Headteacher Induction Handbook

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**Welcome to headship in Shropshire**

I will start by saying welcome to your new headship in Shropshire. I appreciate the range of experience you all bring to and this will vary greatly, for some of you this is all new, for others you are experienced headteachers but maybe new to Shropshire. Whatever your background and category of school I hope this document proves to be a useful guide to the services and support available from the Local Authority.

This induction handbook for new headteachers aims to give you key information at a glance and help your transition into your new role. It provides information including checklists, support structures and arrangements, contacts, services for schools and key dates. It also signposts you to more detailed information elsewhere.

All schools across the county have a named adviser or associate headteacher linked to your school and if you find yourself needing urgent support and are unsure where to turn, please contact your attached adviser or indeed any of the school improvement advisers.

**Mick Adams** (School Improvement/Attached Adviser) Phone: (01743) 254558 Email: [mick.adams@shropshire.gov.uk](mailto:mick.adams@shropshire.gov.uk)

**Sue Round** (Governor Services Manager) Phone:(01743) 254532 Email: [sue.round@shropshire.gov.uk](mailto:sue.round@shropshire.gov.uk)

**Contextual information**

1. Shropshire is the largest inland county in England and it is sparsely populated. The cohort size (5-16) is approximately 36000. The population is predominantly white British with areas of rural and urban deprivation. Shropshire has an aging demographic with areas of growth in some market towns (eg Shrewsbury, Shifnal, etc). 20% of pupils are entitled to free school transport.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Shropshire Maintained & Academy/Free Schools as at 22 September 2023** | | | | | |
| **Phase** | **Maintained Schools** | | **Academies/Free Schools** | | **Totals** |
| Infant | 1 | 25.0% | 3 | 75.0% | **4** |
| Junior | 1 | 25.0% | 3 | 75.0% | **4** |
| Primary | 80 | 67.2% | 39 | 32.8% | **119** |
| Secondary | 1 | 5.3% | 18 | 94.7% | **19** |
| All Through | 0 | 0.0% | 1 | 100.0% | **1** |
| Special/PRU | 1 | 25.0% | 3 | 75.0% | **4** |
| **Totals** | **84** | **55.6%** | **67** | **44.4%** | **151** |
| ***Note-*** *a number of maintained schools are going through the academy conversion process which when completed will result in a total number of 68 maintained**schools (45%) and 83 Academies/Free-school (55%)* | | | | | |

1. Shropshire has a high proportion of small and very small schools: 10% of schools have 50 pupils or less and 23% of schools have between 51 and 100 pupils. A number of federations exist.
2. 55.6% of schools are maintained and 44.4% are academies/free schools. By contrast 95% of secondary/all-through schools are academies while only 33% of primary schools are academies.

**Local Authority Structure**

**Communication and dialogue**

Termly **headteacher briefings** and workshops are scheduled with separate sessions for primary and secondary schools. Email reminders will be sent to schools.

Local schools are organised into **School Development Groups (SDG)** which provide an opportunity for headteachers to meet and collaborate. SDGs are organised entirely by schools themselves with groups sending representatives to Local Authority consultative boards.There is a long tradition of effective communication between the LA and schools. The **Central Policy Group (CPG)** provides a regular termly opportunity for headteachers to challenge and query procedures and is a vehicle for discussion between the LA and schools about a range of services that are provided. In addition, the **Maintained Schools Forum** provides an opportunity for discussion about the range of topics common the network of maintained schools in the Authority. Schools are represented at both groups through representatives from each SDG. **Shropshire Schools Forum** is a mandatory Council committee group set up by the LA to consult on school funding formula and other issues in connection with school budgets. There is headteacher representation and minutes are shared via the Council’s webpages.

**Weekly emails** from Steve Compton (Principal Education Improvement Adviser) are forwarded into school keping leading up to date with local and national developments and requirements.

**The Shropshire Learning Gateway (SLG)** [Shropshire Learning Gateway (shropshirelg.net)](https://beta.shropshirelg.net/) provides access to Shropshire Council's services for schools. The SLG contains a wealth of information to LA services and contacts to support schools.

**Induction Arrangements**

**Mentoring**

The Local Authority will offer all headteachers in maintained schools who are new to post in Shropshire the opportunity of an experienced headteacher colleague to work as a mentor during the first year after appointment. The purpose of this is to enable new headteachers to grow their professional network and provide access to another person able to discuss issues and queries that may emerge within school. Where possible, we will seek to deploy a mentor with knowledge and experience of a similar school’s context. For more information about mentors, please contact your attached school improvement adviser.

**Introductory meetings**

The Induction programme has been adapted over recent years due to Covid restrictions. However, initial plans for September 2022 include the following:

* to provide an Induction Handbook, including ‘A New Headteacher Checklist’ and ‘A year in the Life of a Shropshire Headteacher timeline’. (September).
* Induction meeting for all new and recently appointed headteachers. Officers invited are David Shaw (Assistant Director of Education and Achievement), Steve Compton (Principal Education Improvement Adviser, Education Improvement Service), Samantha Bradley (Performance and Integration Manager), Karen Levell (Service Manager SEND), Steve Laycock (Principal Education Psychologist, Andy Nicholls (Education Place Planning and Sufficiency Manager and Rachel Reynolds (Admissions Manager) to provide an overview of their service areas and ways of working. (September).
* To establish peer support for headteachers in maintained schools (October).
* Senior officers to provide practical as well as theoretical guidance of how their service operates through a series of planned events (throughout the year via Teams and in person).

**The Education Improvement Service (EIS)**

The Education Improvement Service is responsible for supporting and challenging schools to ensure that all pupils secure the best education.  One of the core functions of EIS is met through the allocation of a School Improvement Adviser (SIA) to all schools.

EIS works in partnership with University Centre Shrewsbury (UCS) to provide a programme of CPD including network meetings, headteacher briefings, conferences and Ofsted briefings.

The EIS team includes staff that are responsible for Early Years, Post-16, Safeguarding, Governance and Educational Visits and is further supported by a team of associate staff comprising headteachers, ex-headteachers and ex-advisers.

All headteachers’ in maintained schools’ new to post in Shropshire will receive at least one visit a term from their attached adviser. Schools are encouraged to share documents with advisers to facilitate discussions. SIAs are also available to pick up queries and questions via phone or email from schools in between formal meetings. Following the meeting, the school will be provided with a **rolling record** of the visit that will be updated as and when subsequent visits are made. This record remains confidential, although headteachers are encouraged to share this with their Chair of Governors and may be asked to share this with inspectors at the point of Ofsted inspection.

**Key Documents and sources of support**

The EIS provide a range of useful suggested documents to support school improvement

* Suggested school self-evaluation tools (including SEF and SEF Executive Summary)
* School Development Plan

Key documents can be accessed from [School improvement documentation for school leaders | Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/leadership-management-and-administration/education-improvement-service/school-improvement-documentation-for-school-leaders/)

Perspective Lite:All Shropshire schools have access to a suite of data analysis tools through Perspective Lite <https://www.angelsolutions.co.uk/products/perspective/lite/>. This provides schools with access to comparative school performance data and can also provide early indications of national benchmarks before the publication of Analysing School Performance.

**Headteacher briefings and workshops**

We strongly urge all headteachers to attend the **termly primary headteacher briefings**. These are valuable opportunities to learn about key initiatives and updates in education and learn about new opportunities. The briefings also provide a useful opportunity for informal discussion with colleagues. In addition to briefings, headteachers may also wish to take advantage of attending and engaging with **headteacher workshops** on a range of topical subjects to share good practice and work alongside others. To book a place, visit the ‘Leadership and Management’ section of the online CPD catalogue <https://cpd.ucshrewsbury.ac.uk/catalogue/>

Contact: [Steve.Compton@shropshire.gov.uk](mailto:Steve.Compton@shropshire.gov.uk)  (Service Manager for Early Years, Schools and Further Education) Tel: 01743 254444

**Continuing Professional Development**

University Centre Shrewsbury (UCS), in partnership with Shropshire Council, host CPD events for schools, settings and providers. A wide range of training is available and can be found on the termly CPD posters which are available to download from the UCS site <https://www1.chester.ac.uk/university-centre-shrewsbury/cpd>

The course directory and bookings are via the online booking portal. <https://cpd.ucshrewsbury.ac.uk/catalogue/>

Contact: [cpd@chester.ac.uk](mailto:cpd@chester.ac.uk) Tel:01743 297168

**Safeguarding**

The Safeguarding Team provides a wide range of support and services for early years providers and schools; as well as ensuring that, as a statutory child safeguarding partner, the Local Authority functions relating to safeguarding children living and receiving education in Shropshire are fulfilled.

