

# Oversight

## A tool for School Improvement

Rob Broadbridge, Headteacher

Pam Bright, Deputy Headteacher



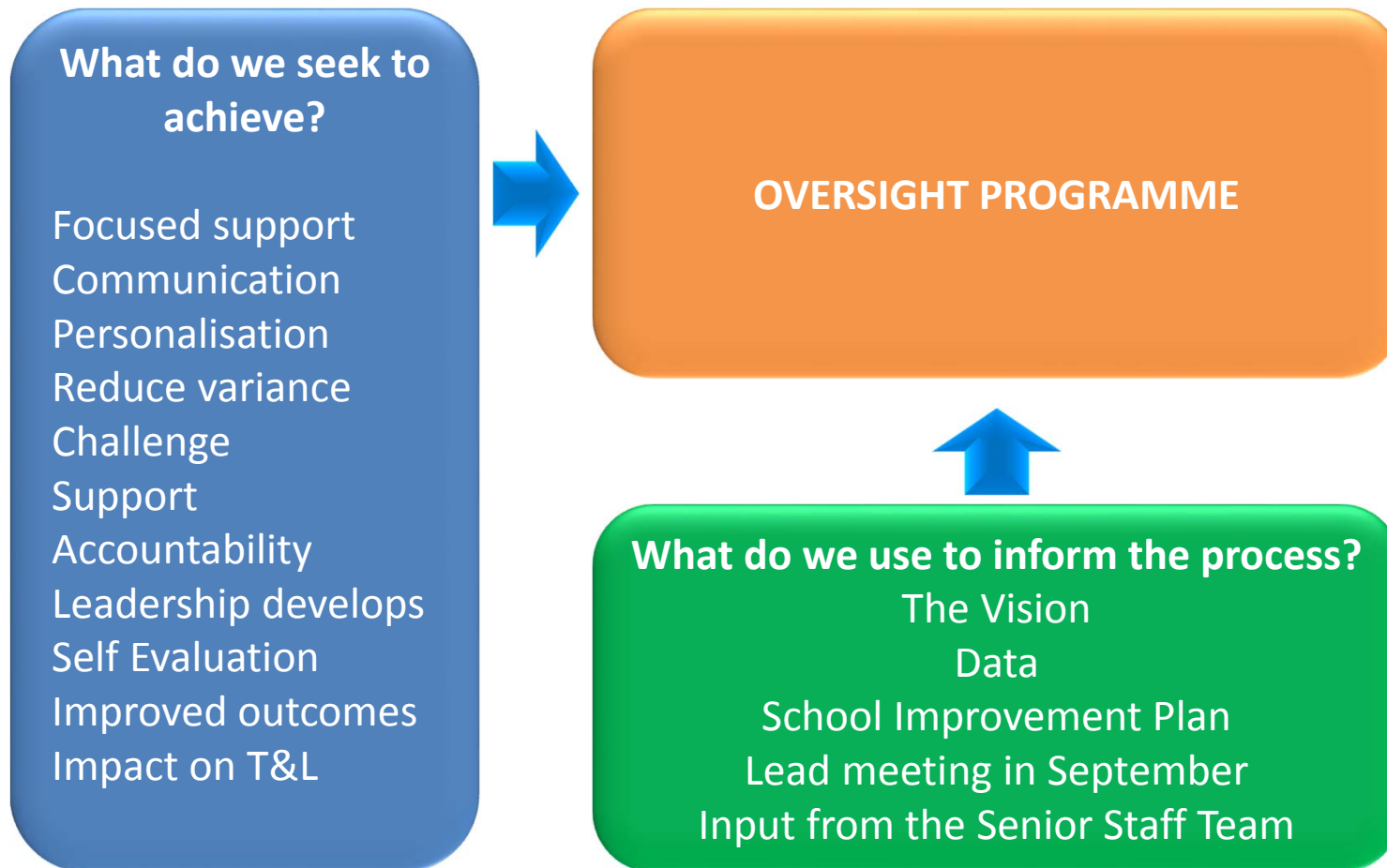
Welcome

Why run this workshop?

A tool for School Improvement

What are the overarching elements to Oversight?





