



Our key priority is to improve the outcomes for all students through:							Success Criteria:				
<ol style="list-style-type: none"> 1. Rapidly improve the quality of teaching, learning and assessment. 2. Improve the effectiveness of leadership and management. 3. Improve the personal development, behaviour and welfare of pupils. 4. Improve students' progress in 16-19 study programmes. 5. Use external reviews to support key areas identified by Ofsted report and external monitoring. 							<ol style="list-style-type: none"> i. September 2017: All headline indicators to be above national floor indicators. ii. September 2018: All headline indicators to be above coasting definition iii. Overall attendance for 2017 - 18 to improve by 0.3% to 95.2% (to be in line with or above national levels) iv. 90% of teaching to be graded at least good; 20% to be graded outstanding across the academy by, at the latest, June 2018 (see 'intended outcomes' for waypoints) v. Overall Fixed-Term Exclusion rates are maintained at or below national levels vi. Fixed-Term Exclusion rates for all cohorts are at or below national levels in July 18 vii. The overall attainment 8 point score for each YG is on track to meet their FFT20 attainment 8 score for all cohorts following each data collection. viii. 90% of book samples will be graded as good or better with 30% being graded outstanding by July 18 (two waypoints to be agreed following establishment of baseline in July 17) 				
Objectives	Actions	Start date	To be completed by:	Frequency	Review dates		Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
1.1 Rapidly improve the quality of teaching, learning and assessment.	a) Restructuring of SLT to ensure maximum impact on the quality of lessons, with DH responsibility for Quality Assurance and AH for the rapid improvement of Teaching and Learning.	8 May 17	10 June 17	1	17 May 17	24 May 17	26 May 17	Headteacher	To redeploy capacity within the senior team in response to areas of priority as highlighted in the Ofsted inspection report.	Governors via link meetings and reporting arrangements.	



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	b) Undertake a complete review of Teaching and Learning through a lesson observation cycle in Term 6 16/17 to establish a new baseline, following reintroduction of graded lessons post-Ofsted feedback.	5 June 17	14 July 17	1	28 June 17 19 July 17	Data meeting 1 2017/18 Deputy Headteacher with responsibility for Quality Assurance of Teaching & Learning.	<p>(fig 1)</p> <table border="1"> <thead> <tr> <th></th> <th>baseline (FTC)</th> <th></th> <th>Target (FTC)</th> <th></th> <th>Target (FTC)</th> <th></th> <th>Date (FTC)</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td>Jul-17</td> <td></td> <td>Sep-17</td> <td></td> <td>Dec-17</td> <td></td> <td>Mar-18</td> <td></td> </tr> <tr> <td>Overall</td> <td>2+</td> <td>1</td> <td>2+</td> <td>1</td> <td>2+</td> <td>1</td> <td>90%</td> <td>20%</td> </tr> <tr> <td>Progress</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>90%</td> <td>20%</td> </tr> <tr> <td>Marking</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>90%</td> <td>20%</td> </tr> <tr> <td>Questioning</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>90%</td> <td>20%</td> </tr> <tr> <td>Differentiation</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>90%</td> <td>20%</td> </tr> </tbody> </table> <p>Greater understanding of the quality of provision of the school.</p> <p>Improved progress in lessons due to developed Teaching and Learning techniques.</p> <p>Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.</p> <p>KPI – T & L</p>		baseline (FTC)		Target (FTC)		Target (FTC)		Date (FTC)			Jul-17		Sep-17		Dec-17		Mar-18		Overall	2+	1	2+	1	2+	1	90%	20%	Progress							90%	20%	Marking							90%	20%	Questioning							90%	20%	Differentiation							90%	20%	Headteacher Governors via Data and teaching committee.	Costed through directed time budget.
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	c) Fully triangulated review of all teaching staff to be completed to establish accurate baseline of provision for all students. To include: <ul style="list-style-type: none"> observations work scrutiny planning Sixth Form lessons in line with proportion with the number of lessons taught across the school. Ratio of 1-3. 	5 Jun 17	6 September 17	1	14 Jul 17	23 Aug 17	Data meeting 1 2017/18 Deputy Headteacher with responsibility for Quality Assurance of Teaching & Learning.	Accurate and incisive understanding of the current Teaching and Learning provision across the school. This provides the baseline to generate the KPI for subsequent academic year. Provides data for accurate CPD support programmes for whole staff, departments and individuals. (fig 1) Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. KPI – T & L	Headteacher via link line management meeting. Governors via Data and teaching committee.	Costed through directed time budget.	
	d) Undertake a review of the use of CPD Genie as a platform for recording and analysing Quality Assurance.	8 May 17	19 May 17	1	7 Jun 17		Deputy Headteacher and Assistant Headteacher with responsibility for Teaching & Learning.	Development of quality of Teaching and Learning tracking measures to allow for a more effective analysis of quality assurance that triangulates between lesson observation, marking and feedback and pupil progress. KPI – T & L KPI to be developed	Headteacher during line management meetings and weekly SLT meetings.	Costed through directed time budget.	



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	e) As part of the new Teaching and Learning Improvement Plan, develop a whole school lesson plan pro forma to set a minimum expectation for planning for all staff.	28 April 17	11 May 17	1	3 May 17	Assistant Headteacher with responsibility for Teaching & Learning.	Improved clarity on expectations of planning for all staff. Teachers use information and data regarding their students to plan to a high level; ensuring challenge and progression routes. <table border="1" data-bbox="1220 742 1680 821"> <thead> <tr> <th></th> <th>baseline (TBC)</th> <th>Target (TBC)</th> <th>Target (TBC)</th> <th>Date (TBC)</th> </tr> </thead> <tbody> <tr> <td></td> <td>Jul-17</td> <td>Sep-17</td> <td>Dec-17</td> <td>Nov-18</td> </tr> <tr> <td>Marking</td> <td></td> <td></td> <td></td> <td>90% 20%</td> </tr> </tbody> </table> <p>Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.</p>		baseline (TBC)	Target (TBC)	Target (TBC)	Date (TBC)		Jul-17	Sep-17	Dec-17	Nov-18	Marking				90% 20%	Through scheduled SLT AM meetings in term during term 5.	Costed through directed time budget.
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	f) Publish a lesson plan share/scrutiny schedule. All staff to share in first and second phase, targeted staff (following analysis of initial phase data) to continue to share.	11 May 17	14 July 17	1	11 May 17 14 June 17 19 July 17	Assistant Headteacher with responsibility for Teaching & Learning.	Phase one will show that all staff are able to use the lesson plan format. Phase Two will be used to scrutinise where there are planning weaknesses and provide the baseline percentage of teachers planning good lessons. Phase three will be targeted to drive an improvement in the proportion of staff planning good and outstanding lessons. Phase four will involve all staff to check an increase and establish any further focus.	Headteacher through schedules line management meetings. Scheduled SLT meetings. Report improvement to Governing body.	Costed through directed time budget.															



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	g) Create a pro forma for recording drop-in success.	17 May 17	4 Sept 17	1	4 October 17	Data Meeting 2 2017/18 Assistant Headteacher with responsibility for Teaching & Learning.	<p>Teachers receive quick and regular feedback following drop in 'snap shots' which boosts morale and feeds 'open door' ethos. This is shared with HoD too and can be kept in data folder for evidence base.</p> <p>Analysis of pro forma reinforces hypothesis developed using main/formal quality assurance procedures. This feeds into the whole school triangulation of typicality and CPD offer.</p> <p>(fig 1)</p> <p>Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.</p> <p>KPI – T & L</p>	<p>Deputy Headteacher during line management meetings.</p> <p>Scheduled SLT meetings.</p> <p>Governors meeting.</p>	£250.



