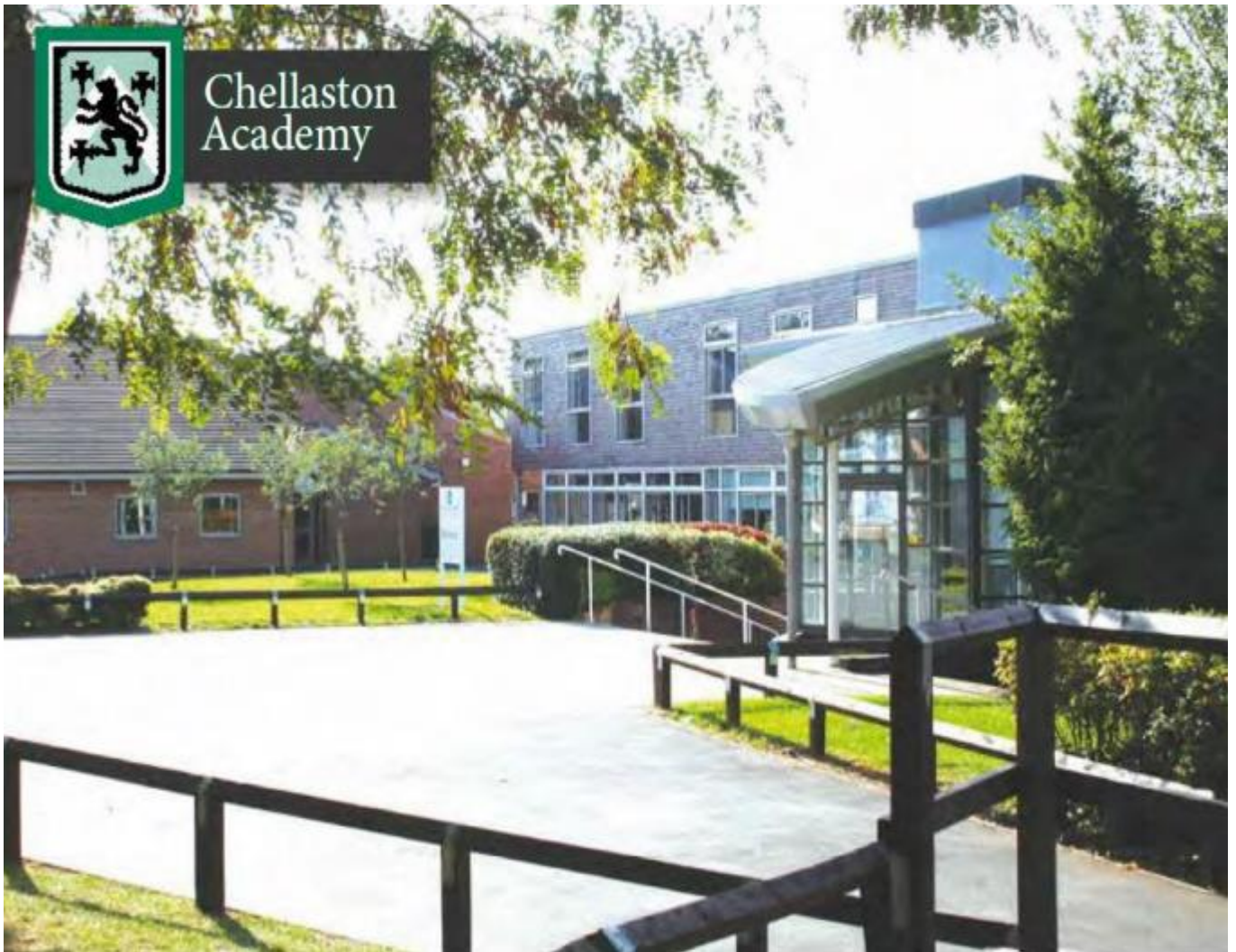




PEAK

Multi Academy Trust

# Post Inspection Action Plan 2019/20



# POST-INSPECTION ACTION PLAN 2019

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October 2019

Dear Colleagues,

This Post-Inspection Action Plan is an important document which clearly sets out what actions we need to take as a result of the Ofsted Inspection of the Academy in July. It has a clear focus on actions going forward following a root cause analysis of areas identified within the report.

The Post Inspection action plan has informed our Academy Improvement Plan; its actions, along with Academy Improvement Plan targets, inform our Senior Leadership Team development plans and Department self-evaluations, Department improvement plans and Results analysis action plans.

All members of the school community are invited to read the action plan and Academy staff are familiar with all areas for improvement going forward; Leadership is everyone and we are committed as a school community, to moving forward from this judgement, together as a team. INSET training and academy policy and procedure reflect our focus and students and parents have been advised and consulted where elements of the plan impact them directly. Parent/Carer meetings were held following our inspection and updates are available on the Academy website for our Key Stage 5 improvements. This action plan will be constantly reviewed by all levels of Leadership within the school and PEAK MULTI ACADEMY TRUST as outlined in the plan below.

Yours Sincerely,



Cara Walker  
Head of School  
Chellaston Academy



Kevin Gaiderman  
CEO  
PEAK Multi Academy Trust

# OUR FIVE AREAS OF IMPROVEMENT

1 Senior Leaders and Trustees have failed to ensure that safeguarding is effective in the 6<sup>th</sup> Form. Attendance checks are inadequate particularly for students who are absent for a long time.

2 Some 6<sup>th</sup> Form students spend extended periods of time on Work Experience — Leaders do not check up on these students and consequently do not know whether they are safe.

3 Senior Leaders and Trustees have failed to take the swift action needed to improve the 6<sup>th</sup> Form. They have not checked sufficiently that the quality of 6<sup>th</sup> Form Leadership is as good as is needed.

4 Too many students are routinely absent from the Sixth Form, particularly in Year 12.

5 Quality of Teaching and Learning is good overall. However, in a few cases teachers' expectations of pupils are too low, including in the presentation and accuracy of work. When this occurs, pupils' progress and their behaviour for learning decline.



Senior Leaders and Trustees have failed to ensure that safeguarding is effective in the 6<sup>th</sup> Form. Attendance checks are inadequate particularly for students who are absent for a long time.



