



Buckinghamshire Side by Side Offer

2022/23

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The Side by Side Model of School Improvement

Side by Side is the Buckinghamshire model for a local, school to school improvement system.

Side by Side builds on the established, strong relationships across Buckinghamshire and enables all schools across the county to work collaboratively to support county wide school improvement. It recognises that it is this wider system that will deliver improvements and as such harnesses and utilises the experience, strengths and knowledge within our schools, with school leaders and practitioners deployed to support local schools. The Local Authority's role is one of a facilitator; identifying areas of strength and those which require development, building expertise capacity, empowering system leaders and enabling support.

The process for Side by Side is:

- Working collaboratively, the School Improvement Team **risk assess** all Buckinghamshire schools and assign each school to a category of support– **Enhancement, Prevention or Intervention**;
- For Prevention and Intervention schools where particular vulnerabilities exist, the local authority, in collaboration with the school leadership, **brokers support** by deploying **'champions'** from within the Buckinghamshire family of schools to deliver significant improvements;
- Schools **work collaboratively** to share experience and learning, through both formalised and bespoke relationships;
- The School Improvement Team **quality assure** the work delivered and identify areas for further improvement.

The Champion Support Mechanism

Side by Side Champions are expert leaders and practitioners from across all Buckinghamshire schools, with identified and evidenced skills in:

- Curriculum subjects;
- Teaching and learning;
- A specialist area (such as behaviour management, SEND, attendance etc);
- Leadership & management skills.

They are selected from **Deployment Schools** to work closely with schools identified as requiring Intervention or Prevention support, referred to as **Support Schools**.

- **SSPCs/ABLEs - Side by Side Pupil Champions/Astra Buckinghamshire Leaders of Education** - school staff with a proven expertise and track record in particular subject or area.

- **SSLCs -Side by Side Leadership Champions** – school leaders with proven expertise in delivering whole school improvements.

Suitable recruitment, training and support for all Side by Side Champions is an essential part of ensuring successful outcomes for the schools being supported.

- The School Improvement Team, working collaboratively with Astra Teaching School Hub, recruit and train **ABLEs** (Astra Buckinghamshire Leaders of Education) as part of the **Side by Side Pupil Champion** (SSPC) team, working collaboratively with supported schools to drive improvements in curriculum subjects, teaching and learning and specialist areas. Applications to become a new Side by Side Pupil Champion through the ABLE programme are critically reviewed, based on of the track record of improvement and a positive reference.
- School leaders are recruited and trained by the School Improvement Team to work with schools as **Side by Side Leadership Champions** (SSLC), to collaboratively support school leaders in Prevention and Intervention schools and drive whole school improvements. The School Improvement Team hold regular meetings with Side by Side Leadership Champions and provide training and updates through a bespoke Buckinghamshire programme.

The School Improvement Team establish good lines of communication with the supported schools and Side by Side Champions to quality assure and monitor progress as follows:

- Evaluate the quality and impact of actions through the Contact Note reports;
- Review outcomes with senior leaders and Governing Boards (based on Headline Visits or, if required, Team Around the School meetings);
- Conduct termly quality assurance surveys with SSLCs, SSPCs/ABLEs and supported Headteachers, to ensure all parties are meeting expectations and that the support is meeting agreed Areas of Focus;
- Respond and act on identified barriers to deliver successful outcomes;
- Track school assessment data linked with the areas of focus;
- Conduct a final review.

Side by Side Governor Involvement

The Governing Body has a crucial part to play in school improvement through engagement with the process and through holding school leaders to account for improving standards for all pupils and students at their school. The governors, through discussion with their Headteacher, will set the ethos, culture and values of the school and collaboratively develop strategies and plans which will lead to greater success. Once agreement has been made to accept or commission Side by Side support, there is an expectation that school leaders will involve the Chair of Governors or other relevant governors in discussions with School Improvement Advisors. Headline Visits Notes will be shared with the Chair of Governors as part of the strategic overview of School Improvement; appropriate updates, which

exclude detail at an identifiable staff level, should be provided to the Full Governing Body at each Governor Board Meeting.

