



## SEPTEMBER 2005 CHANGES

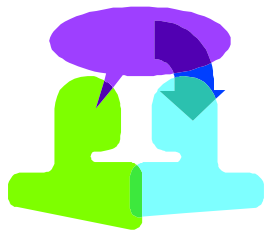
- 10% guaranteed time for Planning, Preparation and Assessment (PPA)
- Dedicated headship time
- Exam invigilation

This Newsletter gives feedback, information and advice.

## HEADTEACHER PPA TRAINING

Over 340 Primary and Special Headteacher colleagues attended the 10 PPA training days during the Autumn Term 2004. Overall, the training was well received and this should have ensured that every Head in attendance had the information available to be able to plan for implementation of the 10% guaranteed PPA time on 1<sup>st</sup> September, 2005.

The following were some of the comments from Headteachers:



*"Helpful strategies. Very honest sharing of problems".*

*"A very difficult set of issues to be getting to grips with. It will require energy, organisation and patience to achieve the required reform".*

*"Good opportunity to share concerns. Very clear information especially finance and the law".*



## REMODELLING CONSULTANTS

Owing to the number of requests the Remodelling Team has received, it was decided to increase the capacity to support schools and services on workforce reform. Using the Standards Fund grant available to LEAs, the Team has been very fortunate in appointing a number of Remodelling Consultants who will be able to work with Headteachers, managers, clusters, governing bodies or with individual schools. Each Consultant will have attended National Remodelling Team training and have the knowledge and practical expertise to provide advice and support. If you would like to make contact and arrange a school visit or a training session or simply to talk through challenging issues, **please contact the Remodelling Support Officer, Virginia Wakely, on 01603 638092**, who will arrange a convenient date and time for a meeting/training session.

## National Standards for Headteachers



department for  
**education and skills**  
creating opportunity, releasing potential, achieving excellence

Guidance



Organisation  
& Management

Staff Management

Status: Information

Date of issue: 10/2004

Ref: DIES/0063/2004

## DEDICATED HEADSHIP TIME

### Section 4 School Teachers' Pay and Conditions Document 2003

"There is a distinct problem where Headteachers with significant teaching loads (for example those who teach for more than 50% of the school timetable) have inadequate time during school sessions for their leadership and managerial role."

National guidance on [Dedicated Headship Time](#) is still awaited and all comments received from Norfolk colleagues have been collated and given as feedback on this issue to the National Remodelling Team.

If any colleague in school wishes to make a comment direct to the NRT, their e-mail address is [nrt@remodelling.org](mailto:nrt@remodelling.org) or telephone **0870 001 1155**.

The revised National Standards reflect the evolving role of heads in the 21st century, as well as incorporating current Government thinking and guidance. The Standards take account of factors such as the significant impact that ICT has had in the evolving role of the school and as a learning resource for the wider community. The revised Standards also take into account the importance of networking and collaboration with other schools and agencies, and the vital role that Headteachers play in raising and maintaining levels of attainment within schools in order to meet the individual needs of every child.

The Standards define the expertise demanded of the headship role in order to achieve their targets and objectives. The National Professional Qualification for Headship (NPQH) is underpinned by the National Standards. The above document can be downloaded: <http://publications.teachernet.gov.uk/eOrderingDownload/NS4HFfinalpdf.pdf>.

## EXAM INVIGILATION

*"Invigilating examinations is not a productive use of teachers' time".*

The WAMG invigilation resource pack has now been published - advance copies can be ordered from Prolog on 0845 602 2260 quoting reference NRT/0065/2005 or can be downloaded from the National Remodelling Team website at [http://www.remodelling.org/invigilation\\_pack.php](http://www.remodelling.org/invigilation_pack.php).

**For your information, packs are being sent through the National Assessment Agency (NAA) to their mailing list of exam officers, but are not being mailed to all schools.**



## SPORT

### Sports Development Unit

The best person for schools to contact is Jane Hannah, Norfolk Sports Alliance Development Officer, telephone: 01603 727887, who is currently establishing a database of 'approved' coaches working within Norfolk together with an identity card scheme.

