</p>
4	Explain more clearly the principles of the funding formula to schools. <i>(Lead Officer: Lynda Dunmall)</i>	<ul style="list-style-type: none"> Workshops with schools held summer 2001. Formula in clearer draft form reviewed by volunteers from schools summer 2001. 	<ul style="list-style-type: none"> Formula was reviewed in light of Government's new funding method in spring 2002. Principles of the funding formula are now an annex to the LMS scheme (June 2002). 	<ul style="list-style-type: none"> Completed by July 2002. Schools receive monthly information about their sources of income (including government grants) 	<p>100% Very complex area which schools only partly understand</p>

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5	Sharpen the strategy for developing ICT across the curriculum. <i>(Lead Officer: Ted St George)</i>	<ul style="list-style-type: none"> • Second ICT Curriculum Adviser appointed 	<ul style="list-style-type: none"> • Second ICT Curriculum Adviser (seconded teacher) has been effective. • ICT consultant group record improved support. • EAZ links strengthened and an LEA ICT Whiteboard project launched in April 2002. • ICT a priority area within EDP2. 	<ul style="list-style-type: none"> • Recommendation completed by January 2002. 	<p>100% Substantial progress focusing support on schools made in last 18 months.</p>
6	Quicken development of an Intranet and County Website. <i>(Lead Officer: Martin Fowler)</i>	<ul style="list-style-type: none"> • Core Internet site implemented with basic information for parents and site visitors, secure area with core information for schools and INSET activities held on searchable database. 	<ul style="list-style-type: none"> • Broadband document distributed to schools in April 2002. • 4 high schools on broadband. Anticipate all high schools on broadband by the end of June 2002. • Education website provides some intranet functionality (links to schools etc). • The Council's Intranet implemented in September 2002. 	<ul style="list-style-type: none"> • Education's intranet (Grid for Learning) implemented in January 2003. • All high schools on broadband by end of July 2003 and large number of primary 	<p>100% Major progress in past year.</p>
7	Further support high schools to improve boys' performance in English at KS3. <i>(Lead Officer: Ted St George)</i>	<ul style="list-style-type: none"> • A major part of the Key Stage 3 strategy for English and maths. • Consultants working with identified phase I schools. 	<ul style="list-style-type: none"> • Value added data for schools included information on boy's outcomes for 2002. • Results available and in use 	<ul style="list-style-type: none"> • Summer 2003 shows boys' performance in English still 12% below girls (63% to 75%) and slightly above that of girls in maths (77% to 76%) and science (77% to 73%). Little change since 2001 	<p>100% Much improved use of data, but gap between boys' and girls' performance still very wide.</p>

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8	Further develop use of data for school monitoring. <i>(Lead Officer: Ted St George)</i>	<ul style="list-style-type: none"> • More detailed information provided to schools. • Project levels/grades per pupil based on prior attainment. • More information based on value added. • Continuous improvements are being made year on year. 	<ul style="list-style-type: none"> • Completed by September 2001 – ongoing annual improvements 	<ul style="list-style-type: none"> • Further development of value-added data • Provision of individual pupil data 	100% Continuing need to maintain.
9	Sharpen the criteria for identifying schools causing concern. <i>(Lead Officer: Ted St George)</i>	<ul style="list-style-type: none"> • New policy and profile adopted in September 2001. • Policy included as a major part of EDP2. 	<ul style="list-style-type: none"> • Completed by October 2001 	<ul style="list-style-type: none"> • Completed by October 2001 	100% Need to give further weighting to SEN/inclusion issues.
10	Take prompt action to support schools causing concern. <i>(Lead Officer: Ted St George)</i>	<ul style="list-style-type: none"> • The percentage of schools causing concern below 3% and falling: EDP2 targets a further decline. • Inspection team managed rigorously on a partnership schools basis. 	<ul style="list-style-type: none"> • Completed by October 2001. Constant monitoring required 	<ul style="list-style-type: none"> • No longer any school in a negative Ofsted category 	100% Constant monitoring required
11	Implement a Management Development Strategy for middle managers in high schools. <i>(Lead Officer: Ted St George)</i>	<ul style="list-style-type: none"> • INSET programme effective but Senior Inspection secondment has reduced review cycle: external consultant working with Middle managers in High Schools. • Strategy in place and a roll out programme training middle managers implemented. 	<ul style="list-style-type: none"> • Completed by June 2002 	<ul style="list-style-type: none"> • Arrangements still in place. • Programme has now involved all middle managers other than very recently appointed 	100% Programme continues