Middle managers are given considerable autonomy to develop their ideas and take risks within an 'Oversight' system of performance review and monitoring that holds them to account most effectively. OFSTED, 2007

A distributive model of leadership puts significant emphasis of Heads of Department to secure consistent high quality teaching in their departments. NACE, 2011

....the Oversight system is a rigorous and thorough system which ultimately underpins continuous improvement”.

Visiting Deputy Head for their NCSL project

The school's self-evaluation leads to clear actions that result in improvement. For example, teaching has improved in specific areas where it was evaluated as not being good enough. As a result, students' achievement is rising in all areas where it is not yet outstanding. In some cases, such as boys' achievement in mathematics and in some sixth form subjects, progress has been rapid. OFSTED, 2012



## Unpacking Oversight

Oversight is not line management

There is complete cohesion from the top

Critical that everyone is “singing from the same hymn sheet”

Allows all of SST to know the areas of strength and areas requiring development/improvement.

Oversight is also a person, not just a system



## Key Aspects of Oversight

- Clearly defined roles
- Shared and set agenda
- Consistency for all
- Challenge of and confidence in data
- Relationship with Oversight is that of a critical friend – to support and challenge
- Capacity and ability to support new middle leaders
- Accountability – clear structure
- Support
- Link to SIP/DIP and Performance Management/Appraisal

## What our Middle Leaders have said

Prompts you to review regularly what your department is doing and the impact it has.

Oversight helps to keep the main priorities i.e. DIP/SEF actions in focus and to monitor progress toward these throughout busy and hectic times!

An experienced senior teacher to help navigate difficult issues within department / school



Source - QA Oversight review – July 2012

# The Annual Programme

## Published Programme

Target setting – from the data

SST role

How we decide what to include



# Short discussion

With the person next to you - what would you wish to be discussed with HODs each half term in your school?

Direction for HODs. It keeps us 'pushed' and motivated, to know that someone is checking what we are doing!

*Cleeve School HOD, July 2012*

## Oversight Programme 2012-13

Week	w/b	SST / Oversight	Supporting information for Oversight meeting when considering progress against the agreed targets	
1	29/8			
2	5/9			
3	12/9	Data Analysis/Oversight Planning SST	<ul style="list-style-type: none"> <li>ALIS/YELLIS/School Analysis: Department results, individual teacher's results, 'groups' results</li> <li>Progress against last year's Priorities for Improvement</li> <li>Coursework moderators reports and associated action</li> <li>Exam re-marks and potential effect on results</li> <li>HODs own analysis/comments from data</li> </ul>	
4	19/9	RTB/PCB/HOD/Oversight		
5	26/9	Mtg 1 - Data and Target setting		
6	3/10			
7	10/10			
8	17/10	Oversight Review SST		
10	31/10			
11	7/11			
12	14/11	Oversight Planning SST	<ul style="list-style-type: none"> <li>Lesson Observation Plan for the year</li> <li>HOD planning sheet</li> <li>Progress against Department SIP</li> <li>Staff Issues</li> <li>Autumn Mentoring Analysis and action plan</li> <li>Preparation for mocks/January modules</li> </ul>	
13	21/11	Oversight 2 Mtg		
14	28/11			
15	5/12	Oversight Review SST		
16	12/12			
19	2/1	Oversight Planning SST		<ul style="list-style-type: none"> <li>Any further data analysis from National feedback</li> <li>Preparation for Jan modules</li> <li>Lesson observations</li> <li>Behaviour/Positives/Negatives analysis</li> <li>Keeping targets live - how targets are being used</li> </ul>
20	9/1	Oversight 3 Mtg		
21	16/1			
22	23/1	Oversight Review SST		
23	30/1			
24	6/2			

