

RAISING ACHIEVEMENT PLAN

Academy: All Saints CE Academy

Sector: Secondary

Autumn 2019 – Summer 2020

Signed: 
Principal

Print Name: John Cornish

Date: 16 October 2019

Signed:
Chair of Academy Advisory Committee

Print Name: Paul Holman

Date:

Signed:
Director

Print Name: Jon Webb

Date:

Signed:
Chief Executive Officer

Print Name: Sian Thomas

Date:

All Saints CE Academy

Raising Achievement Plan 2019-20

RAG Status Rating:	
White:	Not started
Red:	Not achieved, past deadline
Amber:	In process
Green:	Achieved

Priority 1: Quality of education (Intent, Implementation and Impact)				Success Criterion:																																																							
Objective What	Actions including CPD How	Time Scale	Responsible Who	Interim Milestones Half termly	Outcomes (Honest and realistic)	Monitoring	Resources Costs	Status																																																			
1.1 To improve the quality of education for all students by planning an ambitious and coherent curriculum that is implemented via strong and secure teaching and learning experiences	1.1.1 Construct a broad, balanced and ambitious curriculum offer that meets the needs of learners by developing secure skills and knowledge in a logical, sequential manner	Sep 2019 & ongoing	SLT CALs JCH JCH	LTPs MTPs completed a term in advance	LTPs, MTPs, rationale documentation in place for all curriculum areas KPIs through IDSR improve to national average and above Open curric. reviewed for 20-21 to include improved voc. & tech. offer	JWB PH PH	Curriculum team resourcing SLT time																																																				
	1.1.2 Deliver a consistent, quality first teaching and learning programme to equip teachers with strong subject knowledge & T&L pedagogy	Ongoing	VGE	Progress for each year group monitored	<table border="1"> <thead> <tr> <th>P8</th> <th>Y10 CA</th> <th>Y10 PG</th> <th>Y11 CA</th> <th>Y11 PG</th> </tr> </thead> <tbody> <tr><td>T1</td><td></td><td></td><td></td><td></td></tr> <tr><td>T2</td><td></td><td></td><td></td><td></td></tr> <tr><td>T3</td><td></td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td><td></td></tr> <tr><td>T5</td><td></td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>% on/above</th> <th>Y9</th> <th>Y8</th> <th>Y7</th> </tr> </thead> <tbody> <tr><td>T2</td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td></tr> </tbody> </table>	P8	Y10 CA	Y10 PG	Y11 CA	Y11 PG	T1					T2					T3					T4					T5					T6					% on/above	Y9	Y8	Y7	T2				T4				T6				JCH	Staffing budget £15K CPD / training budget	
	P8	Y10 CA	Y10 PG	Y11 CA	Y11 PG																																																						
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1.1.3 Ensure rigorous, personalised tracking and monitoring of teaching quality in order to improve poor practice and ensure teaching receive effective support	T1 Ongoing	VGE	Improved teaching and learning data	T&L spreadsheet in place <table border="1"> <thead> <tr> <th>% teach.</th> <th>O/S</th> <th>Good</th> </tr> </thead> <tbody> <tr><td>T1</td><td></td><td></td></tr> <tr><td>T2</td><td></td><td></td></tr> <tr><td>T3</td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td></tr> <tr><td>T5</td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td></tr> </tbody> </table>	% teach.	O/S	Good	T1			T2			T3			T4			T5			T6			JCH	£5K to support CPD costs (CIF)																																
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1.1.4 Ensure Consistently Good programme improves T&L so all teachers have effective subject knowledge and teaching skills	Ongoing	VGE	CG programme data	No of CG programmes in place <table border="1"> <tbody> <tr><td>T1</td><td></td></tr> <tr><td>T2</td><td></td></tr> <tr><td>T3</td><td></td></tr> <tr><td>T4</td><td></td></tr> <tr><td>T5</td><td></td></tr> <tr><td>T6</td><td></td></tr> </tbody> </table>	T1		T2		T3		T4		T5		T6		JCH	£1500 – staff cover & CPD																																									
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1.1.5 Ensure high quality displays are consistently in place	10 Oct 19	VGE	Consistent pedagogy in classrooms	100% rooms with agreed displays	JCH	£3500 – noticeboards from AAT																																																					

