

Education Development Plan 2002-2007: revision 2003

Priority 5: Ensuring a consistent high quality of education is provided for all through the development of effective, self-managing schools				
Links to other plans or parts of the EDP	SEN, behaviour support plan Priority 1, 2, 3, 4			
Activity 5.1	Promote continuous improvement through effective self-review and evaluation processes			
Key SSRE Area(s)	1-7	All aspects – specifically Leadership and management		
Targets/Success criteria			Evaluation: how/when/by whom?	
<ul style="list-style-type: none"> All schools have an effective process of self-review and evaluation (SSRE) Increase the proportion of schools in category 1 and 2 by 10% annually All schools set challenging targets based on secure evidence Proportion of children achieving L4+ in national tests rises at a faster rate than statistical neighbours All schools identified as having serious weaknesses or requiring special measures are removed from that category within the specified timescale % of school OFSTED inspections good or better in TL and LM (local KPI17) 			At individual school level by link adviser during termly visit. Analysis of link adviser review visits termly by Principal Adviser Analysis of SSRE annually by Principal Adviser Analysis of progress of schools in category 4 and 5 by Senior adviser (Performance) termly	
Actions	Responsible Person	Target audience	Monitoring How/when/by whom?	Timing/timescales
1) Create more systematic links between school improvement service providers, including the Excellence in Cities (EiC) team, the North Southwark Education Action Zone (EAZ) and the Smartzone (EAZ).	Head of School Improvement	Head teachers, senior managers, governors, advisory staff	Annual report by Head of School Improvement to EET.	Continuing - Annually
2) Improve the quality of monitoring by schools' senior managers by setting a protocols with schools for the distribution of notes, including o governors as well as headteachers, of visits arising from consultants' visits.	Head of School Improvement	Head teachers, senior managers, governors, advisory staff	Annual report by Head of School Improvement to EET.	Autumn 2003
3a) Review and further develop "Southwark" SSRE framework in consultation with schools.	Head of School Improvement	Head teachers, senior managers, governors, advisory staff	Annual report by Head of School Improvement to EET.	Trial of adaptation in Autumn term 2003; Implement 03-04 academic year.
3b) Provide guidance and training on the effective use of materials by staff and governors.	Head of School Improvement	Head teachers, senior managers, governors, advisory staff	Annual report by Head of School Improvement to EET.	Implement 03-04 academic year.
3c) Promote effective strategic planning in schools by supporting them in the development of self-review and evaluation through termly focused link adviser visits.	Head of School Improvement	Head teachers, senior managers, governors, advisory staff	Annual report by Head of School Improvement to EET.	Termly link visit – annual review meeting. (Autumn)

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Actions	Responsible Person	Target audience	Monitoring How/when//by whom?	Timing/timescales
4a) Work with schools to identify need and produce "Support Achievement Plans."	Principal Adviser (Secondary Performance)	Schools in Challenging Circumstances	Termly report by Principal Adviser (Secondary Performance) to Head of School Improvement)	Continuing - Annually
4b) Monitor progress through termly Link Adviser visits	Principal Adviser (Secondary Performance)	Schools in Challenging Circumstances	Termly report by Principal Adviser (Secondary Performance) to Head of School Improvement)	Continuing - Termly

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Activity 5.2	Implement the management training plan to improve leadership and management and governance			
Key SSRE Area(s)	7	Leadership and management		
Targets/Success criteria			Evaluation: how/when/by whom?	
<ul style="list-style-type: none"> All schools have access to "Best Practice" data base Evidence of improving leadership and management and governance by 100% of OFSTED judgements being satisfactory or better 			At individual school level by link adviser during termly visit. Analysis of link adviser review visits termly by Principal Adviser Analysis of SSRE annually by Principal Adviser Analysis of OFSTED reports annually by Senior Adviser (Performance)	
Actions	Responsible Person	Target audience	Monitoring How/when/by whom?	Timing/timescales
1a) Support the development of collaborative activities between schools that support leadership and management development, e.g. Leadership Incentive Grant and Network Learning Communities.	Key Stage 3 Strategy Manager and Senior Adviser – Secondary Performance	Headteachers, senior and middle managers, subject teachers.	Annual report by KS3 Strategy Manager & Senior Adviser (Secondary Performance) to Head of School Improvement.	Autumn 2003
1b) Support introduction and implementation of LIG	Senior Adviser (Secondary Performance)	Headteachers, senior managers and governors	Annual report by Senior Adviser (Secondary Performance) to Head of School Improvement.	From April 2003
2) Create a system to identify and accredit best practice in all aspects of school organisation and provision in all Southwark schools. Disseminate best practice through LEA subject consultants, link advisers, the LEA Best Practice web-site and the City Learning Centre.	Senior Adviser (Secondary Performance)	Headteachers, senior managers and governors	Annual report by Senior Adviser (Secondary Performance) to Head of School Improvement.	Continuing - Annually
3a) Provide high quality leadership and management programme to develop headteachers and senior staff.	Senior Adviser (Development)	Headteachers, senior managers	Head of School Improvement through termly monitoring of link advisers	Continuing - Annually
3b) Provide guidance and training in School Improvement Planning and monitor effectiveness through link adviser visits	Senior Adviser (Development)	Headteachers, senior managers, governors	Annual report by Senior Adviser (Development) to Head of School Improvement.	Spring 2004
3c) Provide induction programme for new and acting headteachers and deputy headteachers as identified in the management training plan	Senior Adviser (Development)	New and acting headteachers and deputy headteachers	Annual report by Senior Adviser (Development) to Head of School Improvement.	Continuing - Annually
3c) Develop the mentor scheme for new headteachers	Senior Adviser (Development)	Headteachers	Annual report by Senior Adviser (Development) to Head of School Improvement.	Continuing - Annually

