



Learn Sheffield Subscription Offer 2018-2021 Year 2 (2019-2020) Proposed Offer

Key Information

- For existing subscribers this will be the second year of a three-year subscription contract.
- The window to 'opt-out' for next year closes on 31st May 2019.
- New subscribers will be given a two-year contract (with the annual opt-out window) to bring them in to line with existing subscribers.
- Briefing sessions are available throughout May – book online here – <http://www.learnsheffield.co.uk/News/Learn-Sheffield-Subscription-Briefings-201920>
- Contact stephen.betts@learnsheffield.co.uk if you have any questions or would like to book your 2019/20 planning session.

Summary of the Offer

Universal Offer	Partnership Core Offer	School Improvement Core Offer
<p>Available to all schools – including non-subscribing schools (most elements available only to maintained schools).</p>	<p>Subscribing Schools – delivered through the seven primary locality partnerships (linked by the Primary Improvement Board), the Secondary Partnership & the Special Partnership.</p>	<p>Subscribing Schools have the opportunity to access the elements of the programme below.</p>
<ul style="list-style-type: none"> • Categorisation • Data Analysis – School/Locality Dashboards • Statutory Entitlements (for maintained schools) <ul style="list-style-type: none"> ◦ Headteacher recruitment ◦ Attendance at Inspection ◦ Safety Net – diagnostic ‘support and challenge’ meeting ◦ Statutory Moderation • Point of need leadership signposting support • System Co-ordination (opportunities open to schools meeting external criteria)* 	<ul style="list-style-type: none"> • LSIP Partner* • Data Analysis – partnership package* • eLearning & Online Safety - partnership package • Assessment networks • Research Led Sheffield – partnership twilight* • Governance Training – partnership twilight* • Business Support (Secondary Partnership, Special Partnership, Primary Improvement Board & PLP) • Action Plan budget* (including focus on support for key issues and vulnerable schools) 	<ul style="list-style-type: none"> • 2 days of LSIP support (can be used for health check, performance management, etc.) • Data Analysis – School Package (suite of reports) • Ofsted Preparation (additional day) • School Leader Briefings* • Leadership Training Programme • Subject Networks* • Assessment & Moderation Enhanced Programme • Research Led Sheffield programme* • Governance Training Package (including conference & briefings) • School Leader Recruitment support (Headteacher, Principal, etc.) • School Improvement Safety Net* (1-3 days of additional support allocated following categorisation through the Sheffield Gateway)

New content is indicated by ***bold/italics*** and amendments include a * – more information can be found on the next page.

Sheffield System Core Offer

Subscribing Schools also have access to the following services, support & opportunities.

- System Co-ordination* & Sheffield Identity (including **Sheffield Gateway** and the Sheffield Priorities Development Programme)
- Communication
- Point of need leadership support (including crisis, consultancy, advocacy & brokerage).
- **Crisis Communications Package**
- Create Sheffield subscription
- Annual Subscriber Planning Session

Bespoke Menu

Each subscribing school has a 'credit' (£850 primary/ special £1650 secondary) as previously which they can use to 'purchase' from the menu of school improvement services below.

- Additional LSIP or Associate LSIP Days (scoped to the needs of the school)
- Bespoke Data Analysis
- Bespoke Training (on-site options for leaders, governance, etc.)
- Priority Training sessions* - addressing priorities which develop through the year
- Multi-Academy Trust packages
- Service Discounts* (on other Learn Sheffield and associate Services)



Key Proposed Changes

The table below summarises the changes from the 2018/19 subscription offer.

