



Aspire to be outstanding

Title	Northfield Academy Governance Framework		
Groups	Education and Children's Services Committee, Expert Advisory, Tactical and Operational Groups		
Lead	Eleanor Sheppard		
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Purpose

There is a need for considerable action and expertise to help turn around the long rooted and systemic issues at Northfield Academy. There is a need to secure some immediate improvements but also a need to think strategically about more substantive structural changes to help improve outcomes for young people and families in the longer term.

This governance framework establishes a number of groups to oversee and guide delivery of the required improvements at operational and tactical level.

- **Education and Children's Services Committee:** discharge the Council's functions as Education Authority in keeping with the established Terms of Reference
- **The Tactical Team:** providing leadership against the core quality indicators and driving, monitoring and reporting progress against the Improvement Plan
- **The Operational Group:** school staff planning, delivering and monitoring the impact of the changes at school level to ensure a robust evidence base to inform next steps. The Operational Group are expected to report progress to the Pupil and Parent Councils of the school, the Locality Groups within the community and to Trade Union school reps through their established regular meetings.

Through the Chief Education Officer, the Tactical Team and Operational Group, will report to the council's Education & Children Services Committee via the progress reports which the Chief Education Officer will submit on Northfield Academy.

In addition, the governance framework also seeks to establish an Advisory Group to help guide the Education and Children's Services Committee on more structural and long term changes for consideration.

- **An Expert Advisory Group:** providing leadership, challenge and horizon scanning to support the shaping of longer-term structural reforms to better support the wellbeing of the school community until the school realises a positive inspection outcome.

Remit and Responsibilities – Expert Advisory Group

Remit:

1. To consider research from a range of perspectives to help inform understanding of the societal factors on the attainment and achievement of young people and their families
2. To consider data from a wide range of partnership sources to identify where changes to current systems would help to secure more positive outcomes for young people and their families
3. To take account of the education and wider reform agenda and seek opportunities to capitalise upon such policy changes for the betterment of the Northfield Academy community.
4. To propose changes to be tested and if accepted by the Education and Children Services Committee monitor and evaluate progress against milestones and targeted outcomes
5. Make recommendations to the Tactical Team on improvements to the current paradigm and to the Education and Children's Services Committee on more radical changes which could benefit the community
6. Any other specific roles and responsibility to be agreed by Group members.

Membership:

- The Chair/ Vice-Chair to lead the Expert Advisory Group, approve agenda, chair meetings, approve meetings.
- The Chair will be held by the Convenor of the council's Education and Children's Services Committee.
- Members should be independent from the Tactical Team and Operational Group
- Membership should not be static and there should be balanced membership across priority themes. Further membership appointments must be agreed by the Board, as per indicative membership.
- Where appropriate, the Board can invite and seek advice from relevant expert(s) and existing local partnership(s).
- Quorum – 5 members including the Chair should be present for meetings to take place.
- A minimum of 3 meetings should take place annually.

Indicative minimum Membership

- Chair
- 1x with a nationally recognised expertise in education
- 1x with nationally recognised expertise in broader contextual factors affecting children
- 1x with a nationally recognised expertise in children with additional support needs
- 1x Scottish Government Learning Directorate
- Young person representative
- Parent Council representative

The Interim Director Children and Family Services will act as Executive Lead supporting the Chair and will report the work of the group to the councils Education and Children's Services Committee

Remit and responsibilities – Tactical Team

Remit:

- The Chief Education Officer will lead the Tactical Team, approve agenda, chair meetings.
- Meet weekly to coordinate sources of support including that available from Education Scotland and other partners
- ensure that messaging is consistent and that changes put in place are followed through at school level to ensure impact.
- build the capacity of all through a coaching and mentoring approach with a strong focus on collegiate leadership
- drive changes based on robust self-evaluation and evidence
- help establish of a culture of collaboration with young people, staff, parent/carer and community so that all stakeholders have a genuine voice
- support the development of practices in keeping with the UNCRC, clear understanding of pupil and family wellbeing and of the GTCS Standards

Membership:

Tactical Team 1: Safeguarding: Mark Jones (Quality improvement Manager)

Tactical Team 2: Leadership of Change: Mike Paul (HT Bucksburn Academy)

Tactical Team 3: Learning, teaching and assessment: Alison Murison (HT AGS)

Tactical Team 4: Wellbeing , partnerships and personalised support; Craig McDermott (HT ASN and Outreach)

Tactical Team 5: Curriculum –Ross Allan (DHT AGS) and BGE by Shona Milne (Chief Education Officer)

Tactical Team 6: Raising attainment and achievement: - BGE Shona Milne (Chief Education Officer) and senior phase Stuart Craig (Quality Improvement Officer)

The Northfield Academy Head Teacher and school leadership team are all active members of the Tactical team. Education Scotland colleagues (support arm) are available to support the Tactical Team leads.

Operational Group

Remit:

- to engage positively with their Tactical leads
- to undertake all actions agreed with the Tactical Lead
- to follow and evidence the impact of changes being made on children and young people and report these back timeously to the Tactical Team
- to ensure that changes are collegiately driven at school level through whole staff and working groups

Membership: School staff

The Operational Group meetings (whole staff) will be chaired by the Head Teacher

Workstream Operational Groups (working groups) will usually chaired by the Deputy Head Teacher aligned to the Tactical Group unless other arrangements are agreed by the group.

Tactical leads and partners may join the Operational Groups by invitation.