**ACADEMY OBJECTIVE — What outcome are we trying to achieve?**

Senior leaders and trustees ensure that Safeguarding is effective in the 6<sup>th</sup> form.

They ensure attendance checks are robust, including those who are absent for long periods of time.

<b><u>ACTIONS</u></b> <i>WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?</i>	<b><u>SUCCESS CRITERIA</u></b> <i>HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?</i>	<b><u>OWNER</u></b> <i>WHEN WILL THE ACTIONS BE COMPLETED AND BY WHOM?</i>	<b><u>COSTS</u></b> <i>WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?</i>	<b><u>TIMEFRAME and MONITORING</u></b> <i>HOW WILL IMPROVEMENTS BE MONITORED? When?</i>
1a. Employment of a full time Attendance Officer.	1a. In post rigorously following attendance protocols established for KS5.	<b>Carly Brown/WLR</b> to appoint August 2019.	Salary of attendance officer	1a. LM of Attendance Officer/SLT checks/Meetings with EWO <b>Colette Jones - C.JNE/MOE/WLR)</b> <b>Fortnightly</b>
1b. Introduce Home Visits.	1b. Home visits conducted in line with policy at designated points. Home visits – following Day 2 of unexplained absence/Non attending students weekly	<b>Attendance Officer</b> Home visits – following Day 2 of unexplained absence/Non attending students weekly	Salary of Attendance Officer	1b. Home visit records and feedback. LM of Attendance Officer. <b>Colette Jones/WLR)</b> <b>Fortnightly</b>
1c. Pastoral Structure of KS3/4 introduced in KS5.	1c. Vulnerable Student Meeting (VSM) format/Attendance flowchart and actions/Weekly Student Progress Leader (H of Y) Reporting/SEND and Pastoral reporting protocols.	<b>BDS/BKR</b> <b>Student Progress Leaders (SPLs)</b> <b>Attendance Officer</b> <b>SLT Pastoral Links</b> VSM – Fortnightly SPL Reporting - Weekly	Cover costs - VSM meeting timetabling	1c. Line Management of Safeguarding Lead ( <b>WLR</b> )/SPL ( <b>WLR</b> )/Attendance Officer ( <b>C.JNE</b> ). <b>Fortnightly</b>
1d. Appointment of 6 <sup>th</sup> Form Heads of Year.	1d. Work in line with SPL job descriptions and expectations in KS3 and 4.	<b>SPLs</b> <b>Head of 6<sup>th</sup> Form</b>	SPL salary	1d. LM minutes of KS5 SPL/Training sessions/ <b>Weekly</b> SPL meetings <b>Fortnightly</b>

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1e. Introduction of standardised procedures for students leaving the Academy in KS5 and taken off roll.	1e. Up to date list of all students leaving the Academy at KS5 with detailed reasons and contact with home documented, including destination information.	<b>SAW</b> – Data Manager Student leaving protocol <b>Mel (EST)</b> maintenance.	SAW Salary/timetable	1e. <b>SAW LM</b> <b>Fortnightly</b>
1f. Graduated response to absence in KS5 (as in KS3/4)	1f. Evidence of Attendance letter 1,2 and 3 response at KS5, including Attendance Panels.	<b>Attendance Officer</b> – sent at 3 weekly intervals	Attendance Officer Salary	Attendance Officer LM ( <b>C.JNE/WLR</b> )
1g. Employment of 6 <sup>th</sup> Form Administrator/Mentor	1g. Working in line with job description and role. LM minutes.	<b>6<sup>th</sup> Form Administrator</b>	Administrator Salary	Administrator LM – <b>MOE</b> <b>Fortnightly</b>
1h. Safeguarding Audit – external expert – whole school and including 6 <sup>th</sup> Form focus.	1h. Audit planned and booked in for 8.11.19. Action plan to be produced post review.	Review – <b>Vincent Hampton</b> Planning - <b>WLR</b>	Consultant fee	SLT Actions via LM – <b>WLR</b> Overview – <b>KJG</b> <b>Fortnightly LM</b>
1i. Training of all SLT on Safeguarding NSPCC	1i. Safeguarding training planned for SLT Week 10 w/c 11.11.19.	<b>WLR and SLT</b> members – action plan updates for leadership	Course fee	LM of SLT <b>Fortnightly</b>
1j. Governor training on Safeguarding NSPCC including Trustees	1j. Governor training at next full meeting by Safeguarding lead. December 2019.	<b>BDS</b> to deliver alongside <b>Tracy Eland</b> .	None	<b>Chair of Governors</b> meeting with HoS <b>Fortnightly</b>
1k. Safeguarding Governor Meeting – to include KS5 section/review going forward.	1k. Designated Safeguarding Lead Review Meeting in half term 2 with Governor for Safeguarding.	BDS and Tracy Eland. Governor meeting updates.	None	Minutes/Actions <b>BDS/WLR</b> <b>Chair of Governors</b> mtg with HoS <b>Fortnightly</b> Governing board mtg <b>25.11.19</b>
1l. Whole school safeguarding training	1l. Safeguarding training delivered in line with staff development plan. SPL training to include SG element to cascade to teams.	<b>BDS</b> – Weekly Focus in Friday Briefing <b>WLR</b> – SPL LM <b>Middle Leaders</b> – SLT LM	None	<b>BDS LM</b> – with <b>WLR</b> <b>Fortnightly</b>
1m. Identification of Vulnerable groups in 6 <sup>th</sup> Form – staff links	1m. PP students at KS4 assigned Staff Link at KS5. Staff link updates support work completed.	<b>GLE</b> (Raising Standards Lead – PP) Tracking of PP Link actions <b>Staff Link staff members</b> .	RSL – PP release time  Directed time for PP Link role	SLT LM of <b>GLE</b> Impact measures reviewed by <b>WLR (CLR LM)</b> <b>Fortnightly</b>
1n. Pastoral ‘Hub’ support for KS5 students	1n. Pastoral Hub notes/Support Plans in place/VSM minutes and actions.	<b>BDS</b> – Support Plans <b>SPLs/BKR/BDS</b>	Cover costs fortnightly –	<b>BDS/BKR/SPL LM</b> by <b>WLR</b> . <b>Fortnightly</b>

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1o. Bursary procedures reviewed to allow easier application and clear monitoring of 'bursary' students.	1o. Bursary reviewed with working party meeting October 2019. Easier access for student applications. Identification of Bursary students as a distinct group for monitoring.	1o. <b>SAW</b> – set up groups <b>STV/MOE/JWJ</b> – working party review w/c 9.9.19	None	<b>MOE LM with WLR</b> <b>Fortnightly</b>

Some 6<sup>th</sup> Form students spend extended periods of time on Work Experience — Leaders do not check in on these students and consequently do not know whether these students are safe.



