

**School Effectiveness  
Support Service Level  
Agreement**

**September 2024 - July 2025**

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# Foreword from the Diocesan Director of Education (DDE)

I am delighted to introduce you to our range of School Effectiveness Support services and packages. These have been designed to ensure schools receive the bespoke support they need to meet today's challenges.

Each package contains a half day review of school priorities with the headteacher and senior leaders. As an outcome of this session, we will formulate a set of specific measurable objectives as a focus for the school effectiveness work to be undertaken.

In turn, a School Effectiveness Adviser or Advisers will be allocated to your school based on their educational expertise. This will depend on the range and extent of your requirements.

We believe that working collaboratively with our Diocesan School Effectiveness Team will enable your school to benefit from:

- bespoke school effectiveness support
- support that is implemented **with you**, not to you
- continued access to experienced education professionals
- positive support whilst being held to account.

Schools can purchase their School Effectiveness Support Service Level Agreement (SLA) at any time of the school year and the time allocated will be honoured until it has been used. If a package is not suitable for your current needs, our Core Services, listed on pages 10 - 12, can be purchased separately.

If you have any further questions, or would like to discuss the content of packages further, please contact Janine Jenkins on 01905 732825 and she will be delighted to discuss your requirements in greater detail.

**Tim Reid**  
**Diocesan Director of Education (DDE)**

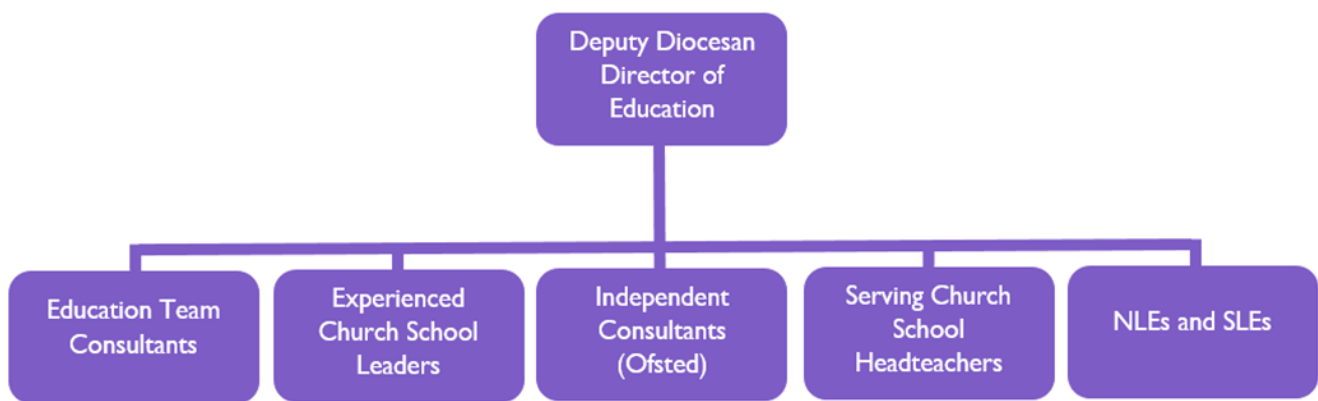


# School Effectiveness Support Procedure

## School Effectiveness Structure

The School Effectiveness Support SLA is serviced by a team of School Effectiveness Advisers from a range of backgrounds. The SLA makes use of experienced consultants within our Education Team: independent education consultants; experienced church school headteachers and leaders; serving SIAMS inspectors; and serving headteachers. The team is led by the Deputy Diocesan Director of Education.

**The Diocesan School Effectiveness Team structure is outlined below:**



**The eight areas of school effectiveness against which School Effectiveness Advisers are audited:**



# School Effectiveness Support Procedure

## Leadership

- sharing up-to-date knowledge of the Ofsted framework
- sharing other relevant educational developments
- supporting leaders to analyse required actions as a result of these developments in their settings
- supporting new school leaders
- developing middle leaders and working towards sustainable models of distributed leadership
- strategic school development planning
- accurate and effective self-evaluation
- pupil premium strategy and other grant spending strategies
- coaching to support leaders in navigating the challenges and successes of their roles
- policy development
- developing headteacher peer review.

## Teaching and Learning

- strategies for narrowing / closing the attainment gap for groups of learners, including adaptive teaching
- planning for challenge and high expectation
- planning effective sequences of learning
- using research to develop school-specific pedagogy
- strategies to develop early reading and phonics
- strategies to develop writing
- strategies to develop mathematics
- formative and summative assessment strategies for impact across the curriculum
- developing measurable intervention programmes.

