

Yorkshire & Humber

REGIONAL CONFERENCE

SPRING 2018

Welcome

Emma Knights, Chief Executive National Governance Association

#ngaconf

www.nga.org.uk



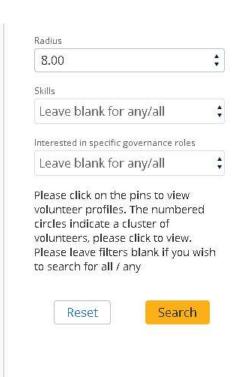
What is Inspiring Governance?

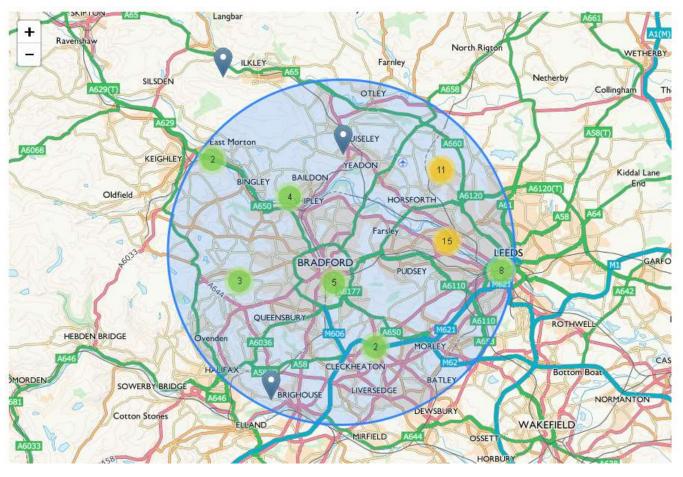
- a free online recruitment service which connects volunteers who are interested in becoming governors and trustee with schools that need them.
- NGA is working in partnership with the charity Education & Employers, funded by the DfE
- You can use the Inspiring Governance website to register your vacancies & make contact with local volunteers

www.inspiringgovernance.org

- Enquiries to 020 7566 4882 or enquiries@inspiringgovernance.org
- All governors and trustees recruited through Inspiring Governance receive 12 months free support from NGA.









FREE Training & support available

- Access to a dedicated support telephone line, staffed by professional advisers, for Inspiring Governance governors and trustees
- If you prefer to email your question, we also have an Inspiring Governance email address: inspiringgovernance@nga.org.uk
- Access to the NGA website, including the on-line guidance centre
- Weekly members e-newsletter & monthly "Hot Topics" for new IG governors and trustees
- A free copy of the NGA publication; "Welcome to Governance" or "Welcome to a Multi-Academy Trust"





FREE Training & support available

- For those under 40, access to the Young Governors' Network.
- A free copy of the NGA publication; "Welcome to Governance" or "Welcome to a Multi-Academy Trust"
- Providing access to 8 in-depth induction modules via Learning Link
- Access to our Governing Matters magazine via the website.
- Designed to complement local face-to-face training





nlglal leading governance

Development for Chairs, Clerks & Boards





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Programmes

Development for Chairs

This fully-funded programme for chairs, vice chairs, committee chairs and future chairs, provides opportunities for developing leadership skills and governance. Funding for £500 is available*.

Development for Clerks

This accredited programme is designed for new and experienced clerks currently working in all school settings. It helps develop the knowledge and skills needed for high-quality clerking. The programme is £75 if you take up funding worth £350*.

Development for Boards

This programme is designed for boards governing multi academy trusts or groups of schools, or boards of schools in opportunity areas where the school is judged to be requiring improvement or coasting. This is a consultant-led bespoke programme that will be tailored to your board's circumstances to improve practice and outcomes. There is funding available up to £2,000*.

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What's included?

- A 360-degree diagnostic review to evaluate your performance
- Face-to-face workshops with a quality-assured facilitator
- Independent and group learning
- Access to interactive e-learning modules and resources
- A dedicated mentor to provide guidance and support
- A school-based project to ensure that theory is translated into improved practice
- Peer-to-peer networking to strengthen learning

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Find out more and register your place

- For more information visit www.nga.org.uk/leadinggovernance
- Call us on 0121 237 4600
- Email us at leading.governance@nga.org.uk
- Don't miss out! Funding is limited and on a first come, first served basis.*

Please visit the NGA website to find out more about eligibility for funding that is available.



Yorkshire & Humber

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Keynote: School improvement, accountability and oversight

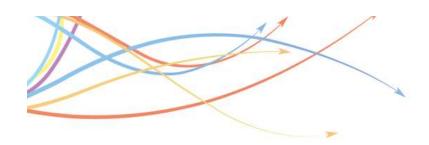
Duncan Jacques,

Member of Lancashire & West Yorkshire Headteacher Board.

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NGA Yorkshire & Humber Regional Conference, Bradford 24th March 2018

School Improvement, Accountability and Oversight

Duncan Jacques NLE

CEO Exceed Academies Trust & Member of Lancashire and West Yorkshire Headteacher Board

Credits: DFE, Vicky Beer (RSC Lancashire & West Yorkshire) & Sir David Carter (National Schools Commissioner)





Making a difference – Our Pupils















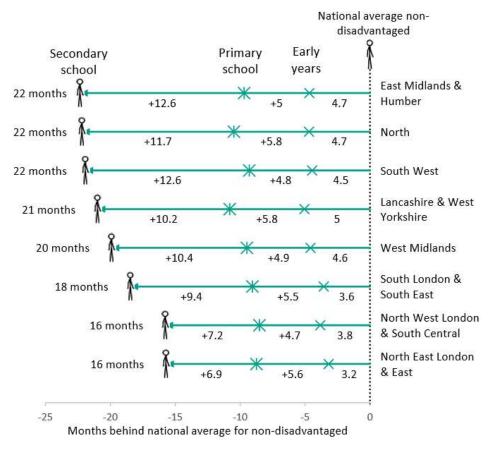
Accountability & Oversight



"In hindsight, I believe that our oversight was shortsighted, at least that's my insight."