**ACADEMY OBJECTIVE** — What outcome are we trying to achieve?

Leaders ensure coding for attendance and students on work experience are accurate. Leaders ensure full safeguarding checks are in place.

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2a. Revised Work Experience protocols with calendared dates identified.	2a. Protocol established for Work Experience – LM minutes/relevant documentation and process launched to students in October 2019.	<b>SHD (Careers Lead)</b> October 2019 to launch to Year 12.	None	LM of Careers Lead ( <b>HDG</b> ) and SLT LM by <b>WLR. Fortnightly</b>
2b. Risk Assessments conducted for all students on W/Exp by Easter before Summer Work Experience	2b. Process flow and tracking supports work experience risk assessments for all students. All completed, along with public liability insurance, by Easter 2020 for W/Exp in July 2020.	<b>SHD</b> – Protocols by October 2019. Risk Assessments in place by Easter 2020.	Administration support Data Base fee	LM of Careers Lead ( <b>HDG</b> ) and SLT LM by <b>WLR. Fortnightly</b>
2c. Identification log of all Post 16 Work Experience/ providers and full checks when work experience begins.	2c. All students meet requirements for work experience through their programme of study. Checks against database confirm situation for all students and providers' eligibility.	<b>SHD/Education Support Team</b> – By Easter 2020.	Administration Support	LM of Careers Lead ( <b>HDG</b> ) and SLT LM by <b>WLR. Fortnightly</b>

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2d. Register codings are checked daily across all Key Stages, including 6 <sup>th</sup> Form to ensure correct.	2d. Daily register coding checks made by Attendance Officer/ emails to highlight checks/ LM minutes.	<b>Attendance Officer</b> – Daily <b>SPL</b> weekly Reporting	Attendance Officer Salary	LM of Attendance Officer ( <b>C.JNE and WLR</b> ) KS5 SPL LM ( <b>MOE</b> ) and SLT (Head of 6 <sup>th</sup> Form) LM by <b>WLR.</b> <b>Fortnightly</b>
2e. Clear expectations relating to attendance, Post Year 12 exams – process shared with all Stakeholders	2e. Instructions to be issued regarding Post examination protocols Week 25. To be shared with all stakeholders via Website/Newsletter/6 <sup>th</sup> Form event.	<b>MOE and KS5 SPLs</b>	Group text costs Administrative support	MOE LM with <b>WLR</b> SPL LM with <b>MOE</b> <b>Fortnightly</b>
2f. Clear protocol established for students leaving at end of Year 12.	2f. ‘Students leaving the Academy’ protocols in place for all students leaving and Year 12 student logging to take place from May 2019. Review of off roll students for 2018/19 completed and evidenced in spreadsheet.	<b>SAW</b> – Data Manager Student leaving protocol <b>Mel Ross (EST)</b> maintenance.	Administration time	<b>SAW</b> LM by <b>WLR</b> <b>BDS</b> (Safeguarding Lead) LM by <b>WLR</b> <b>Fortnightly</b>



Senior Leaders and Trustees have failed to take the swift action needed to improve the 6<sup>th</sup> Form. They have not checked sufficiently that the quality of 6<sup>th</sup> Form Leadership is as good as is needed.



**ACADEMY OBJECTIVE — What outcome are we trying to achieve?**

To ensure swift actions are taken to secure school improvement at Key Stage 5 and to improve 6<sup>th</sup> Form leadership.

<b>ACTIONS</b> <i>WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?</i>	<b>SUCCESS CRITERIA</b> <i>HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?</i>	<b>OWNER</b> <i>ACTIONS BE COMPLETED BY WHOM?</i>	<b>COSTS</b> <i>WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?</i>	<b>TIMEFRAME and MONITORING</b> <i>HOW WILL IMPROVEMENTS BE MONITORED? When?</i>
3a. Root Cause Analysis of failings in 6 <sup>th</sup> Form to be completed.	3a. Root Cause analysis findings/solutions informed KS5 action plan and Academy Improvement Plan targets.	<b>WLR</b> to complete Root Cause Analysis. <b>SLT</b> Action plans 2019/20 to reflect findings	None	<b>WLR</b> LM of <b>SLT</b> <b>KJG</b> LM of <b>WLR</b> <b>Fortnightly</b> Reports to <b>Trustees and Governors</b> <b>Half termly</b>
3b. Full skills audit of SLT – July 19	3b. Restructure of SLT in line with skills matrix and requirements of School Improvement.	<b>KJG/WLR</b> – To complete and set SLT Reporting structure for September 4 <sup>th</sup> .	None	<b>KJG</b> LM of <b>WLR</b> <b>Fortnightly</b> Reports to <b>Trustees and Governors</b> <b>Half termly</b>
3c. 6 <sup>th</sup> Form leadership restructure following consultation and evaluation – Sept 19	3c. 6 <sup>th</sup> Form leadership team re-structured in line with this and SLT support for KS5 identified in all areas of responsibility, including KS5 RSL appointed from KS4.	<b>KJG/WLR</b> – Staffing restructure by Week 1 2019/20.	SPL salary x2	KS5 SLT Action Plan – <b>WLR</b> LM of <b>MOE.</b> <b>Fortnightly</b>