## Governance

- developing an effective Governing Body
- governance structures and sub-committees, in both Academy and Maintained settings
- holding senior leaders to account
- monitoring of school development and self-evaluation
- preparing governors for Ofsted inspection.

## Monitoring & Evaluation

- developing a rigorous monitoring & evaluation schedule to include a range of methods to enable triangulation
- focused lesson observation and drop-ins
- work and planning scrutiny
- analysing national data (EYFS, Phonics, KSI- KS4 data, school context) using ASP, FFT Aspire & IDSR
- developing internal tracking systems to measure progress and attainment
- analysing internal assessment data
- using monitoring and evaluation to develop effective practice
- long / short term pupil target setting
- standardisation and moderation of school judgements.

# School Effectiveness Support Procedure

## Staff Performance and Management

- headteacher performance management
- developing tiered performance management systems
- setting SMART personalised performance targets
- training / development of performance management reviewers
- providing teachers with clear and consistent feedback on the quality of education
- celebrating good practice
- lesson study / coaching strategies.

## Curriculum

- strategies to develop the wider curriculum
- supporting the design of a broad and balanced curriculum
- developing subject leadership
- developing substantive and disciplinary knowledge progression documentation
- ensuring the curriculum is an expression of the school's vision
- developing the Early Years Foundation Stage curriculum
- KS1, KS2, KS3 and KS4 curriculum planning
- producing effective sequences of learning
- subject specific advice and support
- creating purposeful, creative learning environments.

## Vision and Values

- developing, implementing and evaluating the school's theologically-rooted Christian vision
- discovering and embedding truly Christian values which permeate all aspects of school life.
- ensuring the school's broad curriculum offer is driven by the theologically-rooted Christian vision.

## Wider Relationships - Community

- enhancing communication and relationships with parents and the community
- developing partnerships and collaborations with other schools
- support with considering academisation
- ensuring the growth of a community rooted in respect and a commitment to live well together.

# School Effectiveness Support Service Charter

**Those schools and academies subscribing to the School Effectiveness Support Service Level Agreement are entitled to expect members of The Diocesan Education Team to:**

- have a pastoral concern for the staff, governors and pupils of the school or academy
- provide professional and expert information, advice and assistance
- deliver the services listed, upon request, to a high professional standard
- respond promptly and courteously to requests for assistance
- act with discretion and confidentiality
- be responsive to individual schools and academies and their distinctive ethos
- act with integrity and in accordance with Christian beliefs and values
- promote at all times The Church of England foundation and Christian ethos of the school or academy
- deal promptly and courteously with any complaints regarding the level of service provided.

**In return, schools and academies subscribing to the agreement are expected to:**

- keep The Diocesan Education Team informed of the current situation in relation to the service required and developments at the school or academy
- provide copies of the most recent School Self-Evaluation, School Development Plan and annual performance review
- be available, given adequate notice, for meetings and / or visits to ensure progress is maintained
- give adequate and appropriate notice when requesting visits, meetings, training, etc.
- pay invoices promptly
- provide qualitative feedback on the usefulness of the services received and constructive suggestions for improvement.

## **Complaints**

Any complaints should, in the first instance, be addressed to the [Diocesan Director of Education](#) (DDE). The DDE will investigate and respond. If the matter is not resolved at this stage, the issue will be referred to The Diocesan Board of Education.

# Package 1: £3,100

## Headteacher Performance Appraisal

### Half Day Review of School Priorities

### 6 Days of School Effectiveness Support

#### **Headteacher Performance Appraisal**

It is the responsibility of the Governing Body of a school to appoint an external adviser to support and advise on the headteacher appraisal process. As part of this enhanced package we can provide this service, allocating one of our School Effectiveness Advisers who is equipped with the skills, experience and objectivity to fulfil the role.

The School Effectiveness Adviser will:

- spend a half day in school with the headteacher and governors to support the review of current targets
- assist in the setting of specific, measurable and achievable targets
- facilitate and run a mid-cycle review to ascertain progress towards meeting the targets set with the headteacher and governors over the course of a half day in school. This may include possible re-negotiation of measurable outcomes where appropriate.