Some context – how the disadvantage gap varies across the regions

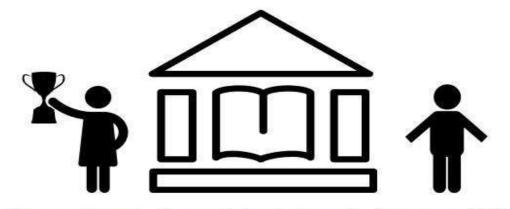








88% of the gap in progress stems from differences in achievement between children at the same school rather than variations between schools



Social Mobility Commission research, February 2017





School Improvement







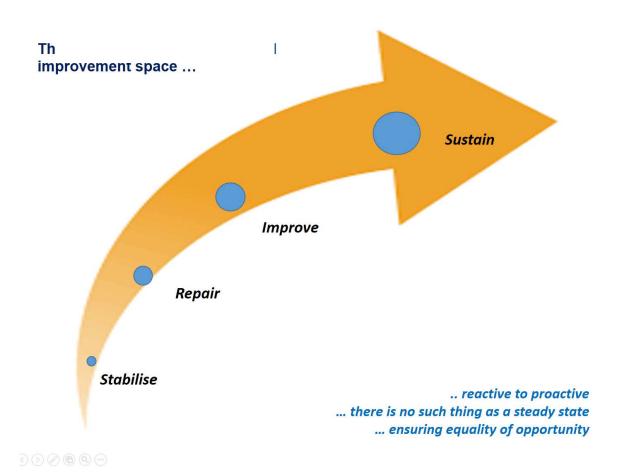
School Improvement







The School Improvement Journey







The Four Stages of Improving a School The Stabilise Phase

Observable Features from the System

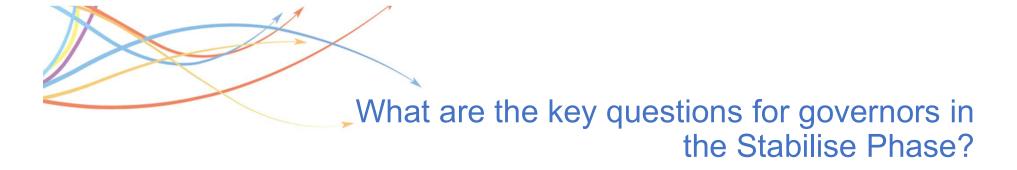
- Unstable leadership & Ineffective governance has recently failed to hold anyone to account
- Limited evidence of any external support having had an impact
- · High staff turnover and high staff absence with recruitment of better staff challenging
- Pupil attendance and PA below national floor
- Significant financial risk or mismanagement
- Poor student outcomes at KS2/KS4 below floor and/or coasting
- T&L is poor, with limited or no CPD for staff
- Student behaviour has been chaotic or unsafe











- 1. How close are we to understanding the precise nature of what needs to be done?
- 2. Are we effective at prioritising the strategies we need to implement?
- 3. Who should we commission to provide the external support and challenge we need?
- 4. Do we have the right skills and experience on our board to critique the effectiveness of the strategies
- 5. What data is going to help us to provide the challenge that our leaders need?
- 6. How do we understand the short term progress the school is making without having to wait for the next meeting?
- 7. How are monitoring the cost of improving the school?
- 8. What should we ask the leaders to do less of to create capacity in other areas?
- 9. Where are the pockets of stronger practice that we can develop and share?





The Four Stages of Improving a School The Repair Phase

Observable Features from the System

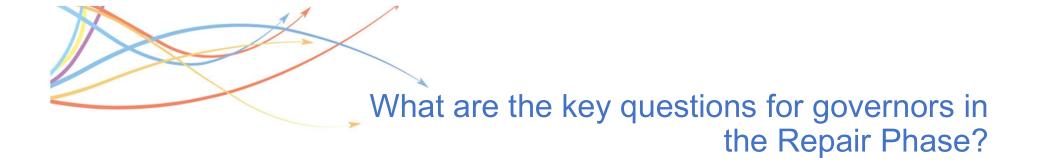
- Stable leadership across the school and trust is securing standards
- The support from a strong TSA and/or MAT is starting to repair and improve the school
- Governance is improving & holding the school leadership to account
- Improvement in outcomes is clear in internal assessments even though outcomes from national tests are taking longer to improve
- Pockets of improved performance in key year groups and subjects
- CPD quality is mixed and focus not bespoke to the needs of the school
- Student behaviour is improving but low level disruption is common and remains a barrier to progress











The questions posed in the Stabilise Phase still apply but in addition these link to the Repair phase

- 1. Is the external support that we have commissioned delivering what we need it to?
- 2. Have we got the balance right between supporting and challenging our leaders and staff?
- 3. Are the leaders in the school coping?
- 4. How reliable is the data that the school is sharing with us to demonstrate progress? How do we moderate it?
- 5. Now that the school is improving, how are we working with parents and students to learn from their experience?
- 6. Should we commission some external reviews to reassure us that progress is as secure as we are being told it is?

The Four Stages of Improving a School The Improve Phase

Observable Features from the System

- Stable leadership across the school and trust is securing sustainable improvement
- The TSA/MAT support and the work of the leaders in the school is shifting as much to assuring quality as on operational delivery
- Governance is strong and consistently holds leadership to account
- Student outcomes are above floor and there is confidence that this can be sustained by younger children in the school
- T&L is strong in most year groups and subject areas with just a few pockets of ineffective practice that are being addressed appropriately
- CPD is addressing the bespoke needs of more teams and individuals
- Behaviour in the school is more positive with limited low level disruption











The questions posed in the Stabilise and Repair Phases will apply up to a point but some will no longer be needed. These are the focus questions for the Improve phase

- 1. Have we articulated the lessons learned so far and are we sharing them more widely?
- 2. Are we getting the balance right between quality assurance and operational improvement
- 3. How do we make sure we are not institutionally blind to the challenges we still face?
- 4. What are the areas that still need repair?
- 5. As a board of governors do we need to refresh our professional expertise and capacity?
- 6. What is our strategic plan to train and develop our team of governors as we move towards becoming a very good school?



Observable Features from the System

- Effective strategic leadership looking longer term and beginning to provide the wider school system with capacity to support other schools
- Leadership team are developing new areas of expertise that it contributes to wider system CPD and support
- Governance is strong and sustainable for the future
- Outcomes for all learners are good, the school is consistently above floor and no groups of learners significantly underperform
- Embedded and effective CPD is bespoke to need and encourages effective succession planning
- Behaviour of students is positive and low level disruption is rare





The funny thing about sustainability.

You have to sustain it!

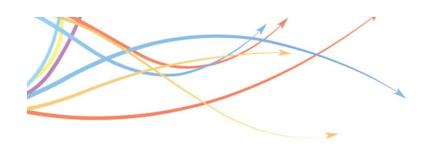


What are the key questions for governors in the Sustain Phase?