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Activity 5.3	Promote evidence based school improvement planning and effective deployment of resources			
Key SSRE Area(s)	7	Leadership and management		
Targets/Success criteria			Evaluation: how/when/by whom?	
<ul style="list-style-type: none"> School Improvement plans are based on an evidence based analysis of performance. Areas for development are clearly identified from the audit. Resourcing to meet priorities is established across all the funding streams % of schools providing timely accurate electronic data for key returns (local KPI18) 			At individual school level by link adviser during termly visit. Analysis of link adviser review visits termly by Principal Adviser Analysis of SSRE annually by Principal Adviser Analysis of OFSTED reports annually by Senior Adviser (Performance)	
Actions	Responsible Person	Target audience	Monitoring How/when/by whom?	Timing/timescales
1a) Promote the use of two IT systems to support administration in schools which meet national data transfer requirements.	Head of Business Infrastructure	Headteachers	Annual report by Head of Business Infrastructure to EET	Continuing - Annually
1b) Put in place arrangements to facilitate transfer of pupil performance data and other information from Southwark primary schools to Southwark secondary schools using Common Transfer system. Work with neighbouring LEAs to ensure completeness of data.	Head of Management Information and Analytical Services (MIAS)	Headteachers	Annual report by Head of MIAS to EET	Spring 2003
1c) Produce a protocol covering the collection and use of data, particularly that of a personal nature. Agreeing with headteachers the most appropriate method to be used for all data collection.	Head of School Improvement	Headteachers, governors and LEA officers	Annual report by Head of School Improvement to EET	Autumn 2003
1d) Minimising the bureaucratic burden, particularly on primary schools using the framework of Workforce Remodelling.	TBA	Headteachers, senior and middle manager, teachers and admin staff	TBA	Autumn 2003
2) Ensure an effective leadership and management-training programme, which addresses the issues of strategic planning.	Senior Advisor (Development)	Headteachers	Principal advisors through a review of school improvement programmes annually.	June 2002
3) Ensure that Best Value principles are well understood and implemented in schools.	Head of Strategy and Resources	Headteachers	Annual report by Head of Strategy and Resources to EET	Spring 2004

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Activity 5.4	Implement strategies to identify and disseminate good practice in leadership, management and governance			
Key SSRE Area(s)	7	Leadership and management		
Targets/Success criteria			Evaluation: how/when/by whom?	
<ul style="list-style-type: none"> Evidence of improving leadership and management by 100% of OFSTED judgements being satisfactory or better All schools have access to the "Best Practice" data base and 75 % use it regularly 			At individual school level by link adviser during termly visit. Analysis of link adviser review visits termly by Principal Adviser Analysis of SSRE annually by Principal Adviser Analysis of OFSTED reports annually by Senior Adviser (Performance)	
Actions	Responsible Person	Target audience	Monitoring How/when/by whom?	Timing/timescales
1) Publish and provide training to support guidance on school improvement planning, monitoring and evaluation	Senior adviser (Development)	Headteachers and deputy headteachers and governors	Annual report by Senior Adviser (Development) to Head of School Improvement	Spring 2004
2) Audit strengths within schools, validate and disseminate through the management training plan action.	Senior adviser (Development)	Headteachers and deputy headteachers	Annual report by Senior Adviser (Development) to Head of School Improvement	Continuing - Annually
3) Identify and accredit best practice in leadership and management and governance, using OfSTED reports and link adviser visits and disseminate to all schools via <ul style="list-style-type: none"> LIG support activity subject leader networks headteacher and deputy headteacher networks link advisers professional development courses policies and guidance "Best Practice" Web Site 	Senior Adviser (Development)	All Nursery, Primary and Special Schools	Annual report by Senior Adviser (Development) to Head of School Improvement	Continuing - Annually
3b) Identify Best Practice in Governance using OFSTED Reports, Link Adviser visits and Governor Development and disseminate to all schools via: <ul style="list-style-type: none"> governor networks; governor training programmes 	Head of Governor Development	Governing Bodies in all phases	Head of School Improvement through OFSTED reports	Continuing - Annually
4) Identify Governor Development Advisory Body from practising, effective governors to develop practice in schools needing support	Head of Governor Development	Governing Bodies in all phases	Annual report by Head of Governor Development to Head of School Improvement	Continuing - Annually

