



EDUCATION IMPROVEMENT STRATEGY

2022 - 2025

APPENDIX 4:
APPENDICES AND BACKGROUND
DOCUMENTS
A-F
SEPTEMBER 2021

SUPPORT

To collaborate and network to
drive excellence

CHALLENGE

To provoke educational enquiry to
deliver excellence

INSPIRE

Raising standards and expectations
through excellence

APPENDICES AND BACKGROUND PAPERS

Appendix 4 - Objectives and Membership of the Constituent Bodies of the Barnsley Alliance (A – E)

APPENDIX A

BARNSLEY SCHOOLS' ALLIANCE EXECUTIVE GROUP

MEMBERSHIP

Ken Merry (Chair)	Secondary Alliance Board Co-Chair
Lee McClure (Chair)	Primary Alliance Board Co-Chair
Anna Turner	Head of Education and Partnerships
Nina Sleight	Service Director, Education Early Start and Prevention
Theresa Smith	Leadership Capacity Group Chair
Matt Harris	Quality of Education Group Chair

PURPOSE

- 1) To maintain financial oversight of the Barnsley School's Alliance Budget to ensure available funds are spent appropriately to secure sustained educational improvement
- 2) To approve major funding projects, as proposed by the leadership and quality of education groups, in a timely manner so that the pace of improvement is not impeded
- 3) To maintain strategic oversight of the work undertaken by the quality of education and leadership groups so that its impact can be measured against key objectives within the education improvement strategy
- 4) To oversee the progress of schools moving through the escalation process
- 5) To determine key agenda items and the structure for Alliance Board meetings to ensure that cluster leads and working group chairs provide information to help members monitor progress towards the relevant key priorities within the corporate plan.

EXPECTATIONS

Members will:

- Provide appropriate challenge and support, without fear or favour, in a professional manner
- Ensure that sensitive matters discussed remain confidential to the membership of the group
- Commit to attending meetings as a priority, only sending apologies when absolutely unavoidable
- Manage diary commitments so that occasions where members need to leave early are rare
- Fulfil action points and feedback back to the chair in a timely manner
- Read all documentation before the meeting and make a positive contribution.

PROTOCOLS

- Meetings will take place half termly and last no longer than 2 hours
- Set agenda will be circulated 1 week in advance with accompanying documentation
- Agenda will specify the time colleagues are expected to attend / leave and also note who will lead each item
- Apologies for absence will be received and recorded
- Minutes will be accepted, and additions or amendments will be recorded
- Conflicts of interest will be checked where appropriate
- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded.

APPENDIX B

BARNSELEY SCHOOLS' ALLIANCE - QUALITY OF EDUCATION GROUP

MEMBERSHIP

Matt Harris (Chair)	NLE (Maintained, LA)
Lee McClure	Primary representative (Maintained)
Ken Merry	Secondary representative (Maintained)
Joanne Bentley	School Evaluation Officer, BMBC
Brian Beal	Interim School Evaluation Officer
Gerry Wilson	NLE (Academy, ECM)
Tom Banham	NLE (Academy, HCAT)
Dean Buckley	Secondary representative (Academy, NET)
Anna Turner	Head of Education and Partnerships
Dee Marsh	Director, Tykes Teaching Alliance
Sam Tingle	Senior EYFS Consultant, BMBC
Bev Bradley	SEND Improvement Officer, BMBC
Amber Burton	Head of SEND
Nina Sleight	Service Director
Jane Allen	Service Manager, Education Welfare

PURPOSE

- 1) To determine and oversee the annual risk assessment process to ensure that schools are appropriately categorised to access to the support they need to improve
- 2) To monitor and challenge school performance and overall effectiveness to ensure that all pupils attend a good school and achieve positive outcomes that prepare them well for the next stage of their education or training
- 3) To broker/commission the support schools require to ensure leaders have the capacity to improve at the required pace
- 4) To consider (and further explore school budget/financial management where required), approve/reject school applications for additional school improvement to ensure that finance does not become a barrier to schools accessing the help they need to improve

- 5) To monitor the impact of any external support and determine when the escalation process needs to be implemented to prevent further decline
- 6) To determine, and monitor the engagement and impact of, the core offer for continuing professional development and networking opportunities schools need to ensure that borough-wide priorities are addressed at a strategic level.

EXPECTATIONS

Members will:

- Provide appropriate challenge and support, without fear or favour, in a professional manner
- Ensure that sensitive matters discussed remain confidential to the membership of the group
- Commit to attending meetings as a priority, only sending apologies when absolutely unavoidable
- Manage diary commitments so that occasions where members need to leave early are rare
- Fulfil action points and feedback back to the chair in a timely manner
- Read all documentation before the meeting and make a positive contribution.