Each District Council within Norfolk (with the exception of Breckland), also employs a Sports Development Officer who should also be able to assist both for curricular and extra curricular activity.

Section B of the PE and Sport Directory 2004-05 (a paper copy of the whole directory is forwarded to every Norfolk School in the first schools post of the new school year). Page 179 lists the Sports Development Officers and their contact details. Also included within this section are various sporting contacts.

Please bear in mind, whichever route schools take sourcing/employing coaches, until the Norfolk Sports Alliance Coach Database and Identity Card Scheme has been fully established, schools must continue to adhere to their own procedures when employing a coach even though they may have been recommended by any of the above.

## GOVERNOR TRAINING

### Workforce Remodelling SUMMER TERM 2005



There were six planned training sessions for Governors during the Spring Term 2005:

Date	Venue	Time
19th January	Queensway Junior School, <b>THETFORD</b>	19.00-21.30
20th January	<b>NORWICH</b> PDC	19.00-21.30
26th January	WNPDC, <b>KING' S LYNN</b>	19.00-21.30
21st February	<b>NORWICH</b> PDC	10.00-12.30
2nd March	Imperial Hotel, <b>GREAT YARMOUTH</b>	19.00-21.30
10 <sup>th</sup> March	<b>NORWICH</b> PDC	19.00-21.30

### A FURTHER TRAINING SESSION WILL BE HELD ON 6<sup>TH</sup> MAY: 10.00 - 12.30 AT THE NORWICH PDC.

**Governors can book a place:**  
by telephone: **01603 433276 ext. 140**  
by fax: **01603 700236**  
by email:  
[governorsupport@norfolk.gov.uk](mailto:governorsupport@norfolk.gov.uk)

A Remodelling resource folder is made available to Governors (one folder per school) and also lots of useful handouts too. The resource folder includes the national guide issued in October 2004:

Workforce Remodelling –  
a Guide for Governors III



## SKILLS AND TOOLS SESSIONS FOR SCHOOLS STAFF

Tool/technique	What is it?
Brainstorming	A technique to capture free flowing ideas from a group.
SWOT	A framework for structuring an organisation's strengths, weaknesses, opportunities and threats.
Brownpaper Technique	A technique that uses a large area of brown paper upon which is typically mapped a process – it therefore provides a “high touch” visual representation of a process, including activities, interfaces, decision points and information sources.
Fishbone Analysis and Five Whys	Techniques to help understand the root causes of issues.
DILO	A technique to map a “Day In the Life Of” a role in the school.
Force-field Analysis	A “View” of change in an organisation which maps forces pushing towards change and forces restraining change.
Prioritisation Matrix	A technique for helping to prioritise options.
PSTB	Problem Solving/Team Building – a structured approach to problem solving.
Stakeholder Mapping	A tool to identify the change project's stakeholders and increase their support.

## Want to find out more .....

During the Summer Term, it is likely that the Workforce Remodelling Team will offer two-hour afternoon sessions on the use of various tools, to schools staff who may find these useful in managing change.

If you are interested in attending such a training session, please contact the Remodelling Support Officer, Virginia Wakely, on 01603 638092 or via e-mail at: [virginia.wakely@norfolk.gov.uk](mailto:virginia.wakely@norfolk.gov.uk). **The provision of these training sessions will be demand-led so please do make contact.**

# Secondary School Half-Day Conference

Thursday, 19<sup>th</sup> May, 2005

Wensum Valley Hotel, Taverham, Norwich

## The Introduction of Teaching & Learning Responsibility Payments

You will no doubt be aware that these payments will replace Management Allowances by December 2008 - see [MI 57/05](#) in e-courier issue 126.

Schools will be expected to start this process of change in this coming Autumn Term. There are major implications for Secondary Schools and as a result, a half-day conference has been arranged on Thursday, 19<sup>th</sup> May, 2005 at Wensum Valley Hotel, Beech Road, Taverham, Norwich (location map attached), starting at 09:15 with coffee/tea from 08.45. It will end at 12:00 noon followed by lunch.

