



Do you have a School Change Team?

The school change team contains representatives from all staff levels within the school

School Change Teams and collaboration are two of five key elements recommended in successful remodelling.

Whilst schools will find their own solutions to particular problems, there are some key common aims of remodelling. Below are some examples of what you might, and should, expect to see in your school after going through the remodelling process:

- Teaching and learning is the main focus;
- The workforce is involved in making decisions;
- Tasks and activities are undertaken by the appropriate people within flexible working patterns;
- Managing change is a normal part of school life;
- The school shares experiences and learning with other schools;
- The work/life balance is acceptable to the whole workforce;
- All workforce and other stakeholders are aware of the direction of the school.

Forthcoming Skills and Tools sessions for Headteachers or members of the School Change Team

10th October: 10.00 - 12.00 Room 2, Abbey Centre, Norwich

3rd November: 10.00 - 12.00 Edith Cavell Room, County Hall Annexe

Attendance is necessary at both half-day sessions with numbers limited to a maximum of 21. Colleagues are welcome from both schools and services. To enquire about booking a place, please contact Virginia Wakely, Remodelling Support Officer, on 01603 638092, or via e-mail at virginia.wakely@norfolk.gov.uk.

The resources used during the sessions are designed to assist **School Change Teams** in the employment of the techniques. The tools are:

- [The Five Whys](#)
- [Process Mapping - 'brown paper'](#)
- [Brainstorming](#)
- [Day In The Life Of \(DILO\)](#)
- [Problem Solving, Team Building \(PSTB\)](#)
- [Strengths, Weaknesses, Opportunities, Threats \(SWOT\)](#).

Teaching and Learning Responsibility Payments

Remodelling is designed to create capacity for teachers and Headteachers to focus on their core role of teaching and leading teaching and learning by relieving them of tasks which do not require their professional skills and expertise.

The Government and its partners have been working to build on workforce remodelling by considering its implications for the way teachers are paid. This resulted in the January 2004 agreement on rewards and incentives for post-threshold teachers and members of the school leadership group. That, in turn, has led to the development of changes to the teachers' pay arrangements designed better to reward excellence in the classroom, including the creation of teaching and learning responsibility (TLR) payments and the Excellent Teacher Scheme.

The full guidance and documentation on TLRs can be accessed on Teachernet at [TeacherNet, Teachers' Pay](#) and on GovernorNet at [GovernorNet](#)

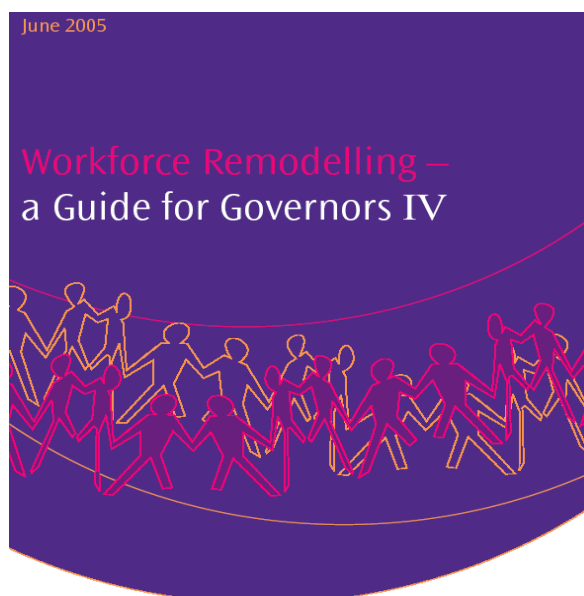
12 half-day briefing sessions on TLRs were held around the County during June/July for all Primary and Special schools, with an earlier briefing for Secondary schools on 19th May.

The sessions were well received and officers from Norfolk Children's Services' Remodelling Team and Personnel worked with schools to raise awareness and enable colleagues to prepare for the forthcoming changes.

Subsequently, the Governor Support Service arranged **4 briefing sessions for Governors in September:**

14 th Sept	19.00-21.30	Imperial Hotel, Gt Yarmouth
15 th Sept	19.00-21.30	West Norfolk PDC
21 st Sept	10.00-12.30	Easton College
29 th Sept	19.00-21.30	Norwich PDC

Workforce Remodelling: A Guidance for Governors IV



The material in this pack is designed to support Governing Bodies to be as effective as possible in providing the support and challenge necessary to ensure that all schools fully implement the requirements of the National Agreement and explore the wider possibilities of workforce remodelling. Feedback suggests that the packs work best where the checklists, in particular, are used to facilitate discussion in Governing Body meetings.