For key contacts for and information about the Safeguarding Team, please access: [UCS Shrewsbury CPD (ucshrewsbury.ac.uk)](https://cpd.ucshrewsbury.ac.uk/)

**Safeguarding Training**

The Safeguarding Training offer includes both school-based development (SBD) and courses facilitated by University Centre Shrewsbury (UCS).

|  |  |
| --- | --- |
| **SBD:**  Arrange with Emma Harding | **UCS:**  View dates and book through [CPD catalogue](https://www1.chester.ac.uk/university-centre-shrewsbury/cpd) |
| Raising Awareness in Safeguarding and Protecting Children (Whole school) | Raising Awareness in Safeguarding and Protecting Children (3 sessions each term) |
| Designated Safeguarding leads update  (10+ delegates) | Newly Appointed Designated Safeguarding Leads Training (Termly) |
|  | Experienced Designated Safeguarding Leads Update Training (Termly) |
| Governor Safeguarding and Child Protection Training (Termly) |
| Safeguarding Governor Briefings (Bi-Termly) |
| DSL’s Safeguarding Network Meetings. (Termly) |

**Safeguarding Consultancies**

Safeguarding Officers offer a Safeguarding consultancy which provides a comprehensive audit of school compliance with safeguarding requirements. Schools can choose from a range of options to determine the focus area of the consultancy. Schools can choose from a half day focusing on three areas or a full day covering the full six areas. The focus areas are as follows:

* Safer recruitment and practice
* Training and staff awareness
* Policy and Procedures
* Safeguarding records
* Curriculum and pupil/parent safeguarding awareness
* Governance

To arrange a safeguarding consultancy please contact Emma Harding ([Emma.Harding-Safeguarding@shropshire.gov.uk](mailto:Emma.Harding-Safeguarding@shropshire.gov.uk)).

**Safeguarding policies audits**

The Local Authority provide template policies for some areas of safeguarding e.g. Safeguarding and Child Protection Policy. Supporting documents and template policies can be located on the Shropshire Learning Gateway:

[Early Years and Schools Safeguarding Policies and Guidance | Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/safeguarding-and-child-protection/early-years-and-schools-safeguarding-policies-and-guidance/)

Please contact Jane Parsons if you have any queries or questions in relation to policies.

**Safeguarding audits**

Section 11 Safeguarding Compliance Audits are requested to be completed by schools annually. A template will be sent out to schools in the Autumn term for completion. A sample of schools will be required to return their completed audit. All schools are expected to share their audit findings and actions with this Governing Body in the academic year it is completed.

For information on schools’ responsibilities under Section 11 Children’s Act 2004, please refer to Chapter 2, [Working Together to Safeguard Children](https://www.gov.uk/government/publications/working-together-to-safeguard-children--2).

It is good practice for schools to review the quality of their own safeguarding practice on regular basis. We recommend that this is carried out every term. To support this work we provide a case file audit template to enable schools to look at their practice with children who are subject to Early Help, Child in Need, Child Protection or Looked after Child plans.

Please contact Jane Parsons if you have any queries or questions relating to safeguarding audits.

**Operation Encompass**

Operation Encompass is the reporting to schools, before the start of the next school day, when a child or young person has been involved in or exposed to domestic abuse. It is a national multi-agency initiative for the safeguarding of children experiencing or exposed to domestic abuse and a preventative measure to try and influence how the effects of the experience may impact on these children as future adults. The scheme complements existing safeguarding procedures.

The purpose of the information sharing is to ensure schools have more information to support safeguarding of children. By knowing that the child has had this experience, the school is in a better position to understand and be supportive of the child’s needs and possible behaviours.

To find out more about Operation Encompass and how it is operating in Shropshire, please visit:

[Early Years Operation Encompass | Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/safeguarding-and-child-protection/early-years-operation-encompass/)

Karen Flynn is the Shropshire Council Domestic Abuse Education Co-Ordinator: [Karen.flynn@shropshire.gov.uk](mailto:Karen.flynn@shropshire.gov.uk).

Please ensure that Karen has the contact details of the person to whom Operation Encompass alerts should be sent to (usually the Designated Safeguarding Lead)

**Multi-Agency Risk Assessment Conference (MARAC)**

The Local Authority Safeguarding Officers represent Education at the monthly MARAC (Multi-agency risk assessment conference) and are responsible for contacting the DSL at the setting the child attends to request information if a MARAC referral has been received in relation to the child’s parent/significant adult.

Please be aware of the Shropshire Safeguarding Community Partnership [Domestic Abuse Pathway](https://westmidlands.procedures.org.uk/local-content/wQzN/domestic-abuse-tools-and-pathways/?b=Shropshire) for further information.

If you have any queries regarding the MARAC process, please contact Jane Parsons.

**Channel Panel**

The Local Authority Safeguarding Officers represent Education at the monthly Channel Panel and are responsible for contacting the DSL at the setting the child attends to request information if a Prevent referral has been received in relation to the child’s parent/significant adult.

For more information and guidance about preventing terrorism and Channel Panel, please be aware of the “Preventing Terrorism” section in the [Shropshire Safeguarding Community Partnership Child Exploitation Practice Guidance and Protocol](https://westmidlands.procedures.org.uk/local-content/4cjN/exploitation-tools-and-pathways/?b=Shropshire).

If you have any queries regarding the Channel process, please contact Jane Parsons.

**Complaints**

The Local Authority Safeguarding Officers are responsible for investigation of safeguarding complaints reported to Ofsted in line with the LA complaints process. The Safeguarding Officer will always consult with the headteacher as part of an investigation. If you have any queries regarding the complaints process, please contact a member of the Safeguarding Team.

**Safeguarding Team Contacts**

School Safeguarding Officers:

* Emma Harding ([Emma.Harding-Safeguarding@shropshire.gov.uk](mailto:Emma.Harding-Safeguarding@shropshire.gov.uk)) 01743 257929
* Jane Parsons ([Jane.parsons@shropshire.gov.uk](mailto:Jane.parsons@shropshire.gov.uk)) 01743 254676

Early Years Safeguarding Officer:

* Charlotte Percival ([charlotte.percival@shropshire.gov.uk](mailto:charlotte.percival@shropshire.gov.uk)) 01743254147

**Early Help**

Schools are a vital element of the early help offer in Shropshire. They play a key role in not only recognising, identifying and supporting children and families who are vulnerable and who have a variety of additional needs, but also in delivering services and support to all children, young people and families to prevent additional needs and/or risks emerging. This support and intervention may be delivered at a universal level or by providing additional support in school (Early Help), or in partnership with an outside agency/agencies (Targeted Early Help/Complex needs services, such as Children’s Social Care or Mental Health).

All schools should be aware of and work to the [Shropshire Safeguarding Community Partnership Thresholds Document](https://westmidlands.procedures.org.uk/local-content/2gjN/thresholds-guidance/?b=Shropshire), which sets out the local safeguarding criteria for action and assessment in Shropshire for children and their families, to ensure that they receive the right help at the right time. It is advised that you and your DSL sign up to the Shropshire Safeguarding Community Partnership mailing list so you can get direct updates from them; available to join [here](http://www.shropshiresafeguardingcommunitypartnership.co.uk/contact-the-business-unit/join-our-mailing-list/).

All schools should also be aware of and engage with information on [Shropshire Council Early help.](https://www.shropshire.gov.uk/early-help/) It is strongly recommended that your school makes contact and regularly engages with the Early Help Locality Development Officer for their area:

* Charlotte Evans – south Shropshire
* Diljit McCabe–central Shropshire
* Delia Beckett –north Shropshire (aka Dee!)