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3d. Embed PiXL6 strategies at KS5.	3d. Collaboration with Associate for KS5/Membership of and attendance at PiXL6	<b>MOE</b> meet with PiXL Associate <b>KJG/MOE/WLR</b> attendance at PiXL6 Conference October 2019.	Conference and travel expenses	KS5 SLT Action Plan – <b>WLR</b> LM of <b>MOE</b> . <b>Fortnightly</b>
3e. External consultancy of former Head of 6 <sup>th</sup> Form in an outstanding school	3e. Creation of 3-year plan and identification of best practice to support current developments in KS5 by 30.11.19.	<b>Dr Outhwaite /WLR/MOE</b>	Consultancy fee	Strategy meeting – <b>WLR/MOE/Dr August/November 2019</b> . Ongoing mentoring.
3f. Compulsory attendance at City 6 <sup>th</sup> Form network	3f. Contribute towards network presentation and develop working parties going forward.	<b>MOE</b> – half termly attendance and working party contributions.	Cover costs	KS5 SLT Action Plan – <b>WLR</b> LM of <b>MOE</b> .
3g. Recruitment of Attendance Officer KS5	3g. Working to support school actions and policies relating to attendance and punctuality. LM and reporting	<b>Carly Brown/ WLR</b> to appoint in August.	Salary of attendance officer	1a. LM of Attendance Officer/SLT checks/Meetings with EWO <b>Colette Jones (C.JNE)/MOE/WLR</b> <b>Fortnightly</b>
3h. Appoint administrator KS5	3h. Facilitates private study, (in line with 6 <sup>th</sup> Form student contract). Supports work experience administration and mentoring of 6 <sup>th</sup> form students	<b>Carly Brown/JWJ</b> to appoint in August.	Salary of KS5 Administrator.	1a. LM of KS5 Administrator/SLT checks/Meetings with EWO <b>Colette Jones (C.JNE)/MOE/WLR</b> <b>Fortnightly</b>
3i. Set up Independent Study Programme and Log	3i. All students have completed Independent Study Logs for each half term, with appropriate signatures.	<b>MOE/SPLs for KS5</b> to create and publicise.	Reprographics KS5 Evening refreshments.	Monitored by <b>Tutors</b> with <b>SPL</b> QA of completion <b>weekly</b> . <b>MOE</b> LM of <b>SPLs</b> <b>Fortnightly</b> .
3j. Compulsory attendance for all students within 6 <sup>th</sup> Form in Half Term 1.	3j. No student absent without valid reason in line with school policy.	<b>KS5 Team - Tutors/SPLs/MOE</b>	Group Texts/Attendance Officer time.	<b>Daily</b> attendance checks – <b>Attendance Officer SPL/MOE daily monitoring</b> .
3k. Removal of Y13 Half term 2 offsite allowance based on tracking and ATL KS5 Contract for Half term 2.	3k. All students who have been allowed off site, comply with criteria set. Biometrics refuse exit to school site.	<b>MOE/SPLs/Security</b> .	Biometrics cost	<b>Daily</b> by <b>SPLs/Security</b> <b>Daily</b> report reviewed by <b>SPLs</b> and <b>MOE</b> .

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3l. Tutor time Enrichment Programme reviewed including appropriate PSHE, PiXL character, Finance	3l. Programme set and shared with delivery daily – QA of tutor time supports this.	<b>SPLs</b> to devise in line with PiXL6 resources. <b>WLR</b> to support training.	PiXL membership Reprographics	Tutor time QA – <b>weekly</b> by <b>SPLs</b> <b>MOE</b> LM of <b>SPLs</b> <b>Fortnightly</b> .
3m. Introduction of 6 <sup>th</sup> Form Tutor standards in line with Main School	3m. Tutor standards shared and in place – QA measured.	<b>SPLs/WLR</b> – identify tutor standards for September. <b>SPLs/MOE</b> – Train tutors INSET September 2019.	Reprographics	Tutor time QA – <b>weekly</b> by <b>SPLs</b> <b>MOE</b> LM of <b>SPLs</b> <b>Fortnightly</b> .
3n. Daily Tutor Time programme including UCAS / Careers / BLAM time (Behaviour, Lates, Attendance and Mindset)	3n. Tutor time activities evidenced with set routines daily. Impact on attitude to learning measured.	<b>SPLs/WLR</b> – create schedule for September. <b>SPLs/MOE</b> – Train tutors INSET September 2019.	Reprographics PiXL membership	<b>INSET schedule.</b> Tutor time QA – <b>weekly</b> by <b>SPLs</b> <b>MOE</b> LM of <b>SPLs</b> <b>Fortnightly</b> .
3o. Compulsory 6 <sup>th</sup> Form assemblies and attendance required	3o. All students attend tutor time or are sanctioned in line with Behaviour Ladder.	<b>SPLs/MOE/WLR</b> <b>Create schedule.</b> <b>Attendance monitored by SPLs.</b>	None	<b>MOE</b> LM of <b>SPLs</b> <b>WLR</b> LM of <b>MOE</b> <b>Fortnightly</b> .
3p. Changes and vision shared with 6 <sup>th</sup> Form parents – Information Evenings, including parental expectations	3p. Parents' evening planned and delivered September 2019. Information shared on website/newsletter updates	<b>MOE/WLR</b> Create resources <b>SPLs/MOE</b> Plan delivery of session.	None	<b>WLR/KJG</b> – Review IRIS session and resources.
3q. Review of 6 <sup>th</sup> Form Admissions Policy	3q. Admission Policy updated and in line with statutory guidance, with students accessing correct programme of study.	<b>MOE/WLR/STV</b>	None	<b>WLR</b> LM of <b>MOE/KJG</b> LM of <b>WLR</b> to review Policy before Open Evening in October. <b>Fortnightly</b>
3r. 6 <sup>th</sup> Form Prospectus and website – reviewed and re-written	3r. 6 <sup>th</sup> Form area and prospectus re-written and published October 2019/Open Evening resources available	<b>MOE/IT Department</b> – website <b>MOE</b> - Prospectus	IT time	<b>WLR</b> LM of <b>MOE</b> <b>Fortnightly</b>
3s. 6 <sup>th</sup> Form Behaviour Ladder and Consequence system reviewed and re-written.	3s. Behaviour ladder rewritten and published. Used in line with whole school expectations.	<b>MOE/WLR</b> – review ladder and make amendments in line with behaviour for learning.	None	<b>WLR</b> LM of <b>MOE</b> <b>Fortnightly</b> In place for September 2019.

