

Introduction and background to the development of these proposals

A review into the development of a stronger partnership in Hillingdon was jointly commissioned in April 2021 by Primary Forum, HASH, the LLE Group and the Local Authority.

There was an initial period of consultation from May to July 2021 in which the views of all schools were sought through a survey and workshop discussions. The feedback from this phase of the review was presented to schools at the conference in September 2021. Since September a smaller working group of heads has been meeting to develop more detailed proposals for how the partnership should operate. This document summarises these proposals. There will be an opportunity to discuss these proposals further when we meet in person on the 24th February. We are looking for schools to formally sign up to the partnership by the 18th March 2022 and you will be asked to pay your membership fee in April 2022.

Why does Hillingdon need a stronger partnership model?

The working group agreed the key arguments for developing a stronger partnership in Hillingdon are:

- **Making sure all schools have the opportunity to work in partnership** and learn from each other – stopping schools from becoming isolated in a more fragmented system
- **Supporting more schools to move from Good to Great** – using the opportunities from partnership working to give good schools more opportunities to learn/develop
- **Doing more to draw on and learn from the good practice** within Hillingdon – identifying where this practice is and how we can do more to share it
- **Tackling the most difficult and persistent challenges** facing us all as schools by working together more closely and learning from practice outside Hillingdon

The group agreed the following key principles for developing the partnership:

- Start small and build up any new partnership over time
- Prove the impact of partnership working and show that it can work to address the priorities facing schools now
- Don't try and do too much in Year 1
- Start with a small set of priorities – take these forward by identifying where capacity/expertise exists within Hillingdon – ask these schools to lead the work
- Develop a consistent model and approach whilst sharing the learning with all
- Run the partnership for an initial period of 2 years and evaluate after 18 months

What are the priorities the partnership will focus on initially?

The working group discussed this question informed by analysis from the last available published performance data across the Borough from 2018-19, the results of the survey Isos had undertaken in June 2021 and informed by recent discussions at Headteacher meetings. The group looked at a number of potential priorities but felt that the most immediate and important of these priorities facing schools now were issues around curriculum and subject leadership and SEND. These were the priorities they wanted to focus on commissioning support for in Year 1 therefore.

How would the partnership provide support to member schools?

The model the working group discussed envisages inviting a school or groups of schools to bid to the partnership to become the lead for taking forward a particular priority. These schools would be responsible for reaching out to all schools in Hillingdon to understand their needs, develop a programme of support and make the learning available to all.

The working group has agreed some minimum expectations about what the support should include such as:

- A kick-off event to introduce the priority, explore the issues facing schools and identify what support might be needed
- Half-termly engagement with schools interested in support – these may be CPD sessions run across the Borough or within smaller clusters or they may take the form of action learning sets where schools get to explore issues and learn from each other
- Access to perspectives/expertise from outside Hillingdon – this might include a programme of outside speakers, access to latest evidence and research etc
- Final learning event to document and share the main learning from the work and make this visible and accessible to all schools
- Additional resources/materials developed during the process would be expected to be captured and made available to all partnership schools through the LEAP website

The partnership will ask potential lead schools to make their own proposals for how they would envisage leading and delivering the support.

Criteria for selecting lead schools

The working group recognised that critical to the success of the partnership in Year 1 would be the quality of the offer from lead schools. It has developed criteria for assessing the proposals from lead schools and deciding who would be best placed to provide support:

- **Evidence of expertise related to the priority you are bidding to lead work on.** This might be provided by the direct experience of the leadership or staff in the school that will work on this priority. It would also be helpful to have come form of external validation of this expertise e.g. evidence from recent OFSTED inspection, adviser visit, peer review or from another external body e.g. subject associations, NASEND.
- **Evidence of the leadership and wider staff capacity you will be able to deploy.** For leadership we would be looking for evidence of supporting other schools or playing a wider system leadership role previously. We would also be looking for evidence of wider staffing capacity to support the work. This might include evidence of previous training that staff have led on delivering within school or work with other schools.
- **Clarity about the approach and methodology you plan to use to deliver support related to this priority.** We have outlined how support might be delivered over a calendar year, but we are looking for creative approaches and ideas from lead schools about the best models for delivery and how they can ensure practice is research led and evidenced-based and can support joint practice development across all schools involved.
- **Evidence of how you will quality assure the support and ensure it is meeting the needs of all schools.** What systems and processes will you use to collect feedback from schools to understand the different needs for support and ensure support is being tailored and adapted throughout the year to meet those needs?

More detail of the process to apply to become a Lead School would be agreed by the Partnership Board once established. The Partnership Board would also continue to play an important role in monitoring and quality assuring the delivery of the lead school offer.

Governance

The working group has agreed that the work of the partnership will be overseen by a Partnership Board made up of the following:

- An independent chair (selected through a process of open competition)
- Primary Forum representative
- HASH representative
- 3 x other Primary Heads (elected by a vote of all schools signing up to partnership)
- 1 x other Secondary Head (elected by a vote of all schools signing up to partnership)
- 2 x LA representatives
- Special school representative

The working group agreed that the partnership might want to consider adding other members in future with specific skills as needed e.g. finance expert, business expertise.

The logo features the letters 'HLP' in a bold, white, sans-serif font, centered within a dark blue circular shape. This circle is surrounded by several overlapping, lighter blue circles of varying sizes, creating a dynamic, abstract background.

Hillingdon Learning Partnership:

A prospectus for schools

Costs

The annual cost of joining the partnership will be £1,500 for all schools. We are asking schools to sign up for a period of two years. You will be invoiced for the costs for year 1 in April 2022. You will be invoiced for the second year in April 2023 up to a maximum amount of a further £1,500 (the Partnership Board will agree any reduction in the annual fee if there is any budget carried over from year 1). The membership fee will cover the costs of all support from the partnership – there will be no additional charges for any support.

Timeline

We are asking schools to sign up to the partnership by March 18th and schools will be invoiced for their partnership fee in April 2022. The Partnership Board will meet for the first time on the 21st March.2022. The Board will then begin the process of selection for both the Independent Chair and Lead Schools with the aim of having them in place by June. Support from the partnership to schools would formally begin from September 2022.

If you have any questions you would like to ask ahead of the 24th February, please feel free to contact hillingdonlearningpartnership@hillingdon.gov.uk.