Universal Offer	
System Co-ordination (opportunities open to schools meeting external criteria)	<p>The universal offer has not changed significantly from 2018/19.</p> <p>This aspect of system co-ordination has been added to reflect that Learn Sheffield works with all Sheffield schools and many opportunities involve external criteria to determine the eligibility of schools and academies to participate. Where this is the case these opportunities are available to all schools and not just subscribing schools. This will continue to be the case with the introduction of the Sheffield Gateway to the School Improvement Strategy.</p>
Partnership Core Offer	
LSIP Partner	Each school and partnership will continue to benefit from a named Learn Sheffield Improvement Partner, who will operate as the main point of contact for the partnership. The system will continue evolve next year and this will mean that, for some schools, the partnership/locality LSIP will be different to the school's individual named partner.
Data Analysis Service	A new socio-economic report is being added to the package for each partnership. There will also be some improvements to service communication and a number of new bespoke (i.e. traded) reports becoming available, including some interactive reports.
eLearning & Online Safety Package	<p>Each partnership will now receive a new package from the eLearning team as part of the subscription. Each locality/partnership will receive:</p> <ul style="list-style-type: none"> • Online safety curriculum plus two staff training sessions • (each) Primary – computing scheme of work plus four staff training sessions • Special – computing scheme of work plus four staff training sessions • Secondary – equivalent of two days of support for transition in computing • Emergency technical consultancy for each school
Research Led Sheffield & Governance Training – partnership twilights	Both the Governance Training Package and the Research Led Sheffield programme will include a twilight (or equivalent) session for each partnership next year as part of their programmes. The content of these sessions will be determined by the partnership and then scheduled to take place within the locality (for primary partnerships) or centrally (for the secondary and special partnerships).
Partnership Action Plan Budgets	We will continue to work with the seven primary localities, secondary leaders' partnership & the special leaders' partnership. The overall value of the partnership budgets will reduce (to approximately £5k per partnership) next year. Through consultation we have decided to make this offer more flexible so that each partnership can decide whether to receive the support as funding or in the form of professionals time to lead or contribute to aspects of the partnership's work.

School Improvement & Central Core Offers	
School Leader Briefings	The briefing programme will change next year to include three mini-conferences (similar in format to this year but potentially slightly longer) and three focussed briefing/training sessions (which will each take a specific theme).
Leadership Training Programme	This new programme will provide a series of sessions aimed at new, aspiring and existing leaders. The themes, which will be co-designed with school leaders, will focus on practical aspects of leaders' roles and will serve as induction and refresher training opportunities.
Subject Networks	These networks will continue next year after a review of their effectiveness and a rationalisation of the resource that is assigned to them. School leaders will be involved in this review and the development of the new model.
Research Led Sheffield Programme	This programme was not included in the original offer in 2018/19 but was added in during the year. It remains part of the programme for 2019/20 and will continue to include a number of opportunities which are available to all subscribing schools, in addition to some traded courses.
School Improvement Safety Net	This will remain unchanged in value (i.e. 1-3 days for yellow, amber and red schools) but will now be allocated after categorisation has taken place in the autumn. This will ensure that the allocation reflects the needs of the school or academy and enables the allocations to be part of the new Sheffield Gateway.
System Co-ordination	The Learn Sheffield co-ordination of the Sheffield Gateway (part of the new School Improvement Strategy) will provide more opportunities to connect school improvement capacity from across the system to the needs of schools and academies and local priority areas.
Crisis Co-ordination	This service has previously been part of a traded offer (via Learn Sheffield or SCC and costing £500 or more) but will now become part of the core offer to schools. Other communications support will continue to be available on a traded basis but 'crisis comms' will now be part of the core offer to ensure that all subscribing schools have access when they need it.
Bespoke Menu	
Priority Training sessions	Bespoke credits will work in a very similar way to 2018/19 and continue to have the same value (£850 for a primary or special school and £1650 for a secondary school). We have added 'priority training' sessions to the list of options to reflect that there are occasions when we would like to offer training outside the planned subscription offer but would need to charge for this in order to make it viable. Adding this to the bespoke menu will enable schools and academies with credit remaining to access this as part of their offer if they choose to.
Service Discounts	We will continue to offer service discounts on some services – as we did last year when schools and academies could use up to £250 of bespoke credit to secure a discount on both Governance Improvement (including clerking) and GDPR. The range of possible discounts in 2019/20 will be confirmed shortly when the service offer has been confirmed.

Frequently Asked Questions

What does the subscription cost?

The cost of the subscription was set out last year in the diagram below. It will cost £1500 per school plus £4.50 per pupil in 2019/20 with the costs continuing to be capped at 750 pupils.