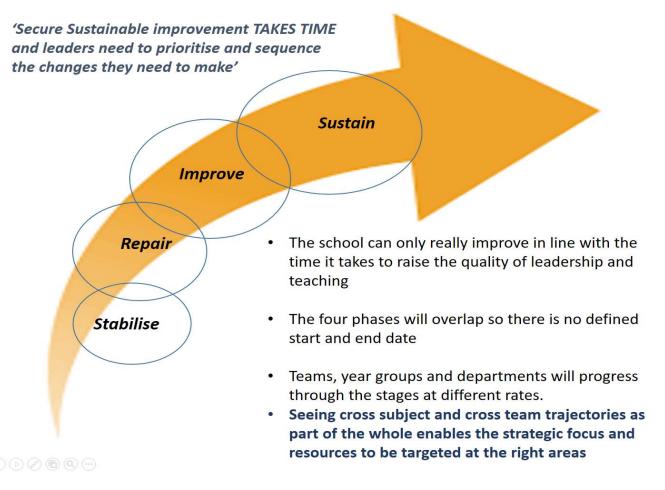
The questions that governors should be asking in the Sustain phase are about sustainability and wider system participation

- 1. What are the risks to us reaching a performance plateau and how do we avoid that?
- 2. What capacity do we have to support another school?
- 3. Can we be confident that the areas of expertise we believe we have really are that good
- 4. Are the strategies we have implemented scalable and replicable?
- 5. Have we allocated key areas for sustainable performance to members of the board. (Dis-Advantaged students, able students, collaborative practice)

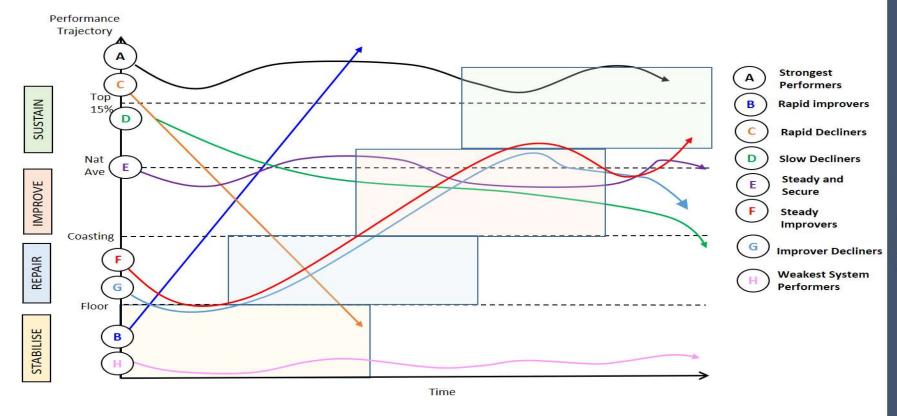




The School Improvement Journey







Department for Education



Task....

Can you identify which performance trajectory your school is in?

What questions do you need to ask as a Governor to find out?





If you only ask 5 Questions....

- 1. How well do we know what our school or schools needs to do to improve?
- What is it like to be a child with SEND in our school or trust?
- 3. How big a priority is the performance of dis-advantaged students for us?
- 4. Are we better at monitoring improvement than we are at raising standards?
- 5. How willing are our leaders to take responsibility for all of the children in the trust and not just those in their schools?





Any Questions?





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Refreshment break until 11.30am

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Being strategic

Emma Knights
Chief Executive
National Governance Association



The independent organisation for school governors, trustees and clerks

www.nga.org.uk

Creating a strategy to turn vision into reality

Core function of the Governing Board:

Setting vision, values, ethos and strategic direction, and ensuring a culture which will deliver that strategy

What is your vision?

How do we get there?

How do we know if we are getting there?

Do we measure what we value?

Take control of your own destiny

Being Strategic A guide for governing boards

Improving governance for schools and academies







Achieving the vision

In order to achieve the vision, it is necessary to identify:

- Where the school is now (through self evaluation)
- Where you want the school to be (the vision) and
- How the school will get there (by determining the priorities to be pursued and targets to be achieved)

Strategy!

which is the ...

- Hold an annual strategy session
- Review and update



The strategy document includes

Our vision (where we want to be)



Our **priorities** for improvement (how we are going to get there)



Measures & milestones for each priority:

(how we will know when we have getting there)



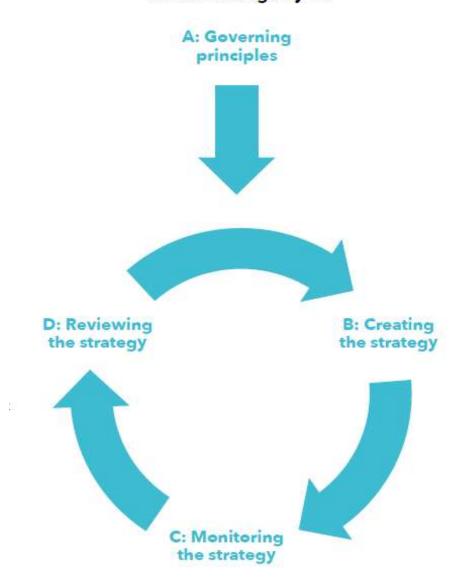
Monitoring and **review** arrangements

(are we happy with the progress we are making?)

NB. An SDP is not usually a strategy: that's a management action plan



Four stages of the annual strategic cycle





Delegation

NB This may vary in a

MAT depending how

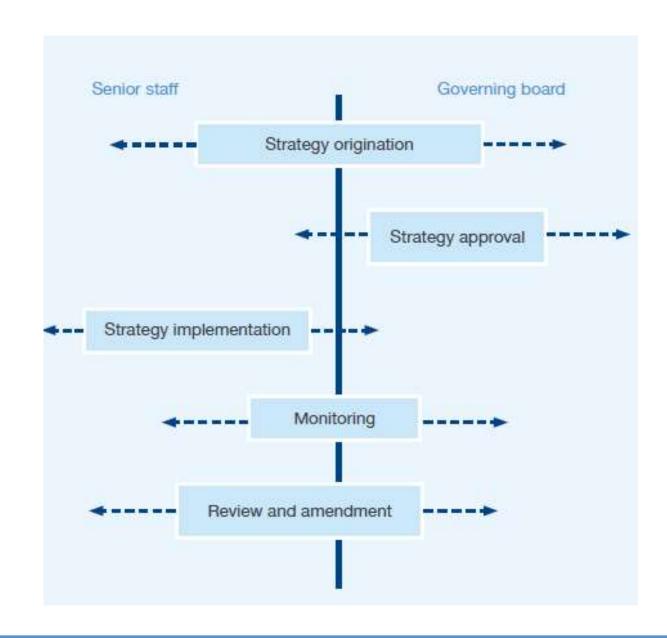
much is delegated to

the academy committee

For ALL:

Don't forget the consultation

Ownership of the strategy





Use the strategy

- Let the strategy drive your board's agenda
- Let the strategy drive your governors' school visits
- Resource the priorities for improvement
- The strategic priorities become your headteacher's/CEO's objectives for performance management
- Communicate it
- BUT it is not set in concrete; review it and amend
- On the annual strategy day: be creative: think differently;
 have fun; do not let yourself be limited



Discuss

- Do you have a strategy?
- How did you decide it?
- Who did you consult?
- What are you measuring?
- Are you making progress?
- What worked and what might you do differently?