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	h) Publish and carry out a schedule of deadlines for lesson drop-in allocations to be completed at departmental, middle and senior leadership levels.	19 June 17	4 Sept 17	1	27 Sept 17	6 Dec 17	Data Meeting 2 2017/18 Deputy Headteacher to publish. Middle and senior leaders completing drop-ins.	Provides a base of evidence from which to derive typicality and reduce in-house variance. Increase capacity for reflective practice. (fig 1) Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. KPI – T & L	Headteacher during line management meetings and weekly SLT meetings. Data and Teaching committee meeting.	Costed through directed time budget.	
	i) Publish and carry out a whole school paired drop-in schedule which develops the ability to assess the quality of provision at all levels.	19 June 17	4 Sept 17	1	27 Sept 17	6 Dec 17	Data Meeting 2 2017/18 Deputy Headteacher to publish. Middle and senior leaders completing drop-ins.	Develop a clearer idea of the level of typicality of the quality of Teaching and Learning across the school. (fig 1) Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. KPI – T & L	Headteacher during line management meetings and weekly SLT meetings. Data and Teaching committee meeting.	Costed through directed time budget.	



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	j) Joint drop-in timetable generated between HODs, SLT, HOD and TLR / members of the department. This then forms part of a department meeting. This is all part of our training package.	19 June 17	4 Sept 17	1	27 Sept 17	6 Dec 17	Data Meeting 2 2017/18 Deputy Headteacher to publish. Middle and senior leaders completing drop-ins.	Build capacity of middle leaders in assessing the quality of Teaching and Learning and develop shared leadership to drive through school improvement so that they can drive outcomes up to and beyond the national average. (fig 1) Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.	Headteacher during line management meetings and weekly SLT meetings. Data and Teaching committee meeting.	Costed through directed time budget.	
	k) Bespoke six week support plan to be developed for members of staff identified as 'requires improvement' and 'inadequate'.	5 Jun 17	Ongoing	As required	12 July 17	15 Nov 17	Data Meeting 2 2017/18 Assistant Headteacher with responsibility for Teaching & Learning.	The proportions of staff who are inadequate or require improvement reduce. More effective identification of staff who require improvement or who are inadequate. (fig 1) Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. KPI – T & L	Headteacher during line management meetings and weekly SLT meetings. Data and Teaching committee meeting.	Costed through directed time budget.	



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	l) Identify members for a SWAT (support with advancing teaching) Team as part of the Preparation for Senior Leadership Pathway.	5 June 17	4 Sept 17	Annually	19 July 17	15 Nov 17	Data Meeting 2 2017/18 Assistant Headteacher with responsibility for Teaching & Learning.	Increase shared leadership for school improvement and building capacity of UPS team member. Fig 1 Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. KPI – T & L	Headteacher during line management meetings and weekly SLT meetings. Data and Teaching committee meeting.	Costed through directed time budget.	
	m) Following support package, capability / disciplinary procedures will be initiated if sustained improvement is not evidenced.	As soon as required		As required	4 Oct 17	6 Dec 17	13 Jun 18 Deputy Headteacher with responsibility for Quality Assurance along with the Assistant Headteacher with responsibility for Teaching & Learning. Headteacher for Capability procedures.	Reduction in the proportion of lessons being graded as inadequate and requires improvement. Quality Assurance checks show a greater proportion of staff following the in-school policy for marking and assessment. Fig 1 Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. KPI – T & L	Headteacher via Quality Assurance updates. Governing body through scheduled meetings.	Costed through directed time budget.	



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	n) Launch whole school Discipline for Learning phase 2 programme with a focus on developing confident and self-assured learners.	2 May 17	4 Sep 17	1	11 Oct 17	10 Jan 17	Data Meeting 2 2017/18 Nominated member of the extended leadership group – NPQSL candidate (DfL). Nominated members of the UPS team to support.	Re-setting of DfL data to establish a more challenging baseline. An improvement in the proportion of expert and advanced learners from the amended baseline is seen in each subsequent data capture. Initial capture of Discipline for Learning data, 4 Oct 17, will provide the baseline. Weigh points on 15 December 17 and 29 March 18 to be agreed, with the ultimate objective of achieving 75% Advanced or above and 20% Expert Learners by July 2018. KPI – DfL	Assistant Headteacher with responsibility for Teaching & Learning through line management meetings. SLT meeting schedule.	Costed through directed time budget.	
1.11 Making sure that teachers use information about pupil's attainment and progress and have high expectations to provide work that is appropriately challenging.	a) Staff data folder to include pupil data: seating planner; latest SISRA capture; lesson plan with minimum of context box; any relevant learning walk or lesson observation feedback forms.	15 May 17	6 Jul 18	1 immediately then constant use	10 Jan 18	Data Meeting 2 2017/18	Assistant Headteacher with responsibility of Teaching & Learning.	Greater staff accountability for pupil progress, awareness of sub groups and raising expectations for pupil attainment. The overall attainment 8 point score for each YG is on track to meet their FFT20 attainment 8 score for all cohorts following each data collection. KPI – T & L KPI – Achievement	Deputy Headteacher with responsibility of Quality Assurance.	£1221	



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2. Improve the effectiveness of leadership and management.
3. Improve the personal development, behaviour and welfare of pupils.
4. Improve students' progress in 16-19 study programmes.
5. Use external reviews to support key areas identified by Ofsted report and external monitoring.

Success Criteria:

- i. September 2017: All headline indicators to be above national floor indicators.
- ii. September 2018: All headline indicators to be above coasting definition
- iii. Overall attendance for 2017 - 18 to improve by 0.3% to 95.2% (to be in line with or above national levels)
- iv. 90% of teaching to be graded at least good; 20% to be graded outstanding across the academy by, at the latest, June 2018 (see 'intended outcomes' for waypoints)
- v. Overall Fixed-Term Exclusion rates are maintained at or below national levels
- vi. Fixed-Term Exclusion rates for all cohorts are at or below national levels in July 18
- vii. The overall attainment 8 point score for each YG is on track to meet their FFT20 attainment 8 score for all cohorts following each data collection.
- viii. 90% of book samples will be graded as good or better with 30% being graded outstanding by July 18 (two waypoints to be agreed following establishment of baseline in July 17)

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	b) Departmental SWOT analysis of data input to be completed in teaching pairs during Strategic Department Briefing in the two weeks following each data capture.	3 Jul 17	6 July 18	Termly	19 July 17	17 Jan 18	25 April 18	HOD	Greater staff accountability for pupil progress, awareness of sub groups and raising expectations for pupil attainment through more forensic analysis of pupil attainment and progress. Improved quality assurance of data inputs.	SLT in Subject Line Management. Headteacher and Deputy Headteacher with responsibility of Quality Assurance in data meetings.	Costed through directed time budget.
	c) Increased use of pupil prior performance through; folders of Key work from KS2. Generate a bank of Y6 work from primary schools to be held centrally in school. An example of the student's best work and an example of typicality. Two sheets of paper for each student with their name and school name. This then forms part of the CPD session on the first none teaching day of term.	16 May 17	13 Sep 17	1 then annually	12 Jul 17	6 Sept 17	27 Sept 17	Head of Transition – collection Progress Leader Y7 – tracking.	Raised expectation of pupil work, in terms of achievement and quality. Removal of any dip in performance between end of KS3 and the start of KS4. The overall attainment 8 point score for Y7 is on track to meet their FFT20 attainment 8 score for all cohorts following each data collection. KPI – T & L KPI – Achievement shows tracking towards	Assistant Headteacher with responsibility of Teaching & Learning.	Costed through directed time budget.

