

Leadership & Management Services

Senior Leadership - Senior Leaders and Governors

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LM1 School Self-Evaluation

Audience Senior Leadership Teams
Subject and Faculty Leaders
Team Leaders

Overview *Leicester Learning Services* will provide tailored support for your school to:

- support the development of a clear and non-bureaucratic framework for self-review;
- allow you to reflect on your existing systems and processes;
- explore alternative and complementary approaches;
- improve self-evaluation processes.

Intended Outcomes

- A better understanding of the purposes of self-evaluation and its underlying principles;
- A deeper knowledge of different self-evaluation tools and methodologies;
- An ability to be able to understand, evaluate, record and apply judgements to identify areas of improvement and plan relevant monitoring and evaluation activities.

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Setting the scene: the purposes, value and challenges of school self-evaluation;
- Reflecting on your current arrangements for self-evaluation;
- Developing whole school processes that include:
 - Faculty / Departmental reviews
 - Learning walk-throughs
 - Lesson observations
 - Scrutiny of
 - Scrutiny of planning
 - Analysis of pupil performance data
 - Pupil interviews and discussions
 - Parent interviews and discussions

Indicative time: 1-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM3 Whole School Review

- Audience** Senior Leaders
Governors
- Overview** *Leicester Learning Services* will provide tailored support for your school to:
- develop the school's own self-evaluation processes, helping the school to judge and validate progress against its own improvement priorities.
- Intended Outcomes** **A clear, evidence-based report** indicating the quality of provision, leadership and management and the impact of these on outcomes for learners: A better understanding of the purposes of self-evaluation and its underlying principles;
- An indication of areas of strength, areas for development and progress on key priorities
 - Clear recommendations for action designed to improve the quality of provision, leadership and management and performance outcomes;
 - Improved self-evaluation
- Support Approaches** Support may include some or all of the activities and areas listed below and will be matched to your specific needs:
- **A full two-day review.** This would be carried out in partnership with the schools' leadership team to assess progress on the key improvement priorities and is likely to comprise of:
 - An initial meeting to scope the focus of the review
 - Paired lesson observations with SLT / MLT, with feedback to staff observed
 - Data analysis
 - Work scrutiny
 - Senior/Middle leadership interviews and discussions
 - Pupil discussions
 - Feedback to SLT
 - Full report Reflecting on your current arrangements for self-evaluation;
 - **A senior leadership challenge conversation (half a day).** This would involve one or two SIAs, who are trained inspectors, holding challenging interviews with Key SLT leads in each of the four OfSTED priorities. The new framework would be used as a basis of the discussion.

Indicative time: 2-3 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM4 Data Review

Audience Head teachers
Senior Leaders
Governors

Overview *Leicester Learning Services* will provide tailored support for your school to:

- collate all the available externally-held school performance data and share it with senior colleagues, explaining the significance of each set and helping leaders establish a clear view of the key issues that are raised by the data;
- help leaders link these issues to actions to be included in an updated school improvement plan.

Intended Outcomes

- School leaders and governors have a clear understanding of the key issues raised in externally held data and have established clear actions to address them.

Support Approaches

Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Collation of externally held data;
- Meeting with senior leaders and governors if appropriate to work through the messages raised within the data sets;
- Working with senior leaders to modify the school improvement plan so that the key issues identified in the data are being addressed.

Indicative time: 0.5-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM5 Preparation for an OfSTED Inspection

Audience Teachers
Senior and Middle Level Leaders
School Governors

Overview *Leicester Learning Services* will provide tailored support for your school to:

- prepare successfully for a forthcoming inspection under the Ofsted framework

Intended Outcomes

- An excellent understanding of the current Ofsted framework;
- A clear understanding of how inspectors operate under the current framework;
- The school is well prepared for the inspection and is confident that it will be able to show itself in a positive light

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Governor, SLT and staff briefings on the revised Ofsted framework;
- Interpretation of data;
- Support in the preparation of the school self-evaluation document and in anticipation of the focus of the inspection;
- Staff training in the use of Ofsted criteria in the evaluation of lessons;
- Review of the School Development Plan;
- Formulation of questions that the Ofsted team may ask and preparation of related responses;
- Support with the marshalling of evidence;
- Support for individual members of staff e.g. faculty leaders;
- Validation of judgements made by the school as part of its self-evaluation processes, e.g. the quality of teaching and learning.