Your school's culture

"A strategy that is at odds with a company's culture is doomed. Culture trumps strategy every time – culture eats strategy for breakfast."

Attributed to Peter Drucker & popularised in 2006 by Mark Fields, president of Ford Motor Company

The culture:

- is the way things get done around here and the way people behave
- should flow from its values and ethos
- may have developed over many years
- might not be perceived in the same way by everyone
- will usually be affected by a change of senior leadership, but not to a great extent if it truly comes from the school's values & ethos

The Governing Board must ensure the culture is healthy



From mission to results

Your organisation's values must permeate and inform all of this

The culture - the way we do things round here - is co-created by the Board and senior leaders

How do you know the culture and the climate – how it feels – of the school or trust you govern?







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Lunch break until 1.00pm

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Understanding your school's data

Gary Limb, Education Adviser, FFT Education Ltd

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Understanding your school's data

Presenter: Gary Limb, Education Adviser, FFT Education Ltd

24th March 2018

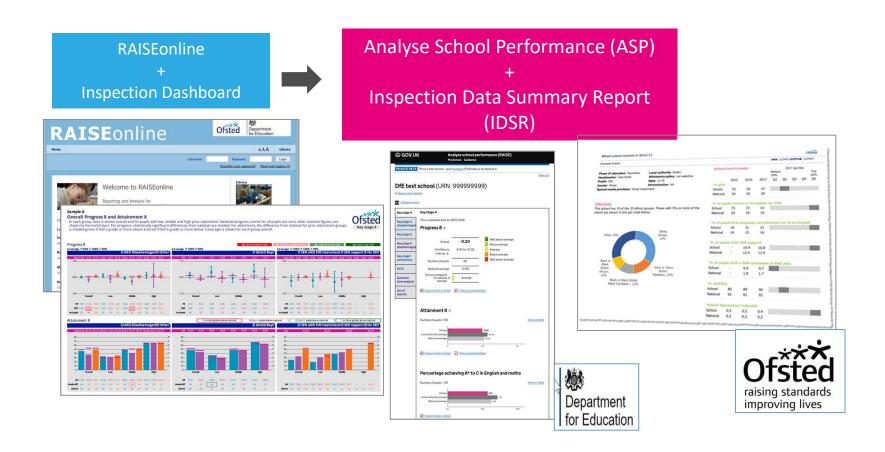


Areas to cover

- How do we measure school performance: 2017 changes
- The DfE's Analyse School Performance (ASP) system
- FFT School Dashboard for Governors
- Planning for changes in 2018
- Monitoring progress for current pupils
- Training and support for governors from FFT



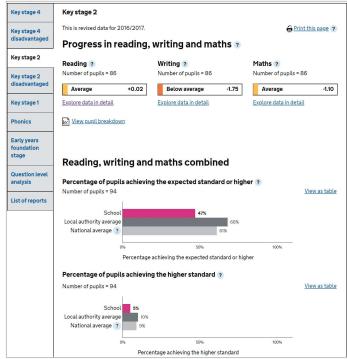
New data analysis tools for schools

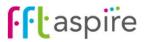




DfE's ASP and FFT School Dashboard for Governors







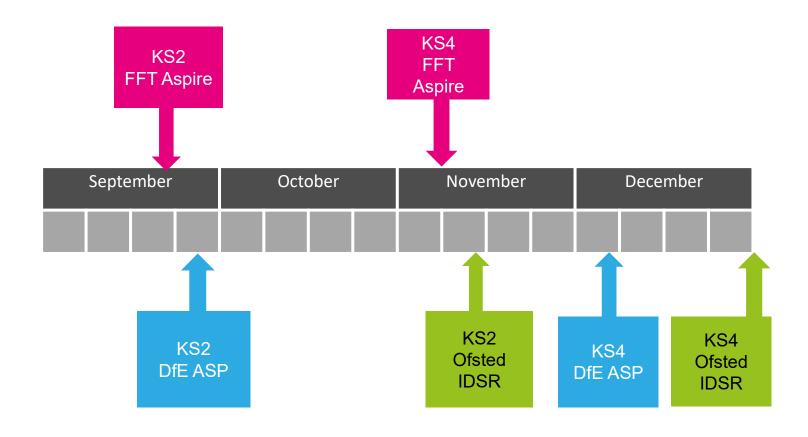




Analysing school performance	DfE ASP	Ofsted IDSR	FFT Aspire
Single year: analyse results & progress including breakdown by pupil groups and subjects	৶	⟨✓ (limited groups)	<
Disadvantaged pupils report	♦	×	♦
Pupil scatterplot reports to spot patterns and outliers	৶		⋞
4 year trend: analyse results & progress from 2014 to 2017	×	×	⋞
Statistical significance for all performance indicators / pupil groups	×	×	≪
Percentile rank for all performance indicators	×	×	⋞
Summary reports (PDF) designed for use by school governors	×	×	≪



Data release Autumn 2017





Highlights: 2017 results and changes

Primary Schools

- National increase in KS2 results in all subjects
- Combined RWM increased by 8%
- A 1% increase between boys and girls to 8%
- 14% gap between children born in Sept and those in August
- Writing teacher assessment is more in line with reading & maths test results



Highlights: 2017 results and changes

Secondary Schools

- New 9-1 GCSEs in English and Maths
- Linear A-levels (no AS)
- KS4: new point score for Attainment & Progress 8 (changed from 1-8 scale to 1-9 scale)
- Two headline attainment indicators (threshold):
 - % grade 4 (C) or above in English and Maths (standard pass)
 - % grade 5 or above in English and Maths (strong pass)



Changes in 2018 and beyond.....

