



Schools Alliance for Excellence



School Improvement & Governance Service Brochure

2023-24

Introduction

SAfE is passionate about supporting all schools, whether they are maintained or academies. Our mission is to work in partnership with the school community to deliver a high quality, cohesive, coordinated school-led improvement system serving Surrey and the wider area from nursery to post-16. We are committed to a strong school-led system, delivered by great practitioners including Headteachers, Deputy Heads and Specialist Senior Teachers.

We are pleased to share this expertise from the Surrey system through our School Improvement and Governance Support offer for all LA maintained, academy, free schools and trusts. We have developed this offer in collaboration with Headteachers and CEOs to ensure that we can support your school or trust's development journey.

We will work with you to build a bespoke package of training and consultancy targeted to your specific goals and the needs in your school. You will receive effective, cohesive support from our team of experts, selected specifically to deliver long-lasting, positive change around your school's key objectives.

If you have any questions or would like to have further discussion please contact us:

admin@schoolsallexcel.com or call us on **01483 749 954**

Our Offer to Schools

Core Subscription

Our **Core Subscription** enables us to be there for you. Giving access to our school system leadership, communications, priority projects, subject networks and service discounts.

SLA

Our **Leadership and Governance SLA** is a flexible package that provides bespoke support to meet the needs of your school. This package includes Headteacher Review and Development and offers significant savings on further services.

Other Services

A range of bespoke **Other Services** and solutions focused on leadership and curriculum development.



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School Improvement

SAfE's strategic approach to school improvement continues to develop, grow and evolve as both the education sector and our education partnership develops. With the ability to measure and appraise our impact on the schools we engage with, we have developed the following guiding principles:

- **Inspirational Leadership** - high quality leadership at all levels, from governance to subject level, creating a supportive and nurturing environment for leaders to thrive.
- **Innovative Learning** through
 - **Continuous Professional Development** - a learning offer which ensures improvement is sustained and self-cultivating.
 - **Communities of Support** - networks, forums and events to share best practice and to communicate shared learning points.
- **Robust evaluation through external eyes** - full 360 evaluation to ensure a true baseline for an establishment is achieved through multiple sources of information and evidence.
- **Sustainable school-led approach** - your improvement comes from inside, it is your journey of discovery and development.
- **Facilitating Continuous Improvements** - to be a supportive facilitator, signposting new development opportunities.
- **High Expectations** - ensuring the best possible outcomes for all Surrey children and young people.

School Improvement Team

The school improvement team at SAfE delivers the core statutory school improvement services commissioned by the Local Authority. The Key Support Need Assessments and Support and Challenge programmes of work are core tenets delivering critical positive impact to the quality of education in the local area. The team, led by Louise Yarnell (Director of School Improvement), has a wealth of knowledge and experience across the sector. The Team includes:

- Colleagues with extensive knowledge of the local area and contextual considerations
- Dedicated Advisors providing their expertise for Primary, Secondary, Special, and PRU establishments
- Advisors who have experience as headteacher and executive leaders
- 5 colleagues who are experienced and current inspectors for OFSTED
- 3 Teaching and Learning Leads
- Specialists in SEND, safeguarding and assessment and moderation



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School Improvement and Governance Services SLA



Leadership and Governance Support SLA

Our Leadership and Governance Service Level Agreement (SLA) is a quality framework designed to achieve continuous improvement within your school, academy or trust, delivering best practice and high standards. This service is deployed through our Leadership Support Partners, using a school improvement model, which has a strong track record of rapid change.

The SLA is structured to offer a tailored approach, which includes a range of service elements:

- A dedicated Leadership Support Partner (LSP)
- An initial advisory deployment visit
- 3 days (or equivalent) of leadership, curriculum and governance support & consultancy to be agreed with head and chair of governors
- Headteacher Review and Development (see page 11) - a critical part of ensuring effective leadership
- Ofsted support prior and during inspection
- SAfE Annual Leadership Conference — 1 place
- SAfE Annual Governors Conference — 2 places

Subscriber:	£2,880 + VAT
Non-Subscriber:	£3,600 + VAT

'SAfE support draws upon vast and varied experience of strategic leadership and skilful coaching, to offer insightful and impactful support and challenge.

After every meeting, I leave recharged and refocused, for the opportunities ahead.'

