

## Norfolk Integrated Education Advisory Services

### School Improvement Partnership Programme (Secondary)

The role of this new service is to perform functions similar to the role previously undertaken by the *School Improvement Partner (SIP)*.

#### Role

The role of the Link Adviser will incorporate key milestones in the school improvement process:

- a. Data Analysis and Target Setting (see Visit 1)
- b. School Self-Evaluation based on new agreed protocols linked to national inspection standards (see Visit 2)
- c. School Improvement and Annual Report to Governing Body (see Visit 3)
- d. Support for Governors for Headteacher Performance Management (see Visit 4)

#### Key principles

Schools are responsible for school improvement and the Local Authority retains strategic responsibility to ensure that all young people enjoy a good education. This paves the way for a new form of partnership focused on mutual accountability.

- Although the prime responsibility for school improvement rests with schools, their drive for improvement will be supported and shared through a close relationship with a designated Link Adviser.
- The Local Authority and the school work in partnership and share key information
- The process will be responsive to the individual needs of the school and can be tailored through negotiation with the Link Adviser, the Chair of Governors and the headteacher of the school
- It may be appropriate at times for headteachers and other colleagues to meet separately with the Link Adviser, but best practice is for governors to have substantial involvement in visits, participating for at least part of all major visits .
- The relationship between the Link Adviser and the school should be predicated on honest and frank dialogue throughout. In particular, the Link Adviser will seek to develop a strong professional relationship with the headteacher
- Visits will be supported by efficient data collection, where possible before rather than during face to face visits

- Additional chargeable services which are well linked to the school improvement service may be recommended by the LA or requested by the school. They could include:
  - Brokering a range of other support
  - Validating the process of evidence gathering as part of the self-evaluation system (eg lesson observation judgements)
  - Sixth Form Monitoring Visit
  - Health checks on issues, departments or key improvement objectives
  - Intensive monitoring and support for improvement (eg support boards, project boards) which also evaluates the effectiveness and impact of any interventions.
- The Link Adviser will provide external validation on all of the aspects listed above, by providing challenge and support through professional and informed dialogue. This should be differentiated and does not require a conversation on all aspects.
- Intervention should initially be orchestrated by the governing body, based on trust and in consultation with school leaders.
- Local Authority intervention will normally be at the request of or in consultation with the governing body.
- The Link Adviser will provide a brief formal record of visit after each visit. The report will summarise the activities undertaken during the visit, be evaluative and will record key recommendations and action points arising from and agreed during the visit.

## Cost

The full service is costed at £2,650 per LA maintained school (£2,820 non-maintained schools) and includes the benefit of a local authority quality assured system built on the success of the of the previous SIP arrangements. There is scope to tailor this service to the needs of individual schools.

Link Advisers and consultants would be experienced in school improvement partnership work.

## EXAMPLE OF FULL SERVICE PROGRAMME

Data Analysis and Target Setting – Autumn Term		
<b>Agenda:</b> <ol style="list-style-type: none"> <li>1. By reference to RAISEonline and FFT data to discuss the school and <b>Link Adviser</b> analysis of pupil performance data including meeting statutory targets for 2011 and to agree strengths and areas for development with the headteacher and chair of governors.</li> <li>2. To discuss the target setting process for 2013, including targets to improve attendance and targets for pupils with FSM and SEN who are unlikely to reach threshold levels.</li> <li>3. To agree targets for 2013 with the headteacher and chair of governors.</li> <li>4. Test hypothesis about progress and attainment of groups of pupils for a range of measures and subjects</li> <li>5. <i>To briefly review the impact of actions/intervention to support the 2011 results.</i></li> <li>6. <i>School agenda items, including support needs. The school will be able to purchase additional support including brokerage.</i></li> </ol>	<b>Outcomes :</b> <b>A record of visit summarising</b> <ul style="list-style-type: none"> <li>• School strength and weaknesses in performance and value added</li> <li>• Comparison of performance against local and national indicators as well as previously agreed targets</li> <li>• Rationale for performance</li> <li>• Agreed challenging targets to be sanctioned by governors</li> </ul>	<b>Link to other visits:</b> <ul style="list-style-type: none"> <li>• Directly informs school self-evaluation and judgements</li> <li>• Directly informs headteacher performance management</li> </ul>
	<b>Role of School</b> <ul style="list-style-type: none"> <li>• To have analysed their performance data and know the reasons for achievements</li> <li>• To propose challenging targets</li> <li>• Ensure headteacher and governor involvement</li> <li>• Ensure involvement of most appropriate personnel</li> </ul>	<b>QA Functions</b> <ul style="list-style-type: none"> <li>• Accurate and up-to-date data set supplied to Link Adviser</li> <li>• Trained in analysis of data based on previous SIP accreditation or new Norfolk model</li> <li>• Ensure record of visit conforms to quality criteria</li> </ul>
<b>Role of Link Adviser</b> <ul style="list-style-type: none"> <li>• Analyse school dataset and prepare set of questions (hypothesis)</li> <li>• Provide guidance on appropriate targets and use of estimates</li> <li>• Comment on the effectiveness and suitability of the targets</li> </ul>		