Primary Schools



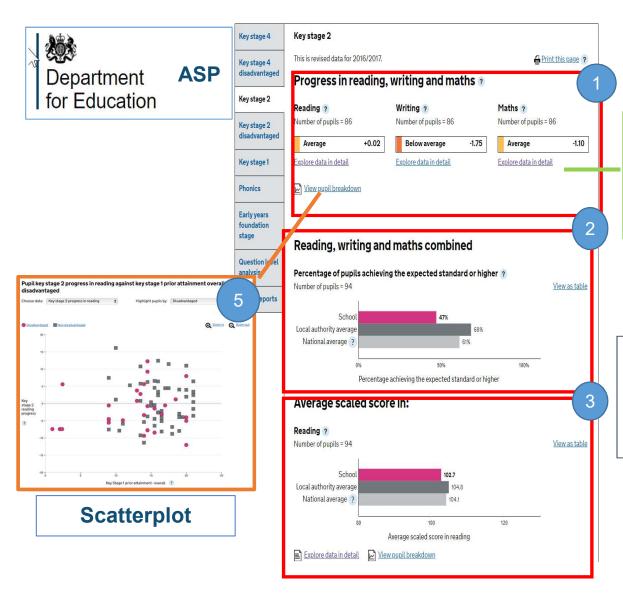
Secondary Schools

- No changes to tests and accountability until 2019
- New Reception Baseline in 2020
- KS1 tests/teacher assessment to become non-statutory in 2023 (if reception baseline is reliable alternative)
- All subjects move to new 9-1 GCSEs in 2018 and 2019
- Changing GCSE entry patterns



DfE Analyse School Performance





Summary



Pupil groups

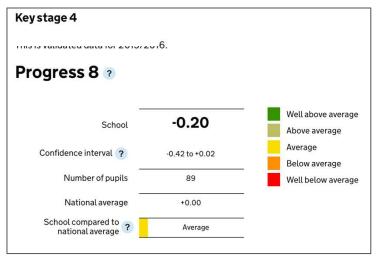
Five key reports



DfE ASP: main summary report

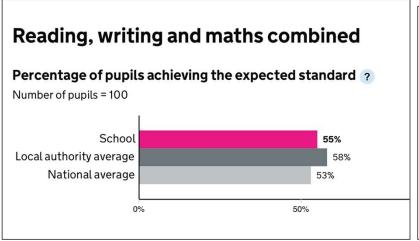


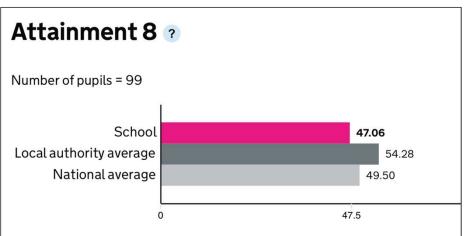
Progress is the headline measure(s) in all schools





DfE ASP: main summary report

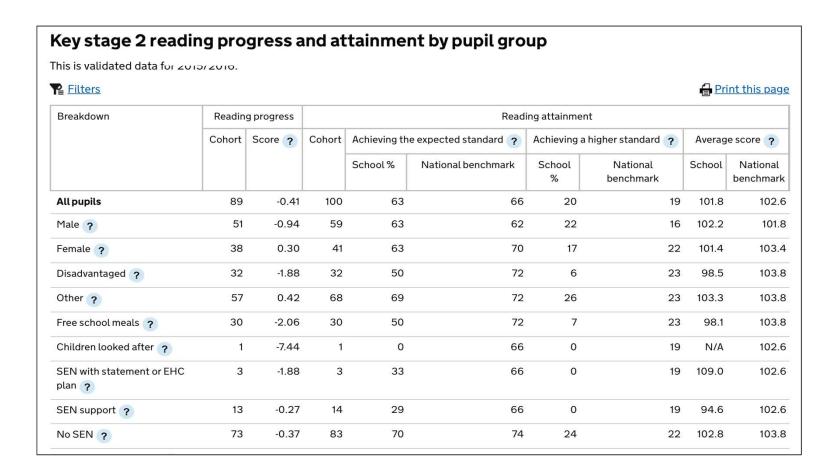




Attainment comes second

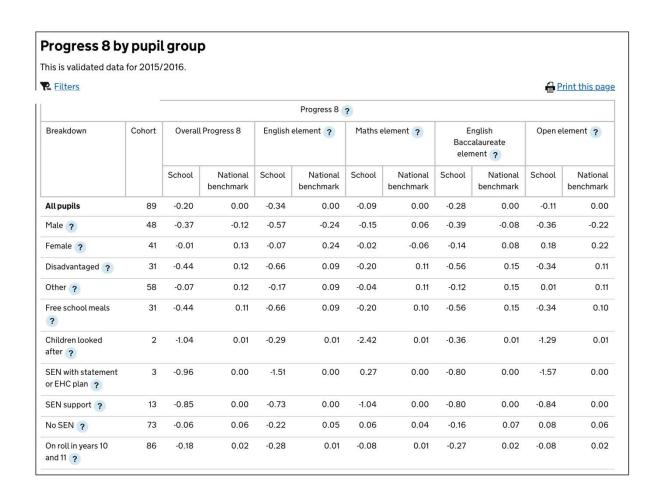


DfE ASP: pupil groups (KS2)





DfE ASP: pupil groups (KS4)



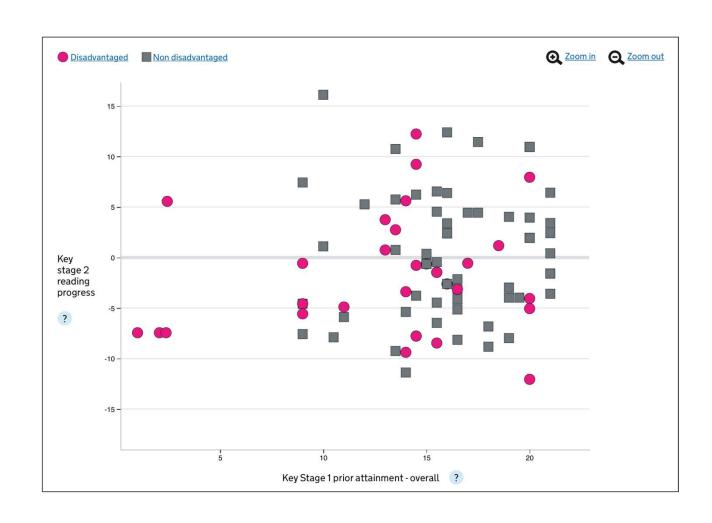


Pupil Group - National comparators

Pupil Group	National Comparator		
All Pupils	All Pupils		
Male	Male		
Female	Female		
Disadvantaged	Non Disadvantaged (IDSR Non D		
Non Disadvantaged	Non Disadvantaged		
CLA	Non CLA		
SEN Statement of EHCP	All Pupils	Pupils	
SEN Support	All Pupils	All Pupils	
Non SEN	Non SEN		
On roll in year 5 or 6	On roll in year 5 or 6		
English First Language	All Pupils		
English an Additional Language	All Pupils		



DfE ASP: pupil scatterplot





DfE ASP for school governors

- School can set governors up with an account to ASP (not able to see pupil-level data)
- Governors can use ASP Summary Report (30 pages PDF)
- Key areas for governors:
 - School results AND progress on summary page
 - Pupil groups
 - Scatterplot patterns and any pupil outliers