Email us: [firstname.surname@shropshire.gov.uk](mailto:firstname.surname@shropshire.gov.uk) or [ShropshireStrengtheningFamilies@shropshire.gov.uk](mailto:ShropshireStrengtheningFamilies@shropshire.gov.uk)

A variety of models and levels of early help provision exists in schools, with some schools commissioning or employing additional staff as family support workers, and others using learning mentors to engage the wider family. Some schools work creatively in clusters, sharing resources and working together in partnership with other services to deliver early help.

Having identified and assessed an early help need, schools may take one of the following approaches.

**1. Help to prevent needs arising through:**

* Universal early help
* Communicating with parents about the importance of online safety at home and how this is being managed in school, e.g. regular Online Safety Newsletters.
* Understanding your child/teen courses and workshops for parents ([Parenting support | Shropshire Council](https://www.shropshire.gov.uk/early-help/parentscarers/parenting-support/))
* Signposting to information or other services, eg health visitor, school nurse etc
* Developing a whole school approach to mental health and wellbeing. Please refer to DfE Guidance: [Promoting and supporting mental health and wellbeing in schools and colleges](https://www.gov.uk/guidance/mental-health-and-wellbeing-support-in-schools-and-colleges)
* Personal, social and health education (PSHE), including ensuring compliance with DfE Statutory Guidance: [Relationships and sex education (RSE) and health education](https://www.gov.uk/government/publications/relationships-education-relationships-and-sex-education-rse-and-health-education) and the “Opportunities to teach safeguarding” section in DfE Statutory Guidance: [Keeping Children Safe in Education](https://www.gov.uk/government/publications/keeping-children-safe-in-education--2).

**2. Address unmet need through:**

* Providing additional resources/support to meet needs in schools (early help)
* 'Understanding your child/teen' courses and workshops for parents ([Parenting support | Shropshire Council](https://www.shropshire.gov.uk/early-help/parentscarers/parenting-support/))
* Targeted Mental Health Support (TAMHS) intervention, eg anger management, relaxation
* Family support worker
* Learning mentor
* Parent support adviser
* PSHE specific support or targeted curriculum, e.g. through assemblies etc.
* Family learning

**3. Working with outside agency/agencies in:**

* Partnership through assessment and if needed referral or consultation with Children’s Services Social Workers through Compass.
* Use of early help targeted and universal support in school with support from outside agency:

* + Targeted Early Help Family Support Workers
* Parenting Support
* Early Help within the [Local Offer](https://shropshire.gov.uk/the-send-local-offer/) for children with disabilities and special education needs
* Young Carers Support
* Employment advisers
* Information, advice and guidance (IAG)
* Education Access Service
* Targeted/Specialist Mental Health Services for children or their families
* Targeted/Specialist Drug and Alcohol Services for children or their families
* Specialist services that offer targeted interventions or support for children where there are specific needs/risks (such as experiencing sexual abuse, at risk of/engaging in harmful sexual behaviour, at risk of criminal exploitation).

**Contact**: 0345 678 9021

For detailed guidance and advice please see the Early Help website <https://shropshire.gov.uk/early-help/>

**Early Years**

The Early years team support professionals working with children aged 0-5 in schools, settings and as childminders. We deliver training and consultancies to enable practitioners to fulfil their statutory duties as well developing their own professional development.

We offer support in the areas of; Learning and development, safeguarding, SEND and business+ support including NEF.

For further information please see the Early Years pages on the council website.

<https://www.shropshire.gov.uk/early-years-and-childcare/childcare-practitioners/>

**Learning and Development**

* Alison Rae(School’s Improvement Commissioner Adviser EYFS) [alison.rae@shropshire.gov.uk](mailto:alison.rae@shropshire.gov.uk) Tel: 01743 254467
* Beverley Jones(Early Years Consultant) [beverley.jones@shropshire.gov.uk](mailto:beverley.jones@shropshire.gov.uk) Tel: 01743 254454

**Business support**

* Neville Ward(Service Manager, Early Years and Childcare) [neville.ward@shropshire.gov.uk](mailto:neville.ward@shropshire.gov.uk) Tel: 01743 254552

**Funding queries**

* Sarah Jones & Brydie Porter (currently on Maternity leave) [nef@shropshire.gov.uk](mailto:nef@shropshire.gov.uk)

**Safeguarding**

* Charlotte Percival (Safeguarding Officer) [charlotte.percival@shropshire.gov.uk](mailto:charlotte.percival@shropshire.gov.uk) Tel: 01743 254147

**SEND**

* Sue Carroll(SEND Lead Early Years) [Sue.carroll@shropshire.gov.uk](mailto:Sue.carroll@shropshire.gov.uk) Tel: 01743 254242 Mobile: 07458124424
* Judith Pilkington (Early Years Intervention Officer) [judith.pilkington@shropshire.gov.uk](mailto:judith.pilkington@shropshire.gov.uk) Tel: 01743 254769 Mobile: 07990 087058

**School Governance**

Working in the Education Improvement Service to advise, support and challenge governing bodies regarding their responsibilities and role in strategic leadership and school improvement. Providing LA statutory governance functions, professional expertise, quality support, guidance and development opportunities.

**Ways of working**

* **Providing a Service Level Agreement via CPD@UCS for maintained schools**:Termly support for Headteachers, Chairs and Clerks to governors (a draft agenda and supporting information, minuting template, Chairs and Clerks’ briefing session and forum meetings), advice and support on matters regarding school governance, guidance and access to documents on the [Shropshire Learning Gateway,](https://beta.shropshirelg.net/) discounted membership of the National Governance Association (NGA). Full details available on request from [cpd@chester.ac.uk](mailto:cpd@chester.ac.uk).
* **Training and Development opportunities**: published in the [cpd catalogue](https://cpd.ucshrewsbury.ac.uk/catalogue/) via [cpd@chester.ac.uk](mailto:cpd@chester.ac.uk) In addition access to NGA online resources and CPD for those subscribing to the School Governance SLA.
* **Monitoring school improvement governance:** LA identifies and monitors governing bodies where it will recommend next steps for improved practice.
* **Delivery of LA statutory responsibilities for maintained schools’ governance**: For example -running the process for nomination of LA governors, publishing and revising the LA’s process for [election of parent and staff governors](https://beta.shropshirelg.net/leadership-management-and-administration/governor-services/), ensuring and retaining the legal constitution of the school’s Instrument of Government…

Contact: Sue Round (Governor Services Manager) [sue.round@shropshire.gov.uk](mailto:sue.round@shropshire.gov.uk) Tel: 01743 254532

**Shropshire Virtual School**



Shropshire’s Virtual School is here to support you around matters relating to our:

* Looked-After Children
* Previously Looked-After Children
* Children with a Social Worker

We can also support in other ways such as with delivery of training (e.g emotion coaching, developing a relational (behaviour) policy, delivering attachment/trauma training) or supporting with queries relating to children in your school but looked after by other Local Authorities.

Shropshire Virtual School has the responsibility for administration and effective spend of Pupil Premium Plus for Looked-After Children. You can find out more about how we work together with schools to use this effectively by visiting our website - see our Policy and PP+ Support Map (which is our ‘at a glance’ guide for what you can access for your school and children.)

We have a wonderful team including Education Advisors, Education Advice and Support Officers, a Post 16 Advisor, a Lead Attendance Officer and a Participation Support Officer.

Find out our full offer by taking a look at our website [Shropshire Virtual School | Shropshire Council](https://shropshire.gov.uk/looked-after-children/shropshire-virtual-school/)

Get in touch by

* Contacting us on 01743 250124 or at [virtualschool@shropshire.gov.uk](mailto:virtualschool@shropshire.gov.uk)
* Following us onTwitter - @ShropVirtualSch

**School Admissions**

School Admissions operates within a strict legal framework.  Even for schools that are an admission authority (such as academies or voluntary aided schools) the same rules and regulations apply as for community and voluntary controlled schools.