## Oversight Programme 2012-13

Week	w/b	SST / Oversight	Supporting information for Oversight meeting when considering progress against the agreed targets
26	20/2		<ul style="list-style-type: none"> <li>Spring Mentoring Profile Analysis and action plan</li> <li>Year 11 Mock analysis against YELLIS - action plan to meet department targets</li> <li>Analysis of events logged in BEHAVE</li> <li>Outcome of January modules at KS5 - potential retakes, withdrawals</li> <li>Curriculum delivery for next year - staff distribution</li> <li>Revision support for external examination classes</li> </ul>
27	27/2	Oversight Planning SST	
28	5/3	Oversight 4 Mtg	
29	12/3		
30	19/3	Oversight Review SST	
31	26/3		
34	16/4		<ul style="list-style-type: none"> <li>Year 11 Revision fortnight plans</li> <li>Review of homework and classwork scrutiny and lesson observations to date</li> <li>Use of FROG to support learning and revision</li> <li>Review progress against Department SIP</li> <li>Review of gain time tasks</li> </ul>
35	23/4		
36	30/4	Oversight Planning SST	
37	7/5	Oversight 5 Mtg	
38	14/5		
39	21/5	Oversight Review SST	
40	28/5		
42	11/6		<ul style="list-style-type: none"> <li>Initial analysis from Summer Mentoring Profiles</li> <li>Analysis on year 9 grades vs targets</li> <li>Lesson observations</li> <li>Discussion regarding new Department SIP targets.</li> </ul>
43	18/6	Oversight Planning SST	
44	25/6	Oversight 6 Mtg	
45	2/7		
46	9/7	Oversight Review SST	
47	16/7		

## Meet Emma Park – Head of English at Cleeve

What does Oversight provide,  
from her perspective?



- 1. A planned series of steps** towards achieving targets and actions on the Department Improvement Plan – half termly focus, SMART targets.
- 2. Reflection time** to review teaching and learning targets and developments throughout the year and modify if necessary.
- 3. A clear awareness** of how my department is developing at key points during the year. This leads to improved confidence in my self-evaluation judgements based on a wide range of empirical evidence. Review of mocks/performance and mentoring analysis/work scrutiny/observations ( see Oversight actions)
- 4. Developmental opportunities** through the regular opportunity to discuss ideas or problems and receive experienced, knowledgeable feedback – the benefits of a ‘critical friend’ approach.
- 5. Confidence in communication** - that you and the department have a ‘voice.’ Two way process between my department concerns and reviews of the curriculum and SLT.