The pupil numbers will be taken from census data, as they were last year.

Each school/academy has the choice to either make a single payment (at the start of the year) or make three termly payments.



Last year, where a school or academy had existing improvement support that they wanted to continue to use, we incorporated this within our offer. This was often over-complicated and next year we will stop doing this. If a school wishes to subscribe but not access the two days of health check support they can do this and reduce their subscription cost by £1100 (to reflect the reduced offer).

What proportion of Sheffield schools and academies currently subscribe?

The proportion of schools and academies who subscribed in 2018/19 was 91%. This sign up included all sectors and types of schools and there wasn't a pattern to the sixteen schools and academies who chose not to subscribe.



What do we have to do to subscribe and when can we book our subscriber planning session?

We will contact all schools and academies (including those who do not currently subscribe) after half term (week beginning Monday 3rd June). This communication will ask current subscribers how they would like their subscriber planning session to look and invite non-subscribers to have a conversation about the offer. If anyone would like to start booking a session before then you simply need to email stephen.betts@learnsheffield.co.uk to arrange this.

A more comprehensive service offer which includes the additional options that can be purchased from each of the services who contribute to our offer, will be out before half term. Subscribing schools will need this information to inform their choices in relation to how they spend their bespoke credit, in addition to decisions about additional services.

Letter from the Chief Executive

Dear Colleagues

My purpose in writing this is to address the question of why you should subscribe to Learn Sheffield. I don't (as you probably wouldn't either) find it easy to write this kind of content but I do passionately believe the points I have made below – apologies if it is a bit long!

We believe that the subscription continues to offer good value for money. Schools and academies are able to off-set the cost against the elements of the offer that they would choose to purchase elsewhere if they did not sign up to Learn Sheffield. This is a personalised list for each organisation but often includes support from school improvement partners, the Data Analysis Service, governance training or performance management as examples.

This is supplemented by the opportunities that leaders may not seek to 'buy-in' (often because they don't exist in the same format elsewhere) but certainly value and want to take advantage of. This has included leaders' briefings, subject networks and the Research-Led Sheffield



programme. These options are improved next year with the addition of the Leadership Training Programme which will of course be co-designed with school leaders.

The value for money is further enhanced by the aspects of the offer that are hard to attach a monetary value to, in particular the 'point of need' leadership support. It is hard to predict when this will be required but certainly when that happens it is really needed! We have enhanced this for next year by adding the 'Sheffield Gateway' (which will provide a better co-ordination of school improvement activities from across the system) to the School Improvement Strategy and by adding 'Crisis Communication' to the core offer so that all subscribing schools have access to it.

The addition of crisis communication to the offer is a good example of why it is beneficial to have an organisation whose priorities extend beyond the sale of traded services. It



is currently a successful traded service (about half of the schools in the city purchase this from either Learn Sheffield or Sheffield City Council). The fact that this is a traded service however means that a significant number of schools don't have support and this can be a substantial problem if circumstances work out badly. Learn Sheffield and Sheffield City Council are bringing our services together so that crisis communication can be provided to all subscribing schools. This is the right decision for the Sheffield school system, and provides a financial benefit to schools, but does come with a degree of commercial detriment.

The final points to note would be the special relationship that you have to Learn Sheffield and the crucial strategic importance of retaining an ability to work coherently as a city. You 'own' Learn Sheffield and your subscription is crucial to both its survival and its success. All income that Learn Sheffield generates is spent on education across Sheffield, which is not the case for other organisations from which you could seek support. Our city's model is highly regarded around the country, especially in places that are no longer able to effectively collaborate across their local area or have anywhere to turn when things are challenging, but cannot be taken for granted.

Within Learn Sheffield we will continue to listen to you, to reflect and strive to improve. We believe that we have made good progress in our first four years and are proud of what we have achieved so far. We also recognise that there is much to be done and understand that we are only just beginning to scratch the surface of what we can achieve together - By Sheffield. For Sheffield. In collaboration.

Kind Regards



Stephen Betts
Chief Executive

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