

## **Proposed Decision to be taken by the Deputy Leader on or after 22 May 2015**

### **Contract for the Establishment of a Framework Agreement for a list of Approved School Improvement Advisors**

#### **Recommendations**

That the Deputy Leader:

- 1) Approves proceeding with a procurement process for the provision of Approved School Improvement Advisors.
- 2) Approves and authorises the Strategic Director of Communities Group to enter into all relevant contracts for the provision of Approved School Improvement Advisors on terms and conditions acceptable to the Strategic Director of Resources.

#### **1.0 Key Issues**

- 1.1 80% of Warwickshire schools are good or outstanding, placing us 6<sup>th</sup> out of 11 in relation to our statistical neighbours. Pupil progress and the attainment of disadvantaged pupils are a priority for Warwickshire Education and Learning Business unit.
- 1.2 Education and Learning business unit currently has 1.6 fte permanent School Improvement Officers (SIOs) working with schools across the county according to need. Additional staff are contracted to work with named schools on an annually commissioned basis.
- 1.3 The Core Offer identified in The School Improvement Strategy has resulted in a significant increase to SIO workload as links are now made with all Good and Outstanding schools (previously link officers were provided to RI (Requires Improvement) and Inadequate Schools only).
- 1.4 Employing staff on an annually commissioned basis enables the Local Authority to balance staff availability to identified need more flexibly. Furthermore, it brings a wide range of skills to the service without a long term financial commitment by the Local Authority.

## 2.0 Options Appraisal

- 2.1. Status Quo – The service currently meets demand through a number of short-term contracts with external consultants. The process for identification and selection of SIOs consultants to support the School Improvement Team is ad hoc and, therefore may not be known to a range of potential high quality independent providers. Furthermore, the current arrangements do not afford the opportunity for the LA to broker the services of experienced school improvement consultants as a traded service to schools. As a result some schools are securing support on the open market which is of variable quality and may not support and challenge schools to make the improvements needed.
- 2.2 Set up an Approved List via a framework agreement for Education and Learning internal use only - This would formalise the current process for securing consultant LIO to be deployed to schools across Warwickshire to address school improvement issues in schools.
- 2.3 Set up an Approved List via a framework agreement for wider use by Education and Learning (preferred option) – This would meet the needs of the School Improvement Strategy and allow schools to have access to a Quality Assured service. It is hoped that this will result in an increased number of good and outstanding schools within Warwickshire.

## 3.0 Proposal

- 3.1 That Warwickshire Education and Learning Business Unit establish a pool of Approved School Improvement Providers who can be deployed by the Learning and performance Team for school improvement work and can also be accessed by schools as a brokered service. (**Scope of Service – Appendix 1 and Selection Criteria - Appendix 2**)

## 4.0 Financial and HR implications

- 4.1 As the service will deploy no more consultants than is currently the case the financial implications will be at worst cost neutral and may save the LA some money by ‘capping’ the day rate payable for the work undertaken.
- 4.3 The traded element **would not result in any additional costs or liabilities for the LA** as it would operate as a brokerage and the LA would recover all the cost associated with a school securing the employment of a consultant from the Approved Providers list.
- 4.4 Current deployment costs to the LA for consultant School Improvement Officers will not necessarily remain at the same level. As more schools become Good or Outstanding the allocated time to support the school will reduce in line with the School Improvement Strategy. Current School

Improvement Officer costs are between £300k and £400k per annum. The maximum contract costs over 4 years would not exceed £1.6m.

## 5.0 Timescales associated with the decision and next steps

- 5.1 Procurement Process needs to be completed in time for the service to schools to be launched in September 2015.

### Background Paper

Report to WES Board January 2015

### Supporting Paper

School Improvement Strategy

	<b>Name</b>	<b>Contact Information</b>
Report Author	Claudia Wade	<a href="mailto:claudiawade@warwickshire.gov.uk">claudiawade@warwickshire.gov.uk</a> Tel: 01926 583013
Head of Service	Nigel Minns	<a href="mailto:nigelminns@warwickshire.gov.uk">nigelminns@warwickshire.gov.uk</a> Tel: 01926 742588
Strategic Director	Monica Fogarty	<a href="mailto:monicafogarty@warwickshire.gov.uk">monicafogarty@warwickshire.gov.uk</a> Tel: 01926 412514
Deputy Leader	Councillor Alan Cockburn	<a href="mailto:cllrcockburn@warwickshire.gov.uk">cllrcockburn@warwickshire.gov.uk</a>

### SCOPE OF SERVICES

#### Improving School Performance

Working to agreed timescales to support schools, including:

#### 1. Challenge Support and Intervention

- Carry out a risk analysis desktop exercise using national and local data for good and/or outstanding schools. Producing a written report for the school's leadership team and Governing Body. If the report indicates a "high risk", then offering support to the school in moving forward.
- Supporting schools requiring improvement or in an Ofsted category, by identifying priorities with the school's leadership team and Governing Body. Delivering and brokering the necessary support to meet the school improvement agenda. Keeping an on-going School Improvement Record for the school and WCC.
- Leading a team on School Reviews of teaching and learning, achievement and attainment and leadership and management across the school.
- Offering joint lesson observations, and support for staff in feedback to teachers.
- Working with Ofsted and HMI during Section 5 and Section 8 inspections.
- Supporting the Governing Body with Head Teacher appraisal.
- Representing WCC at Head Teacher appointments.
- Supporting Governors specifically in setting strategic direction, analysing data, ensuring accountability and acting as a critical friend.
- Closing the achievement gap between different groups of pupils and ensuring that strong progress is made by all groups of students.
- Support for transition to Academy status