Intelligence Gathering and Risk Assessment

All schools in Buckinghamshire are risk assessed annually through process which is:

1. Robust

- The risk assessment process includes a comprehensive range of intelligence, collated from a wide variety of sources. Example of risk assessment sources of intelligence are outlined in the graphic below:

Risk Assessment Criteria

Latest Ofsted Category	Months to next inspection	Data	Safeguarding (ESAS/LADO)
Internal Audit	Schools Finance	Complaints	New Headteachers
New Chairs of Governors/ Governance	Soft Intelligence	Early Years	HR/Staff Vulnerability
Attendance	Exclusions	Behaviour	Admissions

2. Collaborative

- The School Improvement Team actively encourage a discussion with schools regarding their risk assessment and category allocation, especially with schools that do not feel that their Side by Side category allocation reflects the current circumstances in their school.

3. Dynamic

- The School Improvement Team also recognise that circumstances can change over the course of an academic year, so encourage schools to maintain a dialogue with the team. Schools and Trusts are also encouraged to self-refer where a need for support has been identified.
- Buckinghamshire Council hold a weekly **Response Team Meeting** to identify any new vulnerabilities emerging in schools. This provides an 'alert system' to pick up vulnerabilities

early. Members of the broader Education Team at Buckinghamshire Council and educational partners can confidentially contribute intelligence to the process.

Category Allocation

Following the risk assessment process, in the summer term all schools across Buckinghamshire are allocated to one of three categories: **Enhancement, Prevention or Intervention**, for support during the following academic year. This is communicated to all Headteachers and Chairs of Governors via an emailed letter.

Side by Side Category	Guiding Principles
Enhancement	<p>Peer Support Offer</p> <p>These schools are currently judged good or better:</p> <ul style="list-style-type: none"> • Enhancement schools have capacity to provide support from their strongest practitioners to other schools. • They can access school to school support if and when it is needed by brokering support through the School Improvement Team.
Prevention	<p>Focused Support Required</p> <p>Prevention schools will currently hold a good or outstanding judgement from their previous inspection. However, these schools are either:</p> <ul style="list-style-type: none"> • In window to be inspected within the next 24 months with a risk assessment that has identified areas of challenge, or • School Leaders and Governing Boards, in discussion with the School Improvement Team, have identified that their school is at potential risk of being judged RI or inadequate when their next inspection takes place.
Intervention	<p>Intensive Support Required</p> <p>School self-evaluation and the School Improvement Team risk assessment has identified a high level of risk that might include standards, outcomes for disadvantaged learners, leadership capacity or safeguarding.</p> <p>Intervention schools will either:</p> <ul style="list-style-type: none"> • Be currently judged RI or inadequate, • Have a risk assessment that has identified significant areas of challenge, or • School Leaders and Governing Boards, in discussion with the School Improvement Team, have identified that their school is at imminent risk of being judged RI or inadequate when their next inspection takes place.

A category allocation can be changed during the year where:

- **A collective decision is made**, between the School Improvement Team and the school leadership (including Governors), that support through Side by Side champions is no longer

required. In this instance a school will be formally moved from Intervention/Prevention to Enhancement.

- **Following the publication of a successful Ofsted Inspection report for a school currently receiving support through Side by Side** - a 'transition meeting' may be convened between the School Improvement Advisor, the Side by Side Leadership Champion and the Headteacher to collaboratively develop a tailored pathway to move the school to Enhancement and the removal of bespoke support.
- **Following an identified change in circumstances** - schools requiring an increased level of support will receive the opportunity to discuss their proposed classification with the School Improvement Team.

Governance of Side by Side Improvement Model

Governance of the Side by Side School Improvement model is through the **Side by Side Board**. This is a strategic group of educational partners from across all education sectors and geographical areas of Buckinghamshire. The School Leaders group is made up of representatives from all age phases, regions, sectors, selective and non-selective schools, academies and maintained schools.