The School Admissions Team receives and processes applications for the ‘normal’ admission rounds, namely:

* Reception entry
* Infant to junior
* Transfer to secondary

All other applications (known as in-year or mid-term transfers) are processed by schools in Shropshire themselves, although schools **must** inform the School Admissions Team of **every** application and the outcome within 10 school days.  If refusing an application, an admission authority (such as academies and aided schools or the LA for community and controlled schools) **must** inform parents of their right to appeal against the refusal.  (If academies subscribe to the Admissions SLA, the Admissions Team will write the letter on the schools’ behalf.)

The Team members cover geographical areas of the county:

* North Shropshire – Helen Cummings (01743 254394)
* Shrewsbury – Ruth Griffiths / Sally Herbert (01743 254364 / 01743 254211)
* South Shropshire – Michelle Carson (01743 254331
* Bridgnorth – Rachel Perry (01743 254529)
* Junior schools – Lauren Boden (01743 255216)
* Rachel Reynolds is the Team Manager (01743 254435)

The team can be emailed at [school-admissions@shropshire.gov.uk](mailto:school-admissions@shropshire.gov.uk)

Various resources are available on the Shropshire Council website [www.shropshire.gov.uk/schooladmissions](http://www.shropshire.gov.uk/schooladmissions) including the Parents’ Guide to Education.

The [SLG](https://shropshirelg.net/services/school-admissions/) has an admissions guide for schools plus generic copies of letters and forms.

The DfE website has copies of the [School Admissions Code](https://www.gov.uk/government/publications/school-admissions-code--2) and the [School Admission Appeals Code](https://www.gov.uk/government/publications/school-admissions-appeals-code) to which all schools should have due regard along with helpful documents on subjects such as deferrals of summer-born children and children adopted from abroad.

The School Admissions team is happy to help schools and in particular new headteachers when admission queries arise which can often prevent issues arising further down the line.

Contact: Rachel Reynolds School Admissions Manager email: [rachel.reynolds1@shropshire.gov.uk](mailto:carol.sneddon@shropshire.gov.uk)  Tel: 01743 254435

**Education Access and Inclusion Service**

* Inclusion Advice Forum [Access to Education | Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/access-to-education/)
* Fair Access Panel
* The Education Access Service offers support and guidance relating to:
* School attendance
* Pupil leave of absence
* Exclusions
* Fair Access Panel
* Specialist Placement Panel
* Pupil planning meetings
* Reduced timetables
* Elective home education
* Children missing education
* Transition between schools
* Child employment
* Support in school for refugee children
* Operation Encompass (domestic abuse notifications to schools)

For further guidance and advice please see the <https://shropshire.gov.uk/schools-and-education/school-attendance-or-exclusion/> or/and [Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/)

Contacts

* Chris Kerry (EAS Manager) email: [christine.kerry@shropshire.gov.uk](mailto:christine.kerry@shropshire.gov.uk) Tel: 01743 254399
* Jane Parsons (Education Access and Safeguarding Officer) email: [jane.parsons@shropshire.gov.uk](mailto:jane.parsons@shropshire.gov.uk) Tel: 01743 254676
* Jo Smith (EAS Welfare Service Team Leader) email: [jo.smith@shropshire.gov.uk](mailto:jo.smith@shropshire.gov.uk) Tel: 01743 254671
* Annie Williams (EAS Inclusion Team Leader) email: [annie.williams@shropshire.gov.uk](mailto:annie.williams@shropshire.gov.uk) Tel: 01743 255612
* Karen Flynn (Operation Encompass Education Co-ordinator) [karen.flynn@shropshire.gov.uk](mailto:karen.flynn@shropshire.gov.uk)

Service mailbox: [educationaccessservice@shropshire.gov.uk](mailto:educationaccessservice@shropshire.gov.uk)

**Special Educational Needs**

Karen Levell - SEN Service Manager

Fran Davis - SEN Team Manager

Sue Carroll - Early Years SEND Lead & Severndale Lead Officer  
Judith Pilkington - Early Years Intervention Officer

Sarah Sweeney - Post 16 PFA SEND Commissioning Manager

* Service mailbox: [senteam@shropshire.gov.uk](mailto:senteam@shropshire.gov.uk)  
  Phone number: 01743 254267
* SEND Local Offer Email: [local.offer@shropshire.gov.uk](mailto:local.offer@shropshire.gov.uk)
* Local Offer phone number:  0345 6789063

Comprehensive information is available through the **SEND Local Offer** [The SEND local offer | Shropshire Council](https://www.shropshire.gov.uk/the-send-local-offer/)

Education Services [Education Services | Shropshire Council](https://www.shropshire.gov.uk/the-send-local-offer/education/education-services/)

**Education, health and care plans** (EHCP) [Education, health and care plan (EHCP) | Shropshire Council](https://www.shropshire.gov.uk/the-send-local-offer/education/how-is-sen-funded-in-schools/education-health-and-care-plan-ehcp/)

### **SEND 0-25 Partnership Board** (SPB) is a regular meeting of those who are responsible for delivering SEND services in Shropshire, and those who use these services. It is an equal partnership of representatives from education, health and care providers, Shropshire Council, the Integrated Care System, and representatives of parents/ carers and children and young people with SEND. [www.shropshire.gov.uk/the-send-local-offer/strategy-policy-and-guidance/special-educational-needs-and-disabilities-send-0-25-partnership-board/](http://www.shropshire.gov.uk/the-send-local-offer/strategy-policy-and-guidance/special-educational-needs-and-disabilities-send-0-25-partnership-board/)

**Educational Visits**

See Teaching and Learning are of the Shropshire Learning Gateway [Teaching & Learning | Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/teaching-learning/)

Contact: Dave Thorley (Shropshire Outdoor Education Advisor) [dave.thorley@shropshire.gov.uk](mailto:dave.thorley@shropshire.gov.uk) Tel: 01743 254485

**Human Resources**

The Schools HR Advice service ensures that your school has access to high quality advice and support that will underpin effective people management. All our schools HR professionals have in-depth knowledge of HR best practice, employment law and pay, terms and conditions as they apply to schools. You’ll have strong procedures, policies and the confidence you’re taking the advice from experienced schools HR professionals.

Our aim is to support you in managing HR issues by offering an all-inclusive service which:

* Offers high-quality HR Advice which is value for money.
* Provides clear advice when dealing with complex and challenging people issues.
* Ensures effective support to implement solutions to current and emerging HR issues.
* Delivers solutions by collaborating with internal/external stakeholders when necessary.

We keep Schools up to date with HR matters via our MS Teams site which has improved communication between our team and headteachers/schools. Please contact your HR Advisor if you wish to be added to this site. We will also be rolling out our online HR Essentials training for school leaders and those with management responsibility or aspirations early in the autumn term.

Paul Jones is the Schools HR Advice Manager and leads a team of Senior HR Advisors and HR Advisors in HR Advice to schools. Your allocated HR Advisor will contact you early in the autumn term to introduce themselves and discuss any immediate HR needs you may have.

Contact: [paul.jones@shropshire.gov.uk](mailto:paul.jones@shropshire.gov.uk) (HR Advice Manager) Tel: 01743 254410o r [Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/)

**Human Resources Admin & Payroll**

The HR Admin & Payroll team provides a comprehensive service to Shropshire Council, Shropshire Council’s Maintained Schools, Academies and many external payroll customers.

In addition to providing a managed HR Admin & Payroll service, the team exists to ensure that your school benefits from a dedicated team of professionals providing accurate advice and support on all aspects of our service, whilst adhering to statutory requirements and accurately managing information.

Key Service Provision:

* Process all payroll and PAYE tasks in line with statutory and contractual regulations
* Ensure payments are made on time and accurately
* Administer Occupational and Statutory payments
* Provide an efficient contract management service
* Provide an end to end recruitment process, including online recruitment and pre-employment checks
* Provide a comprehensive Pensions administrative service, including auto-enrolment
* Provide an outstanding and quality support service, through commitment to excellence and continuous improvement
* Provide an online DBS processing system and training for School Administrators to process DBS checks remotely

Maria Evans is the HR Admin & Payroll Manager and leads the HR Admin & Payroll Team.  If any issues arise, Maria can be contacted using the following details: e-mail: [Maria.Evans@shropshire.gov.uk](mailto:Maria.Evans@shropshire.gov.uk) Tel: 01743 252780 (Office) or 07815 473311 (Mobile)

**Health and Safety Team**

The Health and Safety Team provides a range of statutory duties on behalf of Shropshire Council which are available to Shropshire schools as a core service. They are committed to providing a high quality, comprehensive health and safety service to schools to ensure compliance with all aspects of health and safety legislation. The team are highly qualified across a wide range of health and safety areas and provide a friendly, accessible and professional service.