***It should be noted that the School Effectiveness Adviser is not responsible for determining whether the headteacher should be awarded a pay increment. This is the role of the governor appraisal panel. However, governors are permitted to ask for advice and should consider this carefully before making a decision.***

#### **Half Day Review of School Priorities**

In this session, alongside school leaders, the School Effectiveness Adviser will help to identify school priorities and areas that may require further support. This may be underpinned by the school's current assessment information, school development plan and self-evaluation. A set of specific measurable objectives will then be written collaboratively to reflect the identified areas of need and to focus the school effectiveness work to be undertaken.

#### **6 Days of School Effectiveness Support**

The school effectiveness objectives are used to create an action plan for the 6 days of in-school support. Once agreed with the headteacher, a School Effectiveness Adviser(s) carries out the subsequent work in school. Identification of the appropriate Adviser(s) is agreed between the headteacher and the Deputy Diocesan Director of Education or allocated School Effectiveness Adviser before the package begins.



## Package 2: £2,700

### Half Day Review of School Priorities 6 Days of School Effectiveness Support

#### **Half Day Review of School Priorities**

In this session, alongside school leaders, the School Effectiveness Adviser will help to identify school priorities and areas that may require further support. This may be underpinned by the school's current assessment information, school development plan and self-evaluation. A set of specific measurable objectives will then be written collaboratively to reflect the identified areas of need and to focus the school effectiveness work to be undertaken.

#### **6 Days of School Effectiveness Support**

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## **Package 3: £1,900**

### **Headteacher Performance Appraisal**

### **Half Day Review of School Priorities**

### **3 Days of School Effectiveness Support**

#### **Headteacher Performance Appraisal**

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The School Effectiveness Adviser will:

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- assist in the setting of specific, measurable and achievable targets
- facilitate and run a mid-cycle review to ascertain progress towards meeting the targets set with the headteacher and governors, over the course of a half day in school. This may include possible re-negotiation of measurable outcomes where appropriate.

***It should be noted that the School Effectiveness Adviser is not responsible for determining whether the headteacher should be awarded a pay increment. This is the role of the governor appraisal panel. However, governors are permitted to ask for advice and should consider this carefully before making a decision.***

#### **Half Day Review of School Priorities**

In this session, alongside school leaders, the School Effectiveness Adviser will help to identify school priorities and areas that may require further support. This may be underpinned by the school's current assessment information, school development plan and self-evaluation. A set of specific measurable objectives will then be written collaboratively to reflect the identified areas of need and to focus the school effectiveness work to be undertaken.

#### **3 Days of School Effectiveness Support**

The school effectiveness objectives are used to create an action plan for the 3 days of in-school support. Once agreed with the headteacher, a School Effectiveness Adviser(s) carries out the subsequent work in school. Identification of the appropriate Adviser(s) is agreed between the headteacher and the Deputy Diocesan Director of Education or allocated School Effectiveness Adviser before the package begins.

## Package 4: £1,500

### Half Day Review of School Priorities 3 Days of School Effectiveness Support

#### **Half Day Review of School Priorities**

In this session, alongside school leaders, the School Effectiveness Adviser will help to identify school priorities and areas that may require further support. This may be underpinned by the school's current assessment information, school development plan and self-evaluation. A set of specific measurable objectives will then be written collaboratively to reflect the identified areas of need and to focus the school effectiveness work to be undertaken.

#### **3 Days of School Effectiveness Support**

The school effectiveness objectives are used to create an action plan for the three days of in-school support. Once agreed with the headteacher, a School Effectiveness Adviser(s) carries out the subsequent work in school. Identification of the appropriate Adviser(s) is agreed between the headteacher and the Deputy Diocesan Director of Education or allocated School Effectiveness Adviser before the package begins.



## Core Service 1: £400

### Headteacher Performance Appraisal

It is the responsibility of the Governing Body of a school to appoint an external adviser to support and advise on the headteacher appraisal process. We can provide this service, allocating one of our School Effectiveness Advisers who is equipped with the skills, experience and objectivity to fulfil the role.

The School Effectiveness Adviser will:

- spend a half day in school with the headteacher and governors to support the review of current targets
- assist in the setting of specific, measurable and achievable targets
- facilitate and run a mid-cycle review to ascertain progress towards meeting the targets set with the headteacher and governors, over the course of a half day in school. This may include possible re-negotiation of measurable outcomes where appropriate.

***It should be noted that the School Effectiveness Adviser is not responsible for determining whether the headteacher should be awarded a pay increment. This is the role of the governor appraisal panel. However, governors are permitted to ask for advice and should consider this carefully before making a decision.***

## Core Service 2: £450

### Whole Day School Review

One of our experienced School Effectiveness Advisers can help you reach an accurate evaluation of your school. This service can identify particular areas that can be a focus for your review.