Year 10	49.64
Year 9	48.4
Year 8	48.99



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	d) Support package for planning will result in greater number of teaching staff planning lessons which show clear evidence of planned differentiation, with reference to cohorts, to support meeting of individual's needs.	11 May 17	14 July 17	As required	11 May 17	14 June 17 19 July 17	Assistant Headteacher with responsibility for Teaching & Learning.	<p>Greater levels of effective differentiation based on accurate data about students.</p> <p>From July 17 baseline of standards of Teaching and Learning and implementation of subsequent support packages, we will see a decrease in the number of staff requiring planning support packages.</p> <p>Fig 1</p> <p>Increasing evidence base of best practice which demonstrates examples of excellent planning for staff to use as reference.</p> <p>KPI – T & L</p>	Headteacher	Costed through directed time budget.
	e) Develop the use of 'no notice' random book scrutiny throughout the academic year to ensure consistency of marking across the Academy.	5 Jun 17	22 June 18	3 per week, working to 5 per week.	19 Jul 17	Data Meeting 2 2017/18 13 June 18	Deputy Headteacher with responsibility for Quality Assurance.	<p>Students receive consistent high quality feedback that informs achievement and next steps to improve own learning.</p> <p>90% of book samples will be graded as good or better with 30% being graded outstanding by July 18 (two waypoints to be agreed following establishment of baseline in July 17)</p> <p>KPI – T & L (Marking)</p>	Headteacher via link line management meeting. Governors via Data and Teaching committee.	Costed through directed time budget.



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	f) Generation of fixed whole staff performance management target that focuses on meeting the needs of pupil premium and SEND students.	19 June 17	13 Sept 17	1 then annually	31 Oct 17 10 January 18	Deputy Headteacher with responsibility for Quality Assurance.	Increased accountability for staff to meet the needs of cohorts will drive and improved understanding of student's individual needs within set groups. Data collection points show that SEND and PP students are on track to reach their FFT20 attainment 8 targets. KPI – T & L KPI – Achievement shows tracking towards	Headteacher	Costed through directed time budget.									
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	g) SEND Keyworker meetings to develop. Focus to be on Y7 students in Sept and then PP/SEND overlap students in other YGs as first priority. This will support teaching staff having the most current information to reducing barriers to learning.	15 May 17	25 Apr 18	Ongoing	12 Jul 17 18 Oct 17 25 Apr 18	SENDCo	<p>This will help improve teaching offer of SEND students and SEND disadvantaged and encourage their improved attendance. For some, it will improve behaviour too therefore reducing exclusions and improving attendance for this cohort (– priority also hits priority 3.1)</p> <p>Staff voice reflects and increased level of support from SEND department and better communication of how to meet individuals' needs.</p> <p>Data collection points show that SEND students are on track to reach their FFT20 attainment 8 targets.</p> <p>KPI – T & L</p> <p>KPI – Achievement shows tracking towards</p> <table border="1"> <thead> <tr> <th colspan="2">FFT20 Attainment 8 target</th> </tr> </thead> <tbody> <tr> <td>Year 10</td> <td>44.4</td> </tr> <tr> <td>Year 9</td> <td>44.41</td> </tr> <tr> <td>Year 8</td> <td>43.09</td> </tr> </tbody> </table>	FFT20 Attainment 8 target		Year 10	44.4	Year 9	44.41	Year 8	43.09	Assistant Headteacher with responsibility for Teaching & Learning.	Costed through directed time budget.
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	h) Development of middle leaders through use of NPQSL as part of school CPD programme. Each candidate takes responsibly for specific whole school improvement priority.	11 Sep 17	20 Jul 18	Annually	4 Oct 17 7 Feb 18 27 June 18	Deputy Headteacher with responsibility for Quality Assurance. Assistant Headteacher with responsibility for Teaching & Learning.	Builds capacity of middle leaders in preparation for senior leadership. Increase shared leadership of school improvement.	Headteacher	Costed through CPD budget.
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<p>1.3 Develop the quality of teachers' questioning, so that pupils' thinking is challenged and they develop a deeper understanding of the topics that they study.</p>	<p>a) Conduct an audit to confirm strengths of different aspects of teaching, from which a T&L group is formed, to enable the dissemination of good practice across the school.</p>	5 Jun 17	6 September 17	1	14 Jul 17	23 Aug 17	Data meeting 1 2017/18 Assistant Headteacher with responsibility for Teaching & Learning.	<p>Develop a T&L group that can support staff whose teaching is graded 'requires improvement' or 'inadequate'.</p> <p>Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.</p> <p>Fig 1</p> <p>Increase in the number of staff with a consistent QA evidence base of 'good' or 'outstanding' practice.</p> <p>KPI – T & L</p>	Headteacher	Costed through directed time budget.
	<p>b) Develop the use of our accredited Secondary Leader in Education (SLE) to support the further development of the standards of teaching across the school with a focus on 16 – 19 provision.</p>	4 Sept 17	8 June 18	As required	11 Oct 17	13 Dec 17	17 Jan 18 Assistant Headteacher with responsibility for Teaching & Learning.	<p>Increase in proportion of lessons of 16 – 19 provision graded 'good' and 'outstanding' from the established internal baseline.</p> <p>Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.</p> <p>Fig 1</p> <p>KPI – T & L</p>	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.



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	c) Good practice derived from lesson observation data to be routinely shared through peer observations, collaborative lesson planning and INSET.	9 Sept 17	9 May 18	Annually	19 July 17	15 Nov 17	Data Meeting 2 2017/18 Assistant Headteacher with responsibility for Teaching & Learning.	Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 KPI – T & L	Headteacher	Costed through directed time budget.								
End of Section 1																		
2.1 Improve the effectiveness of leadership and management.	a) SLT will coach middle leaders to identify areas of development in order to build their capacity to bring about targeted improvement in Teaching and Learning within their department	9 Sept 17	19 Jan 18	As required	11 Oct 17	13 Dec 17	24 Jan 18 Assistant Headteacher with responsibility for Teaching & Learning.	Improvement in department, and greater consistency across departments, of teaching and learning (as evidenced in lesson observation and outcome KPIs) will demonstrate a more effective middle leadership. Teacher staff voice will indicate a higher level of support and leadership being shown from September 17 baseline interviews to July 18. The overall attainment 8 point score for each YG is on track to meet their FFT20 attainment 8 score for all cohorts following each data collection. KPI – T & L KPI – Achievement shows tracking towards	Headteacher	Costed through directed time budget.								
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	b) Headteacher interviews with each HOD following a data capture.	4 Sept 17	6 July 18	6 per year per HOD	18 Oct 17	Data Meeting 2 2017/18	11 July 18	Headteacher Deputy Headteacher with responsibility for Quality Assurance.	Further develop the accountability for TLR and UPS teachers linked to pupil attainment. Outcomes at Y11 will rise rapidly towards a progress 8 score of 0. The overall attainment 8 point score for each YG are on track to meet their FFT20 attainment 8 score for all cohorts following each data collection. KPI – Achievement shows tracking towards	Chair of Teaching & Data committee.	Costed through directed time budget.
	c) Develop a Preparation for Senior Leadership Pathway (PSLP) CPD programme for all UPS staff.	17 May 17	31 Oct 17	1	5 July 17	8 Nov 17	20 June 18	Assistant Headteacher with responsibility for Teaching & Learning.	Further develop the capacity of middle leaders and UPS teaching staff to effect change and develop aspects of the school in line with school improvement priorities.	Headteacher	Costed through directed time budget.
	d) Develop the use of a fourth PMR target for members of staff who have passed through the UPS. Target 4 – Set by SLT on whole school impact priority this will link each UPS member to a PSLP response group.	17 May 17	31 Oct 17	1	5 July 17	8 Nov 17	20 June 18	Deputy Headteacher with responsibility for Quality Assurance.	Further develop the capacity of the school to effect change in key identified areas. Develop the capacity of middle leaders to effect change.	Headteacher	Costed through directed time budget.