The Principal Speaker will be Irene Dalton of national SHA who led last year's informative briefing on Workforce Remodelling.

You are invited to attend this important conference and to book a place, please contact Virginia Wakely, Remodelling Support Officer, on 01603 638092 or via e-mail at [virginia.wakely@norfolk.gov.uk](mailto:virginia.wakely@norfolk.gov.uk).

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## SUPPORT STAFF



**teachers'tv** ←click logo and look under **Secondary TAs**

**Resources available to Secondary Teaching Assistants include:**

"Working One to One"	Following four TAs at work in the classroom.
Training opportunities	All you need to know about becoming a TA, and further training.
Planning work	The candid view of TAs as they plan and carry out their work.
Unsung Heroes (Secondary)	A look at the role of support staff at a Brighton comprehensive.

## and for Primary TAs

HLTA - Are you ready?	An expert's guide to becoming a higher level teaching assistant.
Learning Mentor	Making the jump from TA to Learning Mentor.
Dyslexia Support	Exploring ways to get dyslexia students excited about reading.
Language Support	Achieving inclusion for non-English speaking students.

## **New name for the TTA: the Training and Development Agency (TDA) for Schools**

- Expanding its role in relation to the wider school workforce, moving further towards securing comprehensive training and development for all school support staff;
- Being a key partner in the new strategic network representing all staff working with children and young people that is being established in response to [Every Child Matters](#); and
- Strengthening its contribution to teachers' continuing professional development.

'Building the school team: our plans for support staff training and development 2005/06' will be available as a download from [www.tta.gov.uk](http://www.tta.gov.uk) by mid-April.

### **Professional Standards for higher level teaching assistants**

In conjunction with the Advisory Service, training and assessment briefing sessions for teaching assistants and their Headteachers have been arranged during the Spring and Summer terms. The dates and venues are:

<b>DATE</b>	<b>TIME</b>	<b>VENUE</b>
2 <sup>nd</sup> March	16.00 - 17.00	The Ramada Jarvis Hotel, Boundary Road, <b>NORWICH</b>
22 <sup>nd</sup> March	16.00 - 17.00	Knights Hill Hotel, South Wootton, <b>KINGS LYNN</b>
21 <sup>st</sup> April	16.00 - 17.00	Imperial Hotel, North Drive, <b>GREAT YARMOUTH</b>
25 <sup>th</sup> April	16.00 - 17.00	The Bell Hotel, Kings Street, <b>THETFORD</b>
28 <sup>th</sup> April	16.00 - 17.00	Wensum Lodge Hotel, Bridge Street, <b>FAKENHAM</b>

For more details and to book a place, please contact Carol Burgess, Admin Assistant, at the Norwich PDC on 01603 433276 or via e-mail at: [carol.burgess@norfolk.gov.uk](mailto:carol.burgess@norfolk.gov.uk).

## **Qualifications for Teaching Assistants**

An updated version of the booklet "Qualifications for Teaching Assistants" is available for download from the Employers' Organisation website - see [www.lg-employers.gov.uk/documents/skills\\_development/teaching\\_assts/ta\\_guidance](http://www.lg-employers.gov.uk/documents/skills_development/teaching_assts/ta_guidance).

## WHEN IS A HLTA NOT A HLTA?

Colleagues will have noted from a recent Times Educational Supplement article that a small number of Local Authorities were giving advice to school management that teaching assistants could just be paid at the higher HLTA rate, when undertaking those high level duties.

We are pleased to say that those Local Authorities do not include Norfolk! The issue of being paid the rate for the job has featured in the consultation that has taken place between the Local Authority and Unison, the outcome of which is the series of revised job descriptions from Scale 1 to Scale 6, which was sent to you last year. In conducting those consultations, the Local Authority view was that there should be as many job descriptions and resultant grades as possible to reflect the wide variety of jobs, which the smallest and largest schools could require. Unison were very resistant to the Scale 1/2 job description as they felt that some Headteachers would wish to recruit at Scale 1/2 but then expect work at a much higher level. As a result, the Local Authority was happy to give very firm advice on this aspect in including the very real possibility of equal pay for equal value claims under the Equal Opportunities legislation being received if Heads took such an "imaginative" approach.