	1.1.6 Develop stretch and challenge tasks and activities for grade 7 +	T2	VGE	Evident in INSET plan	Scheduled T&L input through INSET	JCH	£1000 repro																																																									
	1.1.7 Provide a wide range of example answers in all subjects	Ongoing	VGE	Exams Officer to check script recall	Exemplar work evident through book scrutiny AFL exemplar answers in MTPs	JCH	£1000 repro																																																									
	1.1.8 Implement a revised Teaching and Learning QA programme	Oct	VGE	Calendar planning and T&L briefing	Fortnightly QA in place linked to RAP for 19-20	JCH	£500 repro																																																									
	1.1.9 Perform a regular book scrutiny in order to QA and share practice within and across curriculum teams and year groups	T1 – T6	VGE	Calendar planning	% good or O/S book scrutiny <table border="1"> <thead> <tr> <th></th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> <th>11</th> </tr> </thead> <tbody> <tr><td>T1</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>T2</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>T3</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>T5</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>		7	8	9	10	11	T1						T2						T3						T4						T5						T6						JCH	£100 repro															
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	1.1.10 Improve T&L strategies to engage SEND students effectively and improve outcomes for SEND students	Ongoing	VGE BWY		SEN D P8 Y10 Y11 <table border="1"> <tbody> <tr><td>T1</td><td></td><td></td><td></td></tr> <tr><td>T2</td><td></td><td></td><td></td></tr> <tr><td>T3</td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td></tr> <tr><td>T5</td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td></tr> </tbody> </table> % on or above English target <table border="1"> <thead> <tr> <th></th> <th>Y7</th> <th>Y8</th> <th>Y9</th> </tr> </thead> <tbody> <tr><td>T2</td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td></tr> </tbody> </table> % on or above Maths target <table border="1"> <thead> <tr> <th></th> <th>Y7</th> <th>Y8</th> <th>Y9</th> </tr> </thead> <tbody> <tr><td>T2</td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td></tr> </tbody> </table>	T1				T2				T3				T4				T5				T6					Y7	Y8	Y9	T2				T4				T6					Y7	Y8	Y9	T2				T4				T6				JCH	£7K – Lassie Bid	
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	1.1.11 Create, implement, monitor and review a revised HWK policy	T3	VGE	HWK steering group T2	HWK policy in place for Jan 2020 Students surveyed about HWK All year groups complete HWK	JCH	£500 – inc. rewards																																																									
	1.1.12 Implement a quality staff Induction programme	Sept	VGE	Calendar planning	All new staff inducted to a high standard	JCH	£300																																																									
	1.1.13 Share good practice through T&L briefings, newsletters, CPD, meetings and other forums	T1 – T6	VGE	T1 – share outline 1 page T&L newsletter	T&L briefings INSET days Extended Moderation meetings T&L newsletter	JCH	See 1.1.2																																																									
	1.1.14 Develop effective knowledge organisers / recall strategies / cold quizzes	CAL meetings T1 – T6	VGE	CAL meetings	All subjects / year groups have quality KOs / quizzes / topic lists in place for each unit	JCH	Repro																																																									
	1.1.15 Improve T&L strategies to engage learners actively and reduce passivity	Ongoing	VGE	PIXL meetings / JCH / VGE meetings	Learning Walk feedback E@AAT visits SIAMS / Mock SIAMS feedback	JCH	Repro / CPD																																																									
1.2 To improve the outcomes of all students, focusing particularly on sub groups /	1.2.1 Analyse GCSE outcomes in each curriculum area to inform planning and delivery	Sep 19	SON	-	Detailed exam analysis for each subject identifying strengths and areas to develop	JCH	Repro £30																																																									