For headteachers new to post, we offer a headteacher’s induction session which is an opportunity for a headteacher to have some dedicated time with a Health and Safety Officer, to discuss their role in managing health and safety. During this session, the headteacher will be guided through responsibilities such as putting policies and procedures in place, the auditing process, training needs, risk assessment, accident investigation, the sharing of information with staff and will also be shown the resources available to deliver these. This will be delivered via MS Teams and can be booked by contacting [sharon.burt@shropshire.gov.uk](mailto:sharon.burt@shropshire.gov.uk)

The health and safety section on the Shropshire Learning Gateway[Health and Safety, Premises and Security | Shropshire Learning Gateway (shropshirelg.net)](https://shropshirelg.net/health-and-safety-premises-and-security/) gives school staff access to a range of documents which will assist the headteacher in managing health and safety. These include sample policies, procedures, template risk assessments, forms and checklists, training provision, crime prevention support and access to occupational health services.

There is a duty officer service available via email between 8.30 and 17.00 during normal working hours. This service provides assistance with all school queries.

You can contact the Health and Safety Team as follows:

[health.safety@shropshire.gov.uk](mailto:health.safety@shropshire.gov.uk) -for general queries

[Carol.fox@shropshire.gov.uk](mailto:Carol.fox@shropshire.gov.uk) Occupational Health and Safety Manager

[Tim.tearle@shropshire.gov.uk](mailto:Tim.tearle@shropshire.gov.uk) Senior Health & Safety Officer

[Sharon.burt@shropshire.gov.uk](mailto:Sharon.burt@shropshire.gov.uk) Schools Health & Safety Officer

[Carole.booker@shropshire.gov.uk](mailto:Carole.booker@shropshire.gov.uk) -Health and Safety Officer

[Adam.griffiths@shropshire.gov.uk](mailto:Adam.griffiths@shropshire.gov.uk) - Health and Safety Officer

[Julie.sayce@shropshire.gov.uk](mailto:Julie.sayce@shropshire.gov.uk) Health and Safety Support Officer

[Laura.E.Howells@shropshire.gov.uk](mailto:Laura.E.Howells@shropshire.gov.uk) Health and Safety Support Assistant

[Ian.bartlett@shropshire.gov.uk](mailto:Ian.bartlett@shropshire.gov.uk) Crime Prevention Officer

[David.preece@shropshire.gov.uk](mailto:David.preece@shropshire.gov.uk) First Aid Lead Trainer

**Occupational Health**

Occupational health provides a confidential, accessible and professional service. We address the impact of work on health, health on work and provide advice on the fitness to work of your staff. Early intervention is essential in minimising absence. Therefore, we advise that you refer staff at the beginning of their absence or as soon as you have concerns about their well-being, which may prevent a period of absence.

Occupational health services:

* Management referrals through ERP
* Post-placement medical clearance-please note forms to be emailed securely to [occupationalhealth@shropshire.gov.uk](mailto:occupationalhealth@shropshire.gov.uk) by the employee
* Referral to fast track physiotherapy (this service is chargeable to the school)
* Recommendation for counselling with NOSS or Sheri Wright
* Advice, recommendations, compliance with relevant legislation and duty of care to employees.

What we need from you:

* Early referral into our service
* For you to make contact when you need advice, are not sure, have concerns or don’t know what the best course of action is
* Referring managers should be clear that they are referring for a medical and not a management reason
* Solid background information on a referral so that we have a full picture of the situation
* Clear indication of what questions you would like an answer to from the referral process
* Referrals to be shared with employees prior to submission to our service.

All Occupational Health medical staff are highly qualified health professionals that care about you and your staff. We are here to help.

For occupational health referrals contact: [occupationalhealth@shropshire.gov.uk](mailto:occupationalhealth@shropshire.gov.uk) Tel: 01743 252833

[Karen.del-manso@shropshire.gov.uk](mailto:Karen.del-manso@shropshire.gov.uk) Senior Occupational Health Adviser

[Carol.fox@shropshire.gov.uk](mailto:Carol.fox@shropshire.gov.uk) Occupational Health and Safety Manager

Further occupational health information can be found [here.](https://shropshirelg.net/services/occupational-health-and-safety/occupational-health-wellbeing/)

**Safer Schools**

West Mercia Police created the *Safer Schools* initiative in 1996. By coincidence, this was the year of the Dunblane school tragedy and there was considerable interest by Shropshire schools. After an initial slow uptake by schools, Shropshire Council re-invented the initiative to great effect. Today, 140 Shropshire schools have been accredited a *Safer School* and to this day, nearly all these schools have continued the risk management approach to security/safety. A large proportion of these schools have been involved for over fifteen years.

**Background**

* *Safer Schools* is a realistic approach to security and personal safety. All schools can achieve the *Safer School* accreditation, whether urban, rural, Primary or Senior schools.
* A 24-hour initiative. For both the school working day and out of hours.
* Relevant to all schools, either with no issues or some perceived issues.
* An impartial initiative by Shropshire Council and West Mercia Police.
* The methodology of *Safer Schools* is to minimise any expenditure.
* The emphasis of *Safer Schools* is a positive approach to security, safety and safeguarding.
* With support, schools are taking ownership and responsibility for themselves.
* Schools forming a stakeholder group to truly understand the issues, concerns and problems of their site.
* Covers building design, physical measures, management, good working practice and curriculum.
* The essentials of *Safer Schools* include good communication, good record keeping and promoting the school’s involvement.
* The focus of *Safer Schools* is the fundaments of security/crime reduction and not locks, bars, alarms etc.

**Principle aspects covered by the initiative**

* Staff, visitor and student/pupil safety on the school premises during the school day.
* Property/equipment security i.e. PCs, Ipads, cameras.
* Premises/site security i.e. trespass, anti-social behaviour, vandalism, burglary, arson.

**Advantages of *Safer School* involvement**

* A comprehensive focus on security and personal safety with one meeting a year. Fully supported draft documentation.
* For both prospective and existing parents/carers/pupils/students, the initiative illustrates and demonstrates a school’s approach to security and personal safety.
* Pro-active surveys rather than responding to frustrated/irritated parents/carers. Specific surveys asking parents/carers and students/pupils for their school concerns.
* Incident recording as an aid to identifying real issues rather than perceived issues.
* Police involvement and support through the initiative.
* Through involvement, schools are updated with any other local concerns/issues.
* Schools know they are following best practice with Shropshire Council and West Mercia Police involvement.
* *Safer Schools* can and has been, an important aid for an Ofsted inspection.
* Good for school publicity and promotion material i.e. school website.
* Able to display a distinctive *Safer School* sign and certificate.
* The initiative is a contribution to safeguarding and a site security risk assessment.
* Overwhelmingly, a positive experience.

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* West Mercia Police provide excellent support, particularly in attending the *Safer School* meetings at schools.

**Communication**

An important aspect of the *Safer Schools* process is involving the broader school community - parents/carers, students/pupils, neighbours, other site users. Schools involve this community through *Safer School* letters, surveys, newsletters and meetings. The parent/carer and student/pupil surveys are extremely effective in gathering information. The survey feedback can provide both positive comments and constructive observations but always, useful information.