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Activity 5.5	Improve the quality of teaching and learning and promote integration of ICT			
Key SSRE Area(s)	1	Teaching and learning		
Targets/Success criteria			Evaluation: how/when/by whom?	
<ul style="list-style-type: none"> Teaching and learning improves through the use of ICT Infrastructures are in place to support the use of ICT 			At individual school level by link adviser during termly visit. Analysis of link adviser review visits termly by Principal Adviser Analysis of SSRE annually by Principal Adviser Analysis of OFSTED reports annually by Senior Adviser (Performance)	
Actions	Responsible Person	Target audience	Monitoring How/when/by whom?	Timing/timescales
1a) Promote the use of ICT for administration and teaching and learning in all LEA schools through the creation of a joint LEA-schools ICT steering group.	Senior Adviser I/C ICT and Head of Business Infrastructure	All schools	Annual report by Head of Business Infrastructure to EET	Continuing - Annually
1b) Promote the use of ICT for administration and teaching and learning in all LEA schools through the provision of a range of training courses, conferences and briefing papers for schools on recent technical and curricular innovations in ICT.	Senior Adviser I/C ICT and Head of Business Infrastructure	All schools	Annual report by Head of Business Infrastructure to EET	Continuing - Annually
1c) Promote the use of ICT for administration and teaching and learning in all LEA schools through the development of a set of tools for the auditing of schools' ICT infra-structure and its application for administration and curriculum.	Senior Adviser I/C ICT and Head of Business Infrastructure	All schools	Annual report by Head of Business Infrastructure to EET	Continuing - Annually
1d) Promote the use of ICT for administration and teaching and learning in all LEA schools through the implementation of a plan to support ICT in schools, giving priority to those with the greatest needs.	Senior Adviser I/C ICT and Head of Business Infrastructure	All schools	Annual report by Head of Business Infrastructure to EET	Continuing - Annually
2) Implement the NGfL plan	Senior Adviser I/C ICT	All schools	Annual report by Senior Adviser (ICT) to EET	Continuing - Annually
3) Implement the schools aspects of Council's ICT plan	Senior Adviser I/C ICT and Head of Business Infrastructure	All schools	Annual report by Head of Business Infrastructure to EET	Spring 2004

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Activity 5.6	Improve the strategies, systems and data to support the identification of under-achieving pupils.			
Key SSRE Area(s)	2	Attainment		
Targets/Success criteria			Evaluation: how/when/by whom?	
Improved pupil progress of under-achieving pupils % of schools providing timely accurate electronic data for key returns (local KPI18)			Annual analysis of national test by Head of Management Information and Analytical Services	
Actions	Responsible Person	Target audience	Monitoring How/when/by whom?	Timing/timescales
1) Maintain LEA systems for tracking individual pupil progress.	Head of Management Information and Analytical Services	LEA Link Advisers	Annual report by Head of school improvement to EET	Continuing – Half yearly
2) Ensure value-added systems clearly identifying pupils' progress are effectively used in the LEA's approach to monitoring and challenge	Head of School Improvement	Headteachers, senior and middle managers, subject leaders	Annual report by Head of school improvement to EET	Continuing – Annually
3) Strategically deploy LEA resources to support identified under-achieving pupils.	Head of School Improvement	Headteachers, senior and middle managers, subject leaders	Annual report by Head of school improvement to EET	Continuing – Annually
4) Provide guidance and support to schools to ensure that there is appropriate curriculum planning to support the learning of individual pupils.	Head of School Improvement	Headteachers, senior and middle managers, subject leaders	Head of school improvement School visit reports	Termly review