subjects / specific areas of concern	1.2.3 Implement, monitor and review an English RAP to include: - Curriculum design (Y10 AQA) - Review of Lang / Lit balance - Exam board feedback to reduce variation for students - Review of assessments KS3 - AFL practice / DIRT - Stretch & challenge (HPA) and Independence (MPA) - Boys achievement - Lesson starts & finishes - Planning for progress / Objective led teaching - QLA for Mock / PPE	T1 - Oct	CWY	As per English RAP	English RAP written by end T1 <table border="1"> <tr> <th>Y11 Eng. PG</th> <th>9-7</th> <th>9-5</th> </tr> <tr> <td>T1</td> <td></td> <td></td> </tr> <tr> <td>T2</td> <td></td> <td></td> </tr> <tr> <td>T3</td> <td></td> <td></td> </tr> <tr> <td>T4</td> <td></td> <td></td> </tr> <tr> <td>T5</td> <td></td> <td></td> </tr> </table>	Y11 Eng. PG	9-7	9-5	T1			T2			T3			T4			T5			JCH	£2000 (English budget)											
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1.2.4 Review all curriculum planning and delivery for Year 11 to date clarifying any potential risks within each subject area where students have missed knowledge or skills	T1 - Oct	SON	T1 staff briefing	CALs QA return in all subjects with class by class risk rating	JCH	Repro																														
1.2.5 Develop an intervention programme for Year 11 students in order to minimise impact of missing knowledge / skills: - Study room - Targeted tutor intervention - Extra study sessions - Friday 5 Stars - GCSE Pod & Tassomai	Nov 19 (Mock Exams)	SON	Oct half term – strategy in place	KS4 Intervention offer / plans published to all students and parents	JCH	Rewards for students – xref B&A section																														
1.3 To monitor students to ensure effective support is in place for HPA, MPA & LPA, PP and SEND students	1.3.1 Develop, share, monitor and review T&L strategies for sub groups to ensure secure acquisition of relevant knowledge and skills	Ongoing	VGE	INSET planning	<table border="1"> <tr> <th>Y11 Proj. P8</th> <th>LPA</th> <th>MPA</th> <th>HPA</th> </tr> <tr> <td>T1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>T2</td> <td></td> <td></td> <td></td> </tr> <tr> <td>T3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>T4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>T5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>T6</td> <td></td> <td></td> <td></td> </tr> </table>	Y11 Proj. P8	LPA	MPA	HPA	T1				T2				T3				T4				T5				T6				JCH	See 1.1.2	
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1.3.2 Introduce 4 Matrix and revised data systems to track vulnerable group progress	T2	SON	Sept – capacity for implementation	4 Matrix installed by end of T1	JCH	Cost of 4 Matrix install																														
1.3.3 Introduce Question Level Analysis for Mocks & PPEs in En / Ma / Sc	T2 & T4	JSH	T2 – planning meeting JSH VGE JCH	<table border="1"> <tr> <th>QLA</th> <th>Mock</th> <th>PPE</th> </tr> <tr> <td>Eng</td> <td></td> <td></td> </tr> <tr> <td>Maths</td> <td></td> <td></td> </tr> <tr> <td>Sci</td> <td></td> <td></td> </tr> </table>	QLA	Mock	PPE	Eng			Maths			Sci			SON	Repro – feedback sheets to students																		
QLA	Mock	PPE																																		
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1.4 To implement, monitor and review an effective Pupil Premium policy and strategy	1.4.1 Review the impact of the 2018-19 Pupil Premium Strategy.	End of T1	RRL	T2	<table border="1"> <thead> <tr> <th colspan="3">Y11 P8 PP</th> </tr> <tr> <th>P8</th> <th>PP</th> <th>non PP</th> </tr> </thead> <tbody> <tr> <td>T1</td> <td></td> <td></td> </tr> <tr> <td>T2</td> <td></td> <td></td> </tr> <tr> <td>T3</td> <td></td> <td></td> </tr> <tr> <td>T4</td> <td></td> <td></td> </tr> <tr> <td>T5</td> <td></td> <td></td> </tr> <tr> <td>GCSE</td> <td></td> <td></td> </tr> </tbody> </table>	Y11 P8 PP			P8	PP	non PP	T1			T2			T3			T4			T5			GCSE			JCH	xref. Pupil Premium plan	
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1.4.2 Create and implement a Pupil Premium Policy and Strategy / Action Plan for 2019-20	End of T1	RRL	T2	JCH																												
1.5 To implement, monitor and review an effective Catch Up policy and strategy	1.5.1 Improve reading ages so that 100% of students are reading at chronological age by 2020	Ongoing	BMD	Termly updates to SLT	All students read at ARE by end of 2020 Progress of LPA	RRL	£5000																									
	1.5.2 Improve numeracy for all students below ARE on entry	Ongoing	BMD	Termly updates to SLT	All students numeracy is at ARE by end of 2020 Progress of LPA	RRL																										