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3t. 6 <sup>th</sup> Form Results Analysis Action Plans/Department Improvement Plans and Self Evaluations across all curriculum areas reviewed to improve outcomes in all subjects	3t. RAAP training delivered/coaching and review sessions taking place October 2019. First draft submitted for review Week 6.	<b>MOE</b> to liaise with <b>Subject Leaders</b> . <b>MOE</b> to book RAAP reviews with all <b>subject leaders</b> . <b>SLT</b> to support/coach through <b>SL LM</b> in September/October.	Cover – RAAP reviews	In line with School Improvement Calendar schedule. <b>WLR LM of MOE</b> <b>Fortnightly</b> <b>SLT LM of SLs</b> . <b>Fortnightly</b> All in place and completed by November 2019.
3u. Coaching and mentoring of Head of 6 <sup>th</sup> form introduced.	3u. Line management minutes and action plan development, RAG rated fortnightly.	<b>WLR/Dr Outhwaite</b> to meet – September 2019. Contact plan established with <b>MOE</b> .	Dr Outhwaite - Consultancy	<b>WLR LM of MOE</b> <b>Fortnightly</b> <b>Dr Outhwaite</b> coaching of <b>MOE</b> – H/Termly <b>KJG LM of WLR</b> <b>Fortnightly</b>
3v. All Action Plans of SLT have specific 6 <sup>th</sup> Form related focus, eg, T&L/ B&A/Curriculum /CEIAG/PP/ Assessment/Student leadership	3v. SLT Action Plans highlight linked actions to KS5, and appropriate RAG rated development.	<b>WLR/KJG</b> to set action plan targets August 2019. <b>SLT</b> to complete action plan reflection September 2019.	None	<b>KJG LM of WLR</b> <b>Fortnightly</b> <b>SLT LM</b> (including A. Plan RAG rating) with <b>WLR</b> <b>Fortnightly</b>
3w. Introduce T&L top 10 non-negotiables – including KS5 guidance.	3w. Teaching and learning Top 10 introduced	<b>MOE/NEL</b> to establish August 2019. Share with staff – September INSET Link to CPL and PM for new cycle – October 2019.	None	IRIS of INSET <b>LM of NEL/MOE/CLR</b> by <b>WLR</b> <b>KJG LM of WLR</b> <b>Fortnightly</b>
3x. Marking criteria Grid for all key stages and reviewed/revamped - implemented	3x. Marking criteria grid reviewed, and full subject grid shared at SLT. LM meetings to evidence implementation/QA to support effective use of grid across subjects.	<b>NEL/STN</b> – to review with Subject Leaders in Week 1-2 September 2019. Share at SLT Week 3.	None	Subject Leader meeting minutes Updated grid <b>LM of NEL/STN</b> by <b>WLR</b> <b>Fortnightly</b>

Too many students are routinely absent from the Sixth Form, particularly in Year 12.

4



ACADEMY OBJECTIVE — What outcome are we trying to achieve?

To evidence significant improvement in 6<sup>th</sup> Form attendance in line with whole school targets.

<b><u>ACTIONS</u></b> <i>WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?</i>	<b><u>SUCCESS CRITERIA</u></b> <i>HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?</i>	<b><u>OWNER</u></b> <i>ACTIONS WILL BE COMPLETED BY WHOM?</i>	<b><u>COSTS</u></b> <i>WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?</i>	<b><u>TIMEFRAME and MONITORING</u></b> <i>HOW WILL IMPROVEMENTS BE MONITORED? When?</i>
4a. Attendance policy reviewed for KS5	4a. Attendance Policy amended and Attendance work to be in line with Policy.	<b>WLR/MOE</b> w/c 8.9.19	None	<b>Governors –</b> September 16 <sup>th</sup> ratification of Policy. <b>LM of MOE by WLR</b> <b>Fortnightly</b>
4b. Introduce Attendance Officer for KS5	4b. First Day Response/Home visits/Attendance panels	<b>Carly Brown/WLR</b> to recruit August 2019.	Attendance Officer salary	LM of Attendance Officer/SLT checks/Meetings with EWO Colette Jones (C.JNE)/MOE/WLR) <b>Fortnightly</b>
4c. Introduce Heads of Year 6 <sup>th</sup> Form x2	4c. Pastoral support/monitoring attendance	<b>KJG/WLR –</b> Recruited July 2019.	SPL Salary	<b>LM of SPLs by MOE</b> <b>LM of MOE by WLR</b> <b>Fortnightly</b>
4d. Biometric tracking	4d. Biometric signing in and out in place from October 2019. Daily reports checked in line with registers and Non-attendance tracked against ‘after lunch’ reporting.	MOE/IT to ensure in place for September.	Cost of Biometrics	LM of MOE JWJ LM of IT <b>Fortnightly</b>