Continued Support for schools/services - Norfolk Remodelling Team



The Norfolk Remodelling Team would like to offer their sincere thanks to Headteachers, Governors, School Change Teams and staff for all their hard work in meeting the National Workload Agreement requirements on time in such challenging circumstances. Your efforts were greatly appreciated.

The Team will continue to offer advice and support to schools and particularly during the Autumn Term as PPA takes effect across every school in the County and, indeed, nationally. It is realised that continued support to schools is necessary to ensure that the strategies they have employed continue to be **sustainable** and also deliver the intended benefits of the National Workload Agreement. Peter Simmonds and his team of Remodelling Consultants, together with other colleagues within Children's Services, will be focusing on three key areas in the sustainability agenda:

- ▶ Firstly, the sustainability of National Agreement solutions. For example, how long will these strategies work for schools or are they simply 'quick-fixes' for the short term?
- ▶ Secondly, whether the solution that has been put in place is realising benefits that are sustainable for the school. A PPA solution should realise benefits such as better work/life balance, better prepared lessons, indications of improved learning opportunities, etc.
- ▶ Thirdly, a sustainable remodelling capacity that looks beyond the National Agreement and workforce reform towards other school challenges. Is the school applying the various tools and techniques to other challenges such as, for example, the extended schools agenda?

Therefore, if you would like advice and support and/or feel that your school would benefit from a visit/session by either Peter or a member of his Team, please contact Virginia Wakely, Remodelling Support Officer, on 01603 638092 or via e-mail at virginia.wakely@norfolk.gov.uk. Or if you have any query or concern and need a quick answer, you can e-mail Peter at peter.simmonds@norfolk.gov.uk.

Training & Development Agency for Schools (TDA)



The Training and Development Agency for Schools (TDA), which came into being on 1st September, takes over the work of the Teacher Training Agency (TTA) with extra responsibilities to improve training and development for the entire school workforce – teachers and **support staff** - of around one million people.

New post of Training & Development Co-ordinator in Norfolk



Building on the school workforce reform initiative in Norfolk, this new post will contribute to the overall provision of a coherent professional development framework for support staff ensuring that it recognises and supports national priorities and the Authority's aims and objectives.

Denise Beckett, well known to schools as a long serving Finance Support/Training Officer within Children's Services, was recently appointed as Norfolk's new Training & Development Co-ordinator. **Denise says** "I'm absolutely delighted with my new appointment. I took up post on 22nd August and will be based at Norwich Professional Development Centre. My role will involve promoting and enhancing

the value of support staff and making sure information is available on high quality training and development to help promote high standards in schools. In addition, I hope to set up a 'one-stop shop' to provide advice and information on all aspects of professional development for support staff. Any comments you have will be very welcome and I can be contacted by calling 01603 433276 ext 227".

Bursars and school business managers: a faster way to find a job

The website www.bursarjobs.co.uk has been launched to support recruitment of school business managers and bursars. For the first time all vacancies are gathered together and advertised in one place.

Vacancies sent to info@bursarjobs.co.uk will be put directly onto the site, free of charge. Any vacancies advertised on English LEA websites will be posted within two weeks. The site also provides free advice on job descriptions and specialist recruitment services.

Funded by the TTA, this site and service addresses the needs of a profession that has a key role to play in school improvement and remodelling.

Visit www.bursarjobs.co.uk for more information, or contact the site and service developer, Radcliffe Gower Education and Training, on 01604 831122.

Higher Level Teaching Assistants

HLTA assessment/training

Information will be featured in the e-courier inviting more applications for HLTA funding early in the Autumn Term, as there is some funding left over, following the initial round of applications for 2005/06. It is expected that there will be more of a focus on the longer 50-day route. For more details, contact either Roger Eagle or Ralph Cross on 01603 433276.

From January 2006, there may be more flexible training routes to cater for people who are not fully ready for the Assessment Only Route but do not need the full training programme.

National Pilot Project developing mathematics and science HLTA

The TDA has established a project that is focusing on finding effective ways of making a positive difference to the learning experience children receive in Secondary school mathematics and science classrooms. Click [here](#) or go to www.hlta.gov.uk to find out more about the pilot project.

Norfolk Pilot PE Programme for Higher Level Teaching Assistants (HLTA) - Planning, Preparation and Assessment Time (PPA)

This programme, funded by the Norfolk Remodelling Team, seeks to give HLTAs the knowledge, skills and understanding to teach National Curriculum Physical Education within a safe and challenging teaching environment. Competence will be assessed through the application of key standards, school based assessment, self-assessment and external verification. The programme will allow successful candidates to be awarded the Norfolk Competence Standard.

Schools were invited to apply for places on the Programme by 15th July with modules and activities for successful candidates beginning on 15th September. For more details, contact Martin Radmore, PE/Sports County Adviser, on 01603 443276 ext 184.