Priority 2: Behaviour and attitudes				Success Criterion:																																
Objective What	Actions including CPD How	Time Scale	Responsible Who	Interim Milestones Half termly	Outcomes (Honest and realistic)	Monitoring	Resources Costs	Status																												
2.1 To improve student behaviour and attitudes	2.1.1 Implement a revised BFL policy to ensure high expectations of positive conduct and well managed routines	T1	RRL	Sept INST	New policy in operation start of T1 FTE reduced to national average PEX reduced to national average No low level disruption in lessons	JCH	£1000																													
	2.1.2 Re-structure use of SEND spaces to The Hub in order to improve SEND provision	T1	BWY	T1	SEND Hub room operational T1 Alt Curric. Hub room operational T3	RRL	£6000 – building works to The Hub & lift																													
	2.1.3 Re-structure use of The Zone (Supervision Room) in order to ensure appropriate sanctions are in place and any isolated instances of poor behaviour are dealt with quickly and effectively	T1	BMD	T1	Supporting documentation in place for L1 & L2 Supervision No low level disruption in lessons	RRL	£1000 – furniture and display for The Zone																													
	2.1.4 Reduce FTEs and PX and ensure they are used only as a means of last resort to tackling the most serious behavioural transgressions	Ongoing	RRL	Ongoing	<table border="1"> <thead> <tr> <th>Excl.</th> <th>FTE (1)</th> <th>FTE (2+)</th> <th>PX</th> </tr> </thead> <tbody> <tr><td>T1</td><td></td><td></td><td></td></tr> <tr><td>T2</td><td></td><td></td><td></td></tr> <tr><td>T3</td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td></tr> <tr><td>T5</td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td></tr> </tbody> </table> FTE re-integration meetings happen for every FTE	Excl.	FTE (1)	FTE (2+)	PX	T1				T2				T3				T4				T5				T6				JCH	£XXXX --- ALT PROV???	
	Excl.	FTE (1)	FTE (2+)	PX																																
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2.1.5 Implement a revised rewards policy in order to foster resilience and allow students to take pride in their achievements	T2	BMD	End of T1 steering paper	Student feedback Rewards visit	RRL	£3k for rewards budget																														
2.2 To improve student attendance to be in line with and increasingly above the national average	2.2.1 Implement a new attendance policy in order to ensure students have the opportunity to learn and participate in school	Ongoing	RRL	Sep 19 – shared attendance costing agreed with Budmouth	Attendance <table border="1"> <thead> <tr> <th>%</th> <th>Att.</th> <th>PA</th> <th>OA</th> </tr> </thead> <tbody> <tr><td>T1</td><td></td><td></td><td></td></tr> <tr><td>T2</td><td></td><td></td><td></td></tr> <tr><td>T3</td><td></td><td></td><td></td></tr> <tr><td>T4</td><td></td><td></td><td></td></tr> <tr><td>T5</td><td></td><td></td><td></td></tr> <tr><td>T6</td><td></td><td></td><td></td></tr> </tbody> </table>	%	Att.	PA	OA	T1				T2				T3				T4				T5				T6				JCH	Funded by DCC attendance project	
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2.2.2 Develop use of the GP Project plan in order to improve attendance	End of T1	RRL	T1	15 students identified in each Term Attendance improves to nat. avg.	JCH	Funded by DCC GP project																														
2.2.3 Implement shared attendance strategy with other local school	T1	RRL	Sep 19 – shared attendance	See 2.2.1	JCH	RRL to advise																														

				costing agreed with Budmouth																		
2.3 To develop strong and diverse opportunities for Student Voice to flourish within the academy and ensure students contribute to the development of systems underpinning teaching & learning and behaviour & attitudes	2.3.1 Ensure school council meetings are representative of each tutor group and are held twice per term	Termly	BMD	Termly	School Council Meetings	RRL	SV badges															
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2.3.2 Appoint colleague/s to lead SV opportunities for UPS	T2	BMD	End of T1	All tutor groups nominate 2 Reps for School Council	RRL	Budgeted UPS staff payment																
2.3.3 Systematically integrate a wide range of extra-curricular opportunities into SV & tutor programme	T2	BMD	Termly review at SLT	SV opportunities to be mapped by end of T2	RRL	Rewards / incentives																
2.3.4 Publicise students' experiences through the school website and social media platforms	Weekly updates	RRL BMD JCH	Weekly	Review of social media and website Appointment of ICT & Media technician	JCH	ICT & Media Tech. post																