Indicative time: 1-3 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM6 Headteacher Recruitment Process

Audience School Governors

Overview *Leicester Learning Services* will provide tailored support for your school to:

- develop a clear understanding of the skills and qualities you are looking for in a head teacher;
- create a selection process that gives candidates the opportunity to show these in the particular context of the appointing school.

Intended Outcomes

- The successful appointment of a high quality head teacher

Support Approaches

Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- develop a job description and person specification;
- create an advertisement and information pack that interests a wide range of applicants;
- develop a selection process that highlights and assesses candidates against the key areas;
- support the short listing process;
- support the selection process;
- carry out the necessary checks;
- provide professional feedback to unsuccessful candidates.

Indicative time: 3-5 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM7 Developing Effective Tracking and Targeted Intervention

Audience Senior Leaders

Overview *Leicester Learning Services* will provide tailored support for your school to:

- review whole school target-setting procedures, the tracking of progress towards school targets and the systems and processes used.

Intended Outcomes

- The setting of challenging and realistic targets that are informed by data and represent the best possible progress pupils can be expected to make;
- More effective tracking of pupil progress across subjects;
- The identification of areas of teaching that may need improving.

Support Approaches

Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- A review of the target-setting and target-getting process;
- A review of benchmark and comparative data and trends over time to monitor the progress of every pupil;
- A review of the school calendar for the regular reviewing of pupils' performance and attendance
- Support for the use of progress data to identify individuals and groups who are off trajectory;
- Analysis of systems used for collating and recording of data for their usefulness;
- Exploration of the roles of subject leaders, year leaders and tutors in tracking pupil progress;
- A review of the school assessment and marking policy.

Indicative time: 1-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM9 Leadership of Teaching and Learning

Audience Head teachers
Senior Leaders
Governors

Overview *Leicester Learning Services* will provide tailored support for your school to:

- develop the leadership of teaching and learning as the most crucial driver for school improvement;
- help senior leaders to articulate and implement a vision for the whole school development of teaching and learning.

Intended Outcomes

- Leaders will have a clear vision for developing teaching and learning which will inform an action plan.

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Review current approaches to the development of teaching and learning;
- Share current research and developments in teaching and learning;
- Help shape a vision for teaching and learning;
- Support the production of an implementation plan;
- Support the development of a strategy that develops the leadership skills of middle level leaders to play a key role in delivering the vision for teaching and learning;
- Recommend external sources of support;
- Work with a senior leader to support middle leaders in implementing the strategy.

Indicative time: 1-3 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM10 Development of Coaching across the Curriculum

Audience Senior Leaders
Lead Coaches
ASTs/ Lead Practitioners

Overview *Leicester Learning Services* will provide tailored support for your school to:

- review current coaching provision and impact and/ or
- develop a sustainable coaching model

Intended Outcomes

- An assessment of your current coaching practice;
- An improved understanding of coaching and its potential for school improvement;
- An understanding of how to develop and sustain coaching practice.

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Creating a climate for coaching;
- Establishing coaching practice;
- Coaching cycles and models;
- Leading and sustaining coaching through improving the quality of coaching practice;
- Review of current practice through observation of coaching, interviews with members of the coaching team / coaches, and provision of written feedback with recommendations, where required;
- Supporting the practical demands of coaching;
- Strategic planning of coaching within CPD;
- Quality assurance of coaching practice;
- Collation of externally held data.

Indicative time: 2-3 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM11 Governor Training

Audience School Governors

Overview *Leicester Learning Services* will provide tailored support for your school to:

- keep up to date with the latest government educational initiatives;
- have a clear understanding of their roles and responsibilities.

Intended Outcomes

- A better understanding of the purposes of self-evaluation and its underlying principles;
- A deeper knowledge of different self-evaluation tools and methodologies;
- An ability to be able to understand, evaluate, record and apply judgements to identify areas of improvement and plan relevant monitoring and evaluation activities.