**What is the process?**

Whether a school is new to *Safer Schools* or been accredited for 20 years or more, the following is the criteria for involvement: -

* With Council and Police support, holding an annual *Safer School* meeting on site or through ‘Teams’ video. This meeting incorporates -
  + Involving and informing students/pupils/parents/carers through surveys/letters and newsletters.
  + Recording incidents at the school site, reviewing and if necessary, implementing appropriate prioritised action.
  + Reviewing and if necessary, addressing any concerns/issues at the school.
  + Reviewing security/safety measures in accordance with a supplied checklist.
* Involving, informing and updating school staff on progress.
* Publicising and promotion of a school’s *Safer School* involvement – policy, website etc.
* Including curriculum i.e. PSHE or, as per Safer School package.
* Keeping a documented record/file of the school’s involvement.

**Educational Psychology Service**

The Educational Psychology Service is commissioned by the local authority to provide the psychological as part of the statutory Education, Health and Care needs assessment process. Some additional work is also completed for those with an Educational Health and Care plan. The service also provides services linked to the [Local Offer](https://shropshire.gov.uk/the-send-local-offer/) as well as a range of services through the [EPS Brochure](https://www.shropshirelg.net/media/801172/Educational-Psychology-Service-Brochure-September-2022-August-2023.pdf). For schools, support is primarily provided to those who purchase a package of support or subscribe to programmes such as ELSA (Emotional Literacy Support Assistant) training and supervision.

The links provide additional detail of the support available.

For those schools who have purchased packages of support, the request for involvement form for individual children can be accessed [here](https://www.shropshirelg.net/media/783713/Form-1-Request-for-involvement-with-an-individual-child-February-2021.doc).

The Educational Psychology Service can be contacted at [EPS@shropshie.gov.uk](mailto:EPS@shropshie.gov.uk)

**Property Services Group (PSG)**

PSG provides a comprehensive repair and maintenance service to schools including an emergency repair fund plus statutory compliance on behalf of Shropshire Council.  These are available to Shropshire schools and academies within PSG’s SLA.  The team are committed to providing a high quality, comprehensive property service to schools to assist with compliance in all aspects of property management.

They are a dedicated, experienced, locally based team of professionals with vast experience and knowledge of building repairs, planned maintenance, refurbishments, and design.  They create inspiring teaching spaces through their award winning multi-disciplinary design service, ensuring you maximise the potential of your school.  Using the latest state-of-the-art design software, they deliver sustainable and cost-effective building projects. They can also co-ordinate any funding opportunities.

For headteachers new to post, they offer a ‘meet and greet’, which is an opportunity to spend time with their surveyors to go through the services they offer.  During this session, the headteacher will be guided through how the SLA works and will be offered an overview of Technology Forge Cloud, the Council’s asset management software.

More information on their services can be found on their website - [Property Services Group (PSG) (shropshire.gov.uk)](http://psg.shropshire.gov.uk/)

* Please contact the helpdesk for repair and maintenance queries on 01743 281079
* Out of Hours Surveyor – 07990 087815
* Steve Carpenter – PSG Manager – 01743 281094
* Luke Blakeway, Team Leader Mechanical and Electrical – 01743 281093
* Phil Brown, Team Leader Building – 01743 281067

**Schools Finance**

The Schools Finance Team provides a budget setting and monitoring finance support service to maintained schools and academies across Shropshire.  This covers detailed analysis, including scrutiny of payroll costs as well as strategic planning and future year forecasting. On-site or virtual visits are available to support financial monitoring and budgeting in line with the school’s development plan. Costings and scenarios can also be carried out.  The school will have access to a named Finance Officer who will work closely with the head, administrator or business manager. Attendance at finance governors meetings is optional.  Financial training is available for new and existing school staff including the head and administrator.  We offer three service options for maintained schools; Gold, Silver or Bronze plus add-on options. Academies have bespoke service options.

For further details or support please contact [jo.morris@shropshire.gov.uk](mailto:jo.morris@shropshire.gov.uk) or [education-finance@shropshire.gov.uk](mailto:education-finance@shropshire.gov.uk)

**Shropshire Music Service**

Shropshire Music Service is a non-profit-making council organisation providing music education throughout the county. We work with all educational settings in Shropshire.

Our services include:

* Curriculum music
* Whole class instrumental tuition
* Small group and individual music lessons
* [Free weekly music ensembles](https://www.shropshiremusicservice.org.uk/ensembles) (delivered around the county)
* CPD, including advisory services
* Events, workshops and residentials

For more information, please visit our website [www.shropshiremusicservice.org.uk](https://eur03.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.shropshiremusicservice.org.uk%2F&data=05%7C01%7CMick.Adams%40shropshire.gov.uk%7C79fd00403c334e920cb608da6b28f4e4%7Cb6c13011372d438bbc8267e4c7966e89%7C0%7C0%7C637940120938337708%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=UlAK0gNKD5qZ1M5mLn4tMZ7G36JmidWm2iZx8nO0SY4%3D&reserved=0)

Alternatively, you can request a school brochure or visit, by phone: 01743 874145 or email: [admin@shropshiremusicservice.org.uk](mailto:admin@shropshiremusicservice.org.uk)

Parents can enrol their children for lessons using [this form](https://forms.office.com/Pages/ResponsePage.aspx?id=d9KNe5f8nUSmrAU16L-NafsATh_u3FJEhj5Ss2EWtfpURDBRSUs1SlpOMkJVWlQ4V0VTRjRCRVRUUS4u).

**Shropshire School Library service**

The Shropshire Schools Library service supports schools in their aim of progressing and enhancing learning across the curriculum. The service works in partnership with schools, ensuring teachers have the resources they need to help all children.

The service offers skilled and experienced staff to support resource selection and planning. A door-to-door collection and delivery service of topic collections, with online ordering and reservations, is available.

These key features will help schools to:

* Develop their school libraries as key resources integral to the execution of the curriculum by providing required high quality learning resources
* Achieve high standards in literacy through the encouragement of lifelong reading habits by way of the provision of a wide and diverse selection of stock. Optional participation in our key stage curated book quiz
* Efficient use of school budget to access an extensive range of practical and digital resources
* Access to artefacts and practical resources providing a tangible learning opportunity for different types of learners – as mentioned in Ofsted reports.

**Our Services**

Through our teams’ wealth of knowledge and professional experience, we offer advice and guidance to help assist you with resource selection to maximise the potential for learning for all your students.

Core features of our service include:

* Door to door delivery and collection service
* Professional advice and support
* Access to cost-effective online e-resources
* Value-added artefacts service
* Advice on library refurbishment, resources and policy development
* Assessment of stock and advice on book purchase
* Training of school library staff and pupil librarians
* Inclusive provision and accessible resources for pupils of all abilities
* Promoting your school’s reading for pleasure strategy
* Key stage appropriate book quiz designed to enhance reading for pleasure
* Bulk loan of fiction for the school library to enhance choice

**Our Service Commitment**

* Deliver a professional and cost-effective service to meet the needs of the curriculum.
* Ensure topics are delivered directly to schools within a specified time frame
* Maintain a catalogue of searchable School Library Service resources
* Provide a 30% online discount with Peters Booksellers for all subscribing schools. Contact us for more details.
* Provide training opportunities for library and teaching staff
* Access to Storysacks containing toys, instruments and books for all subscribing schools
* Provide advice and consultancy as required including book banding and stock edits

For details about our 3 subscription levels please contact us

**Get in touch by**

Contacting us at [sls@shropshire.gov.uk](mailto:sls@shropshire.gov.uk)

Taking a look at our website [Schools library service | Shropshire Council](https://www.shropshire.gov.uk/schools-and-education/schools-library-service/)

Following us onTwitter - @ShropsSLS

**Other services and teams include:**

* **School Transport** - <https://shropshire.gov.uk/school-transport>
* **Shire Services** - <https://www.shireservices.co.uk/home>
* **Shropshire ICT** - <https://ict.shropshire.gov.uk/#our-services>

**Headteacher wellbeing and support**

**Counselling service** Counselling offers you an opportunity to explore & resolve difficulties you may be experiencing. It provides a safe & confidential setting with the support of a trained counsellor.