FFT20 Attainment 8 target	
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Year 9	48.4
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2.11 Ensure leaders and governors routinely evaluate pupil premium expenditure so that it is spent on activities that impact outcomes for disadvantaged pupils, including the most able.	a) Complete academic and pastoral reports following each data collection and report to Governors at each pastoral meeting.	4 Sept 17	20 July 18	6 times a year	Pastoral Meeting 1	Pastoral Meeting 2	Pastoral Meeting 3	Associate Senior Leader with responsibility for data. Director of Student Engagement.	SLT to generate a regular report on progress and outcomes of all sub groups ensuring all clear understanding of progress by all of sub groups.	Headteacher through line management meetings. Pastoral Care committee meeting.	Costed through directed time budget.
2.12 Develop the skills of middle leaders so that they can improve the quality of teaching in their subjects.	a) Undertake an audit of all TLR holders. Establish detail of each role and audit post holder effectiveness.	17 May 17	1 Dec 17	1	28 June 17	20 Sep 17	6 Dec 17	Deputy Headteacher with responsibility for Quality Assurance. Middle Leadership Team.	Increased capacity of middle leadership team to improve Teaching and Learning. Improved accountability measures for TLR and UPS teachers linked to pupil attainment. KPI – T & L	Headteacher through random paired observations and learning walks.	Costed through directed time budget.
	b) Develop the membership of the relevant subject networks.	17 May 17	4 Sept 17	1	6 Sep 17	15 Nov 17	20 June 18	Assistant Headteacher with responsibility for Curriculum.	100% of departments will be members of subject forums where they exist. Developing the sharing of best practice and use of external support.	Deputy Headteacher with responsibility for Quality Assurance.	
	c) Ensure smaller departments have the opportunity to report back to the SLT on a regular basis.	9 Sept 17	29 Mar 18	2 per department	13 Dec 17	25 Apr 18		Deputy Headteacher with responsibility for Quality Assurance. Middle Leadership Team.	Develop a greater understanding of their work to support quality assurance.	Headteacher through scheduled SLT briefings.	Costed through directed time budget.



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	d) Standardisation of lesson observation protocols. Paired lesson observation with HODs.	5 June 17	14 July 17	Ongoing	28 June 17	24 Aug 17	Data Meeting 1 2017/18 Deputy Headteacher with responsibility for Quality Assurance.	Accurate and incisive understanding of current Teaching and Learning provision across the school. Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 KPI – T & L	Headteacher	Costed through directed time budget.	
	e) Restructure of Raising Standards meeting schedule. This will now be a three tiered approach with: • T & L Y7-11 • Pastoral Y7 – 11 • Sixth Form	11 May 17	5 Sep 17	1	15 Nov 17		Deputy Headteacher with responsibility for Quality Assurance.	More tailored meeting contact to improve provision of Teaching and Learning in specific school areas. Improve the training offer for teaching of Sixth Form lessons through sharing of good practice.	Headteacher	Costed through directed time budget.	
	f) SENDco to be mentored by Headteacher in production of a SEND Rapid Improvement Plan.	05 May 17	20 July 18	Weekly	17 May 17	22 Nov 17	SENDco Data Meeting 2 2017/18	The overall attainment 8 point score for SEND students is on track to meet their FFT20 attainment 8 score following each data collection. KPI - DPT	Headteacher Data and Teaching Committee	Costed through directed time budget.	



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2.13 Strengthening the role of governance so that school leaders are effectively supported and held to account.	a) Undertake an external review of governance to assess how this aspect may be improved.	Jun/Jul 17		1			Headteacher along with the Chair of Governors.	Develop a clear understanding of the strengths and weaknesses of governance. Develop a clear action plan to further develop accountability of the school.	HMI Support.		
	b) Publish a schedule of dates for HODs and their representatives to present at Governors' meetings to improve understanding of school offer.	Jun/Jul 17	4 Sept 17	1 (annually)	20 June 17	11 July 17	4 Sept 17	Chair of Governors and Clerk to Governors.	Governors will have a clearer understanding of the school offer and of outcomes at a departmental level.	Headteacher	Costed through directed time budget.
2.14 Strengthening the leadership of post 16 provision and special educational needs and or disabilities.	a) Restructuring of SLT, with AH responsibility for Quality Assurance of Teaching & Learning and student progress within the Sixth Form.	9 May 17	10 June 17	1	17 May 17	24 May 17	26 May 17	Headteacher Head of Sixth Form AH Curriculum.	Develop the consistency of high quality teaching and learning within and across departments Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 KPI – T & L	Governors via link meetings and reporting arrangements.	Costed through directed time budget.



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2.15 School leaders closely track and monitor the work that they do to check that their actions are having a positive impact on pupils' outcomes.	a) Use of SISRA and KPI sheets to analyse impact and outcome of strategies.	9 May 17	6 July 18	6 times per year	2 weeks post data capture	18 July 18	Associate Senior Leader with responsibility for Data & Analysis. Deputy Headteacher with responsibility for Quality Assurance.	Accurate and incisive understanding of the current Teaching and Learning provision across the school. Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 Provides data for accurate CPD support programmes for whole staff, departments and individuals.	Headteacher through regular SLT meetings and line management arrangements.	Costed through directed time budget.	
2.16 Teachers consistently use the schools' assessment policy to give effective feedback to pupils so that they are clear about what they have to do to improve their learning.	a) HODs continue to develop 'graded' assessment criteria to aid standardisation within and across departments using guidance from examination boards and subject networks.	9 May 17	14 July 17	Annual	19 July 17	4 Oct 17	Middle Leadership Team.	Greater consistency within and across departments in use of pupil data. Validation of internal assessments against externally assessed examinations that provide accurate judgements of student attainment. Greater challenge and support provided. Student questionnaires linked to knowledge of targets and how to improve will show a greater clarity of assessment criteria. KPI – SAR	Associate Senior Leader with responsibility for Data & Analysis. Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.	