The Side by Side Offer to Buckinghamshire Schools 2022/23

1. Offer to Maintained Schools

Buckinghamshire Council School Improvement Team and the Side by Side Board have agreed a strong offer to maintained schools for academic year 2022/23, which is consistent with previous years:

- A comprehensive Headline Visit (HLV) programme of support for **Enhancement** schools;
- 3 Headline Visits and up to 9 days of funded SSPC/ABLE support for **Prevention** schools;
- 5 Headline Visits, up to 18 days of funded SSPC/ABLE support and up to 18 days of funded SSLC support for **Intervention** schools (inclusive of HLVs).

Recognising the challenges for new Headteachers and the importance of enhanced support during a Headteacher's first year in post, a **New to Headship Headline Visit** will also be offered to all maintained schools with either:

- A 'new to post Headteacher' for academic year 2022/23 (including those headteachers moving from an interim position to a permanent post);
- A 'new to Buckinghamshire Headteacher' for academic year 2022/23.

The New to Headship Headline Visit is a meeting with a School Improvement Advisor to identify strengths of the school and areas for development.

In addition, Buckinghamshire Council, working in collaboration with the Buckinghamshire Academy of School Leaders, will be delivering a new '**Early Career Headship**' programme for the 2022/23 cohort of new Headteachers (please see p13 for more details).

In order to support schools during a challenging period, **Team Around the School** support is offered to all maintained schools facing a significant need. Team Around the School meetings are convened by the School Improvement Team, who build a strong team from within the local authority to support a school undergoing a particularly difficult set of circumstances. Formal meetings are held at regular intervals (monthly or half termly) and all are held to account for the quality and pace of the improvements by the Chair, who will normally be a senior member of the Education Team.

Rapid Improvement Group meetings can be convened by the School Improvement Team with the purpose to regularly monitor impact of intervention support with the supported school's Headteacher, Chair of Governors, the SSLC. This will be chaired by the School Improvement Advisor.

All maintained schools will also benefit from **support during Ofsted inspections**, and attendance from a member of the School Improvement Team at Ofsted inspection feedback sessions. The School Improvement Advisor will support the process through a pre-inspection discussion with the Headteacher, availability for telephone support throughout the inspection period and a discussion with the Lead Inspector on day two, regarding supported development work.

Finally, as part of our statutory duty, School Improvement Advisors will support the **recruitment process for a new Headteacher** in maintained schools by attending the final interviews and representing the local authority as part of the interview panel. Please contact the team on sis@buckinghamshire.gov.uk to discuss any future headteacher recruitment needs, giving as much advance notice of interviews and support needed as possible.

Additional support, such as a wide range of school improvement reviews, Headteacher Performance Management, school improvement and development support and 1:1 coaching for Headteachers can be purchased through [BESST](#), the traded school improvement and governor services team of Buckinghamshire Council.

Side by Side Offer for Maintained Schools Summary 2022/23			
Headline Visits	Enhancement	Prevention	Intervention
A Headline Visit from a School Improvement Advisor/SSLC to identify strengths of the school and areas for development	A Headline Visit to all maintained Schools who: <ul style="list-style-type: none"> • Latest inspection was prior to academic year 2019/20 • Have not had a Headline Visit in the last 2 years Enhancement schools who fit the above criteria will be contacted by a School Improvement Advisor to arrange a visit during the academic year.	Up to 3 Headline visits during academic year 2022/23.	Up to 5 Headline visits during academic year 2022/23.
New to Headship in Buckinghamshire Headline Visit	Enhancement	Prevention	Intervention
A New to Headship Headline Visit from a School Improvement Advisor to identify strengths of the school and areas for development.	A Headline Visit to any maintained schools who do not fit the above criteria, but have either: <ul style="list-style-type: none"> • A 'new to post Headteacher' for academic year 2022/23 • A 'new to Buckinghamshire Headteacher' for academic year 2022/23 	Included as part of the above support.	Included as part of the above support.
Side by Side Champion Support	Enhancement	Prevention	Intervention
Side by Side support can be delivered by: <ul style="list-style-type: none"> • Side by Side Leadership Champions (SSLC) • Side by Side Pupil Champions/ABLES (SSPCs) 	No funded Side by Side Champion support. Non-funded Side by Side Champion support can be brokered for Enhancement schools through the School Improvement Team if requested.	Up to 9 days of Side by Side Pupil Champion/ABLE support.	Up to 18 days of SSLC Support (inclusive of HLV) & Up to 18 days of Side by Side Pupils Champion/ABLE support
Conference Support	Enhancement	Prevention	Intervention
Access to three Side by Side conferences during 2022/23, focusing on key strategic areas relevant to all school leadership.	Free to all maintained school Headteachers and senior leaders.	Free to all maintained school Headteachers and senior leaders.	Free to all maintained school Headteachers and senior leaders.

