

Priority 3: To improve and develop management and leadership capacity through effective CPD and school organisation

Lead Resp And Others	Resource	Other agency Support	Related Priority Areas	Finance Sources
Lead Headteacher: Pam Jervis Developmental Head: Marie Quayle (shadow) Lead Consulstant: Ian Cockburn	Individual School Totals: LIG Collaborative Total:		DELL SP CP EiC AP BSP ALP AMP Health Children's Service Plan Crime & Disorder Plan Inclusion BIP LSC	EDP SF EiC LSC LIG NRF Other: • • • • •

Activity 1: To review school leadership capacity within SLT and MLT and introduce a CPD programme

Target Ref	Key Tasks	Timescale and Milestones	Success Criteria	Monitoring	Evaluation
6.	<ul style="list-style-type: none"> To deploy Lead Consultant as Staff Training CPD Co-ordinator Establish 3 training school clusters across the LEA 	<ul style="list-style-type: none"> October 2003 – July 2004 September 2004 – July 2006 	<ul style="list-style-type: none"> LDHT appointed and consultant appointed. Training clusters in North, Central and South East. 	<ul style="list-style-type: none"> MSC to have external monitoring role. PJ/IC to provide monitoring. LEA CPD SIO to monitor training school outputs 	<ul style="list-style-type: none"> Part of termly evaluation reports to LEA and DfES. Annual report to DfES.
6.	<ul style="list-style-type: none"> To audit staff development needs of leadership teams 	<ul style="list-style-type: none"> October 2003 – December 2003 	<ul style="list-style-type: none"> Report produced by consultant for Collaborative. 	<ul style="list-style-type: none"> Reports to LIG Collaborative. LIG Operational Group Monitoring. 	<ul style="list-style-type: none"> Report produced. Feedback from Leadership Teams.

Target Ref	Key Tasks	Timescale and Milestones	Success Criteria	Monitoring	Evaluation
	<ul style="list-style-type: none"> • To produce a training schedule for LIG schools, incorporating national and local initiatives • Implement schedule in partnership with LEA and local HEI's. 	<ul style="list-style-type: none"> • January 2004 – June 2004 • September 2004 – 2005 	<ul style="list-style-type: none"> ▪ Training schedule agreed by all staff. ▪ 10% of all staff on accreditation training courses. 	<ul style="list-style-type: none"> ▪ Reports to LIG Collaborative. ▪ LIG Operational Group Monitoring. 	<ul style="list-style-type: none"> ▪ By individual staff, school level and by LIG.
	<ul style="list-style-type: none"> • To identify areas of good practice. • Develop a website to facilitate on line discussion and dissemination 	<ul style="list-style-type: none"> • January 2004 – July 2004 • September 2004 – August 2005 	<ul style="list-style-type: none"> ▪ Good practice identified and case studies developed for use. ▪ Website used by 20% of Knowsley teachers. 	<ul style="list-style-type: none"> ▪ As above and in partnership with LEA PS10 and SIA. 	<ul style="list-style-type: none"> ▪ As part of CLC evaluation and report produced annually.
	<ul style="list-style-type: none"> • To agree common criteria for Upper Pay Spine movement across LIG collaborative schools 	<ul style="list-style-type: none"> • By July 2004. 	<ul style="list-style-type: none"> ▪ Common criteria agreed and accepted by all school governing bodies. 	<ul style="list-style-type: none"> ▪ LEA and governors forum. 	<ul style="list-style-type: none"> ▪ By individual school governors.
	<ul style="list-style-type: none"> • To develop a career profile for teaching staff to enable accredited portfolios to replace references 	<ul style="list-style-type: none"> • Pilot January 2004 – July 2004 with roll-out September 2004 – July 2005. 	<ul style="list-style-type: none"> ▪ Positive feedback from pilot group. ▪ All schools/staff adopt career profile. 	<ul style="list-style-type: none"> ▪ Monthly LIG reports. 	<ul style="list-style-type: none"> ▪ Evaluation by external consultants end of year report.

Target Ref	Key Tasks	Timescale and Milestones	Success Criteria	Monitoring	Evaluation
	<ul style="list-style-type: none"> • To develop an alternative approach to training using E learning and cluster mechanisms – CLC director to meet with LDHT to agree focus and pilot in 2003/2004. • Knowsley Intranet September 2004 – July 2005 develops a 'training site'. 	<ul style="list-style-type: none"> • January 2004 – July 2005. • September 2004 – July 2005. 	<ul style="list-style-type: none"> ▪ Training website pilot. <p>Training website established. Positive feedback used by 50% of staff.</p>	<ul style="list-style-type: none"> ▪ Monthly reports to LIG and EiC Executive. 	<ul style="list-style-type: none"> ▪ Questionnaires, use of site. Annual report. CLC report.