Surrey Secondary Headteacher



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Leadership, Curriculum & Governance Support

As part of your SLA, the LSP support can be used on a wide range of activities. The programme for the year will be agreed with the headteacher and chair of governors in the advisory deployment visit at the beginning of the academic year. Your programme could include:

- Leadership development
- Governance development
- SAfE governance partner support
- Curriculum development
- Deep dives
- Subject leader development
- SEND reviews
- Teaching & learning reviews
- Safeguarding reviews
- Specific or general school support
- Bespoke training sessions or programmes
- Website audit

Leadership Support Partners

Our LSPs are SAfE advisors or practising headteachers and CEOs, from good or outstanding establishments with a proven track record of successful partnerships with schools and academies. LSP's support educational settings to remain at the forefront of good practice.

Each LSP acts as a critical, professional contact to the school, helping its leadership to evaluate performance, identify priorities for improvement and plan effective change. As part of the initial visit they can refer the support of other SAfE advisors.

Additional LSP consultancy can be purchased separately to the SLA offer at a daily rate:

Subscriber:	£630.00 + VAT
Non-subscriber:	£787.50 + VAT
Additional days can also be purchased by the school at 20% discount	



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Leadership Support Partners

Mr Andrew Stear

Headteacher — Primary

Andrew has held leadership roles in the primary school phase, during his 20 years in the industry. Andrew focuses on curriculum design and creativity and enables the deployment and improvement of these areas through the support and development of staff and middle leadership from within.

Mrs Tamsyn Lawlor

Headteacher — Primary

Tamsyn has been a Headteacher for the past 16 years, achieving an Ofsted good inspection grade in 2022. As well as her headship, she is a representative on the Primary Council and member of the Diocesan Education Committee, with plans to continue to develop her wealth of knowledge by completing an NPQEL in 2023. Tamsyn's experience covers all areas of school improvement, with a specific strength in leadership and management.

Mr Tim Samuel

Headteacher — Primary

Tim holds positions on Surrey Primary Schools Phase Council and also the Surrey Arts Leadership board as well as his headship. He is also involved in the delivery of tutoring and professional resources for SCITT. Specialising in curriculum links and progression of knowledge, both substantive and disciplinary, Tim champions the need for strong development of relationships with key stakeholders to deliver school improvement.

Mr Glen Livingstone

Chief Executive — Primary

Glen has been involved in leadership development and school improvement strategy while fulfilling a multitude of senior leader roles across schools, academies and trusts. He has worked as both an advisor and an accredited partner with NAHT Aspire to deliver a range of school improvement programmes. Glen's 25 years experience offers a fantastic foundation to support in a coaching role for school leaders, enabling them to deliver their strategic goals and visions.

Mrs Sarah Martin

Headteacher — Primary

Sarah was the Headteacher in an inner London primary school before moving to Surrey. Sarah has directly benefitted from SAfE's school-led improvement system and the peer-to-peer support and is an advocate of the approach and model. Sarah's extensive experience in curriculum development across the primary phase coupled with an interest in change management models makes her a well rounded and effective leader of school improvement.



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Mrs Alison Walsh

Headteacher — Primary

Alison's tenure as head has seen her lead church schools, nurseries, children's centres and schools with ARP units, including the build of a brand new school. With 31 years experience in the education sector. Alison has had opportunities to support and coach different roles including DSLs and subject leads. Her passion remains in English Literature, her original degree, and therefore the teaching of phonics and reading is an area expertise.

Ms Jo White

Headteacher — Primary

Jo is an Executive member of the Surrey Primary School Phase Council, and has considerable experience mentoring for both NAHT and the Chartered College of Teaching. As a primary phase Headteacher, Jo has developed specialism in SEND and currently operates a Low COIN centre on site. Jo has expertise in EYFS and outdoor learning. As an LSP with 25 years experience, Jo looks to help leaders identify their strengths and build strong foundations to deliver continuous improvement.

Ms Katie Hancock

Headteacher — Primary

Katie is very engaged in the impact of education on disadvantaged children, with experience in teaching and learning in schools with high deprivation factors. This area of interest has seen Katie develop expertise in bilingual education, application of education research, community engagement and external funding programmes. With 19 years experience in the education sector she has a wealth of knowledge and skill from her headship and role on the Surrey Primary School Phase Council.