Note: LA School Evaluation Officer will be the conduit between QoE group and Leadership Group.

PROTOCOLS

- Meetings will take place half termly and last no longer than 3 hours
- Set agenda will be circulated 1 week in advance with accompanying documentation
- Agenda will specify the time colleagues are expected to attend / leave and also note who will lead each item
- Apologies for absence will be received and recorded
- Minutes will be accepted, and additions or amendments will be recorded
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- The Chair will keep to the agenda and ensure items are covered within the time allocated
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APPENDIX C

BARNSELY SCHOOLS' ALLIANCE - LEADERSHIP CAPACITY GROUP

MEMBERSHIP

Theresa Smith (Chair)	Primary – High View PLC
Ken Merry	Secondary representative (Maintained)
Dee Marsh	Director of Tykes Teaching Alliance
Andy Barnett	Executive Headteacher, Delta Academy Trust (Secondary)
Molly Beever	School Governor
Lee McClure	Primary Representative (Maintained)
Anna Turner	Head of Education and Partnerships
Bev Bradley	SEND Improvement Officer, BMBC
Emma Sanderson	Athersley South Primary (Academy)
Margaret Gostelow	Barnsley Governors Association
Jane Allen	Education Welfare Service Manager
Liz Gibson	Virtual Headteacher for LAC
Joanne Bentley	LA School Evaluation Officer
Alison Wilks	Primary School Rep, LA Maintained (Chair of Networking Group)
Peter Bell	Service Manager, Governor Services
Jo Twiby	Barnsley & Doncaster Teaching Hub
Richard Lazenby	Early Years Consultant

PURPOSE

- 1) To secure effective well-being provision for school leaders so they know how to access the support they need during challenging times in order to continue to lead their schools effectively
- 2) To communicate with schools in order to identify changes in leadership and allocate mentors (where appropriate) so that new leaders feel welcome, understand the Barnsley Schools' Alliance system and know how to access the help they need
- 3) To work with teaching school hubs to develop, monitor and evaluate a range of leadership development programmes and networking opportunities to ensure that leadership remains effective and at the forefront of new educational thinking

- 4) To actively promote, monitor and challenge the engagement of school leaders in the professional development opportunities available so that the Barnsley Schools' Alliance offer has maximum impact
- 5) To ensure governing bodies have access to high quality HT performance management reviewers and support governing bodies so that external appraisal remains rigorous and effective as part of the school improvement process
- 6) To ensure that governors have access to the training and development opportunities they need in order to offer effective challenge and support to the schools for which they are responsible
- 7) To identify schools struggling to recruit effective governors and provide support to ensure that schools are not disadvantaged by such difficulties
- 8) To commission external reviews of governance where these are required (identified by the QoE group) and monitor and challenge the subsequent progress which is made to ensure that governance continues to improve across the borough, but especially in schools where performance is not good enough
- 9) To ensure that Barnsley Schools' Alliance funding is well-spent and has the desired impact on improving the effectiveness of leadership at all levels.

EXPECTATIONS

Members will:

- Provide appropriate challenge and support, without fear or favour, in a professional manner
- Ensure that sensitive matters discussed remain confidential to the membership of the group
- Commit to attending meetings as a priority, only sending apologies when absolutely unavoidable
- Manage diary commitments so that occasions where members need to leave early are rare
- Fulfil action points and feedback back to the chair in a timely manner
- Read all documentation before the meeting and make a positive contribution.

Note: LA School Evaluation Officer will be the conduit between QoE group and Leadership Group.

PROTOCOLS

- Meetings will take place half termly and last no longer than 2 hours
- Set agenda will be circulated 1 week in advance with accompanying documentation
- Agenda will specify the time colleagues are expected to attend / leave and also note who will lead each item
- Apologies for absence will be received and recorded
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- Conflicts of interest will be checked where appropriate
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- Minutes will be taken and agreed actions recorded.