Activity 2: For CPD to be linked to NLC and NSCL accreditation					
Target Ref	Key Tasks	Timescale and Milestones	Success Criteria	Monitoring	Evaluation
	<ul style="list-style-type: none"> Establish 3 training school clusters across the LEA Linked to the LEA CPD programme. 	<ul style="list-style-type: none"> Kirkby Area and Prescott September 2004. Huyton September 2005. 	<ul style="list-style-type: none"> Training schools established by September 2004 and 2005. Huyton September 2005. 	<ul style="list-style-type: none"> LIG monitoring reports. Training school reviews. 	<ul style="list-style-type: none"> Annual evaluation schedule and ICP research project.
	<ul style="list-style-type: none"> To ensure CPD programme linked to NCC/NCCS programmes and accessible to all staff. Implement NCSL programme "Developing the Capacity for Sustained Improvement" across the LIG Collaborative. 	<ul style="list-style-type: none"> In place by September 2004. Summer 2004 – programme for 6 schools began. March 2005 – programme for remaining 5 schools begun. 	<ul style="list-style-type: none"> NCSL accept Knowsley proposals – courses completed by all school leadership teams. 	<ul style="list-style-type: none"> LIG reports and NCSL. LIG Consultant reports to Collaborative. 	<ul style="list-style-type: none"> NCSL, Knowsley ICP, SIA reports. LIG Consultant reports.

Activity 3: To develop leadership capacity for non-teaching staff, to be developed via support networks.					
Target Ref	Key Tasks	Timescale and Milestones	Success Criteria	Monitoring	Evaluation
	<ul style="list-style-type: none"> To audit training needs of support staff by consultant. Programme of CPD in place. 	<ul style="list-style-type: none"> January 2004 – July 2004. September 2004 – July 2005. 	<ul style="list-style-type: none"> Detailed report produced and priorities identified. 20% of staff on accredited courses. 	<ul style="list-style-type: none"> All secondary schools have internal systems MSC to report. LEA office i/c SD. 	<ul style="list-style-type: none"> LIG consultant and SIA to provide report in consultation with LDHT.
	<ul style="list-style-type: none"> To develop a portfolio of achievement to reflect CPD profile of support staff. 	<ul style="list-style-type: none"> September 2004 – August 2005. 	<ul style="list-style-type: none"> Training for GTAs in portfolios – pilot year. LEA adopt 'Knowsley' portfolio for support staff. 	<ul style="list-style-type: none"> PJ/Consultant to report monthly termly. LEA Workforce Reforms Officer to report monthly. 	<ul style="list-style-type: none"> Consultant to report termly. LEA evaluation systems in place.
	<ul style="list-style-type: none"> To develop a network for GTAs to meet and share good practice via Management Consultant Network in operation. 	<ul style="list-style-type: none"> January 2004 – March 2004. April 2004 – August 2004. 	<ul style="list-style-type: none"> LEA Network for LMs introduced. Termly programme established. Network meeting attended. 	<ul style="list-style-type: none"> Via consultant reports and GTA feedback. 	<ul style="list-style-type: none"> By GTAs and feedback from schools. External evaluation.
	<ul style="list-style-type: none"> To appoint external consultant to explore GTP route as a collaborative (20 days). 	<ul style="list-style-type: none"> April 2004 – July 2004. 	<ul style="list-style-type: none"> GTP report produced. Plan and strategy agreed with TTA. 	<ul style="list-style-type: none"> Via LIG Collaborative meeting. 	<ul style="list-style-type: none"> Within report structure and external input.

Activity 4: To promote and develop IIP in all secondary schools.

Target Ref	Key Tasks	Timescale and Milestones	Success Criteria	Monitoring	Evaluation
6. & 19.	<ul style="list-style-type: none"> • IIP status to be developed in all Knowsley secondary schools. 	<ul style="list-style-type: none"> • 2004 over 50% of schools. • 2005 over 80% of schools • 2006 over 100% of schools. 	<ul style="list-style-type: none"> ▪ 2004 over 50% of schools. ▪ 2005 over 80% of schools ▪ 2006 over 100% of schools. 	<ul style="list-style-type: none"> ▪ IIP Framework ▪ LEA team. 	<ul style="list-style-type: none"> ▪ External assessment. ▪ LIG reports.