Mrs Frances Davis

Headteacher — Primary

Frances has 13 years experience as a Headteacher in a church of England Primary school which she expanded an infant school to primary school in 2016. She has led her school through two Ofsted and two SIAMS inspections, all of which were graded as outstanding (most recent Ofsted was July 2019). She is a member of the Surrey Primary School Phase Council and has sat on various Surrey safeguarding committees. She has a passion for safeguarding, developing senior leaders, teacher development, delegation, empowering children, behaviour management and enabling all children to thrive and achieve.



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Mr Jon Chaloner

Chief Executive — Primary & Secondary

Before rising the role of chief executive, Jon has been fortunate to hold many senior positions across the education sector, including NLE, governor and trustee for both primary and secondary phases, he is also an NPQ facilitator and Ofsted Inspector. Jon's experience and skill allows him to provide exceptional insight and support across leadership, governance, school improvement and development.

Mrs Anne Cullum

Executive Principal — Secondary

Anne's most recent achievements in her 39 years in the education sector was the set up and delivery of a secondary free school. Her enormous wealth of experience compliments her other role as OFSTED Inspector and school Governor, as well as her day to day role as Executive Principal. Her main goals as an LSP is to inspire leaders with the self-confidence, skills and knowledge to enjoy and excel in their roles.

Mr Greg West

Headteacher — Primary

Greg has held leadership roles across Primary and Secondary sectors for over 27 years. This level of experience has created unique opportunities to work outside the education industry including working in partnership with the NHS to design and deliver safeguarding training programs for schools. Greg is actively involved in the deliver of training and development of teachers as part of ITT programmes writing and delivering professional studies training.

Mr David Blow

Executive Head — Primary & Secondary

David is a specialist in leadership and management including the use of data and integrated curriculum and financial planning (ICFP) processes. His forty seven years in the education industry has provided him many opportunities to develop his leadership skills and experience, including Interim Executive Headships and data consultancy.

Ms Cindy O'Sullivan

Headteacher — Special

With a collaborative approach to school improvement, Cindy uses her 25 years of experience in the education sector to develop and support school leadership, working cross-phase to improve inclusivity and outcomes for all. Having concentrated on Special and Inclusive education, Cindy is well versed in SEND, Safeguarding, EDI and disadvantage. Previously Chair of Surrey Special Schools Phase Council, she has also worked within cross agency partnerships, developing a large network of contacts and a well-rounded awareness and experience of the sector.



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Leadership Services



Headteacher Review and Development

SAfE's philosophy behind headteacher review and development is:

to grow inspirational leaders who can develop and lead the best schools in the country through a developmental process that exists within a culture of continuous reflection so that every child in Surrey gets the very best educational experience.

The process provides schools with headteacher performance management solution accessing SAfE's resources and advisor support, including:

- Leadership Support Partner (LSP) meeting with headteacher to deliver self-evaluation and objective setting, based on school requirements and strategic priorities
- Pre-meeting with governors
- Access for all governors to:
 - Training resources
 - Coaching materials
 - Templates and guidance
- Review meeting with LSP, headteacher and governors
- Review of the form and advice
- Mid-year review

Leadership and Governance SLA:

Subscriber:

Non-subscriber:

Free

£ 840 + VAT

£1,050 + VAT

'It was an absolute pleasure to meet you yesterday. Thank you so much for the time, energy and expertise you gave us. We definitely took a lot away from the experience. It was good too to have some time to talk to someone who understood the nuances of the HT role – I appreciated a good conversation at the end – again – thank you.'

Surrey Primary Headteacher



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Senior Leadership Recruitment

'School leadership is extremely influential on the success of a school and it is therefore essential to give thought, care, time and attention to recruitment and selection processes'

Recruiting a headteacher — Department for Education & NGA December 2017

Recruiting a headteacher and other senior roles is one of the most important statutory duties a governing body/board will undertake. However, strategic recruitment also presents its own challenges. Schools Alliance for Excellence can provide you with the advice, support and resources required to ensure a seamless recruitment process that results in a successful appointment.

Standard

Advisor: a dedicated advisor, chosen to specifically meet your requirements, will guide you throughout the process.