FFT School Dashboard for Governors

Developed in partnership with NGA





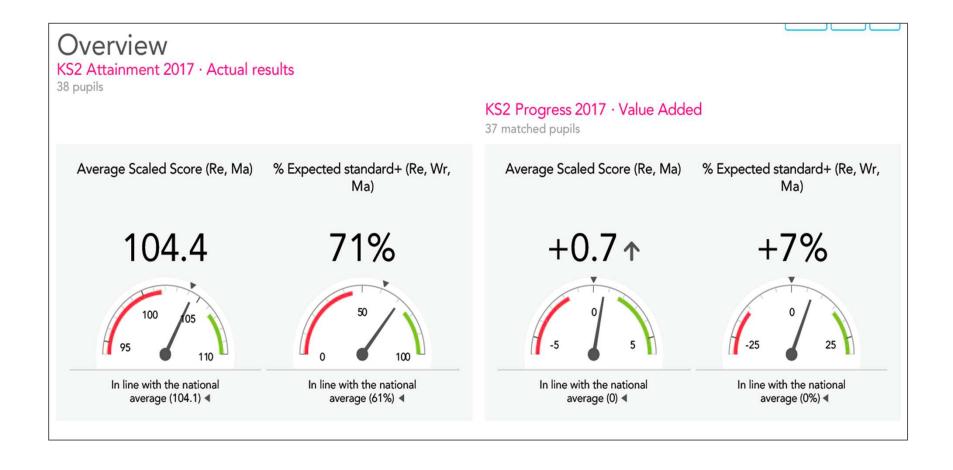
FFT School Dashboard for Governors



- 8 page summary report (PDF)
- Designed for Governors and School Leaders working in partnership with the NGA
- Easy to use and understand
- Provides a full summary of annual school performance for governors



Overview report





Strengths & areas for improvement

KS2 higher and lower performing pupil groups 2017			
	Higher performing	Lower performing	
Overall achievement pupil progress	No SEN (31) ↑ Middle attainers (24) ↑ Male (20)	SEN Support (6) ● Lower attainers (9) ● FSM (in last 6 years) (7)	
KS2 reading achievement pupil progress	No SEN (31)⊕ ↑ Female (17) Middle attainers (24)	SEN Support (6) ● Lower attainers (9)	
KS2 writing achievement pupil progress	Middle attainers (24) No SEN (31)	SEN Support (6) ● Lower attainers (9) ● FSM (in last 6 years) (7)	
ICO d d			



Attainment & Progress





Attainment & Progress

KS2 performance summary Pupil progress Actual results 2015 2016 2017 2015 2016 2017 Number of Pupils / % Matched 31 38 100% 97% 100% % Expected standard+ (Re, Wr, Ma) 74% 59% 71% +4% -6% +7% % Higher standard (Re, Wr, Ma) +12% 10% 16% +1% Average Scaled Score (Re, GPS, Ma) 104.3 101.6 104.2 -0.3 -2.8●↓ +0.2 ↑ Average Scaled Score (Re, Ma) -2.1 ♥ +0.7 ↑ 104.7 102.0 104.4 +0.6 % Expected standard+ Reading 84% 66% 82% +6% -12% +5% % Higher standard Reading 19% 17% 37% ↑ -6% +16%01 -3% Scaled Score Reading 104.7 102.9 104.8 +0.4 -1.2 +1.0 % Expected standard+ Writing 90% 78% 76% -2% -9% -6% % Higher standard Writing 39% 17% ↓ +13% 24% -9% -2% Scaled Score Writing 101.4 100.8 -1.3 -0.8 % Expected standard+ Maths 77% 74% -9% 68% -2% -5% % Higher standard Maths 26% 10% 26% +5% -9% +10% Scaled Score Maths