Our whole school reviews can include:

- analysis of your self-evaluation, school development plan and data
- discussing systems and processes with school senior leaders, managers and governors
- observation of teaching and learning (this can be with school staff to moderate judgements)
- scrutiny of children's work
- specific subject reviews.

We will provide you with a summary feedback of headline information including any identified areas for development.

## **Core Service 3: £450**

### **Full Day of School Effectiveness Support**

This service is a full day of bespoke school effectiveness support individually tailored for your school.

Schools can select from either one of the eight areas of school effectiveness highlighted in the Service Level Agreement, or from a specific school development focus. Once the focus has been identified, a School Effectiveness Adviser with appropriate experience and expertise will be assigned to work with your school.

The focused support may take place over one full day or two half days dependent upon the school's needs.

## **Core Service 4: £275**

### **Half Day of School Effectiveness Support**

This service is a half day of bespoke school effectiveness support individually tailored for your school.

Schools can select from either one of the eight areas of school effectiveness highlighted in the Service Level Agreement or from a specific school development focus. Once the focus has been identified, a School Effectiveness Adviser with appropriate experience and expertise will be assigned to work with your school.

## **Core Service 5: £450**

### **Headteacher / Senior Leader Coaching**

This service includes 6 x 1 hour online coaching sessions across the academic year, one per half term.

All coaches are experienced school leaders, qualified to coach through the Chartered College of Teaching or coach on our suite of CEFEL NPQs, and will support leaders to explore professional scenarios, identify root causes and possible future actions for them and the schools that they lead.

## **Core Service 6: £275**

### **Ofsted Preparation Pre-inspection Phone Call**

This service is a half day of bespoke school effectiveness support, individually tailored for your school.

Senior leaders are coached through the pre-inspection phone call to ensure they can:

- articulate the school context
- explain educational outcomes
- direct the conversation to ensure appropriate lines of enquiry.

## **Core Service 7: £450**

### **Ofsted Preparation Reviewing Documentation**

This service is a full day of bespoke school effectiveness support, individually tailored for your school.

The day ensures that leaders are fully prepared for all aspects of the inspection judgements:

- quality of education
- behaviour and attitudes
- personal development
- early years
- leadership and management.

This support uses a range of approaches; coaching subject leaders and key staff, lesson visits with actionable feedback, document review and support, pupil voice interviews and advice.

Senior leaders at the school will work with the advisor to plan the most effective support package.

# School Effectiveness Support Service Level Agreement Form September 2024 - July 2025

Please complete the booking form and return it by email to [education@cofe-worcester.org.uk](mailto:education@cofe-worcester.org.uk).

An invoice will be raised on receipt of your agreement form; VAT will be charged at the standard rate.

<b>School name</b>	
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School Effectiveness Package / Core Service	Cost	Please tick to select
<b>Package 1</b> Headteacher Performance Appraisal Half Day Review of School Priorities 6 Days of School Effectiveness Support	<b>£3,100</b>	
<b>Package 2</b> Half Day Review of School Priorities 6 Days of School Effectiveness Support	<b>£2,700</b>	
<b>Package 3</b> Headteacher Performance Appraisal Half Day Review of School Priorities 3 Days of School Effectiveness Support	<b>£1,900</b>	
<b>Package 4</b> Half Day Review of School Priorities 3 Days of School Effectiveness Support	<b>£1,500</b>	
<b>Core Service 1</b> Headteacher Performance Appraisal	<b>£400</b>	
<b>Core Service 2</b> Whole Day School Review	<b>£450</b>	
<b>Core Service 3</b> Full Day of School Effectiveness Support	<b>£450</b>	
<b>Core Service 4</b> Half Day of School Effectiveness Support	<b>£275</b>	
<b>Core Service 5</b> 6 x 1 hour Headteacher / Senior Leader Coaching Sessions	<b>£450</b>	
<b>Core Service 6</b> Ofsted Preparation Pre-inspection Phone Call	<b>£275</b>	
<b>Core Service 7</b> Ofsted Preparation Reviewing Documentation	<b>£450</b>	
<b>Total:</b>		

**Headteacher** \_\_\_\_\_ **Chair of Governors** \_\_\_\_\_

**Signed** \_\_\_\_\_ **Signed** \_\_\_\_\_

**Date** \_\_\_\_\_ **Date** \_\_\_\_\_