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	b) A standardised moderated bank of assessment criteria is shared through every department prior to data collections.	9 May 17	Ongoing	Annually	2 weeks post data capture		Middle Leadership Team along with SLT link member.	Evidence of standardisation and assessment materials. Completion of SWOT analysis fed back within link meetings.	Associate Senior Leader with responsibility for Data & Analysis. Deputy Headteacher with responsibility for Quality Assurance through regular SLT meetings.	Costed through directed time budget.		
2.17	a) External departmental reviews of English and Mathematics teams. (May be extended following data analysis Aug 17.)	17 Jun 17	20 Oct 17	As required	8 Nov 17	Data Meeting 1 2017/18	Headteacher through external support.	A full understanding of current provision within English and Mathematics. An effective improvement plan to be developed using the feedback. Improved quality of Teaching and Learning and outcomes. KPI – T & L	Governors via link meetings and reporting arrangements.	Costed through LLP Partnership Agreement.		
End of Section 2												
3.1	Improve the personal development, behaviour and welfare of pupils.	a) Develop understanding of parents' views and perspectives of the school by developing an effective parent and teacher association.	4 Sept 17	8 June 18	3	8 Nov 17	7 Feb 18	20 June 18	Assistant Headteacher with responsibility for Pastoral Care, Assistant Headteacher with responsibility for Teaching & Learning, Deputy Headteacher with responsibility for Quality Assurance.	Parent voice will reflect positive engagement and support of school improvement plans and progress.	Governors via link meetings and reporting arrangements.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates		Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
3.11 Improve the attendance of disadvantaged pupils and pupils who have special educational needs and/or disabilities.	a) Produce a timeline for 2017-18 class list completion (HOD) and consultation (PLs) to ensure best offer in place for most disadvantaged.	17 May 17	14 July 17	3	26 May 17	16 Jun 17 19 July 17	Assistant Headteacher with responsibility for Pastoral Care, Assistant Headteacher with responsibility for Curriculum, HOD and Progress Leaders.	The offer for PP and SEND students is the best it can be. Monitoring and intervention of these students progress will be more timely and effective. Data collection points show that SEND and PP students are on track to reach their FFT20 attainment 8 targets. KPI – Achievement	Headteacher through line management meetings.	Costed through directed time budget.	
	b) Continue to use universal rewards strategies to promote attendance of all students and to supplement with a targeted offer for SEND and PP students.	4 Sept 17	11 May 18	3	11 Oct 17	PCG Meeting 2017/2018 23 May 18	Director of Student Engagement, Assistant Headteacher with responsibility for Pastoral Care, Pastoral Managers and Progress Leaders.	Improve the attendance of all students through the increase in profile of attendance and increase in rewards. KPI – ATT	Headteacher through line management meetings.	Costed through directed time budget.	
	c) Education welfare officer to be employed for extended time to improve the attendance of disadvantaged and SEND students.	4 Sept 17	11 May 18	3	11 Oct 17	PCG Meeting 2017/2018 23 May 18	EWO, Director of Student Engagement.	Improve the attendance of disadvantaged and SEND students through targeted intervention and support for these families. KPI – ATT	Assistant Headteacher with responsibility for Pastoral Care.		



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates		Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
	d) Target strategies in place to prioritise PP and SEND students to further improve attendance such as; first morning calls, EWO home visit, attendance panel meetings, warning letters and legal prosecution.	4 Sept 17	11 May 18	Daily	11 Oct 17	PCG Meeting 2017/2018	23 May 18	Director of Student Engagement, Pastoral Managers, Progress Leaders and EWO.	Attendance of Pupil Premium and SEND students to be inline or above national levels for these cohorts of students. EWO tracking KPI – ATT	Assistant Headteacher with responsibility for Pastoral Care through line management meetings.	
	e) Weekly analysis of attendance data Y7-11. All the pastoral team and relevant middle leaders to receive this data. Termly SLT report to governors.	4 Sept 17	11 May 18	Weekly	11 Oct 17	PCG Meeting 2017/2018	23 May 18	Director of Student Engagement.	Early identification of students and cohorts of students with declining attendance enables actions to reduce further absence. Whole school attendance increases from national to 0.3% above national. This means it will be at least 0.3% above national at each review date. KPI – ATT	Assistant Headteacher with responsibility for Pastoral Care and PCG governors meeting.	Costed through directed time budget.
	f) SLT timetable consultation on first draft of Sept timetable.	17 May 17	5 July 17	1 (annually)	9 Jun 17			Assistant Headteacher with responsibility for Curriculum.	Equal distribution of ability setting across departments.	Headteacher through SLT meetings.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates			Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication
3.12 Reduce the number of permanent and fixed-term exclusions to be in line with or below national averages.	a) Maintain and share new KPI sheet with fortnightly check points.	17 May 17	Ongoing	Every fortnight	5 Jul 17	Pastoral Meeting 1	17 Jan 18	Assistant Headteacher with responsibility for Pastoral Care and Director of Student Engagement.	All members of the pastoral team will have an overview of the internal and external exclusions and will look to use a range of strategies prior to exclusion. Pastoral leaders will have a greater understanding of the responsibility for the behaviour of the students in their year group. Exclusion rates will remain below or in line with national all year. KPI – Exclusions	Governors via link meetings and reporting arrangements.	Costed through directed time budget.
	b) SEND team to analyse behaviour of SEND students to facilitate improved targeted offer.	12 Jun 17	Ongoing	Weekly	11 Sept 17	22 Nov 17	20 June 18	Pastoral Managers and SENDCo.	This will enable a more forensic awareness of how needs are being met and where training is needed/ further screening is needed. Exclusion rates for SEND K and SEND E students to remain below national all year. KPI – SEND behaviour tracking. KPI – Exclusions	Headteacher through scheduled line management meetings.	Costed through directed time budget.
3.13 Develop and strengthen Quality Assurance protocols for delivery of tutor time including provision and delivery of SMSC.	a) Session plans in place for all Year Groups for both SMSC and SMSC2 so it can work as a rolling programme from Y7 – 13.	17 May 17	4 Sep 17	1	12 July 17	20 Sep 17	24 Jan 18	Middle Leadership with responsibility for SMSC Programme.	Improved consistent delivery of SMSC by tutors. Pastoral Quality Assurance waypoints on 15 December 17 and 29 March 18 to be agreed by the end of October 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding tutor sessions by July 2018.	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates			Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication
	b) Develop a clear quality assurance programme for tutor time provision for all year groups.	5 June 17	6 July 18	Ongoing	5 July 17	21 Feb 18	18 July 18	Deputy Headteacher with responsibility for Quality Assurance: 7–11 Assistant Headteacher with responsibility for Curriculum: 12–13	More consistent delivery of tutor time provision which leads to improving expectations of students and consistency from staff. Pastoral Quality Assurance waypoints on 15 December 17 and 29 March 18 to be agreed by the end of October 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding tutor sessions by July 2018. KPI – Pastoral QA.	Headteacher through SLT meetings.	Costed through directed time budget.
	c) Develop a schedule for the QA of assemblies.	5 June 17	6 July 18	Ongoing	5 July 17	21 Feb 18	18 July 18	Deputy Headteacher with responsibility for Quality Assurance: 7–11 Assistant Headteacher with responsibility for Curriculum: 12–13	All students will receive high quality assemblies which cover all SMSC topics. Assembly Quality Assurance waypoints on 15 December 17 and 29 March 18 to be agreed by the end of October 2017, following the establishment of an internal baseline with the ultimate objective of achieving 95% good or better and 50% outstanding assemblies sessions by July 2018. KPI – Pastoral QA.	Headteacher through SLT meetings.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates	Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
	d) Develop a tutor time support package delivery team.	5 June 17	7 July 17	1	12 July 17	Deputy Headteacher with responsibility for Quality Assurance and Assistant Headteacher with responsibility for Curriculum.	Develop tutors who require support to delivery high quality tutor provision to their students. All students to receive high quality tutor time with clear and effective messages to help improve behaviour and expectation of all students. Pastoral Quality Assurance waypoints on 15 December 17 and 29 March 18 to be agreed by the end of October 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding tutor sessions by July 2018. KPI – Pastoral QA	Headteacher through line management meetings.	Costed through directed time budget.	
	e) Restructure the pastoral teams to facilitate double tutoring in KS3.	5 June 17	7 July 17	1	12 July 17	Assistant Headteacher with responsibility for Pastoral Care and Assistant Headteacher with responsibility for Teaching & Learning.	Increased capacity for support for every student in Y7 – Y9.	Headteacher through line management meetings.	Costed through directed time budget.	
End of Section 3										
4.1 Improve students' progress in 16-19 study programmes.	a) Restructuring of SLT, with AH responsibility for Quality Assurance of Teaching and Learning and student progress within the Sixth Form.	9 May 17		1	14 July 17	23 Aug 17 Data Meeting 1 2017/18	Deputy Headteacher with responsibility for Quality Assurance. Assistant Headteacher with responsibility for Teaching & Learning. Assistant Headteacher with responsibility for Curriculum.	Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. KPI – T & L	Headteacher Data and Teaching committee meeting.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates		Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
	b) Data meetings to analyse Sixth Form progress following data captures with each department led by AH Curriculum and Headteacher.	4 Sept 17	6 July 18	6 per year per HOD	18 Oct 17	Data Meeting 2 2017/18	11 July 18	Assistant Headteacher with responsibility for Curriculum. Headteacher.	<p>Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.</p> <p>Fig 1</p> <p>Greater forensic analysis by middle leaders of Sixth Form progress.</p> <p>2018 results show that the value added upper confidence interval for academic and applied general courses is at 0 or better.</p> <p>The proportion of students in Y12 and Y13 on track to achieve or exceed their minimum target grade is at or above 90%.</p> <p>KPI – Achievement</p>	Governors via link meetings and reporting arrangements.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates		Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
	c) Sixth Form focus in line with proportion of lessons taught within LCHS. Paired lesson observations to be undertaken by SLE & SLT to support Sixth Form subjects. Sixth Form lesson to be observed in line with proportion with the number of lessons taught across the school. Ratio of 1-3.	4 Sept 17	6 July 18	Ongoing	Data Meeting 1 2017/18	Data Meeting 2 2017/18	11 July 18	Deputy Headteacher with responsibility for Quality Assurance.	Develop the consistency of high quality teaching and learning within and across departments. Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 KPI – T & L	Headteacher through line management meetings. Governors via link meetings and reporting arrangements.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates		Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
<p>4.2 Rigorous checking on the quality of Sixth Form teaching to ensure that it is appropriately challenging.</p>	<p>a) Sixth Form lesson observation schedule to reflect proportion of lessons taught as % of whole timetable. Paired lesson observations to be undertaken by AH Curriculum to support small Sixth Form subjects.</p>	4 Sept 17	6 July 18	Ongoing	Data Meeting 1 2017/18	Data Meeting 2 2017/18	11 July 18	Assistant Headteacher with responsibility for Curriculum.	<p>Develop the consistency of high quality teaching and learning within and across departments.</p> <p>Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018.</p> <p>Fig 1</p> <p>Accurate and incisive understanding of the current Teaching and Learning provision across the school. This provides the baseline to generate the KPI for subsequent academic year.</p> <p>Provides data for accurate CPD support programmes for whole staff, departments and individuals.</p> <p>KPI – T & L</p>	<p>Headteacher</p> <p>Data and Teaching committee Meeting.</p>	<p>Costed through directed time budget.</p>