Recruitment:

- Initial meeting with Chair of Governors/Trustees or Board
- Scoping of leadership role
- Strategic assessment and analysis of school's future goals and vision
- Project management of a bespoke timeline and key milestones
- Guidance on the advertisement, job advert, job description and person specification

Shortlisting:

- Feedback on candidates

Interview: devised to highlight the capabilities of each applicant to meet your school's needs

- Assessment tasks — covering critical areas, including:
 - Financial controls & knowledge
 - Curriculum engagement
 - Data management & analysis
 - Strategic planning & delivery
 - Key stakeholder engagement
 - Student engagement
- Bespoke interview questions and model answers
- Advisor available to join interview panels

		Subscriber	Non-subscriber
Standard	1 day interview	£945 + VAT	£1,175 + VAT
	2 day interview	£1,260 + VAT	£1,575+ VAT



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Consultancy and Support

We provide bespoke training and consultancy to target specific goals and raise standards in your school. You will receive effective, cohesive support from our team of experts, selected specifically to deliver long-lasting, positive change around your school's key objectives. Examples of SAfE's consultancy support includes the following:

Leadership Review:

SAfE leadership reviews offer schools the opportunity to review and develop the effectiveness and impact of leadership at every level. Your SAfE consultant will work with you to design a process that reviews quality and impact of leadership, develop a responsive action plan and support you to implement it. School leaders can design an approach that addresses individual elements of, or all of, this plan.

External Review of Governance:

Our experienced and suitably qualified reviewers are well practised in carrying out reviews with schools and academy trusts of all sizes, phases and settings including special schools and alternative provision. It is a multi-stage process engaging the relevant body or committee, including:

- Document review
- 1:1 Interviews
- Meeting observation

The output is a full report which can then shape the development of a governance action plan.

Academy Conversion Support:

There are over 10,000 academies in England, and in Surrey more than 50% of our schools have converted. At SAfE we are committed to supporting schools and their communities to:

- Review options
- Identify appropriate trusts
- Understand due diligence guidance
- Mitigate risk through proper change management

Our advisors are highly experienced and have detailed knowledge of the systems and processes of the academy system. They work closely with the DfE Regional Directors, the Dioceses in Surrey and Surrey County Council.

"Thank you very much for the minutes. The support is proving very valuable, particularly in light of all the other challenges this year. Thank you for your encouraging comments."

Surrey Primary Headteacher



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Consultancy and Support

Teaching & Learning – Bespoke Support:

SAfE offers a range of support options; these can be tailored to meet identified actions from reviews, or be linked to school priorities. Our team of Teaching and Learning Leads will work with your leadership team to create bespoke support to achieve your current aims.

Your priorities may include:

- Developing the leadership skills of subject leaders to drive standards in their subject (data analysis, monitoring their subject in terms of their intent, implementation, and impact, and identify key priorities and actions to ensure improvement)
- Supporting the development of identified teachers' subject knowledge and pedagogy to ensure they are delivering quality first teaching
- Supporting implementation of a project or whole school initiative
- Refining schemes of work
- Using an evidence-informed approach to interventions and initiatives to support disadvantaged, underachieving and SEND pupils
- Upskilling teaching assistants to support quality first teaching
- Upskilling teachers using evidence-informed approaches (retrieval practice, cognitive science, ambition for all, adaptive teaching, etc.)

These priorities may take the form of:

- Mentoring and coaching of teachers, subject leaders or heads of departments
- Model lessons and team teaching
- Peer observations in other schools
- Support with planning or curriculum development
- Whole school training provided as INSET or staff meetings
- Monitoring and feedback support
- English/Phonics review

'The resources you have sent through are super. Your visit has brought everything together with a focus for subject leads and they were so positive when reflecting on your visit.'

Surrey Primary Headteacher



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Teaching & Learning – Curriculum Review:

Using the OFSTED ‘quality of education’ methodology, encompassing lesson visits, discussions with leaders and pupil voice, your SAfE Advisor will deliver a quality review of the curriculum in your school setting.

In order to give your establishment maximum value from the review, a bespoke agenda will be agreed in consultation with your leadership team. The review is based on the evidence gathered on the day of review and will provide a clear baseline in order to continue driving improvement in your school.