2. Offer to Academy Schools

Despite strong opposition from Buckinghamshire Council, other LAs, the unions and key stakeholders, the Department for Education announced in 2021 that the School Improvement Monitoring and Brokerage Grant, which has funded the Side by Side programme in Buckinghamshire since academic year 2017/18, is being reduced by 50% during financial year 2022/23 and stopped from the beginning of financial year 2023/24, resulting in no future grant funding for local authorities to undertake school improvement functions. In addition, the DfE clarified that the remaining grant monies should be focused on maintained schools.

Buckinghamshire Council have therefore reluctantly made the decision to start charging academies for Side by Side support. Whilst we strongly believe that school improvement support should be provided for all schools, regardless of status, this will no longer be possible without a consistent funding stream.

In line with the Department for Education's funding withdrawal, all Side by Side support for academies will be funded at 50% of cost for financial year 2022/23 only, following which all Side by Side funding for academies will be withdrawn. Academies engaging with Side by Side and receiving support up until 1st April 2023 are now being invoiced for 50% of the costs associated with delivered champion support. These charges are to cover the direct support costs only; no brokerage charges will apply.

Rapid Improvement Group meetings can be convened by the School Improvement Team with the purpose to regularly monitor impact of intervention support with the supported school's Headteacher, Chair of Governors, the SSLC. This will be chaired by the School Improvement Advisor. Rapid Improvement Group meetings at an academy school would incur costs, which would be agreed in discussion with the school leadership.

The School Improvement Team will continue to provide, free of charge, the following Side by Side support for academy schools for academic year 2022/23:

- Recognising the challenges for new Headteachers and the importance of enhanced support during a Headteachers first year in post, a **New to Headship Headline Visit** will be offered to all academy schools with either:
 - A 'new to post Headteacher' for ACYR 2022/23 (including those Headteachers moving from an interim position to a permanent post)
 - A 'new to Buckinghamshire Headteacher' for ACYR 2022/23

The New to Headship Headline Visit is a meeting with a School Improvement Advisor to identify strengths of the school and areas for development.

- In addition, Buckinghamshire Council, working in collaboration with the Buckinghamshire Academy of School Leaders, will be delivering a new '**Early Career Headship**' programme for the 2022/23 cohort of new Headteachers (please see p13 for more details).
- The School Improvement Team will continue to offer all academy schools **support during Ofsted inspections**, and attendance from a member of the School Improvement Team at Ofsted inspection

feedback sessions. The School Improvement Advisor will support the process through a pre-inspection discussion with the Headteacher, availability for telephone support throughout the inspection period and a discussion with the Lead Inspector on day two.

- Unlimited access to three **Side by Side Improvement Conferences** throughout academic year 2022/23 for School Leaders and their senior team.

We hope that we will continue to have a strong, collaborative and mutually beneficial relationship with all academies and MATs in Buckinghamshire, and hope that we can continue to work together to raise the attainment of pupils across the county. Side by Side support will continue to be available to academy leaders, which we aim to provide at very competitive rates, delivering support from the best leaders and practitioners from across the county.

Additional support, such as a wide range of school improvement reviews, Headteacher Performance Management, school improvement and development support and 1:1 coaching for Headteachers can be purchased through [BESST](#), the traded school improvement and governor services team of Buckinghamshire Council.