Shropshire Council is committed to providing this service. Staff who are experiencing pressures at work and/or in their personal lives are invited to seek further information:

Schools & educational establishments please contact Sheri Wright Specialist Senior Educational Psychologist (01743) 258414 [eps@shropshire.gov.uk](mailto:eps@shropshire.gov.uk)

Other services contact: NOSS (Network of Staff Supporters) - (01978) 780479 (24 hour answer phone)

Advice/information on the Counselling Service can be provided by contacting Occupational Health Service on (01743) 252833 or [occupationalhealth@shrophire.gov.uk](mailto:occupationalhealth@shrophire.gov.uk)

Complete confidentiality is assured.

**Ten top tips from an experienced and successful headteacher**

1. If in doubt, ask. There are few situations which haven’t been experienced before. Your fellow headteachers, and officers of the Local Authority will only be happy to help.
2. Build your professional network at meetings and with other schools.
3. Stick to your school agenda. Consider the benefit of initiatives for the needs of pupils at your school.
4. Accept that you will never complete all the tasks required - be able to prioritise and delegate.
5. Plan ahead. Consider what is important and urgent, what is important (but not urgent) and what can wait. Make time for leadership tasks and diary these.
6. Attend headteacher briefings and keep up to date.
7. Turn off your ‘push’ email notifications or schedule these for times when you want/are able to respond.
8. Learn from difficult experiences.
9. Be alert to the signs of stress and do something about it.
10. Have a life outside of school. Find a hobby and make time for it.

**Shropshire Primary Headteacher Handover Checklist**

**Shropshire Maintained Primary Schools**

This checklist has been created in order to support the handover process prior to a new headteacher starting in their new post.

It is advisable that, when a headteacher leaves a school, there should be a formal handover of all the key information, financial assets and accounts of the school. This document is designed to facilitate a handover procedure. It is hoped that it will be reassuring for both the incoming and outgoing headteacher that all essential information and contacts are shared.

**Recommended Procedures**

1. This checklist can be used as the basis of discussion during a meeting at a mutually convenient time before the final handover date.

2. The incoming headteacher should use the prompts below to familiarise themselves with the location of documents, resources and importantly discussing the ‘ways of working’ of the school.

3. The outgoing headteacher will need to handover financial responsibilities before leaving the school.

4. It would be helpful if a copy of this checklist is retained in the school for reference.

5. It is advised that a completed copy should be shown to the Chair of Governors as evidence of good induction practice.

**School Information**

|  |  |
| --- | --- |
| School name |  |
| Address |  |
| Telephone number |  |
| Headteacher email address |  |
| Admin email address |  |
| DfE number | 893/ |
| Ofsted URN |  |
| Senior Management Team |  |
| SENDCO |  |
| Designated Safeguarding Leads |  |
| Administrator/Business Manager |  |
| Nursery Manager |  |
| Caretaker/Cleaner in Charge | Contact details |
| Chair of Governors | Contact details |
| Vice Chair of Governors | Contact details |
| Clerk to Governors | Contact details |
| School transport provider contacts |  |
| Church contacts |  |
| IT provider | Contact details |
| SDG coordinator |  |
| Headteacher Performance Management Adviser |  |
| Handover of keys (by negotiation) | Date |

**Local Authority Contacts**

Also see LA Directory

|  |  |
| --- | --- |
| School Improvement Adviser/ Associate Headteacher | Contact details |
| Principal School Improvement Adviser | Steve Compton [steve.compton@shropshire.gov.uk](mailto:steve.compton@shropshire.gov.uk) |
| Human Resources Officer | Contact details |
| School Finance Officer | Contact details |
| Educational Welfare Officer | Contact details |
| Building Surveyor | Contact details |
| Out of hours (emergency contact) |  |

**School Improvement Documentation**

|  |  |
| --- | --- |
| **Document** | **Where located and review date** |
| Vision/mission/ethos statement or document |  |
| School development plan |  |
| Self-evaluation documentation |  |
| Most recent heads report to governors |  |
| LA rolling record |  |
| IDSR & ASP |  |
| Latest internal assessment data & analysis |  |
| Pupil premium strategy |  |
| PE and sport premium strategy |  |
| Recovery premium strategy |  |
| Last Ofsted report |  |
| Denominational inspection report |  |
| SEN information report |  |
| Behaviour records (inc PEPs) |  |
| Looked after children information |  |
| Other school policies |  |

**Governance Information**

|  |  |
| --- | --- |
| **Document** | **Where located** |
| Instrument of government |  |
| List of governing body membership and term of office |  |
| Minutes of meetings |  |
| Committee composition, quorate numbers, terms of reference |  |
| Dates of forthcoming meetings |  |
| Record of governor visits to school |  |

**Safeguarding Information**

|  |  |
| --- | --- |
| **Document** | **Where located** |
| Single central record |  |
| Safeguarding records |  |
| Early Help records |  |
| Training records |  |

**Human Resources/Personnel Information**

|  |  |  |
| --- | --- | --- |
| **Document** | **Date of most recent version/revision** | **Where located** |
| Staff responsibilities |  |  |
| Job descriptions |  |  |
| Establishment list |  |  |
| Performance management / appraisal information |  |  |
| Staff absence recording arrangements |  |  |
| Staffing insurance cover including level of cover (eg acting up insurance) |  |  |

**H&S and Premises Management Documentation**

|  |  |  |
| --- | --- | --- |
| **Document** | **Date of most recent version/revision** | **Details**  Do not record passwords on this document |
| Asbestos register |  |  |
| Fire risk assessment |  |  |
| Activity risk assessments |  |  |
| Educational visits risk assessments |  |  |
| First aiders & arrangements |  |  |
| Keyholder list |  |  |
| Emergency contacts |  |  |
| H&S audit |  |  |
| Emergency lighting/break glass point check arrangements |  |  |
| Condition survey |  |  |
| Business recovery/ Critical incident plan |  |  |
| Asset management plan |  |  |

**Finances**

|  |  |  |
| --- | --- | --- |
| **Document** | **Date of most recent version/revision** | **Details**  Do not record passwords on this document |
| Current school budget overview |  |  |
| Most recent budget monitoring |  |  |
| 3 year budget projections |  |  |
| School fund balances and commitments |  |  |
| Finance audit date & recommendations |  |  |
| Devolved formula capital funding (possibly included in overall budget overview) |  |  |
| SLA purchased |  |  |
| Ongoing subscriptions leases (eg photo copiers) |  |  |

**Many of the following prompts will probably have been covered during the collation of materials above. However, new headteachers should ensure they familiarise themselves with:**

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| **Administration** |
| Access to IT network   * File storage arrangements * Access to computer system (admin and headteacher)   Calendar - Key events in the school year   * Term dates including PD days * Assessment dates * Reporting to parents * New parent meetings & intake visits * Key events   e.g. Residentials, Church events & celebrations, school traditions, parents’ evenings, stakeholder consultations, open evenings, performances, sports day, fete, concerts, leavers assembly etc.  How are messages communicated to staff including part time staff? Email, whiteboard, school diary, Teams ….  Passwords   * DfE Sign-in * Shropshire Learning Gateway * Perspective Lite * Administrator password for school subscriptions * School website administration * School text/email service   Building & premises   * Door access, security systems and burglar alarm operation * Boiler operation (including ’holiday’ mode) * Location of mains water stopcock * Electrical distribution boards * Heating oil tank and fuel level indicator (where fitted)   Finances   * Update the signatories on any bank accounts |

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| **Teaching and Learning** |
| Curriculum structure and timetable  Subject curriculum planning (including RSE, RE and any external providers ie Music service, sports coaching etc) |
| Day to day arrangements.  For example, lunchtime arrangements & duties, assembly routines, start & end of day systems, registration, staff meetings |
| Discuss strengths and weaknesses of staff with the new headteacher. This should include any details of capability procedures or relevant personal circumstances that may affect employees’ performance |
| Discuss any background details of pupils that the new headteacher should be aware of (including child protection, child in need & safeguarding issues). |
| Support for children SEND including use of external professionals |
| Internal assessment arrangements and external moderation at the end of each key stage, in early years and phonics |
| Arrangements for collective worship |

**A year in a life of a Shropshire school**

Whilst no two schools are the same, it might be useful to consider some milestone events. The list isn’t exhaustive, and some will depend on context, but it might be useful in providing an overview to support your planning.