The Curriculum Review report will provide you with:

- A summary of key evidence from the day
- Recommendations for continued improvement
- Signposting to SAfE professional learning programme

Teaching & Learning – Bespoke INSET Days:

SAfE advisors will deliver bespoke INSET day training which can be tailored to meet the needs of your school and a follow-up visit can be included to evaluate progress and create next steps to maximise whole-school impact on all pupils. The session will be delivered by our Teaching and Learning Leads to the whole school, with a focus on adaptive teaching to provide an ambitious curriculum for all.

The package, which can be booked for a minimum of a half day, can include:

- How to apply the EEF five a day approach to support pupils with SEND
- Explicit vocabulary instruction
- Scaffolding and in-the-moment adaptations
- Developing graphic organisers
- Understanding metacognition
- Developing understanding of worked examples, explicit modelling, retrieval practice and flexible grouping

‘Thank you very much for your very valuable feedback on Tuesday and the report you have written for us, it is an accurate reflection of what was seen. We have fully taken on board the areas that were identified.’

Surrey Primary Headteacher



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Teaching & Learning – Deep Dive Review:

A subject specific deep dive review provides a clear baseline for current standards, and plan for long-term improvement or preparation for Ofsted inspections.

Your SAfE School Improvement Advisor will contact your leadership team in advance to craft a bespoke agenda to ensure that the deep dive meets the specific needs of your school. As part of this process, SAfE will assign the most appropriate consultant based on experience and specialism.

The actual deep dive process involves a comprehensive site visit which follows the Ofsted Inspection methodology for evaluating the quality of education, using lesson visits and pupil voice to review the intent, implementation, and impact of the school's curriculum. The review facilitates discussion and conversation around:

- Sequencing
- Curriculum development
- CPD through professional learning programmes
- Pre-teaching and retrieval practice
- Further refining of the curriculum offer

Within this process, subject leads will be able to practise their curriculum discussions in a safe and supportive environment, further facilitated by coaching tips and guidance.

SEND Review – Deep Dive into practice:

Using the SAfE 'healthcheck framework' to focus in on whole school approaches and practices for SEND and Inclusion. SAfE works with schools to support and discuss self-evaluation and then visiting the school to undertake a deep dive into SEND practices across the setting. This provides an objective challenge for leaders to really consider whether espoused values are lived out across the school.

'Thank you so much, you were really helpful and have given us clarity.'

Surrey Primary Headteacher



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Academy Trust Services



Reviews and Support

SAfE is here to support every Surrey academy, single or multi academy trust on its journey of improvement.

- We understand the scale of challenge in academy trust leadership
- We offer subscriptions to access high quality, practitioner-led, value for money best practice and improvement support programmes
- We offer discounted rates to MATs where multiple schools wish to access our programmes or SLAs
- We provide bespoke support for a trust's unique governance and improvement journey
- Our external viewpoint enhances context and accuracy of the evaluation process and increases successful implementation

Academy Trust Peer Review Process

- Aligned to DfE 'academy trust assurance framework'
- Led and facilitated by experienced advisors
- Academy trusts matched with peer academy trusts
- Enables development and improvement in trusts
- Powerful open questions in a spirit of appreciative inquiry, challenge and collaboration
- Academy trusts acting collaboratively to learn from each other and support improvement

External Review of Governance

Our governance experts have extensive experience of carrying out external reviews of governance, including within MATs. We can undertake reviews of the governance arrangements for both single academy trusts and multi academy trusts of all sizes – from those with just two schools to those with over 30 schools; we also have experience delivering reviews required by the ESFA and the RSC.

'The review was really useful and brought a lot of issues firmly on the table with external verification'
Surrey Primary Headteacher

If you would like to find out more from SAfE about Trust peer reviews, Trust reviews of governance, bespoke school improvement or other ways in which our team can support your trust, please contact govsupport@schoolsallexcel.com



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CEO Performance Management

Trusts are free to determine a trustee-led appraisal process for the CEO and in all likelihood the Chair of Trustees will deliver the performance management process.

The National Governance Association (NGA) recommends that all governing boards appoint an external advisor for the appraisal of the executive leader. Any selected external advisor should be suitably qualified and experienced to provide advice and support relevant to the CEO role.