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates			Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication
	b) Rigorously monitor the quality of teaching in the Sixth Form, from the baseline data point, to track improvement in provision.	4 Sept 17	6 July 18	Ongoing	Data Meeting 1 2017/18	Data Meeting 2 2017/18	11 July 18	Director of Sixth Form, Assistant Headteacher with responsibility for Curriculum, HOY 12, HOY 13.	Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 KPI – T & L	Headteacher, Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.
	c) Identify the staff who require improvement from data/learning walks/observations and allocate a teaching coach to move them to good.	5 Jun 17	6 September 17	Annually	14 Jul 17	23 Aug 17	Data meeting 1 2017/18	Director of Sixth Form, HOY 12, HOY 13.	Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 Data analysis to indicate improved pupil progress. Lesson observations. KPI – T & L	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates		Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
	d) Develop paired learning walks and observations as well as Sixth Form team and SLT Learning walks.	19 June 17	4 Sept 17	Ongoing	27 Sept 17	6 Dec 17	Data Meeting 2 2017/18 Director of Sixth Form, Assistant Headteacher with responsibility for Curriculum, HOY12, HOY13, SLT.	Rapid identification of areas of strengths and weakness. Teaching and Learning waypoints on 15 December 17 and 29 March 18 to be agreed by the end of July 2017, following the establishment of an internal baseline with the ultimate objective of achieving 90% good or better and 20% outstanding lessons by July 2018. Fig 1 90% of Sixth Form students to be on target to meet their minimum target grade. KPI – T & L	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.	
	e) Monitor and ensure that all subjects are setting a minimum of 5 hours' worth of work to be completed outside lessons.	4 Sept 17	2 Mar 18	Ongoing	20 Oct 17	21 Feb 18	14 Mar 18 HOY 12, HOY 13.	Student work areas used more productively to complete subject related work.	Director of Sixth Form.	Costed through directed time budget.	
4.3 To monitor and evaluate the implementation of the effective marking and feedback policy to ensure whole school consistency in 16 – 19 provision.	a) A programme of learning walks and departmental of auditing of work scrutiny to be developed.	19 June 17	4 Sept 17	1	27 Sept 17	6 Dec 17	Data Meeting 2 2017/18 Director of Sixth Form, HOY 12, HOY 13.	Effective Feedback is evidenced and staff are marking and assessing as per whole school assessment policy. KPI – T & L	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.	



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<p>4.4 To improve the range of enrichment activities to excite and engage learners in 16 – 19 provision.</p>	<p>a) Audit current enrichment activities and survey students to understand what they want.</p>	5 June 17	7 July 17	1	19 July 17	HOY 12, HOY 13.	<p>Ensures activities are appropriate and meet needs.</p> <p>Inspire pupils for their future studies/careers.</p> <p>Improved attendance figures and retention.</p> <table border="1"> <thead> <tr> <th>Attendance</th> <th>2013/14</th> <th>2014/15</th> <th>25/15/16</th> <th>Current</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Year 12</td> <td>87.90%</td> <td>85.50%</td> <td>87%</td> <td>91.60%</td> <td>93%</td> </tr> <tr> <td>Year 13</td> <td>80%</td> <td>82%</td> <td>82%</td> <td>90.50%</td> <td>93%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Retention rate</th> <th>Current</th> <th>England</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>A-Levels</td> <td>98.90%</td> <td>96.80%</td> <td>99%</td> </tr> <tr> <td>Applied</td> <td>81%</td> <td>87%</td> <td>88%</td> </tr> <tr> <td>Tech</td> <td>77%</td> <td>89%</td> <td>90%</td> </tr> </tbody> </table>	Attendance	2013/14	2014/15	25/15/16	Current	Target	Year 12	87.90%	85.50%	87%	91.60%	93%	Year 13	80%	82%	82%	90.50%	93%	Retention rate	Current	England	Target	A-Levels	98.90%	96.80%	99%	Applied	81%	87%	88%	Tech	77%	89%	90%	Director of Sixth Form.	Costed through directed time budget.
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	<p>b) Confirm subjects offer at least one enrichment opportunity during the year. Monitor the number and quality of enrichment opportunities, including clubs, trips, speakers, lesson excursions etc. and encourage those subjects not running them to do so by helping facilitate ideas.</p>	4 Sept 17	13 Oct 17	1	18 Oct 17	HOY 12, HOY 13.	<p>Every subject has provided at least one enrichment activity throughout the year.</p> <p>Improved pupil engagement.</p> <p>Inspired pupils for their future studies/careers.</p> <p>Improved attendance figures and retention.</p> <p>KPI – 6th form enrichment registers</p>	Headteacher	Costed through directed time budget.																																		