4e. Introduce tutor standards	4e. Focus on attendance and tracking through tutor time (BLAM) sessions.	<b>MOE/SPLs/Tutors</b>	Reprographics	<b>MOE LM of SPLs/ QA of Tutor time – weekly by SPLs WLR LM of MOE Fortnightly</b>
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<b><u>ACTIONS</u></b> <i>WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?</i>	<b><u>SUCCESS CRITERIA</u></b> <i>HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?</i>	<b><u>OWNER</u></b> <i>ACTIONS WILL BE COMPLETED BY WHOM?</i>	<b><u>COSTS</u></b> <i>WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?</i>	<b><u>TIMEFRAME and MONITORING</u></b> <i>HOW WILL IMPROVEMENTS BE MONITORED? When?</i>
4f. Introduce BLAM time in 6 <sup>th</sup> Form (Behaviour/Lates/Attendance/Mindset tracking)	4f. BLAM time in place weekly in tutor time to support message/tracking of behaviour for learning	<b>MOE/SPLs/Tutors</b>	Reprographics	<b>MOE LM of SPLs/ QA of Tutor time – weekly by SPLs WLR LM of MOE Fortnightly</b>
4g. Careers guidance with a view to improved punctuality and attendance for work	4g. Careers work in tutor time reflects need for ‘soft skills’ around employment	<b>SPLs/SHD</b> to devise programme for Half term 1.	None	<b>MOE LM of SPLs/ QA of Tutor time – weekly by SPLs HDG LM of SHD Fortnightly</b>
4h. Assembly themes reflect attendance where possible.	4h. Assembly calendar and examples of assemblies.	<b>SPLs/MOE</b>	None	<b>MOE LM of SPLs/ QA of Tutor time – weekly by SPLs WLR LM of MOE Fortnightly</b>
4i. Contracts signed with student and parent reinforcing attendance priority.	4i. Parent/Student contract 100% completion.	<b>SPLs/MOE</b> by week 3.	Administration time	<b>MOE LM of SPLs/WLR LM of MOE Fortnightly</b>
4j. Introduction of parent contacting school re: absence in 6 <sup>th</sup> Form.	4j. Change in protocols October 2019. Records of absence line calls.	<b>JWJ/Education Support team</b> – work with Attendance Officer to publicise and monitor use.	Administration time. Attendance Officer salary.	<b>C.JNE/WLR LM of Attendance Officer. MOE LM of KS5 Administrator. Fortnightly Attendance Officer Daily</b>
4k. New attendance system to phone or email on each day.	4k. Change in protocols October 2019. Records of absence line calls.	<b>JWJ/Education Support team</b> – work with Attendance Officer to publicise and monitor use v absence.	Administration time. Attendance Officer salary	<b>C.JNE/WLR LM of Attendance Officer. MOE LM of KS5 Administrator. Fortnightly Attendance Officer Daily</b>
4l. 1 <sup>st</sup> day response introduced in 6 <sup>th</sup> Form/Daily register checks – Years 12 & 13.	4l. FDR reports/emails issued daily.	<b>Attendance Officer</b> – to contact home for all students KS3-5.	Attendance Officer salary	<b>C.JNE/WLR LM of Attendance Officer. SPLs/MOE LM Fortnightly</b>
4m. Vulnerable Student Meetings – to include attendance as a priority.	4m. VSM meetings will focus on low attending students as a fixed agenda item	<b>BDS</b> as DSL will chair meetings fortnightly and minute actions.	Cover requirements for VSM meetings.	<b>BDS LM with WLR Fortnightly SLT Checks of SPL reporting and VSM logs - Weekly</b>

WLR to provide training October 2019.

4n. Graduated response to attendance – letters / attendance panels.	4n. Letter logs and Attendance Panels completed/evidenced.	<b>Attendance Officer and EWO</b> to evidence and log. <b>SPLs</b> to report on weekly.	Attendance Officer and EWO salary. Cover requirements for SPLs	<b>C.JNE/WLR</b> LM of Attendance Officer. <b>MOE</b> LM of KS5 SPLs. <b>Fortnightly</b>
<b>ACTIONS</b> <i>WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?</i>	<b>SUCCESS CRITERIA</b> <i>HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?</i>	<b>OWNER</b> <i>ACTIONS WILL BE COMPLETED BY WHOM?</i>	<b>COSTS</b> <i>WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?</i>	<b>TIMEFRAME and MONITORING</b> <i>HOW WILL IMPROVEMENTS BE MONITORED? When?</i>
4o. Review of student placement at KS5 based on engagement in their education (including attendance).	4o. SPL reviews of attendance of individual students/attendance panels and associated letters.	<b>Attendance Officer</b> – provide information daily <b>SPLs</b> to communicate with home/arrange meetings and reviews.	Cover requirements for meetings. Attendance Officer Salary.	<b>C.JNE/WLR</b> LM of Attendance Officer. <b>MOE</b> LM of KS5 SPLs. <b>WLR</b> LM of MOE <b>Fortnightly</b>
4p. Compulsory periods 1-5 attendance in Year 12.	4p. Attendance checks support this and all absence is followed up as per policy.	<b>Attendance Officer</b> to follow up daily and <b>SPLs</b> to communicate with home/arrange meetings and reviews.	Cover requirements for meetings. Attendance Officer Salary.	<b>C.JNE/WLR</b> LM of Attendance Officer. <b>MOE</b> LM of KS5 SPLs. <b>WLR</b> LM of MOE <b>Fortnightly</b>
4q. Identify and support disadvantaged and SEND students in KS5.	4q. SEND support and potentially Vulnerable students (Bursary and Former PP) identified by departments/in tracking and analysis of data/ RAAP documents and VSM meetings. Review and amend Bursary procedures for ease of access for students. Funding formula set up for allocation of funds.	<b>SENCo</b> to support with identification of SEND students/profile. <b>GLE/CLR/BDS/SAW</b> to support KS5 team with vulnerable student work and support plans.	None	<b>SENCo</b> LM by <b>WLR</b> <b>CLR/GLE/BDS</b> LM by <b>WLR</b> <b>SPL</b> LM by <b>MOE</b> <b>Fortnightly</b>

Quality of Teaching and Learning is good overall. However, in a few cases teachers' expectations of pupils are too low, including in the presentation and accuracy of work. When this occurs, pupils' progress and their behaviour for learning decline.



**ACADEMY OBJECTIVE — What outcome are we trying to achieve?**

To ensure expectations are high for all learners and presentation is a priority.