Priority 3: Personal development				Success Criterion:																																																							
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3.1 To deliver a distinctively Christian experience for all students that promotes the core values of wisdom, hope, dignity & community and gives each individual the chance to flourish	3.1.1 Improve RE T&L across all year groups in line with the CE status and ensure effective line management of RE curriculum area	Ongoing	RRL & JNY	Line mgt. structure in place Sep 19	RE accountability record <table border="1"> <thead> <tr> <th>P8</th> <th>Y10 CA</th> <th>Y10 PG</th> <th>Y11 CA</th> <th>Y11 PG</th> </tr> </thead> <tbody> <tr> <td>T1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T3</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T4</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T5</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T6</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>% on/above</th> <th>Y9</th> <th>Y8</th> <th>Y7</th> </tr> </thead> <tbody> <tr> <td>T2</td> <td></td> <td></td> <td></td> </tr> <tr> <td>T4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>T6</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	P8	Y10 CA	Y10 PG	Y11 CA	Y11 PG	T1					T2					T3					T4					T5					T6					% on/above	Y9	Y8	Y7	T2				T4				T6				JCH	RE budget	
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3.1.2 Learn from other SDBE schools' RE delivery and share best practice	T2	JNY	T2	Visit(s) undertaken with SDBE lead schools for RE	RRL	Travel / Cover costs																																																					
3.1.3 Ensure clear systems are in place for each tutor time to include a daily act of collective worship with students	Daily programme	BMD EDT	T1	Tutor time programme QA system to monitor and evaluate effectiveness	RRL	Repro / display																																																					
3.1.4 High quality assemblies and extra-curricular opportunities are mapped into calendar, modelled and supported by SLT, HOYs and guest speakers	T1	BMD EDT	Ongoing	Assembly resources Engagement / events with local churches: All Saints, PAIS, Refresh, Street Pastors		Staff cover costs £1000																																																					
3.1.5 Renew the vision of the Academy to ensure it supports the journey of school improvement	T3	JCH	Sept INSET day APSR meetings Assemblies	Renewed vision in place for Easter 2020	AAT - APSR	Repro / SLT time																																																					
3.1.6 Develop a pilot project with SDBE to provide SEMH support for students	Ongoing	JCH	Ongoing strategy meetings	Onsite chaplaincy models reviewed and in place for 2020-21 Links with All Saints and other local churches developed	AAT SDBE	SLT time Student chaplaincy post																																																					
3.1.7 Implement a quality tutor & assembly programme to ensure effective personal development	Ongoing	BMD	Weekly	% good or better tutor time QA <table border="1"> <thead> <tr> <th></th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> <th>11</th> </tr> </thead> <tbody> <tr> <td>T2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>T6</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		7	8	9	10	11	T2						T3						T4						T5						T6						RRL	Materials / repro																	
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3.2 To prepare students for life in modern Britain through a quality SMSC (Learning 4 Life) programme	3.2.1 Set up a wide range of guest speakers and community liaison events to increase student participation	T1	BMD KMD EDT	Ongoing	Programme of speakers and assemblies in place SMSC events in place / promoted	RRL	SMSC budget																																																				