## School Self-Evaluation based on (new) national inspection standards – Spring Term

<p><b>Agenda:</b></p> <ol style="list-style-type: none"> <li>1. To validate the school's self-evaluation procedures, accuracy of analysis and confirm head's awareness of SEF/OFSTED changes.</li> <li>2. To discuss SEF gradings and agree grade as per protocol set out by Norfolk LA</li> <li>3. To focus on specific questions to support self-evaluation identified below.</li> <li>4. Where applicable (as per LA intervention protocols or DfE funding), to consider the effectiveness of the school's use of targeted funding and agreed support for intervention.</li> <li>5. To discuss with the Chair, the governors' self-review systems.</li> <li>6. To verify that monitoring of headteacher's performance management targets by governors is occurring.</li> </ol>	<p><b>Outcomes :</b></p> <p><b>A record of visit summarising</b></p> <ul style="list-style-type: none"> <li>• Quality of school self-evaluation</li> <li>• SEF grades agreed by Link Adviser</li> </ul>	<p><b>Link to other visits:</b></p> <ul style="list-style-type: none"> <li>• Builds on Link Adviser visit 1, data analysis and target setting</li> <li>• Information should inform visit 3, school improvement planning</li> </ul>
<p><b>Role of Link Adviser</b></p> <ul style="list-style-type: none"> <li>• Analyse school self-evaluation evidence</li> <li>• Provide guidance on most appropriate self-evaluation tools and methods for gathering evidence</li> </ul>	<p><b>Role of School</b></p> <ul style="list-style-type: none"> <li>• Provide a copy of the school SEF two weeks prior to visit</li> <li>• Provide copy of evidence on areas requested by the Link Adviser</li> </ul>	<p><b>QA Functions</b></p> <ul style="list-style-type: none"> <li>• Accurate use of agreed self-evaluation tool, quality of school SEF tool where different</li> <li>• Ensure record of visit conforms to quality criteria</li> </ul>

## Challenge, monitoring and support for School Improvement – Summer Term

<p><b>Agenda:</b> Provide independent professional feedback on the effectiveness of school improvement through</p> <ul style="list-style-type: none"> <li>• Monitoring activities (to be confirmed with school prior to visit)</li> <li>• Annual report to governors</li> </ul>	<p><b>Outcomes :</b></p> <ul style="list-style-type: none"> <li>• A record of visit summarising <ul style="list-style-type: none"> <li>○ Effectiveness of school improvement planning</li> <li>○ Effectiveness of school improvement initiatives</li> </ul> </li> <li>• A report to governors</li> </ul>	<p><b>Link to other visits:</b></p> <ul style="list-style-type: none"> <li>• School improvement planning and initiatives should be based on the school's self-evaluation</li> </ul>
<p><b>Role of Link Adviser</b></p> <ul style="list-style-type: none"> <li>• Produce annual report to governors</li> <li>• Carry out appropriate evaluation activities to judge the effectiveness of school improvement</li> </ul>	<p><b>Role of School</b></p> <ul style="list-style-type: none"> <li>• Provide appropriate access to evidence</li> <li>• Set focus for Link Adviser work</li> </ul>	<p><b>QA Functions</b></p> <ul style="list-style-type: none"> <li>• Ensure record of visit and annual report to governors meets quality criteria</li> </ul>

## Support for Head Teacher Performance Management – Autumn Term

<p><b>Agenda:</b></p> <ol style="list-style-type: none"> <li>1. Discussion with the headteacher - review of previous targets and governor monitoring and performance management objectives for the next year.</li> <li>2. Discussion with the nominated governors - review of performance objectives for the next year.</li> <li>3. Discussion with headteacher and representative governors to agree performance objectives for the next year.</li> </ol> <p>(The use of pupil performance data analysis at the previous visit and/or the Annual SIP report might suggest areas where objectives could be set).</p> <ol style="list-style-type: none"> <li>4. The agreement of SMART objectives and how these will be monitored and supported by appointed governors.</li> </ol>	<p><b>Outcomes :</b></p> <ul style="list-style-type: none"> <li>• No record of visit, as this is a matter for governors</li> <li>• A feedback form should be left with governors</li> </ul>	<p><b>Link to other visits:</b></p> <ul style="list-style-type: none"> <li>• Visit 1 (targets and outcomes)</li> <li>• Visit 3 (planning for improvement)</li> </ul>
<p><b>Role of Link Adviser</b></p> <ul style="list-style-type: none"> <li>• Provide specialist independent advice and understanding of current issues facing the school/headteacher</li> <li>• Provide specialist review of performance</li> </ul>	<p><b>Role of School</b></p> <ul style="list-style-type: none"> <li>• Ensure participation of appropriate representatives</li> </ul>	<p><b>QA Functions</b></p> <ul style="list-style-type: none"> <li>• All Link Advisers must be appropriately trained</li> </ul>