Support Approaches

Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- The current Ofsted inspection framework and its implications for school governors;
- Developing of a strategic vision;
- Challenging underperformance;
- Effective school development planning;
- Clarification of roles and responsibilities;
- Understanding data and knowing the questions to ask;
- How to gain a clear overview of the school and an accurate understanding of its strengths and weaknesses.

Indicative time: 1-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM12 Improving Attainment in Vulnerable Groups

Audience Senior Leaders
Subject and Faculty Leaders

Overview *Leicester Learning Services* will provide tailored support for your school to:

- support your data analysis and review processes for identifying underperforming pupils in vulnerable groups;
- consider and review your targeted intervention strategies and the monitoring and tracking of performance for vulnerable groups of pupils.

Intended Outcomes

- A clearer analysis of the effectiveness of your processes for the identification of and the provision for vulnerable pupil groups
- A raised awareness of the need to use a variety of data to identify areas/aspects of underperformance of pupils in vulnerable groups and ability to better plan and deliver appropriate intervention strategies

Support Approaches

Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Effective use of data analysis at both LA and school level to identify “stuck” pupils in vulnerable groups and areas/ aspects of underperformance;
- Using school data to obtain IDACI indicators;
- Identifying barriers to achievement and developing appropriate intervention strategies;
- Challenging underperformance.
- The setting and “getting” of targets;
- Support for senior leaders in preparing for mid-term arrivals;
- Review of systems for monitoring and tracking performance;

Indicative time: 1-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM13 NQT Induction Support

Audience NQT Tutors
NQT Induction Mentors

Overview *Leicester Learning Services* will provide tailored support for your school to:

- train your Induction Tutor and Induction Mentors in supporting NQTs to be successful in their induction period

Intended Outcomes

- Induction Tutors and Mentors will have a greater understanding of their role and responsibilities in the induction process.
- Induction Tutors will be able to plan and prepare a personalised induction programme for NQT(s), track progress against the standards and to improve written assessments.

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Initial visit to review current induction programme with Induction Tutor and/or Induction Mentors;
- A tailored CPD programme for Induction Tutors/ Mentors, addressing areas such as;
 - An audit of current provision for NQTs
 - Statutory guidance and entitlements for NQTs
 - The purpose of induction
 - The professional standards
 - Writing formal assessments
 - Monitoring and supporting NQTs
 - Supporting failing NQTs

Indicative time: 1-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM14 Raising Attendance

Audience School Attendance Leads
Pastoral Leads

Overview *Leicester Learning Services* will provide tailored support for your school to:

- build your internal capacity to undertake a review of your current attendance and absence management practices and policies within the school;
- plan appropriate strategies to further improve attendance levels.

Intended Outcomes

- Evidence in place to identify baseline and absence trends, including evidenced-based analysis of trends, vulnerable cohorts, target students and groups;
- Senior and Middle leaders aware of and able to implement strategies to improve the attendance of target pupils at individual and group levels;
- Senior and Middle leaders aware of and able to implement strategies to build staff capacity to monitor and improve attendance

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- An initial scoping visit to analyse needs and agree a support/ training programme;
- A review of school Attendance Policy and current and procedures / practice and absence levels;
- Developing an attendance framework to identify strengths and areas for development;
- Support development of action plan to address issues;
- Support school leaders in identifying and developing strategies to improve attendance

Indicative time: 1-3 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM15 The Evaluation and Development of Positive Behaviour

Audience School Senior Leadership Teams
Behaviour Leads

Overview *Leicester Learning Services* will provide tailored support for your school to:

- develop the school;s capacity to undertake a review of current behaviour and attendance policies / procedures;
- establish a programme of relevant CPD to support staff

Intended Outcomes

- The establishment of a secure evidence base to gauge the effectiveness of current practice and protocols;
- The identification of current areas of strength and development needs in the school in respect of behaviour;
- The formulation of a clear CPD plan to address identified issues

Support Approaches

Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- An initial scoping visit to establish support focus and to plan the activity with the senior lead for behaviour;
- A review of current policies and procedures relating to behaviour management across the school;
- Further review and development work, which may include:
 - An analysis of data related to school's behaviour policies
 - Evaluative processes (E.g. lesson observations/ learning walks/ pupil and staff interviews/ survey) to review/ establish practice
 - The identification of areas for development and possible actions needed to address issues

Indicative time: 1-5 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM16 Developing Effective Target-setting and Tracking Processes

Audience Senior Leaders

Overview *Leicester Learning Services* will provide tailored support for your school to:

- review whole school target-setting procedures, the tracking of progress towards school targets and the systems and processes used.