	3.2.2 Clear LTP MTP in place with resourced lessons for every L4L lesson	T1	KMD	Ready for Sep 19	L4L curriculum plans in place	BMD														
	3.2.3 Develop a strategic plan for delivering RSE to all students ready for Sep 2020	T3	KMD	Interim planning update Jan 20	RSE Programme in Place for 2020	BMD														
3.3 To deliver and monitor a quality Destinations and Careers Programme to all year groups	3.3.1 Provide high quality IAG opportunities for Year 11 students	Nov 19 Feb 20 Apr 20	VGE	Ongoing	Y11 audit of destinations complete Careers strategy planned Revision Evening & Mock Interviews	JCH	£10K SUN funding project bid													
	3.3.2 Ensure regular monitoring of Y11 destinations via student surveys	T2, T3, T4	VGE	T2, T3, T4	Y11 Destinations <table border="1"> <tr><td>P8</td><td>All</td></tr> <tr><td>T1</td><td></td></tr> <tr><td>T2</td><td></td></tr> <tr><td>T3</td><td></td></tr> <tr><td>T4</td><td></td></tr> <tr><td>T5</td><td></td></tr> </table>	P8		All	T1		T2		T3		T4		T5		JCH	
	P8	All																		
	T1																			
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T5																				
3.3.3 Deliver a Y11 mock interview programme undertaken by community figures	T3	VGE SON	Planning completed by	Mock interview programme in place on calendar	JCH															
3.3.4 Provide Individual Y11 destinations interview with SLT & HOY	Start of T3	VGE SON	Plan distributed by end of T2	<table border="1"> <tr><td></td><td>Y11 Interviews Completed</td></tr> <tr><td>T2</td><td></td></tr> <tr><td>T3</td><td></td></tr> <tr><td>T4</td><td></td></tr> <tr><td>T5</td><td></td></tr> </table>		Y11 Interviews Completed	T2		T3		T4		T5		JCH					
	Y11 Interviews Completed																			
T2																				
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T5																				
3.3.5 External partners visit the academy to provide IAG	Ongoing	BMD VGE	Plan of visits ready for T2	Visits from local providers	RRL															
3.3.6 Review the Careers Strategy with Teach First (CELP) programme to ensure all Gatsby benchmarks are met across all year groups	T2	VGE	Review plan in T1	Cross Reference Careers Strategy plan	JCH															
3.4 To offer a wide range of trips, visits and opportunities that support students' personal development inside and outside of the classroom	3.4.1 Provide an EVC menu with a wide range of trips, visits and opportunities	Ready for T1	VGE	Updated termly	EVC opportunities Student feedback	JCH	Costed as per EVC opps.													
	3.4.2 Set up a Climate Group to promote awareness and engagement from students	Start of T2	JSH	T1 Assemblies and steering group	Climate Group operational by Nov 2019	JCH	£500													

Priority 4: Leadership and management				Success Criterion:				
Objective What	Actions including CPD How	Time Scale	Responsible Who	Interim Milestones Half termly	Outcomes (Honest and realistic)	Monitoring	Resources Costs	Status
4.1 To undertake staffing reviews to support costed, high quality curriculum delivery and effective intervention from teaching and support staff	4.1.1 Ensure the TLR structure meets the needs of the academy and supports the delivery of the curriculum	T3	JCH	T1/T2 STH JCH meeting	TLR structure is costed and meets the curriculum design for 2020-21	STH PH	Staffing costs	
	4.1.2 Undertake review of support staff roles in order to ensure efficient management of administrative workflows	T2	JCH	T1 STH JCH meeting	Support staff posts appointed to	STH	Staffing costs	
	4.1.3 Appoint a FLIO to improve attendance and support Inclusion priorities	T2	LLN	T1 STH JCH meeting	FLIO recruitment	JCH	c.£25-£30k	
	4.1.4 Restructure the work of the Data and Exams team	T2	JCH	T1 STH JCH meeting	Exam Officer role recruitment Data & Admissions role recruitment	STH	c.£25-£30K	
	4.1.5 Appoint a designated First Aid lead to ensure students are safe	Ready for T2	LLN	T1 STH JCH meeting	Access to First Aid at tutor, break, lunch & during emergencies	JCH	c.£5-7K	
	4.1.6 Review TA provision in order to ensure high quality interventions are in place to support SEND students	Jul 2020	BWY	T1 / T2 with AAT HR	Revised TA working patterns Review of systems for delivering and tracking interventions	JCH	Staffing costs	
	4.1.7 Ensure the curriculum model for 2020-21 is in budget and addresses IDSR and previous inspection areas of improvement	T3	JCH	Termly updates	Timetable ready for Jul 1 st 2020 Visits to other SDBE schools: St Edwards & Sarum Academy	PH	Staffing costs	
4.2 To improve MIS efficiency and accuracy and improve the Progress Reporting system	4.2.1 Implement a revised comment bank approach to Progress Checks to provide better feedback to students and their parents	T1 (Y11) then T2-T6	SON	CALS meeting	Curric. area statement banks in place	JCH	Printing costs Staff planning time	
	4.2.2 Share current & projected grades with students and parents	T1 – T6	SON	T1 – T6	Progress Checks redesigned for T1	JCH		
	4.2.3 Revise information letters to parent and make available on sticker in diary	T1 – T6	SON	Oct – Y11 T1	Progress letters are updated for T1	JCH		
	4.2.4 Improve In Touch and SIMS Parent App uptake	T2	SON	Oct – audit	95% + of parents signed up and regularly using e-comms.	JCH	£1500 A5 stickers	
	4.2.5 Audit SIMS set ups to ensure all QANs are correct, grade sets and formulas are in place	End of T1	SON	End of t1	SIMS database accurate and up to date Exams database updated	JCH	Exams Officer post	
4.3 To implement workload reform action plans	4.3.1 Implement a revised communication policy	T2	JCH	T1 – launch trial of email	New staff communication	PH	-	