APPENDIX D

BARNSLEY SCHOOLS' ALLIANCE - PRIMARY HEADTEACHER'S EXECUTIVE GROUP

MEMBERSHIP

Lee McClure (Chair)	Primary – Springvale Primary
Nina Sleight	Service Director Education, Early Start and Prevention
Gillian Clark	Hoyland Cluster Lead
Jane MacKay	Darton Cluster Lead
Alison Wilks	Wombwell and Darfield Cluster Lead
Rachel Ward	CARM Cluster Lead
Karen Brown	Cudworth Cluster Lead
Simon Tabbner	Penistone Cluster Lead
Karen Dobson	Town Centre Cluster Lead
Jayne Winnard	Dearne Cluster Lead
Rebecca Paddock	Worsbrough and Stairfoot Cluster Lead
Anna Turner	Head of Education and Partnerships

PURPOSE

To support the Barnsley Alliance in enhancing the communication between primary sector leaders and the board. To ensure that school leaders are supported and challenged in equal measure through effective partnership work. To develop networks and tools to promote high quality CPD, sharing of good practice and commitment to protecting the workload and wellbeing of all school leaders. Ultimately, we want to support school leaders to access high quality learning, exciting learning opportunities across the curriculum with an end goal of helping as many pupils as possible to achieve rapid progress and, ultimately, to achieve their full potential.

ROLE AND RESPONSIBILITIES OF THE SUB-GROUP

- 1) To share information and intelligence (attendance, exclusion, behaviour, safeguarding, progress, attainment, etc) to ensure that school leaders are working collaboratively to raise standards across the primary sector in Barnsley.
- 2) With the Alliance Board's endorsement, to identify and disseminate evidence based or applied best practice within local schools to raise standards.
- 3) To plan, facilitate and promote high quality CPD and networking opportunities for all school leaders- often in conjunction with the Leadership Capacity Group and/or CPD network.

- 4) To share information across the clusters of the Barnsley schools network and provide opportunities to share strengths and concerns.
- 5) To seek and share views from school leaders to the wider Alliance Board.
- 6) To support the effective implementation of early identification and targeted support for individual and groups of pupils in need of help or those with SEND.

PRINCIPLES OF WORKING

- To accord with the principles of fairness, equality and inclusion. To discuss the business of the Sub-Group in an atmosphere of trust and respect and to comply with standards relating to information governance and data protection
 - Members of the Sub-Group will ensure that the objectives, priorities and values of both the Barnsley Alliance are adopted and promoted within their work
- To keep sensitive information that is shared or discussed private.

GOVERNANCE

The meetings will be chair by the co-Chair of the Barnsley Alliance (Primary). Meetings of the Sub-Group will convene on a half-termly basis and agendas and accompanying papers will be distributed at least 3 working days prior to each meeting. Members wishing to raise an agenda item for discussion should do so through the clerk at least 3 working days prior to the meeting. A formal record of each meeting, including actions arising, will be drafted.

APPENDIX E

BARNSELY SCHOOLS' ALLIANCE - SECONDARY HEADTEACHER'S GROUP

MEMBERSHIP

Paul Crook (Chair)	Penistone Grammar
Claire Huddart	Horizon
Elaine Briggs/Anna Rooney	Darton College
Paul Haynes	Carlton Outwood
Alison McQueen	Shafton Outwood
Joanne Wilson	The Dearne
Jonny Mitchell	Netherwood
Naveed Khan	Barnsley Academy
Lissa Oldcorn	Holy Trinity
Dean Buckley	Kirk Balk
Anna Turner	Head of Education and Partnerships
Nina Sleight	Service Director, Education Early Start and Prevention

PRIORITIES 2022-24

- 1) Secondary representatives meet collectively and discuss pertinent matters across this key phase
- 2) Reporting/feeding matters directly to the Alliance Board Agenda.

APPENDIX F

BARNSELY SCHOOLS' ALLIANCE – CPD WORKING GROUP

Learning Barnsley Ambition: Children and young people achieve the best outcomes through improved educational achievement and attainment.

ASSOCIATED TARGETS:

- Every young person attends a 'good or outstanding' school or early years setting
- Barnsley has increased the number of schools and early years settings with a good or outstanding rating, in line with or better than the national average
- Educational achievement and attainment has improved, and all pre- to post-16 settings are performing above the national average
- More pupils are attending school on a regular basis, so we are equal to the national average by 2024 and better than the national average by 2030
- The number of fixed term exclusions will be significantly lower than the same reporting period last year.

CPD WORKING GROUP AIMS:

(How will we know if the group has been successful? What impact do we expect it to have?)

- The workforce can access high quality CPD that enables them to flourish and hone the skills they need to fulfil their roles effectively
- All children access good provision because staff have access to the right CPD at the right time to improve pupils' outcomes
- A range of quality providers secures strong engagement in the offer. The best possible regional and national experts complement the Barnsley offer to ensure we remain outward looking and focused on the bigger picture
- The CPD offer covers the full curriculum in a broad and balanced way
- School leaders trust that the offer is meeting the needs of their school
- A top quality CPD offer improves the recruitment and retention of staff
- The CPD offer enables staff to benefit from evidence-based research and provides opportunities to practice new approaches with other colleagues through associated network opportunities.