<b><u>ACTIONS</u></b> <i>WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?</i>	<b><u>SUCCESS CRITERIA</u></b> <i>HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?</i>	<b><u>OWNER</u></b> <i>ACTIONS WILL BE COMPLETED AND BY WHOM?</i>	<b><u>COSTS</u></b> <i>WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?</i>	<b><u>TIMEFRAME and MONITORING</u></b> <i>HOW WILL IMPROVEMENTS BE MONITORED? When?</i>
5a. Standardised approach to T&L introduced, including T&L Top 10 skills.	5a. Top 10 introduced to all staff and linked to QA, PM and CPL. Documented on Bluesky and in LM minutes.	<b>NEL –</b> Implementation of Top 10 in week 1 (September) <b>QA/PM/CPL – All SLT/MLs</b> (see QA/CPL/PM Calendar)	Training and cover costs for QA windows/PM reviews.	<b>SLT LM of Middle Leaders (MLs)</b> <b>WLR LM of SLT</b> <b>Fortnightly</b>
5b. T&L Top 10 KS5 focus	5b. Additional notes and guidance on KS5 focus shared with staff and referenced in QA/CPL discussions.	<b>MOE/NEL</b>	Reprographics	<b>WLR LM of NEL and MOE</b> <b>Fortnightly</b>
5c. Staff self-evaluation of Top 10, with targets Quality Assured by MLs to inform staff CPL /PM target.	5c. Staff Self Evaluation/ First Department QA completed/discussion informing finalised targets and targets set on Bluesky. CPL activity completed and evidenced against targets.	<b>CLR –</b> to monitor target setting on Bluesky. <b>SLT –</b> LM item with <b>MLs</b> <b>NEL/STN –</b> QA calibration and coaching.	Training and cover costs for QA windows/PM reviews.	<b>SLT LM of Middle Leaders (MLs)</b> <b>WLR LM of SLT</b> <b>Fortnightly</b> <b>WLR -Updates to Governors and Trustees</b> <b>Half termly</b> <b>WLR/Governor Strategy Group</b> <b>3 weekly</b>



<b><u>ACTIONS</u></b> <i>WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?</i>	<b><u>SUCCESS CRITERIA</u></b> <i>HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?</i>	<b><u>OWNER</u></b> <i>ACTIONS TO BE COMPLETED BY WHOM?</i>	<b><u>COSTS</u></b> <i>WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?</i>	<b><u>TIMEFRAME and MONITORING</u></b> <i>HOW WILL IMPROVEMENTS BE MONITORED? When?</i>
5d. QA staff against Top 10 within 4 areas of assessment.	5d. QA cycle shows all staff reviewed in line with proforma. Bluesky updated with feedback in line with Top 10. CPL choices on IRIS/Further study and target 3 all align with identified development areas for individual staff.	<b>NEL</b> – set cycle and proforma. <b>MLs/SLT</b> conduct QA against proforma in line with QA calendar.	Training and cover costs for QA windows/PM reviews.	<b>SLT LM of Middle Leaders (MLs)</b> <b>WLR LM of SLT Fortnightly</b> <b>WLR/Governor Strategy Group 3 weekly</b>
5e. Targets set for PM – verified by SLT/ Introduced IRIS platform for best practice covering all Top 10	5e. Bluesky targets set: Target 1 – data-based target Target 2 – Individual set around Top 10 focus areas for teaching and Learning Target 3 – Personal development linked to area of leadership/responsibility/role.	<b>CLR</b> – Menu of opportunities set on Bluesky <b>STN</b> – IRIS Platform for professional development created <b>NEL</b> – T&L Top 10 targets in place and ratified by MLs. <b>Launch October INSET 2019/</b>	None Bluesky IRIS	<b>SLT LM of Middle Leaders (MLs)</b> <b>WLR LM of SLT Fortnightly</b> <b>WLR/Governor Strategy Group 3 weekly</b>
5f. CPL established based on QA and PM targets	5f. IRIS CPL Platform to support Top 10/INSET content/LM minutes and agendas.	<b>NEL and STN</b> – select training input in line with QA and CPL needs.	Training costs	<b>SLT LM of Middle Leaders (MLs)</b> <b>WLR LM of SLT Fortnightly</b>
5g. CPL driven through department and Middle Leaders to provide bespoke elements to their teams, where appropriate.	5g. CPL Calendar/Department meeting minutes and associated actions.	<b>NEL</b> – to identify training needs of MLs against Top 10 and develop IRIS platform with <b>STN/WLK</b> to support team input.	<b>Training costs IRIS</b>	<b>WLR LM of NEL/STN</b> <b>SLT LM of MLs Fortnightly</b>
5h. Presentation – every student’s book to have standardised presentation guidance. To be monitored and checked by MLs and SLT. Similar students across the curriculum and years compared in SLT QA.	5h. Student books all support presentation standards and front cover sheet. STN Checking exercise September 2019. QA – Book scrutiny supports improvement in presentation.	<b>MLs</b> – ensure books comply with presentation at QA. <b>SLT</b> – Support MLs with scrutiny. <b>STN</b> Monitor ongoing.	Cover costs to support QA.	<b>WLR LM of NEL/STN</b> <b>SLT LM of MLs Fortnightly</b>

<b><u>ACTIONS</u></b> WHAT WILL BE THE SPECIFIC ACTIONS TAKEN TO ACHIEVE THE OBJECTIVE?	<b><u>SUCCESS CRITERIA</u></b> HOW WILL WE KNOW IF THE ACTIONS HAVE BEEN SUCCESSFUL?	<b><u>OWNER</u></b> ACTIONS TO BE COMPLETED BY WHOM?	<b><u>COSTS</u></b> WHAT ARE THE FINANCIAL IMPLICATIONS OF THE ACTIONS?	<b><u>TIMEFRAME and MONITORING</u></b> HOW WILL IMPROVEMENTS BE MONITORED? When?
5i. Maintain focus on Quality First Teaching for all, Including SEND, disadvantaged and vulnerable students.	5i. Student focus (PP/Disadvantaged and SEND) SEND Drop in and support/PP Link in KS5 for disadvantaged. Action and Support plans shared across school for all relevant pupils.	<b>SENCo/BDS</b> as DSL for Vulnerable students. <b>CLR/GLE</b> PP monitor for disadvantaged.	PP Link time	<b>WLR</b> LM of <b>CLR/GLE/SENCo</b> <b>Fortnightly</b>
5j. Re-visit the vision for T&L for everyone	5j. Vision shared at MLs and INSET. Referenced through CPL.	<b>NEL and STN</b> to link actions to T&L vision. Ensure in every classroom and referred to.	Reprographics	<b>WLR</b> LM of <b>NEL/STN.</b> <b>SLT</b> LM of <b>MLs.</b> <b>Fortnightly</b>