104.7

101.1 ↓

103.9

+0.4

-3.1●↓

+0.3 ↑

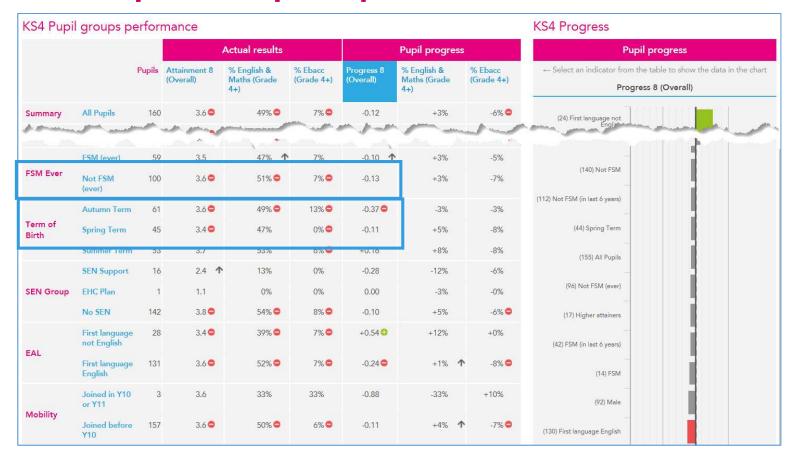


KS2 Pupil Groups report



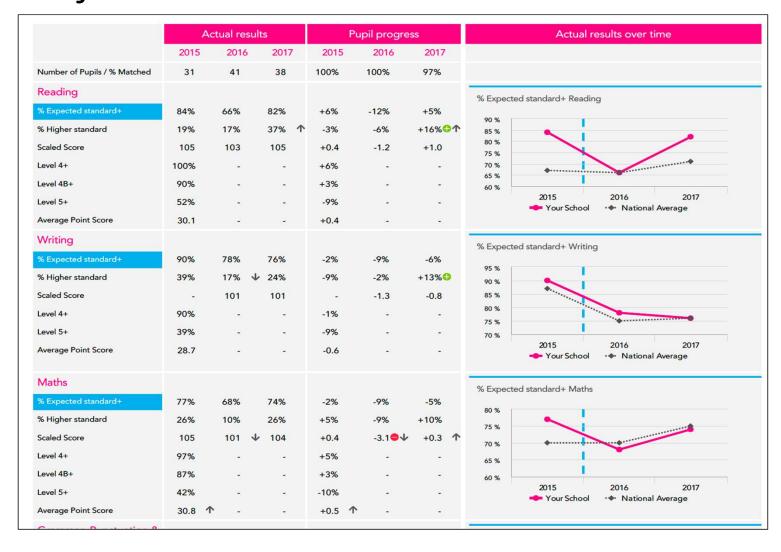


KS4 Pupil Groups report





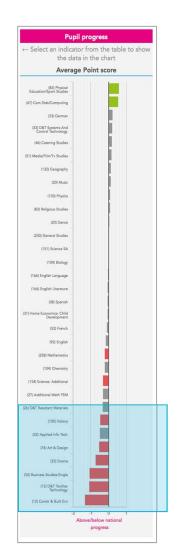
Subjects





Subjects

KS4 subje	ct performanc	e									
			Ac	tua	al results			Pupil progress			
		Pupils	Avg Point Score	%	Grade 4+	%	Grade 7+	Avg Point Score	% Grade 4+	% Grade 7-	
	English	9	4.0	Ψ	28%	V	0%	-0.14 ↓	-13% 🗢 🗸	-1%	
English	English Language	17	6.0 🗘		91% 🕀		32% 🕀	-0.02	-2%	-0%	
and maths	English Literature	17	4 6.0 🕀		92% 🕀		32% 🕀	-0.03	+0%	-2%	
	Mathematics	26	5.2		72%	V	25% 🕕	-0.20 🗢 ✔	-5% 🖨	-1%	
	Biology	11	1 6.3		92%		50%	+0.00	-3%	+4%	
	Chemistry	11	1 6.1	1	95%	1	35%	-0.20 ↑	+3% ^	-11%	
	Com.Stds/Computing	, 7	2 5.5 👴	Ψ	72%⊕√	レ	33% 👴	+0.57 🙃	+10%	+11% 😷	
	French	5	5.5		70%		30%	-0.07	-6%	+2%	
	Geography	13	5.4 🕀	₩	73% 🖰 🔻	V	25% ↓	+0.15 ↓	+3%	-2% ↓	
Ebacc Subjects	German	3	5.8		97% 😷		16%	+0.25	+19% 🛟	-8%	
	History	10	5.1	Ψ	65%		22%	-0.46 ●↓	-10% 👄	-11%	



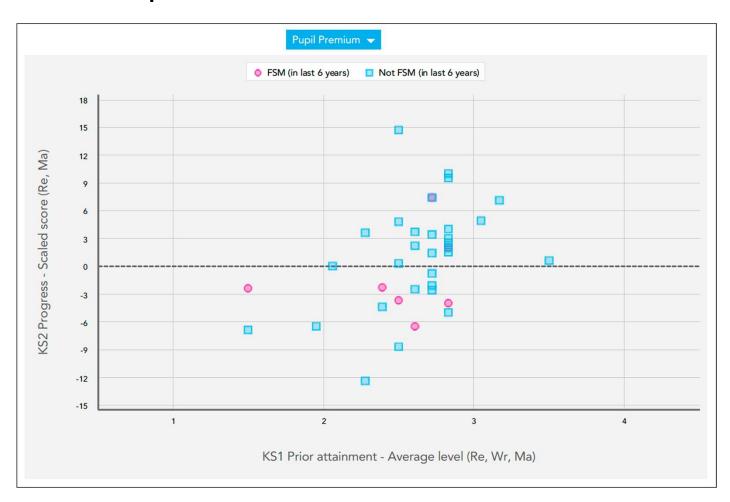


Disadvantaged pupils





Scatterplot





Analysing school performance	DfE ASP	Ofsted IDSR	FFT Aspire
Single year: analyse results & progress including breakdown by pupil groups and subjects	♦	⟨limited groups)	≪
Disadvantaged pupils report	$ \checkmark $	×	$ \checkmark $
Pupil scatterplot reports to spot patterns and outliers	⋞		⋞
4 year trend: analyse results & progress from 2014 to 2017	×	×	⋖
Statistical significance for all performance indicators / pupil groups	×	×	⋞
Percentile rank for all performance indicators	×	×	⋞
Summary reports (PDF) designed for use by school governors	×	×	⋖



Ofsted – guidance to inspectors (Sept 17)

- Inspectors will:
 - use meaningful data
 - not focus on single measures with small cohorts
 - be cautious in making any inferences about underperformance of small number of pupils in schools of any group
- School's progress scores could have been affected by outliers



Training and support for governors



Free online training course for governors

Free training for all governors

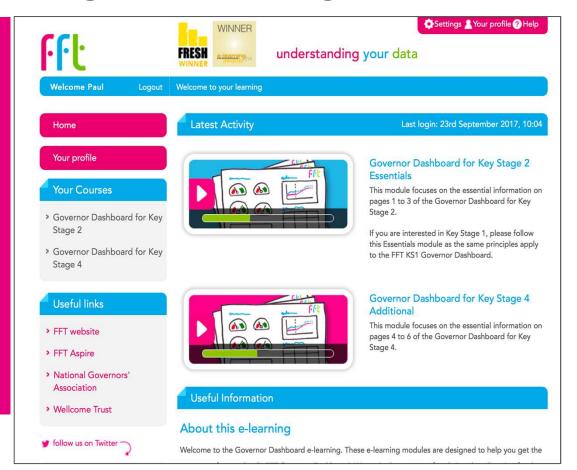
elearning.fft.org.uk

Modules on KS2 and KS4

Infant schools should use KS2

KS2 just updated with latest school performance measures

KS4 will be updated shortly

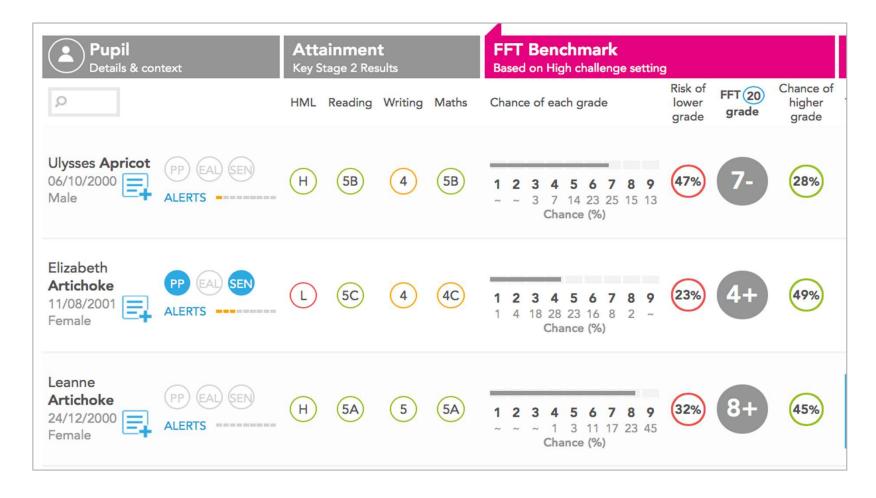




Monitoring the progress for your current pupils



Are your current pupils making progress?





Are your current pupils making progress?