PURPOSE

- Support the identification of school development priorities across the borough
- Co-construct key areas of content for Continual Professional Development opportunities to meet local needs
- Generate buy in at cluster/Secondary Heads meeting, promoting the opportunities on the Alliance Boards behalf
- Support the monitoring of engagement, using attendance and evaluation data along with feedback from cluster/Secondary Heads to reflect and adapt plans
- Review independent evaluation and impact monitoring.

MEMBERSHIP

- One representative from each cluster meeting
- One representative from Secondary Heads
- Representative from Tykes Teaching Alliance
- Representative from Barnsley LA
- Representative from Barnsley and Doncaster Teaching Hub.

EXPECTATION

- Represent the needs of all schools within your cluster/Secondary Heads.
- Share information from and with your cluster/Secondary Heads.
- Work together in a relationship based on honesty, authenticity, feedback and trust.
- Commit to attending termly meetings.

PROTOCOLS

Meeting will take place on a termly basis. Chatham House rules will apply. All members will declare conflicts of interest. For the sake of continuity, members are asked where possible to commit to attend rather than send colleagues.

- The agenda will be sent 1 week in advance
- The agenda will include the order and timings for each agenda item and who will lead
- Members will receive an agenda and access to all documentation at least one week before
- Members are expected to read all documentation before the meeting
- Members should arrive in good time before the meeting and endeavor to participate throughout
- Apologies for absence will be received and recorded
- Minutes will be accepted, and additions or amendments will be recorded
- Conflicts of interest will be checked where appropriate
- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded
- Agreed actions will be taken by the named person.

APPENDIX G

BARNSELY SCHOOLS' ALLIANCE – NETWORKING GROUP

Learning Barnsley Ambition: Children and young people achieve the best outcomes through improved educational achievement and attainment.

ASSOCIATED TARGETS

- Every young person attends a 'good or outstanding' school or early years setting.
- Barnsley has increased the number of schools and early years settings with an outstanding rating, in line with or better than the national average.
- Educational achievement and attainment has improved, and all pre- to post-16 settings are performing above the national average.
- More pupils are attending school on a regular basis, so we are equal to the national average by 2024 and better than the national average by 2030
- The number of fixed term exclusions will be significantly lower than the same reporting period last year.

AIMS

(How will we know if the group has been successful? What impact do we expect it to have?)

- A range of networking opportunities complements and supports the continuing professional development programme for all staff.
- Networks provide the mechanism for identifying and sharing effective practice, learning from each other and improving outcomes for pupils.
- The network system is well-established and operates effectively in a manageable way with a sharp focus on resolving problems and overcoming barriers.
- Increased opportunities to coach, mentor and model practice supports a solution-focused culture.
- Network activity is based on learning from established research-based evidence and also provides opportunities to be part of new active research projects.
- Members of networking groups report increased confidence and competence in their respective roles as a result of effective group supervision and moderation activity.
- Headteachers report increased expertise, confidence and knowledge in the staff workforce which has improved the curriculum, pupils' outcomes and wider provision.
- There is a culture of learning and professional dialogue that provides members with valuable 'take-away' moments to support school improvement through a collaborative and flexible approach.

PURPOSE

- Support the identification of school development priorities across the borough
- Co-construct key areas of content for Continual Professional Development opportunities to meet local needs
- Generate buy in at cluster/Secondary Heads meeting, promoting the opportunities on the Alliance Boards behalf
- Support the monitoring of engagement, using attendance and evaluation data along with feedback from cluster/Secondary Heads to reflect and adapt plans
- Review independent evaluation & impact monitoring.

MEMBERSHIP

- One representative from each cluster meeting
- One representative from Secondary Heads
- Representative from Tykes Teaching Alliance
- Representative from Barnsley LA.

EXPECTATIONS

- Represent the needs of all schools within your cluster/Secondary Heads
- Share information from and with your cluster/Secondary Heads
- Work together in a relationship based on honesty, authenticity, feedback and trust
- Commit to attending termly meetings.

PROTOCOLS

Meeting will take place on a termly basis. Chatham House rules will apply. All members will declare conflicts of interest. For the sake of continuity, members are asked whether possible to commit to attend rather than send colleagues.

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- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded
- Agreed actions will be taken by the named person.



BARNSLEY SCHOOLS' ALLIANCE

STRONGER TOGETHER TO IMPROVE EDUCATION

Support • Challenge • Inspire