## **2. Subject, phase or area specific support for improved outcomes**

- Supporting teachers and leaders as they develop their school's curriculum (English, Mathematics and other curriculum areas) to ensure a broad and exciting curriculum and equality of opportunity for all pupils
- Support for Behaviour management
- Support for SEND or other Vulnerable groups
- Delivering bespoke training and development for school staff.
- Developing strategies for teachers to move good teaching to outstanding.
- Offering joint lesson observations, and support for staff in feedback to teachers.
- Closing the achievement gap between different groups of pupils and ensuring strong progress is made by all groups of students
- Supporting effective lesson planning, monitoring and assessment.
- Supporting teachers and leaders in tracking and analysing pupil progress.
- Supporting teachers to a secure and shared understanding of assessment, for example Assessment for Learning (AfL) and how it impacts on learning and standards, including "assessment without levels".
- Supporting effective learning and teaching in the Early Years.

## Framework for provision of School Improvement Providers

### 1. Selection Criteria for working on whole school challenge and support and for working with HTs Governing Bodies and Senior leaders

- In order to be accepted onto the Approved Providers list individual applicants must be able to demonstrate that they meet the selection criteria identified below.
- All NLE's and LLE's will automatically be included on the list

Area	Essential Requirements	Desirable
Knowledge, skills and understanding	<ul style="list-style-type: none"> <li>• Excellent understanding of current education issues <i>[please specify phase or type]</i></li> <li>• Able to support and challenge schools through their school improvement journey in order to raise pupil achievement</li> <li>• Very good current knowledge of the curriculum with areas of particular expertise</li> <li>• Excellent understanding of data and use of data analysis techniques</li> <li>• Able to offer credible, practical advice to schools in a well organised, professional manner</li> <li>• Fully ICT Literate and equipped to work with own ICT equipment</li> <li>• Able to produce succinct and evaluative reports for schools, governing bodies and the LA</li> <li>• Able to create and deliver high quality presentations</li> <li>• Knowledge of how Governing Bodies work and ways to support them</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of the Academy conversion process</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• QTS</li> </ul>	<ul style="list-style-type: none"> <li>• Experienced</li> </ul>

		<ul style="list-style-type: none"> <li>Head Teacher</li> <li>NPQH</li> <li>Higher Degree</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Recently held a senior position with a school graded good or outstanding</li> <li>Experience leading training and presenting to groups</li> <li>Experience of working with Governing Bodies</li> <li>Experience of managing difficult conversations</li> <li>Ofsted trained with recent experience of conducting inspections</li> </ul>	<ul style="list-style-type: none"> <li>Current Ofsted Inspector</li> </ul>
Personal Qualities	<ul style="list-style-type: none"> <li>Able to work to tight deadlines</li> <li>Reliable and organised</li> <li>Flexible and able to respond at short-notice to changes in schedules and working arrangements</li> <li>Ability to work alone</li> <li>Courteous, professional and attentive to the needs of the clients</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Other	<ul style="list-style-type: none"> <li>Full valid driving licence</li> <li>Own car (expenses to be included in day rate quoted)</li> <li>Willing to travel anywhere within Warwickshire</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Safeguarding	<ul style="list-style-type: none"> <li>An enhanced DBS disclosure will be required for this post</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

**2. Selection Criteria for working on subject specific, curriculum development, assessment, behaviour or learning and teaching**

- In order to be accepted onto the Approved Providers list individual applicants must be able to demonstrate that they meet the selection criteria identified below.
- All SLEs and NLGs will be automatically included on the list.

Area	Essential Requirements	Desirable
Knowledge, skills and understanding	<ul style="list-style-type: none"> <li>• Excellent understanding of current education issues <i>[please specify phase or type]</i></li> <li>• Able to demonstrate good or outstanding pupil progress in their current or recent post</li> <li>• Able to support and challenge teachers and middle leaders through improvements in their specialist area in order to raise pupil achievement</li> <li>• Very good current knowledge of the curriculum within their area of particular expertise</li> <li>• Excellent understanding of data and use of data analysis techniques</li> <li>• Able to offer credible, practical advice to schools in a well organised, professional manner</li> <li>• Fully ICT Literate and equipped to work with own ICT equipment.</li> <li>• Able to produce succinct and evaluative reports.</li> <li>• Able to create and deliver high quality presentations</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of how Governing Bodies work and ways to support them</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• QTS</li> <li>• Evidence of CPD</li> </ul>	<ul style="list-style-type: none"> <li>• Higher Degree</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Experience leading training and presenting to</li> </ul>	<ul style="list-style-type: none"> <li>• Recently held a senior position</li> </ul>

	<ul style="list-style-type: none"> <li>groups</li> </ul>	<ul style="list-style-type: none"> <li>with a school graded good or outstanding</li> <li>Experience of working with Governing Bodies</li> <li>Experience of managing difficult conversations</li> </ul>
Personal Qualities	<ul style="list-style-type: none"> <li>Able to work to tight deadlines</li> <li>Reliable and organised</li> <li>Flexible and able to respond at short-notice to changes in schedules and working arrangements</li> <li>Ability to work alone</li> <li>Courteous, professional and attentive to the needs of the clients</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Other	<ul style="list-style-type: none"> <li>Full valid driving licence</li> <li>Own car (expenses to be included in day rate quoted)</li> <li>Willing to travel anywhere within Warwickshire</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Safeguarding	<ul style="list-style-type: none"> <li>An enhanced DBS disclosure will be required for this post</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

In order to remain on the Approved Providers list individuals will be need to ensure that they remain up to date in their area of expertise and receive positive elevations of their work from senior LIO and/or from Schools. (see QA process)