However, at the top end, i.e. HLTA, the issue of disaggregating a post by breaking it down into its constituent parts, each being graded separately is now subject to active discussion by Headteachers in Norfolk.

Our advice is that a Teaching Assistant post at HLTA level grows out from a Scale 3/4 post. In other words, the basic job is the same but with additions, which warrant the additional payment. In terms of the school's pay policy, it would be unfair to break down jobs for staff in this way. For instance, teaching staff who have additional points for management currently, enjoy those payments on a whole time basis even though only part of their time is spent executing those additional responsibilities.

We are aware that the issue of funding of Workforce Remodelling is never far from the minds of Headteachers and Governors but because the majority of HLTA staff are part and part year, the cost of giving the correct rate for the job is often surprising low. Your Personnel Assistant can give estimates of the cost of upgrading your staff at any time.

## Support Staff Development Days

Both Personnel Services staff and Unison often receive queries from Headteachers and staff about payment for development days. As the whole thrust of the remodelling agenda is linked to development of support staff, we thought it would be helpful to give some joint advice on the obligation of employer and employee roles.

It is now even more essential that support staff were involved in the 5 development days contained within Teacher's Pay and Conditions requirements. These can be taken as whole days or sometimes schools have decided to hold a number of "twilight" development sessions following the end of the school day.

As far as support staff are concerned, if this is within their contracted time and relevant to their job description or professional development, then they can be directed to undertake the development. However, if the twilight session or whole day session falls outside their normal contractual obligation then attendance is optional but if they attend, payment is mandatory. It follows therefore that there should be no moral expectation that because staff may be interested in developing their career, they should be expected to turn up to these sessions without payment. In addition, there could be insurance difficulties if an individual suffered an accident whilst on the premises and technically had no contractual reason to be there.

Most support staff work less than 37 hours each week and as a result payment would be at "plain time" rather than an enhanced, overtime rate.

If you have any difficulty with this advice, please contact your Personnel Consultant or trade union representative.

### JOINT ADVICE ISSUED BY:

Bob Hedley  
Personnel Manager  
Children's Services

Jonathan Dunning  
Branch Secretary -  
Unison

 **Norfolk** County Council  
at your service

 **UNISON**

The Health & Safety Executive defines stress as “the adverse reaction people have to excessive pressure or other types of demand placed on them”. See <http://www.hse.gov.uk/stress/>



## FEELING STRESSED BY IT ALL ....

### A SOURCE OF HELP FOR HEADTEACHERS:



**Contact:**

Julia Hurlbut  
Headteacher Well-Being Support Officer

Tel: 01263 713832

Mobile: 07990 952813

E-mail: [Julia.Hurlbut@norfolk.gov.uk](mailto:Julia.Hurlbut@norfolk.gov.uk)

**All calls and visits are entirely confidential and free to all Norfolk Headteachers.**

### A SOURCE OF HELP FOR STAFF see [MI 66/05](#)

**Contact:**

**Norfolk Support Line** counselling service – free and confidential to **ALL** employees of Norfolk County Council in schools and services, Freephone: **0800 169 7676**, 24-hour, 7-day a week confidential helpline.

## HMI Visit

### Norfolk Workforce Remodelling Team



OFFICE FOR STANDARDS  
IN EDUCATION

HMI have carried out a scheduled survey on the progress of the National Workload Agreement as part of the Remodelling Agenda in Norfolk, including visiting 5 schools in the County.

HMI will provide feedback to the Authority on 13<sup>th</sup> April, a summary of which will be placed on the Workforce Remodelling website which can be accessed through the esinet A - Z, under W.

## And finally ....

### NATIONAL REMODELLING TEAM REGIONAL ADVISER



Beverly Jones, former Headteacher at Chesterton Community College, is the NRT Regional Adviser. Bev brings a wealth of experience to her strategic role and provides direct advice and support to Remodelling teams within local authorities in the Eastern region.