Norfolk Sports Alliance Coaches Database

The Norfolk Sports Alliance has been working to bring together information on Norfolk's sports coaches and make this more accessible to schools. By logging on to <http://www.nsacoaches.co.uk/> you can register your school's details and gain access to the coaches' database.

Once registered you will be able to view information on those coaches in Norfolk who may be available to support your school. The information shown will enable you to match the coaches' skills to your school's needs.

The website provides information on the qualifications and training that the coaches hold and each coach has been issued with a photograph ID card that you can ask to see when they come to your school.

To help us build the database it would be helpful if you could point any existing coaches that you are using our way, so we can collect their details and enter them on to the database. Please contact [Jane Hannah](#) (Norfolk Sports Alliance Development Officer) – part of Children's Services Sports Development Unit on 01603 727887.

WORKLIFE BALANCE

Raising Standards and Tackling Workload: National Agreement - January 2003

“ii. Reasonable work/life balance

27. All teachers should enjoy a reasonable work/life balance. The School Teachers' Pay and Conditions Document will be changed accordingly.

28. The wording for the pay document is to be agreed by the Signatories to this Agreement, but it is expected that there will be three types of change:

- a) Governing Bodies will need to ensure that the headteacher has an appropriate workload, in support of a reasonable work/life balance, having regard to their health and welfare;
- b) Headteachers will need to ensure that their staff have appropriate workloads, in support of a reasonable work/life balance, having regard to their health and welfare;
- c) Paragraph 67.7 of the School Teachers' Pay and Conditions Document will be amended so that any work beyond contracted hours is subject to the provisions of (b) above.

29. The changes will be promulgated in draft early in 2003, to take effect in every school from September 2003 at the latest, with schools working towards the changes as far as possible prior to that.”



**Norfolk
Remodelling
Newsletter No. 2**
gave detailed
guidance and
information on
work/life balance, in
general terms, the
benefits to schools,

examples and key issues to consider when devising a school strategy.

Case Study

Astley High School in Northumberland has developed extensive work/life balance initiatives not only to support its 'caring culture', but also as they make sound economic sense. Deputy Headteacher at Astley, Barbara Waldie, describes the initiatives and their impact in this case study available from the NRT website at: [Case study search results](#).

Work/life balance also features in the **Workforce Remodelling - A Guide for Governors IV:**

Work/life balance checklist:

These are some questions which could prove useful in a discussion with the Headteacher around the school's work/life balance strategy:

- ☐ Could a review of committee structure result in a more streamlined arrangement?
- ☐ Could changes to Governing Body meetings and structure increase effectiveness?
- ☐ Are there areas of responsibility that a Headteacher could delegate to senior staff?
- ☐ Are there opportunities to develop the role of the Clerk to the Governing body?
- ☐ Have all administrative functions for Governing Bodies been removed from the Headteacher?
- ☐ Is work/life balance part of performance management and are the priorities written into the School Improvement Plan?
- ☐ Has consideration been given to how to embed work/life balance in school processes and procedures e.g. absence policy?
- ☐ Is staff work/life balance a regular agenda item on the staffing committee?

USEFUL RESOURCES



If you are overwhelmed by a sea of paper - please do not hesitate to contact Virginia Wakely, Remodelling Support Officer, on 01603 638092 or via e-mail at: virginia.wakely@norfolk.gov.uk who will do her best to rescue you! If you require a particular document, either hard copy or via e-mail, this can be sent.

Often documents are published online and busy Heads and staff in schools are not aware. The Norfolk Remodelling website at **Personnel: Workforce Remodelling** is also a really useful resource which is regularly updated.

All the publications listed below are available on the **NRT** website www.remodelling.org.

Name of Publication	Synopsis	Date Published	Reference Number	How to obtain hard copies
WAMG Resource Packs:				
Invigilation Resource Pack	Resource pack and guidance on the implementing contractual change on invigilation	April 2005	NRT/0065/2005	Contact Prolog 0845 602 2260
PPA Resource Pack	Guidance on the implementation of PPA	September 2004	NRT/0025/2004	Contact Prolog 0845 602 2260
Cover Resource Pack	Guidance, resources and good practice on implementing cover strategy	March 2004	NRT/0022/2004	Contact Prolog 0845 602 2260
WAMG Guidance Notes				
WAMG Note 12	Effective deployment of Higher Level Teaching Assistants (HLTAs)	June 2005		www.remodelling.org/download.php
Governor Packs				
Governors' Pack IV	Governors guidance, including checklists	July 2005		If you wish to order copies please email NGC at ngc@ngc.org.uk with your name, full postal address and the number of packs you require.