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12	<p>Improve processes for disseminating good practice to schools.</p> <p><i>(Lead Officer: Ted St George)</i></p>	<ul style="list-style-type: none"> • EDP2 includes a range of activities such as ASTs, Beacon and Specialist schools, etc. • The EDP replaced the summary booklet for schools as a priority. However, the document will still be issued during 2002/2003. 	<ul style="list-style-type: none"> • Completed by April 2002 	<ul style="list-style-type: none"> • Arrangements still in place. • Excellence cluster replacing EAZ 	<p>100%</p> <p>Good progress, but various strands need to be kept together</p>
Recommendations on Strategic Management					
13	<p>Develop a coherent ICT strategy for schools.</p> <p><i>(Lead Officer: Martin Fowler)</i></p>	<ul style="list-style-type: none"> • ICT booklet for Schools published. • Beacon school good practice recognised and used as a model. • Broadband structure defined and distributed to schools. 	<ul style="list-style-type: none"> • A draft plan drawn up and under review by IT services December 2003 	<ul style="list-style-type: none"> • ICT booklet for schools published • Draft plan distributed to schools for consultation in Summer 2003. Plan being amended as required for publication by July 2004. 	<p>80%</p> <p>Substantial progress made in last 18 months</p>
14	<p>Improve evaluation of activities in the Directorate, especially the EDP.</p> <p><i>(Lead Officer: Ted St George)</i></p>	<ul style="list-style-type: none"> • Evaluation of EDP1 complete. 	<ul style="list-style-type: none"> • EDP2 accepted by the DfES as a good plan, March 2002. • EDP2 contains an enhanced evaluation process. 	<ul style="list-style-type: none"> • Completed by April 2002 but continuing efforts to maintain and improve. 	<p>100%</p> <p>Need to further develop link to Council performance management system</p>
15	<p>State resource commitments clearly in action plans.</p> <p><i>(Lead Officer: George Salmon)</i></p>	<ul style="list-style-type: none"> • Management Team agreed resource allocations for supplementary plans. 	<ul style="list-style-type: none"> • Resource commitments now clearly stated in SEN and Ofsted action plans. 	<ul style="list-style-type: none"> • Resource commitments reflected in the Education Business Plan for 2003/06. 	<p>100%</p> <p>Substantial improvement in specification of resource commitments</p>

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Recommendations on Special Education					
16	<p>Improve the strategic policy document for special education.</p> <p><i>(Lead Officer: Peter Lane)</i></p>	<ul style="list-style-type: none"> • New SEN manager appointed, September 2001. 	<ul style="list-style-type: none"> • SEN policy document consultation completed. • Draft Policy and results of the consultation exercise were submitted to Education Monitoring & Scrutiny Committee and approved on 16 May 2002. • The policy published and distributed in September 2002. 	<ul style="list-style-type: none"> • Completed by September 2002 	<p>100%</p> <p>Will need to be amended as new policy emphases develop.</p>
17	<p>Improve monitoring of funds delegated to schools for statemented pupils.</p> <p><i>(Lead Officer: Peter Lane)</i></p>	<ul style="list-style-type: none"> • Two approaches piloted. • Process updated and further consultation on revised model with a sample of schools. 	<ul style="list-style-type: none"> • The initial data collection March 2002. The exercise identified the need to increase monitoring to a wider, value for money exercise. SEN pupil's progress now being monitored through both IASPS and CASS. 	<ul style="list-style-type: none"> • Initially completed March 2002. Ongoing process. • Some loss of continuity following resignation of monitoring officer in summer 2003 with replacement not expected until New Year. 	<p>75%</p> <p>Needs to be fully embedded</p>
18	<p>Develop single point of contact on SEN services.</p> <p><i>(Lead Officer: Peter Lane)</i></p>	<ul style="list-style-type: none"> • This formed part of the consultation with schools as related to Recommendation 16. 	<ul style="list-style-type: none"> • Target moved to July 2002 come into line with the ratification of the SEN Policy. • Mechanisms proposed 	<ul style="list-style-type: none"> • Mechanisms in place by July 2003 for commencement in Autumn Term 2003. 	<p>90%</p> <p>Full use by all schools now needs to be established</p>