Side by Side Offer for Academy Schools Summary 2022/23			
Headline Visits	Enhancement	Prevention	Intervention
A Headline Visit from a School Improvement Advisor/SSLC to identify strengths of the school and areas for development.	<p>A Headline Visit can be offered to any academy where:</p> <ul style="list-style-type: none"> • Latest inspection was prior to academic year 2019/20 • Has not academised or had Headline Visit in the last 2 years <p>Financial Contribution FY2022/23 - £275 FY2023/24 - £550</p>	<p>Up to 3 Headline Visits during academic year 2022/23</p> <p>Financial Contribution (per visit) FY2022/23 - £275 FY2023/24 - £550</p>	<p>Up to 5 Headline Visits during academic year 2022/23</p> <p>Financial Contribution (per visit) FY2022/23 - £275 FY2023/24 - £550</p>
New to Headship in Buckinghamshire Headline Visit	Enhancement	Prevention	Intervention
A New to Headship Headline Visit from a School Improvement Advisor to identify strengths of the school and areas for development.	<p>A Headline Visit to any academy schools who have either for academic year 2022/23</p> <ul style="list-style-type: none"> • A 'new to post Headteacher' • A 'new to Buckinghamshire Headteacher' <p>Fully funded for ACYR 2022/23</p>	<p>Included as part of the above support</p> <p>Fully funded for ACYR 2022/23</p>	<p>Included as part of the above support</p> <p>Fully funded for ACYR 2022/23</p>
Side by Side Champion Support	Enhancement	Prevention	Intervention
<p>Side by Side support can be delivered by:</p> <ul style="list-style-type: none"> • Side by Side Leadership Champions (SSLC) • Side by Side Pupil Champions/ABLES (SSPCs) 	<p>No funded Side by Side Champion support. Non-funded Side by Side Champion support can be brokered for Enhancement schools through the School Improvement Team if requested.</p> <p>Financial Contribution (per day) FY2022/23: SSPC £175/SSLC £250 FY2023/24: SSPC £350/SSLC £500</p>	<p>Up to 9 days of SSPC/ABLE support</p> <p>Financial Contribution (per day) FY2022/23: SSPC £175/SSLC £250 FY2023/24: SSPC £350/SSLC £500</p>	<p>Up to 18 days of SSLC Support (inclusive of HLVs) & Up to 18 days of SSPC/ABLE support</p> <p>Financial Contribution (per day) FY2022/23: SSPC £175/SSLC £250 FY2023/24: SSPC £350/SSLC £500</p>
Conference Support	Enhancement	Prevention	Intervention
Access to three Side by Side conferences during 2022/23, focusing on key strategic areas relevant to all school leadership.	Free to all academy Headteachers and senior leaders.	Free to all academy Headteachers and senior leaders.	Free to all academy Headteachers and senior leaders.

Additional Support for all Schools in Buckinghamshire

The Buckinghamshire Challenge Programme

In partnership with the Education Endowment Foundation's Unity Research School, the Buckinghamshire Challenge Board developed an exciting and innovative programme of support for academic years 2021/22 and 2022/23 to enable schools across Buckinghamshire to raise the achievement and attainment of disadvantaged pupils.

The aim of the Buckinghamshire Challenge is for all participating schools to have robust strategies for addressing disadvantage, specifically:

1. to understand the impact of educational disadvantage on their own pupils,
2. to understand how to best address long term disadvantage and the challenge of the pandemic on pupil attainment in their own schools,
3. to build a long term, sustainable, schools-led source of knowledge, experience and application in raising attainment for disadvantaged pupils in Buckinghamshire.

The programme is rooted in research evidence and seeks to provide opportunities to learn from successful practitioners and schools. A conference for all schools in June 2023 will share the learning from across Buckinghamshire and present a disadvantaged strategy for the county.

Early Career Headship (ECH) Support

In conjunction with BASL (Buckinghamshire Academy of School Leadership), Buckinghamshire Council will offer a comprehensive 2 year programme of support for all Early Career Headteachers (those colleagues new to a Headship post or moving from an interim Headship post) regardless of status of school, starting in September 2022.

The programme will cover 4 key areas:

1. Introduction to Buckinghamshire and Buckinghamshire Council;
2. Essential professional development skills;
3. Leadership and management skills;
4. School improvement support and training.

In addition, every Early Career Headteacher will be offered 12 hours of BASL mentoring support during academic year 2022/23 to ensure that new colleagues receive support from an experienced and trained mentor during their first year in post. The benefits of new Headteacher mentoring include:

- a local point of contact to provide practical advice and support;
- a catalyst or sounding board;
- providing opportunities to reflect on practice and their new role;

- providing links to people or resources.