Intended Outcomes

- The setting of challenging and realistic targets that are informed by data and represent the best possible progress pupils can be expected to make.
- Pupil progress across subjects is tracked more effectively.
- Areas of teaching that may need improving are identified.

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- An initial scoping visit to establish support focus and to plan the activity with the senior lead for behaviour;
- A review of current policies and procedures relating to behaviour management across the school;
- The target-setting and target-getting process;
- A review of benchmark and comparative data and trends over time to monitor the progress of every pupil;
- The school's schedule for the regular reviewing of pupils' performance and attendance;
- Using progress data to identify individuals and groups who are off trajectory;
- Analysis of systems used for collating and recording of data for their usefulness;
- Roles of subject/phase/ year leaders and tutors in tracking pupil progress.

Indicative time: 1-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM17 Support for New Arrivals

Audience Senior Leaders
Teachers
Learning Support Assistants

Overview *Leicester Learning Services* will provide tailored support for your school to:

- understand and utilise the latest guidance on techniques / approaches being used across schools locally and nationally to support new arrivals

Intended Outcomes

- A raised awareness for staff of strategies and techniques being used to support new arrivals
- More effective school-wide practice in support of new arrivals

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- An initial visit to school in order to establish needs;
- The identification of subjects where there are the greatest demands on improving students' writing, reading or spoken language and strategies which are most effective;
- Helping schools review their induction procedure for all new arrivals;
- Working with schools on whole-school policies and practices to promote inclusion;
- Providing a range of CPD workshops, which may include:
 - Resource provision and support for bi-lingual learners.
 - Differentiation
 - Capturing and monitoring the progress of bi-lingual learners
 - Establishing and maintaining an inclusive and welcoming ethos across the school
 - Establishing and maintaining strong links with EAL parents and carers within their communities

Indicative time: 1-2 day (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM18 The New OfSTED Framework

Audience Senior Leadership Teams
Governing Bodies
Middle Leadership Teams
All Staff

Overview *Leicester Learning Services* will provide tailored support for your school to:

- train staff/governors on the current Ofsted inspection framework

Intended Outcomes

- A clear understanding of the expectations of the Ofsted inspection framework;
- An awareness of the best ways to prepare for an inspection, including practical guidance

Support Approaches Support may include some or all of the activities and areas listed below and will be matched to your specific needs:

- Presentation(s) to the identified audience (see above);
- Workshops to explore and strengthen participants' understanding of the practical implications of the inspection framework in relation to their roles and responsibilities;
- Small group and/or 1:1 sessions, focused on the specific requirements of participants (e.g. Headteacher/ Principal; Teaching Assistants; Heads of core subjects...)

Indicative time: 1-2 days (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day

LM19 Headteacher Appraisal

Audience Head teachers
Governors

Overview *Leicester Learning Services* will provide tailored support for your school to:

- support the statutory requirement for governors to seek guidance from a suitably skilled and experienced external adviser when appraising the headteacher's performance
- to ensure that appropriately challenging targets are set, monitored and evaluated across the year

Intended Outcomes The Headteacher and the Governors' Appraisal Panel will:

- reach a judgement about the overall performance of the Headteacher over the year;
- identify professional needs and activities;
- discuss new objectives, linked to the 2012 Teachers' Standards;
- agree success criteria (specific, measurable, linked to pupil outcomes and achievable within the timescale of the objective).

Support Approaches The School Improvement Adviser (SIA) will support the statutory requirement by working with the Governors' Appraisal Panel and the Headteacher to complete the previous cycle and agree objectives for the coming year. This will be done through exploring:

- the progress that the Headteacher has made towards achieving the previous objectives set by the Governing Body;
- the Head teacher's performance overall;
- objectives that may be suitable for the Headteacher for the next year.

Indicative time: 0.5-1 day (depending on tailored programme agreed with school)

Bespoke support would be traded at £550 per day