	4.3.2 Implement new data capture calendar	Ongoing	SON	In place for Sept 19	New calendar format in place ready for Sep 19	JCH	Repro	
	4.3.3 Survey staff views about workload and consider appropriate response to feedback	T1	JCH	Survey 1 Oct Survey 2 Apr Survey 3 Jul	Staff survey feedback	PH	Staff time	
4.4 To prepare effectively for SIAMs Inspection in 2020	4.4.1 Improve the systems and mechanisms that ensure the quality and consistency of Collective Worship delivery	T1 & ongoing	BMD JNY	Planning meeting 1.3	SDBE interim collective worship review Student feedback QA process / templates in place	JCH	£500 repro	
	4.4.2 Develop stronger links with local churches and other Christian organisations	Ongoing	BMD JCH	Ongoing	Evidenced through assembly programme and outreach events	JCH	£500 - outreach	
	4.4.3 Ensure there are greater opportunities for students to engage in the Christian ethos of the school	T2	BMD	T2 update with SDBE & local churches	Christian Union Links with All Saints Church	JCH	£500 – community engagement	
	4.4.4 Develop a SIAMS action plan with input from SDBE	End of T1	JCH	T1 update	Possible mock SIAMs inspection	JWB	SLT time	
	4.4.5 Improve strategic and operational working with feeder schools to share good practice for RE curriculum & Collective Worship	T6	JNR BMD	Jan 2020 update	Meetings in place with RE leads across our main feeder schools	JCH	Cover costs	
4.5 To ensure rigorous, consistent and effective QA of SLT practice	4.5.1 Implement LASSIE Project re: SEND CPD	T2 funds transfer	BWY	T1 update	SEND P8 outcomes	RRL	£7K See 1.1.10	
	4.5.2 Implement line management accountability record for SLT & CALs	Ongoing - fortnightly meetings	SLT	Fortnightly review	CAL / Support staff Accountability Records	JCH	£250	
	4.5.3 Participate in E@AAT reviews	TBC	SLT	JCH AAT line management	E@AAT reviews are graded good overall	JWB	-	
	4.5.4 Implement the Safeguarding Action Plan in order to ensure students are safe and feel safe when they are in school	Ongoing	RRL	Ongoing	Cross ref Safeguarding Action Plan Ensure positive feedback from anti-bullying surveys Promote anti-bullying champions	JCH	Exref SG action plan	
	4.5.5 Deliver senior leader training focussed on evaluation, change management, strategic planning, legislation, OFSTED and finance	T2	JWB	JCH AAT line management updates	All SLT have OFSTED input (JWB) All CALs have OFSTED input (JWB)	STH JCH	£2000 training and CPD	
	4.5.6 Plan and undertake joint lesson observations & training for senior and middle leaders	Ongoing – xref PM slots in calendar	VGE	Initial shared lesson obs and LW	Schedule of shared QA & LOs in place to support QA in Calendar	JCH	£1000 staff cover for observations	