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19	Develop a single support service database on SEN and pupil progress. <i>(Lead Officer: Peter Lane)</i>	<ul style="list-style-type: none"> Detailed specification of needs developed. Products and operations in other LEAs investigated. Product decided December 2001. 	<ul style="list-style-type: none"> Decision to purchase a core pupil database prior purchasing the SEN module taken in January 2002. Core pupil database purchased and in use in March 2002. Funding for SEN module isolated and suitable software package identified – December 2002. 	<ul style="list-style-type: none"> Database software been purchased March 2003 Additional staff to support the database achieved from internal reorganisation and re-training. 	<p>75%</p> <p>Technical support needs to be enhanced and all data inputted, with training continued</p>
20	Circulate details of SENCO network arrangements to schools. <i>(Lead Officer: Fran Jones)</i>	<ul style="list-style-type: none"> Details circulated in Spring 2001. 		<ul style="list-style-type: none"> Update distributed in January 2003 further update planned for January 2004. 	<p>100%</p> <p>Details revised annually</p>
Recommendations on Access					
21	Revise School Organisation Plan to include PRU accommodation. <i>(Lead Officer: George Salmon)</i>	<ul style="list-style-type: none"> SOP revised and updated 	<ul style="list-style-type: none"> Approval to SOP in February 2002 from School Organisation Committee Published in March 2002. 	<ul style="list-style-type: none"> Completed March 2002 	<p>100%</p> <p>SOP revised annually</p>

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22	<p>Establish a centrally held database on attainment of ethnic minority pupils.</p> <p><i>(Lead Officer: Martin Fowler)</i></p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • PLASC database implemented by January 2002. • Phase 1: PLASC data containing reliable ethnicity information loaded onto the central database in July 2002, as were summer 2002 attainment results. • Trial results available December 2002 	<ul style="list-style-type: none"> • Phase 2: Attainment of ethnic minority pupils for 2002/2003 will be available in December 2003. 	<p>90%</p> <p>Database needs to be tested through day to day use</p>
23	<p>Develop strategies to prevent and address racism.</p> <p><i>(Lead Officer: Dennis Longmore)</i></p>	<ul style="list-style-type: none"> • Document on Dealing with Racial Harassment drafted following extensive consultation with stakeholders. 	<ul style="list-style-type: none"> • Dealing with Racist Harassment in schools Spring 2002. • Briefing given to Headteachers on the implications of the Race Relations (Amendment) Act 2000 in May 2002. • Training for LEA personnel March 2002. 	<ul style="list-style-type: none"> • Regular advice to schools via CASS Newsletter. • IT database in place and regularly collecting data. 	<p>90%</p> <p>Need to establish system of regular returns (including 'nil' returns) by schools in order to ensure full reporting of incidents</p>
24	<p>Implement a cohesive policy on social inclusion, including procedures to counter racism and promote understanding of other cultures and beliefs.</p> <p><i>(Lead Officer: Dennis Longmore)</i></p>	<ul style="list-style-type: none"> • Overarching policy on inclusion in draft form. 	<ul style="list-style-type: none"> • Training for LEA personnel March 2002. • Dealing With Racial Harassment – Guidance for Schools distributed and published in spring 2002. 	<ul style="list-style-type: none"> • Policy on Inclusion undergoing consultation and drafting 	<p>80%</p> <p>Draft policy reported to Education Scrutiny Committee, Oct 2003.</p>