SAfE can provide highly experienced external advisors to support a Trust's CEO performance management and appraisal processes. As with our Headteacher Review and Development process, we believe in an approach of continuous reflection, including:

- Advisor meeting with CEO to deliver self-evaluation and objective setting based on trust priorities
- Pre-meeting with the Board of Trustees
- Access for all trustees to:
 - Training resources
 - Coaching materials
 - Templates and guidance
- Review meeting with SAfE Advisor, CEO and trustees
- Review of the form and advice
- Mid-year review

Subscriber:

£ 840 + VAT

Non-subscriber:

£1,050 + VAT

SAfE has launched the SAfE Academy Trust Chairs network. In their capacity as key system leaders in Surrey, we welcome all Surrey's trust chairs to join this growing network. For further information please contact govsupport@schoolsallexcel.com



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Other Services



Governance

GovernorHub

We are excited to be a local provider of GovernorHub, to Surrey schools which is a fantastic resource for all schools and their governing bodies. This platform allows governors to communicate and support each other, upload, share and collaborate on documents, meeting minutes and papers.

Collaboration and group working tools

- Secure messaging and noticeboard
- Document alerts
- Share updates, news and information
- Complete members' poll

Document security and storage tools

- Keep all of your board's documents and policies in one place.
- Access on-the-go or in meetings using the app
- Read papers or print directly from the page - no need to download.
- Restrict folders with sensitive material to a committee

Organisation and event tools

- Manage key event and meeting dates
- Share meeting documents and resources
- Sync to mobile devices
- Attendance management and reporting

Manage membership

- Track roles, committee and board membership
- Download reports on membership, meetings, committees, training and board history

The Key for School Governors

We also offer a package combining GovernorHub and The Key for school governors.

- **Over 1000 practical articles**
- **On-demand, bitesize training courses**
- **Model policies and policy examples**

Includes	Price
	Per annum
<ul style="list-style-type: none">• GovernorHub	£175
<ul style="list-style-type: none">• GovernorHub• The Key for school governors	£500

If you would like to take advantage of this offer and join your other governors on GovernorHub, please contact the SAFe Governance Team on:

govsupport@schoolsallexcel.com or call us on **01483 749954**



GovernorHub
from The Key



The Key
for School Governors

National Governance Association

We are pleased to be able to offer discounted membership packages to the National Governance Association (NGA). The NGA are expert leaders in school and trust governance, providing information, advice and guidance, professional development and e-learning to governors, trustees and governance professionals. NGA offer a **standard** or **Gold** membership package providing a variety of benefits including:

- Access to online knowledge centre
- A weekly e-newsletter
- NGA guides at discounted rates
- Access to webinars and podcasts
- Free Event places:
 - Conferences
 - Governance leadership forums
 - Networks
- Governing Matters Magazine — 3 to governors/trustees and 1 to school

NGA **Gold** Membership also provides:

- Access to GOLDline for expert, confidential and independent governance advice
- Complimentary copy of Welcome to Governance and The Chair's Handbook
- Access to virtual Welcome to Governance sessions for new governors/trustees
- Complimentary copies of Welcome to Governance for all new governors/trustees
- Governing Matters Magazine — to all governors/trustees and 1 to school

Package	Membership	Learning Link	Price Per annum
Learning Link		✓	£160
Standard	✓		£117
	✓	✓	£235
Gold	✓		£292
	✓	✓	£390

If you would like to take advantage of this offer and join your other governors on GovernorHub, please contact the SaFe Governance Team on:

govsupport@schoolsallexcel.com or call us on **01483 749954**

Membership with



An education system that is better for all

Learning Link

Learning Link, an NGA online learning package, is not only an excellent way to up-skill your governors and governance professionals but will also ensure that they have the knowledge to contribute effectively to school governance.

- 50+ Interactive Modules
- Bitesize Modules
- Clerk Suite of Modules
- Governors Safeguarding Module (updated for KCSIE)
- Choice of 10 diverse learning collections
- CPD accreditation for all core modules
- Secure access 24 hours a day, 7 days a week
- Multi-device access on desktops, tablets, smartphones
- Tracked learning – revisit content, take a break and pick up where you left off
- Dedicated support service

Package	Membership	Learning Link	Price Per annum
Learning Link		✓	£160
Standard	✓		£117
	✓	✓	£235
Gold	✓		£292
	✓	✓	£390

If you would like to take advantage of this offer and join your other governors on GovernorHub, please contact the SAFE Governance Team on:

govsupport@schoolsallexcel.com or call us on **01483 749954**

Subscription with

n|g|a
learninglink



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