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	c) Publicise a termly enrichment timetable and promote activities through tutor time, assemblies, website, and students' bulletin.	4 Sept 17	6 July 18	Termly	03 Jan 18 11 July 18	HOY 12, HOY 13.	Various and extensive list of opportunities for activities at lunchtime, trips, speakers in school leading to improved engagement and participation rates. KPI – 6 th form enrichment registers	Director of Sixth Form.	Costed through directed time budget.		
	d) Introduce a summer study programme for all subjects for new Year 12 intake.	27 Jun 17	22 Sep 17	1	19 July 17 9 Sept 17	27 Sept 17 Director of Sixth Form, HOY 12, HOY 13.	Students have completed work on joining Year 12. Develop higher learning skills. Students have improved awareness of course and make informed choices.	Director of Sixth Form.	Costed through directed time budget.		
	e) Introduce a Year 10 programme to provide taster days and/or lessons.	4 Sept 17	6 July 18	1	15 Nov 17 25 Apr 18	11 July 18 Director of Sixth Form, HOY 12, HOY 13.	Students have improved awareness of course content to make a more informed choice. Higher retention of pupils in future. Better links and transition between lower and upper school.	Assistant Headteacher with responsibility for Curriculum.	Costed through directed time budget.		
4.5 To improve the effectiveness of leaders in 16 – 19 provision.	a) Sixth Form Leadership Team meetings to concentrate on progress data.	4 Sept 17	4 July 18	Ongoing	10 Jan 18 25 Apr 18	18 July 18 Director of Sixth Form, HOY 12, HOY 13, Assistant Headteacher with responsibility for Curriculum.	Early and timely intervention to address areas of weakness identified through monitoring. Meeting minutes will show an in depth department analysis.	Headteacher via line management meetings.	Costed through directed time budget.		



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates	Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication	
	b) Restructuring of Sixth Form team to ensure effective staff deployment.	5 Jun 17	14 July 17	1	19 Jul 17	Director of Sixth Form.	<p>Clear responsibilities and priorities leading to improved accountability.</p> <p>Improved deployment of staff to address weaknesses identified.</p> <p>Increased pro-active monitoring from HODs with findings and actions presented to SLT LM.</p> <p>Earlier and timely intervention to address areas of weakness identified through monitoring.</p>	Headteacher via line management meetings.	Costed through directed time budget.	
4.6 To ensure that data for each year group is analysed to identify gaps in progress between different groups, resulting in an intervention plan being put in place and its impact monitored in 16 – 19 provision.	a) Data analysis to occur termly of all students, with particular emphasis on PP, SEND, EAL, high, medium and low ability disadvantaged.	9 May 17	6 July 18	6 times per year	2 weeks post data capture	Director of Sixth Form, HOY 12, HOY 13.	<p>Early and timely intervention to address areas of weakness identified through monitoring.</p> <p>Improved pupil outcomes' end of year results at least in line with national expectations for meeting and exceeding progress.</p> <p>The proportion of Sixth Form students in vulnerable cohorts on track to achieve or exceed their minimum target grade is at or above 90%.</p> <p>KPI – Achievement</p>	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.	



<p>Our key priority is to improve the outcomes for all students through:</p> <ol style="list-style-type: none"> 1. Rapidly improve the quality of teaching, learning and assessment. 2. Improve the effectiveness of leadership and management. 3. Improve the personal development, behaviour and welfare of pupils. 4. Improve students' progress in 16-19 study programmes. 5. Use external reviews to support key areas identified by Ofsted report and external monitoring. 							<p>Success Criteria:</p> <ol style="list-style-type: none"> i. September 2017: All headline indicators to be above national floor indicators. ii. September 2018: All headline indicators to be above coasting definition iii. Overall attendance for 2017 - 18 to improve by 0.3% to 95.2% (to be in line with or above national levels) iv. 90% of teaching to be graded at least good; 20% to be graded outstanding across the academy by, at the latest, June 2018 (see 'intended outcomes' for waypoints) v. Overall Fixed-Term Exclusion rates are maintained at or below national levels vi. Fixed-Term Exclusion rates for all cohorts are at or below national levels in July 18 vii. The overall attainment 8 point score for each YG is on track to meet their FFT20 attainment 8 score for all cohorts following each data collection. viii. 90% of book samples will be graded as good or better with 30% being graded outstanding by July 18 (two waypoints to be agreed following establishment of baseline in July 17) 				
Objectives	Actions	Start date	To be completed by:	Frequency	Review dates	Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication		
	b) HOY to monitor that data collections are being used effectively as a diagnostic tool and that interventions are in place and hold staff accountable.	9 May 17	6 July 18	6 times per year	2 weeks post data capture 18 July 18	HOY 12, HOY 13 along with relevant HOD and subject teachers.	<p>The proportion of Sixth Form students in vulnerable cohorts on track to achieve or exceed their minimum target grade is at or above 90%.</p> <p>HOY can accurately and incisively identify students who are underachieving and arrange a relevant support package.</p> <p>HOY analysis shows impact of interventions.</p> <p>KPI – Achievement</p>	Director of Sixth Form and Governors via link meetings and reporting arrangements.	Costed through directed time budget.		



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	c) Produce staged intervention system for use for different needs, by tutors and mentors, following each data capture.	9 May 17	6 July 18	6 times per year	2 weeks post data capture 18 July 18	Director of Sixth Form, HOY 12, HOY 13, Sixth Form Mentors, Sixth Form Tutors.	The proportion of Sixth Form students in vulnerable cohorts on track to achieve or exceed their minimum target grade is at or above 90%. KPI – Achievement	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.	
4.7 To ensure that interventions for pupil premium students are effective in ensuring they make better than expected progress and provide best value for spend in 16 – 19 provision.	a) To audit the needs of our pupil premium students in relation to intervention and enrichment and monitor/QA interventions to make sure they are fit for our students.	9 May 17	6 July 18	6 times per year	2 weeks post data capture 18 July 18	Director of Sixth Form, HOY 12, HOY 13.	Bespoke support package complete for each disadvantaged student. Disadvantaged students are guaranteed full range of enrichment activities. Disadvantaged students are more engaged in their learning leading to an improved retention rate.	Headteacher via presentations during scheduled SLT meetings.	Costed through directed time budget.	
	b) Prioritise all PP students to ensure that they are challenged to exceed their minimum target grade.	9 May 17	6 July 18	6 times per year	2 weeks post data capture 18 July 18	Director of Sixth Form along with Assistant Headteacher with responsibility for Curriculum.	The gap between PP and non-PP student narrows. Pupil premium students make increasingly better than expected progress. Quality assurance shows that staff plan to maximise progress of PP students. Quality assurance shows that skilful questioning deepens understanding. KPI – T & L	Deputy Headteacher with responsibility for Quality Assurance.	Costed through directed time budget.	