**Statutory requirements for schools**

<https://www.gov.uk/government/publications/statutory-policies-for-schools-and-academy-trusts>

<https://www.gov.uk/guidance/what-maintained-schools-must-publish-online>

<https://www.gov.uk/guidance/what-academies-free-schools-and-colleges-should-publish-online>

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| **September** | Letter to parents introducing yourself and be on the school gate as much as possible  **Staffing and Safeguarding**  Arrange to meet all staff individually discussing roles, aspirations, vision etc  Plan PD Day – including safeguarding, operational plans, child protection and associated policies  Review safeguarding policy and KCSIE (LA provide updated template)  New staff induction  Check timetables & rotas are appropriate  Organise clubs and share dates for the term  Review SCR – invite governor  Review volunteer handbook/induction  EWO review meeting and action plan  **School Improvement**  Share self-evaluation (include engagement with governors)  Share school development plan (include engagement with staff & governors)  Plan timetable of monitoring eg lesson observations/learning walks/work scrutiny  Check assessment points, analysis and subsequent pupil review meetings are in place  **Office/documentation**  Check policies due for review this academic year – build into governor agendas/committees  Update website with statutory documents  Update pupil information forms including medical needs  Check CTFs for incoming pupils  Recovery & Pupil Premium spend and impact statement (upload to website)  Prospectus update  Check expiry dates on certificates (eg Child Protection Training, DSL, Ed Visits, Food Hygiene, First Aid) and book required refresher training  **Finances**  Review pay policy and ratify by committee  Monitoring current year expenditure and income against budget. Questioning variances and the impact on the overall budget position.  **Parents**  Home school agreements sent out and filed  Check all EpiPen’s, inhalers and medication are returned to school. Reminder in newsletter  **Site**  Emergency planning arrangements (Business Continuity Plan)  Fire drill and log  Check H&S routines and timetable a weekly site check  **Plan meetings dates and update school diary**  Governors – meet CoG to agree programme of meetings  PTA meeting to plan events and ways of working  SDG meeting - dates of meetings for the year  Parents evenings and reports  Headteacher performance management arrange dates  Staff performance management  School Council – elections and meeting dates  Holiday dates, PD days, staff meetings, assessments, SEN reviews, new parents and intake, transition arrangements, curriculum evenings, Harvest/Christmas/Easter celebrations, concerts, visits and residentials, sports day, leavers assembly …. |
| **October** | Autumn Census (October)  **Staff performance**  Teacher performance management (consider whether best to complete HTPM before or after teachers PM)  Finance committee to confirm teacher performance management/pay  TA performance management  **Governors**  Write heads report for governors  Full governors meeting (Usually included in suggested agenda: Election of Chair, committee structure, membership and terms of reference, school performance & setting targets and evaluating school performance, performance management annual report and policy review, review of admissions policy for aided and foundation schools, dates for next 12 months)  **SEND**  Information report updated  Review & update SEND offer  Update SEND overview and provision map  SENDCo to update one page profiles  Review and update provision maps  Update PCPs (teachers with SENDCo support)  Update wave 2 & 3 intervention (teachers to timetable)  Parent and pupil voice activities  **Health and Safety**  Health & safety audit – with governor  Health and safety action plan review  Check all risk assessment for H&S are up to date/ reviewed  **School events**  Harvest festival  Check swimming arrangements |
| **November/December** | **Assessment**  Test week  Assessment data analysed and recorded on school assessment system  Pupil progress meetings  Meet with year 6 teacher to consider interventions / booster groups / targets  Parent’s evening  ASP final version released (update SEF)  **Monitoring**  SIA Visit  Subject leaders/work scrutiny/learning walks/data  **Finances**  Budget monitoring meeting with finance officer  **Governors**  Headteacher Performance Management completed by the end of term  **Safeguarding**  Complete Section 11 self-evaluation audit (annual for overall procedures with sampling by LA)  Complete Section 9 case file audit (termly for individual children with sampling by LA)  **School events**  Remembrance assembly  Christmas events (Fayre, plays …)  **Holidays**  Check boiler is on holiday mode  Identify key holders and contacts for holiday |
| **January** | Spring Census (January)  **Safeguarding**  Review single central record  **School Improvement**  Update and review SDP for the previous term to feed into governors meeting  Check school website  **Assessment**  SAT meeting for parents, letter to parents  Apply for access arrangements for SATs  Confirm pupil registration  **Review Policies due for update**  Review and update provision maps  **Health & Safety**  Annual PAT testing (date varies for different schools)  Ensure indoor and outdoor play equipment is serviced annually |
| **February** | **Staff**  Performance management mid-year appraisals  **Monitoring**  Subject leaders/work scrutiny/learning walks/data …  Monitoring of behaviour  Monitor provision maps  Pupil progress meeting  Parent’s evening  **Finances**  Monitor applications for Reception start for September  Complete SFVS (not compulsory for academies) – Deadline usually March  **Governors**  Write heads report for governors  Governor committee meetings  Full governors meeting (often includes arrangements for the preparation of budget plan, admission arrangements, racist incidents)  Ensure details on GIAS is up to date  **Site**  Fire drill and log  Annual fire equipment checks  Annual H&S monitoring checklist to be completed  **School events**  Comic relief  World book day |
| **March/April** | **Assessment**  Meet with Year 6 teacher to consider interventions / booster groups / targets  Pupil progress meetings  Prepare SAT timetable, staff training and any access arrangements  **Monitoring**  SIA visit  **Health & Safety**  Fire risk assessment (completed annually)  Fire plan (update if required)  **Finances**  Complete and submit SFVS & dashboard  Outturn budgets for the new financial year issued to schools along with future year indicative budgets  Preparation of detailed budget plan for the new financial year (with finance officer)  Audit of school funds  Check finances against bench marking tool  Easter events  **Holidays**  Check boiler is on holiday mode/off  Identify key holders and contacts for holiday |
| **May** | Summer Census (May)  **School Improvement**  Update and review SDP  **Assessment**  Optional KS1 test period  KS2 SAT week  Whole school test week  Assessment data analysed and recorded on school assessment system  **Health and Safety**  Monitor the condition of the building  Fire drill and log  H&S inspection |
| **June** | **Class structures, transition and moving up days**  Plan for any adjustments to staffing and classes for next year (including TA timetables and rotas)  Plan assessment points and pupil review meetings for next academic year  Prepare new parent’s meeting for reception children  Prepare taster day for new intake  Coordinate with secondary feeder schools transition days and moving up days  Letter to go home before moving up day  **Assessment**  Release time for year 6 teacher for writing assessments  Phonics check completed  Phonics letters written to parents for pupils who did not achieve the standard  Multiplication tables check completed  Check and analyse KS1, KS2 and EYFS data before being submitted  Prepare data evaluation report for governors  Pupil progress meetings informed by assessments  Headteacher declarations signed off  **Reports**  Read, comment and sign reports  Summer reports send out  Sex education letter to year 5 & 6 for consent (maybe earlier in year aligned to RSE requirements)  **School Improvement**  Evaluate SDP and plan priorities. Working with staff and governors for their input.  **Governors**  Write heads report for governors  Governor committee meetings  Full governors meeting (approve budget plan, prospectus)  **School events**  Residential trips and visits – check risk assessments and educational visits requirements  Sports Day  SMT meeting update on budget, school organisation, staffing, roles and responsibilities …  Begin preparation for school development plan and SEF in light of end of year tests  **Policies and website**  Recovery & Pupil Premium evaluation and consider plan for next year  Update sports funding evaluation and plan for next year (upload onto website by end of term)  Governor’s attendance for the year upload onto website  Review policies due for update  Review single central record |
| **July** | **School events**  Leavers  End of year celebrations  Staff social  **School Improvement**  Draft a new school development plan  Draft updated SEF  Pupil safeguarding information forwarded to secondary school  Leaving staff - exit meeting  Letter of thanks (PTA, volunteers, staff, parents …)  **Holidays**  Check boiler is on holiday mode/off  Identify key holders and contacts for holiday  Ensure any contractors working in the building over the summer have access and emergency contact information  Identify key holders for holiday |

**Local Authority Structure Chart**