Pupil Details & context			nment age 1 Result	:s			Benchmark on Average challe	enge se	tting		
ρ		HML	Reading	Writing	Maths	Chance	of each band		Risk of lower band	FFT 50 band	Chance of higher band
27/10/2006 Male	PP EAL SEN ALERTS	M	2B	2 B	2A	B ~	W N 35 58 Chance (%)	A 7	35%	N-	7%
23/08/2007 Male	PP EAL SEN ALERTS	L	2 B	2C)	2B	B	99 ±4 W N 50 45 Chance (%)	A 4	1%)	W+	49%
26/09/2006 Male	PP EAL SEN ALERTS ======	H	3	3	3	B ~	W N 2 41 Chance (%)	A 57	43%	A	~%

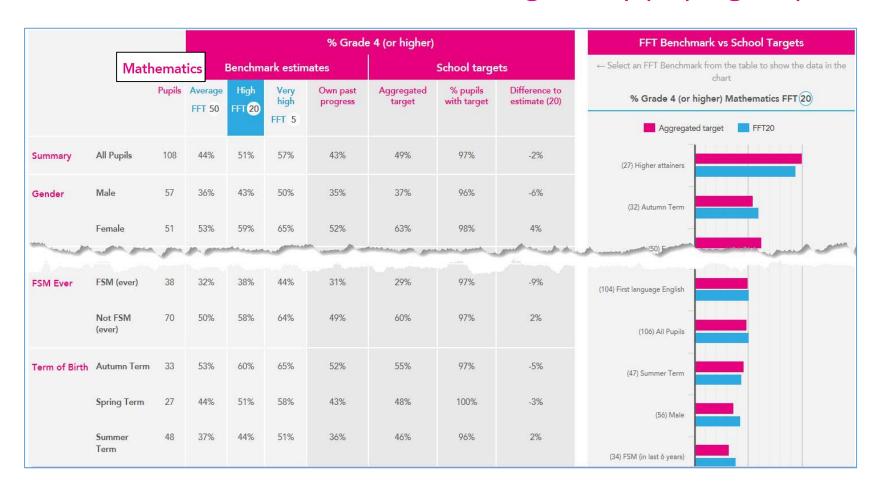


FFT benchmark estimates and targets: useful report for governors

			% National standard (or higher)										
	Pupils		Benchr	nark esti	mates	School targets							
		Average FFT 50	High FFT 20	Very high FFT 5	Own past progress	Aggregated target	% pupils with target	Difference to estimate (50)					
Reading	30	75%	82%	88%	83%	90%	100%	15%					
Writing	30	84%	90%	94%	54%	97%	100%	13%					
Mathematics	30	78%	85%	91%	81%	90%	100%	12%					



FFT benchmark estimates and targets, by pupil groups









Any questions?

www.fftaspire.org elearning.fft.org.uk

events@fft.org.uk support@fft.org.uk subscriptions@fft.org.uk



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Refreshment break until 2.15pm

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School improvement and the arts

Christina Birt, Consultant, Arts Council England
Sarah Beckett, Cultural Education Manager for West Yorkshire at IVE

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Ofsted

"Current progress is also strong in history and the creative arts because teachers engage pupils in new learning and develop their confidence to work through challenging activities.... The school offers a wide range of extra-curricular activities including... music and drama... The level of pupils' participation is high. Staff encourage all pupils to see the benefits of trying new learning experiences. Leaders track the way in which taking part in these activities increases pupils' motivation and progress."

The King's School, Pontefract
Artsmark and Ofsted Good, June 2017



Ofsted

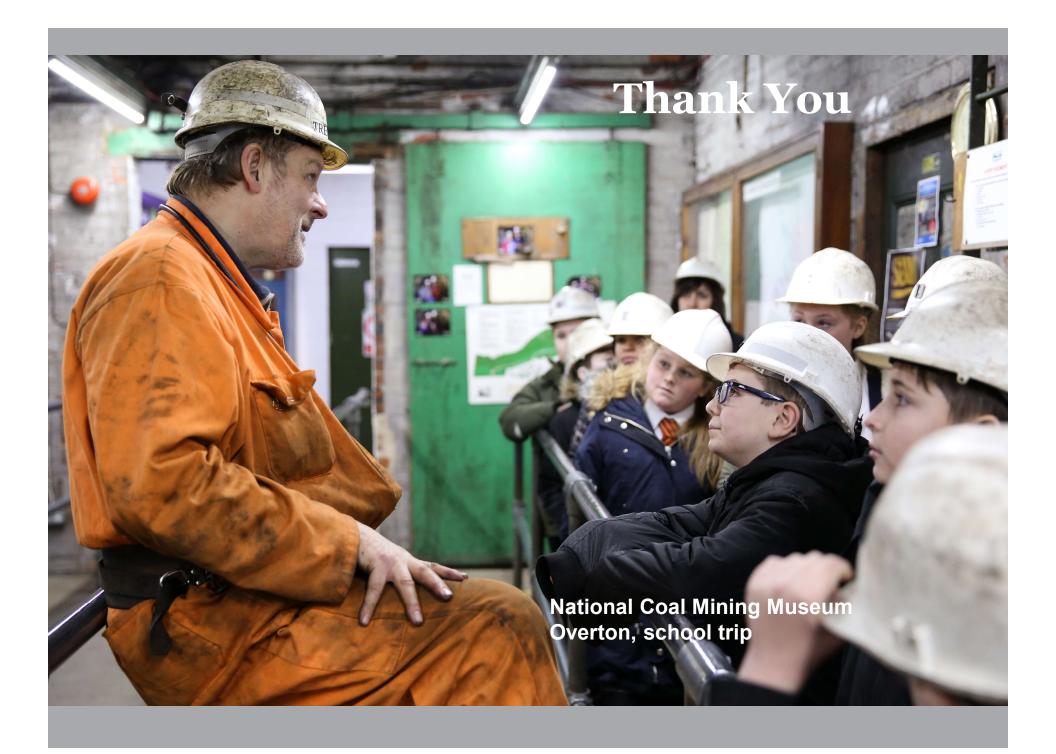
"The school provides a broad & balanced curriculum with some excellent extracurricular opportunities....The wider curriculum helps pupils to gain a good understanding of their local area & heritage... all pupils visited historic abbeys across North Yorkshire to learn about their history...Good musical & artistic opportunities also contribute effectively to pupils' strong social, moral, spiritual & cultural development ...Pupils' progress in art & music are both strong"

Richmond Methodist Primary School, North Yorkshire Artsmark and Ofsted Good, February 2017











Yorkshire & Humber

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The next NGA events for your diary are:

Thursday 17 May: Clerks' Advisory Group, Sheffield Saturday 9 June: Annual Summer Conference, Manchester

THANK YOU for being with us and for what you do for pupils

SPRING 2018

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