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4.8 To further improve attendance and punctuality in 16 – 19 provision.	a) Review and evaluate school procedures for lateness and attendance within Sixth Form.	17 May 17	21 July 17	1	18 Oct 17	07 Feb 18	20 June 18	HOY 12, HOY 13.	<p>95% punctuality rate. To be achieved by Feb 18.</p> <p>93% attendance rate. To be achieved by Feb 18.</p> <table border="1"> <thead> <tr> <th>Attendance</th> <th>2013/14</th> <th>2014/15</th> <th>25/15/16</th> <th>Current</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Year 12</td> <td>87.90%</td> <td>85.50%</td> <td>87%</td> <td>91.60%</td> <td>93%</td> </tr> <tr> <td>Year 13</td> <td>80%</td> <td>82%</td> <td>82%</td> <td>90.50%</td> <td>93%</td> </tr> </tbody> </table>	Attendance	2013/14	2014/15	25/15/16	Current	Target	Year 12	87.90%	85.50%	87%	91.60%	93%	Year 13	80%	82%	82%	90.50%	93%	Director of Sixth Form.	Costed through directed time budget.
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b) Tutors to be proactive and involved in attendance issues to improve tutees attendance and punctuality and review of tutor teams to ensure all lead tutors are FT staff to ensure consistency.	3 Jul 17	8 June 18	Ongoing	18 Oct 17	07 Feb 18	20 June 18	HOY 12, HOY 13, Sixth Form Tutors.	<p>Rapid identification of areas of concern.</p> <p>Effective procedure and sanctions.</p> <p>Apply intervention strategies for students swiftly.</p>	Director of Sixth Form.	Costed through directed time budget.																			
c) Review and evaluate current SPS monitoring and tracking procedures to maximise student progress and support and encourage independent study.	17 May 17	21 July 17	1	18 Oct 17	07 Feb 18	20 June 18	HOY 12, HOY 13, SPS Supervisor.	<p>SPS area is purposeful and enables all students to enhance the progress they have made in lessons.</p> <p>90% of Sixth Form students on track to reach their minimum target grade.</p> <p>KPI – Achievement</p>	Director of Sixth Form.	Costed through directed time budget.																			



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4.9 To promote a positive attitude to learning and an aspirational culture through the promotion of rewards and ensure the students know what steps to take to continue to progress in 16 – 19 provision.	a) Expand and develop the opportunity to praise and reward and embed the reward system to ensure that rewards are being given out consistently.	4 Sept 17	8 June 18	Ongoing	03 Jan 18	28 Mar 18	18 Jul 18	HOY 12, HOY 13.	Weekly drop-ins to form time to celebrate students success. Student Voice within Sixth Form shows a positive attitude towards the new rewards system.	Director of Sixth Form.	Costed through directed time budget.
	b) Regular articles in the school newsletter regarding students achieving multiple awards and used to promote aspirational culture.	4 Sept 17	8 June 18	Ongoing	03 Jan 18	28 Mar 18	18 Jul 18	HOY 12, HOY 13, 'The Leader Coordinator'.	Student Voice within Sixth Form shows a positive attitude towards achievement and progress.	Director of Sixth Form.	Costed through directed time budget.
	c) Introduce a series of master-classes to stretch and challenge all students beyond level 3 schedule of study.	4 Sept 17	8 June 18	Ongoing	03 Jan 18	28 Mar 18	18 Jul 18	HOY 12, HOY 13, HODs.	Student Voice within Sixth Form shows a positive attitude towards achievement and progress. Student Voice shows improved preparation for post 19 study programmes. Student satisfaction levels improve. Student retention rates improve. Series of student questionnaires to be developed.	Director of Sixth Form/Assistant Headteacher with responsibility for Curriculum.	Costed through directed time budget.



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Objectives	Actions	Start date	To be completed by:	Frequency	Review dates			Action & Monitoring Personnel responsible	Intended outcome:	Evaluation responsibility	Status / Resource cost / Financial implication
4.10 To improve and develop the use of coaching and mentoring intervention in 16 – 19 provision.	a) Senior staff including those on UPS to be involved in mentoring students identified as at risk of poor progress and/or engagement including attendance and punctuality. This is also to include external mentoring opportunities such as 'Brightside'.	4 Sept 17	2 Feb 18	Ongoing	18 Oct 17	03 Jan 18	21 Feb 18	HOY 12, HOY 13, Sixth Form Mentors and UPS staff.	Progress of identified students show improved progress rates. The attendance and punctuality of identified students show improvements. Mentoring KPI data sheet to be developed.	Director of Sixth Form.	Costed through directed time budget.
4.11 To improve procedure of Year 12 admissions and continuation into Year 13.	a) For Y12, strict adherence to entry requirements on all courses offered.	24 Aug 17	7 Sep 17	1	4 Sep 17	13 Sep 17	18 Oct 17	Sixth Form Admissions Team.	The courses that students undertake are well suited to their ability and achievements. This will lead to improve progress and retention for all A Level courses.	Director of Sixth Form, Assistant Headteacher with responsibility for Curriculum.	Costed through directed time budget.
	b) For Y13, entry only permitted upon passing of Y12 courses.	24 Aug 17	7 Sep 17	1	4 Sep 17	13 Sep 17	18 Oct 17	Sixth Form Admissions Team.	Improved student outcomes.	Director of Sixth Form, Assistant Headteacher with responsibility for Curriculum.	Costed through directed time budget.
4.12 To improve success in GCSE resits and Pathways groups in 16 – 19 provision.	a) Look into alternative level 2 courses in Maths and English for GCSE re-sit students.	5 Jun 17	14 July 17	1	19 Jul 17			HOY 13	More students achieve Level 2 qualifications in English and Mathematics.	Director of Sixth Form, Assistant Headteacher with responsibility for Curriculum.	Costed through directed time budget.

End of Section 4



<p>Our key priority is to improve the outcomes for all students through:</p> <ol style="list-style-type: none"> Rapidly improve the quality of teaching, learning and assessment. Improve the effectiveness of leadership and management. Improve the personal development, behaviour and welfare of pupils. Improve students' progress in 16-19 study programmes. Use external reviews to support key areas identified by Ofsted report and external monitoring. 							<p>Success Criteria:</p> <ol style="list-style-type: none"> September 2017: All headline indicators to be above national floor indicators. September 2018: All headline indicators to be above coasting definition Overall attendance for 2017 - 18 to improve by 0.3% to 95.2% (to be in line with or above national levels) 90% of teaching to be graded at least good; 20% to be graded outstanding across the academy by, at the latest, June 2018 (see 'intended outcomes' for waypoints) Overall Fixed-Term Exclusion rates are maintained at or below national levels Fixed-Term Exclusion rates for all cohorts are at or below national levels in July 18 The overall attainment 8 point score for each YG is on track to meet their FFT20 attainment 8 score for all cohorts following each data collection. 90% of book samples will be graded as good or better with 30% being graded outstanding by July 18 (two waypoints to be agreed following establishment of baseline in July 17) 				
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<p>5.1 Undertake an external review of pupil premium funding to assess how this aspect may be improved.</p>	<p>a) In consultation with the regionals schools commissioner and link HMI, source external consultant to evaluate PP spending and how this aspect of leadership and management may be improved.</p>	Following recommendations from RSC and Ofsted.				Headteacher	<p>Precise evaluation of all expenditure and strategies employed to improve the progress of PP students.</p> <p>A targeted intervention improvement plan can be completed following the review.</p>	<p>Chair of Governors through Headteacher Line Management meetings.</p>			
<p>5.2 Undertake an external review of Governance of how this aspect may be improved.</p>	<p>a) In consultation with the regionals schools commissioner and link HMI, source external consultant to evaluate the effectiveness of Governance and how this aspect of leadership and management may be improved.</p>	Following recommendations from RSC and Ofsted.				Headteacher	<p>Precise evaluation of impact of the Governing Body.</p> <p>A targeted improvement and training package to be developed for all Governors following the review.</p>	<p>Chair of Governors through Headteacher Line Management meetings.</p>			