## How this happens:

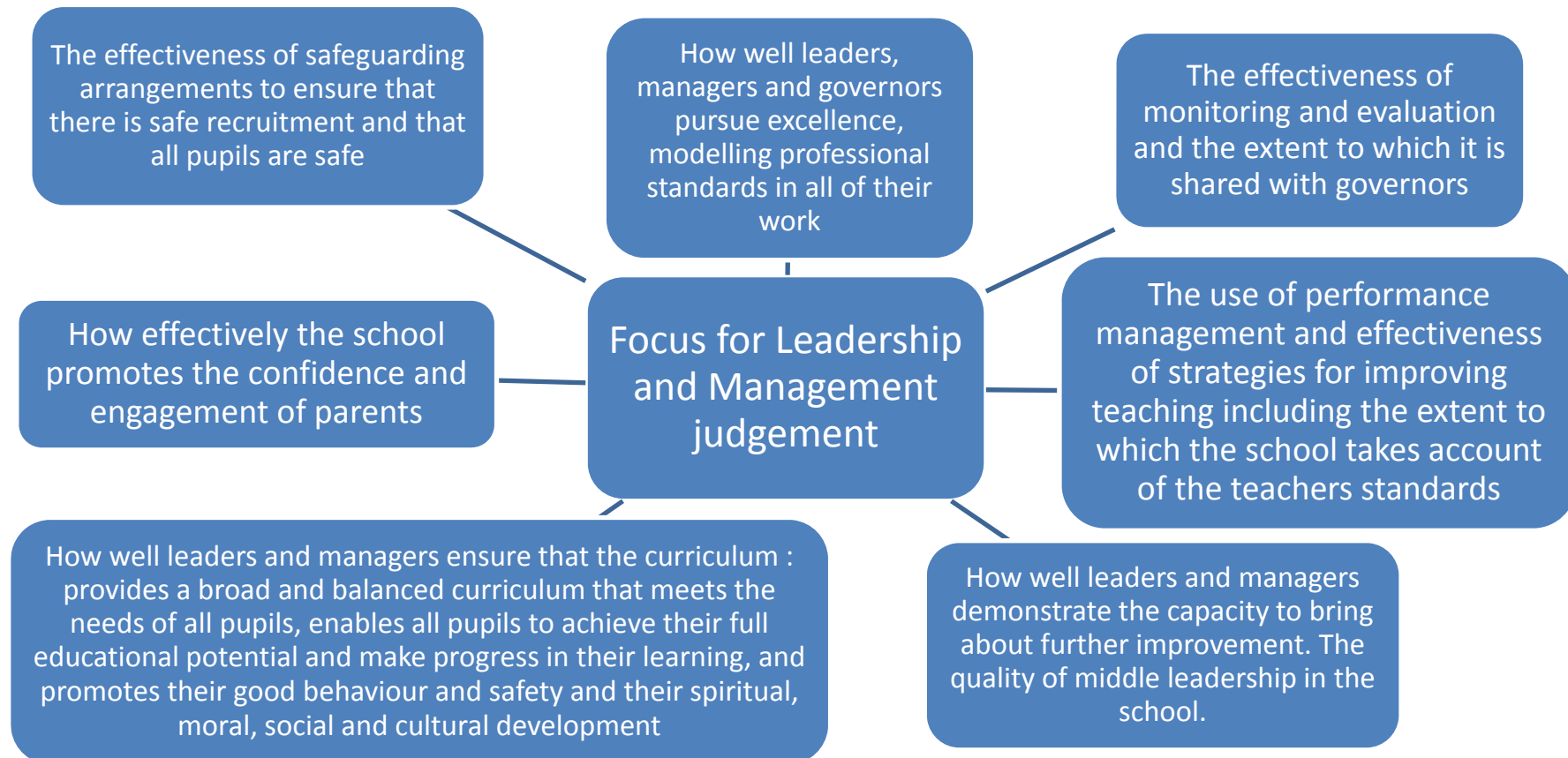
1. **Challenge** and clear planning: the DIP and first data/results meeting and from this the writing of actions towards achieving targets which is reviewed with my Oversight and amended if necessary. There is a clear focus on **how** targets will be met and the steps needed to make this happen.
2. **Reflection** time links to department development - regular items on the Oversight agenda feed into my department meeting agenda and actions. Termly priorities are linked to whole school targets/priorities. Reflection through preparation for Oversight meetings e.g. ensuring that the data analysis is done, reviewing actions at department meeting keeps teaching and learning developments a clear priority through out the year.
3. **Confidentiality** of Oversight meetings – for example; discussing concerns or difficulties related to staffing, curriculum change and ideas for development in teaching and learning. ( critical friend)
4. **Planned communication** – I feel that I can ask for actions/issues to be raised at SST meetings. I can also feed back to my department on outcomes. I know that Oversight forms part of this two way process.

## Why is it a positive experience?



- It provides regular guidance and support when times are 'tough'.
- It keeps challenging you as a professional to keep developing.
- It's a real 'morale' boost for me and therefore my team
- It helps me see 'the wood from the trees' at critical times in the year.

## Whilst we do this because it is right for our school.....Ofsted



Ofsted School Inspection Handbook Sept 2013 (page 45ish)



## How does Oversight provide evidence of these – 2 examples

How well leaders, managers and governors pursue excellence, modelling professional standards in all of their work



Vision and high expectations of middle leaders/ teachers and students by the common agenda which holds middle leaders to account. Middle leaders are supported through conversation to hold their teachers to account and in turn this sets the expectation for the students. Consistent application of policies and procedures as evidence on Oversight log. Regular focus on DIPs, beginning of year targets.

## How does Oversight provide evidence of these – 2 examples

how well  
leaders and  
managers  
demonstrate  
the capacity to  
bring about  
further  
improvement



Department SEFs are part of the annual agenda and HoDs and their Oversight work on areas of strength and areas for development together. Areas for development are then reflected in the whole school plan. As Oversight is on the senior team agenda regularly whole school SEF & whole school SIP can reflect particular issues in individual departments if necessary.

# The Challenges

HOD/Oversight Relationship

Consistency

Adapting the process after review

Oversight of Oversight



‘Good to check in with SST and to feel that all the departments in the school are coming under a shared vision’\*

## Questions?

‘You have a member of SST who you feel is ‘on your side’ and will represent your department’s viewpoint at SST meetings.’\*

‘It is valuable to meet an independent member of SST who has a more objective viewpoint about your department – and who can offer ideas and suggestions having experience of other departments (as a new HOD this is very helpful and has provided lots of reassurance that you are on the right track.’\*

\*QA Oversight review – July 2012