All BASL mentors are Headteachers with at least three years' experience, are managing a school with a Leadership/Management Ofsted judgement of at least good and have a strong understanding of the local Buckinghamshire context.

Side by Side Conference Programme

The School Improvement Team will develop and administer a comprehensive conference programme for 2022/23. The programme will be tailored to the needs of Headteachers and senior leaders in Buckinghamshire and cover the most pressing strategic issues.

The Side by Side conferences will be free to access for all school Headteachers and senior leaders across Buckinghamshire. Booking will be required.

STEPS Champion Network

STEPS is a training programme to support schools in developing whole school positive behaviour strategies and practices for early intervention, and to safely manage complex or challenging behaviour within their own setting. The aims of the programme are:

1. To promote safe and effective techniques, utilising therapeutic, education, awareness, communication and positive and protective handling strategies;
2. To promote a whole setting, holistic response to behaviour management;
3. To develop appropriate responses to incidents of 'out of control' behaviour, in a manner that maintains positive relationships and provides safety to all;
4. To reduce the amounts of serious incidents involving physical contact;
5. To promote and stress that at least 95% of all crisis situations should be resolved through calm, controlled, dignified and skilled de-escalation intervention.

The delivery of the **STEP on** training programme in Buckinghamshire is through Side by Side and a 'Champion Network Model' of 'tutors' (staff members from Buckinghamshire primary schools trained by Norfolk Steps) training other local primary school staff across the county.

The Buckinghamshire Primary PRU are commissioned by Buckinghamshire Council to:

- Co-ordinate and support all aspects of **STEP On** positive behaviour management training through the Champion Network Model;
- Plan, lead and co-ordinate all aspects of **STEP Up** positive behaviour management training to mainstream primary schools through Norfolk Steps to support early intervention and manage complex or challenging behaviour for Buckinghamshire.

Side by Side School Meeting Structure

1. Liaison Group Meetings

The Liaison Group structure is a real strength for Buckinghamshire, and the continued success of the liaison groups is key to the success of Side by Side through driving local collaborations and shared learning.

Liaison Group meetings will be held each half term. As in previous years, dates for Liaison Group meetings are proposed by the School Improvement Team and agreed by group members. Buckinghamshire Council will be represented by a member of the School Improvement Team at meetings.

Regular School Improvement Team newsletters inform the liaison groups of the most up to date information, support available and key topics of interest. These are issued to all Headteachers both before and after the liaison groups to provide information for discussion and to capture points raised during the sessions.

2. Corporate Director's Briefings

The Corporate Director's Briefings are an opportunity for School Leaders, Chairs of Governors and Governance Professionals to hear strategic updates from Buckinghamshire Council. The sessions are structured to allow sufficient time for questions to be posed to officers from the local authority.

In academic year 2022/23, each term will continue to start with a Corporate Director's Briefing, where Senior Leaders and respective Heads of Service will brief School Leaders on the latest news and updates from Buckinghamshire Council. The briefings are also an opportunity for governors to hear from the Buckinghamshire Association of School Governors on the latest developments in governance. To offer the necessary flexibility to all delegates there will be two briefings, one during the day and one in the evening.

3. Termly Governor Priority Sessions

These are sessions for governors and governance professionals to review their priorities for the term. The sessions include information updates from the DfE, NGA and the local authority priorities to help Boards set their agenda items and tasks for the coming term.

Led by the Buckinghamshire Association of School Governors and the School Improvement Team, the termly governor priority sessions also include signposting to key areas to support Boards.

4. Headteacher Huddles

The Huddles were established during COVID to give Headteachers the opportunity to hear the latest government updates, get information from the Buckinghamshire Public Health team and ask questions of Buckinghamshire Council on a regular and informal level.

The Huddles will continue during 2022/23 on a weekly basis, moving the focus to changes and updates at both a national and local level. All senior leaders from across Buckinghamshire schools are welcome to join and bring any pressing questions or queries to the table. Dates for Autumn will be circulated to all at the start of the new academic year.

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