### Objective 1: Evaluation of Impact – Half Term 1

- 1a. Attendance officer employed 01.09.19
- 1b 3 Home visits conducted in Half Term 1
- 1c./1f. VSM meetings held fortnightly KS5
- 1d. KS5 SPLs (Heads of Year) employed for September – Heather Scullion Y12 and Eleanor Cunningham Y13
- 1e. KS5 student leaver log created and maintained weekly.
- 1g. Administrator appointed – Katherine Wilson starts 04.11.19
- 1h. Consultant booked – Vincent Hampton 06.11.19 Audit completed by BDS/WLR 01.11.19
- 1i. SLT training (Safeguarding 16-25 year olds/Child Protection in schools/Keeping children safe online/Managing sexualised behaviour/Governors: Safeguarding children) 3 hr E Learning CPL to be completed in Half term 2.
- 1j. Governor NSPCC E Learning training to be cascaded to Governors and Trustees by the end of Half Term 2.
- 1k. Governor link meeting held on 24.06.19 following Governor audit. Next meeting scheduled for 06.11.19.
- 1l. DSL Whole school map – delivered in line with calendar timings
- 1m. Staff links assigned – KS5 students x 32
- 1n. Hub Support given to 17 students and 2 students with Hub Support Plans.
- 1o. New bursary process in place – applications from 36 students (v 25 students at end of Half Term 1 last year) showing a 44% increase in applications.

#### **Additional evidence:**

- VSM Logs
- SPL KS5 Weekly Reporting
- KS5 Student Leaver log

### Objective 2: Evaluation of Impact – Half Term 1

- 2a. Work experience protocols in place
- 2b. Launch of WEXP for 2019/20 completed  
Tracking document set up and monitored by Head of 6<sup>th</sup> Form
- 2c. Work Experience logging in place
- 2d. Daily register checks made by Attendance Officer
- 2e. Protocols to be shared in Week 25  
Current attendance expectations published and shared with all stakeholders.
- 2f. KS5 student leaver log created and maintained weekly

**Additional evidence:**

Work Experience Protocols

Coding check emails

6<sup>th</sup> Form evening documentation (highlighting attendance protocols)

**Objective 3: Evaluation of Impact – Half Term 1**

3a. Root cause analysis completed and used to inform action planning

3b. Skills audit completed August 2019 and Restructure of SLT roles and responsibilities September 2019

3c. 6<sup>th</sup> Form restructure completed September 2019

3d. PiXL6 Conference attended by Head of School/CEO/Head of 6<sup>th</sup> Form September 2019/ PiXL6 Associate meeting 15.10.19 with Head of 6<sup>th</sup> form and Head of School.

3e. Dr D Outhwaite meeting – 21.08.19/10.09.19/Next meeting - 12.11.19

3f. Head of 6<sup>th</sup> Form attended Network meeting on 10.19. Working party to look at KS5 Leadership and developing best practice scheduled for 11.11.19.

3g. Attendance Officer appointed September 2019.

3h. Administrator for KS5 appointed October 2019.

3i. Individual study programme in place from September 2019 and Independent logs monitored by subject staff.

3j. 100% attendance compulsory for all KS5 students half term 1.

3k. Half term 2 criteria set and shared with all stakeholders.

3l. Tutor schedule re-written and shared/ training and support provided for tutors in September.

3m. Tutor standards introduced to KS5 September 2019 and monitored through SPLs.

3n. Daily schedule set for Year 12 and Year 13.

3o. Assembly rota in line with whole school and additional assemblies held on Monday (Y13) and Tuesday (Y12). UCAS and Unifrog assemblies also delivered in HT1.

3p. Information evening held on 16.09.19 and Ofsted meetings supported KS5 message w/c 23.09.19

3q. Admissions Policy reviewed September 2019.

3r. Prospectus rewritten and website re-designed for Open Evening October 2019, to include online applications

3s. Behaviour Ladder for KS5 reviewed with Governors

3t. RAAPs submitted w/c 14.10.19 RAAP Reviews underway and SEF/DIP deadline 15.11.19

3u. Fortnightly Line Management in place – Dr Outhwaite Review/Coaching 7.11.19

3v. Action Plans in place from September – KS5 focus in SLT meeting and ongoing in SLT strategic planning

3w. Top 10 introduced and KS5 foci identified and shared with KS5 team September 2019

3x. Marking Grid reviewed October 2019 – amendments in place for Half Term 2 (KS5 focus and parity)

**Additional evidence:**

Root Cause analysis

KS5 SLT Action Plan

SLT Structure and LM responsibilities

6<sup>th</sup> Form Information evening documentation

Daily tutor time Enrichment schedule

Teaching and learning Top 10

**Objective 4: Evaluation of Impact – Half Term 1**

4a. Attendance policy reviewed and ratified at Governors 16.09.19

4b. Attendance Officer employed for September 2019

4c. Heads of Year employed for September 2019 start in Years 12 and 13

4d. Biometric system set up and fully operational from October 1<sup>st</sup> 2019 - Daily reporting produced and monitored.

4e. Tutor standards in place in KS5 with training and support for tutors at INSET/Year Group meetings weekly

4f. BLAM time timetabled weekly for KS5 and associated supporting resources produced weekly for tutors

4g. Enrichment schedule reflects promotion of 'soft' skills in Careers and pastoral input

4h. Assembly calendar in place whole school with KS5 assemblies delivered in line with school and additional requirements

- 4i. Contracts completed for all KS5 students – Head of 6<sup>th</sup> form meetings held with ‘non signers’
- 4j. Parents/Carers call on behalf of all KS5 students, as per rest of school
- 4k. New absence reporting procedure in place from 7<sup>th</sup> October 2019
- 4l. First Day Response protocols in KS5, in line with KS3 and 4
- 4m. KS5 Vulnerable Student Meeting fully timetabled for fortnightly meetings, in line with rest of school
- 4n. Staged attendance response with letter 1,2 and 3 produced at 95%, 92% and 90%.
- 4o. Monitoring in place for 2 students – reviews held in half term 1.
- 4p. Full attendance of all KS5 students during Half Term 1 – periods 1 to 5 or absence protocols initiated.
- 4q. Process reviewed for ease of application/tracking in place for attendance and progress/Funding formula employed with Bursary – Group 1 = FSM and Disadvantaged (PP at KS4) / Group 2 = Disadvantaged or FSM Group 3 = Family in receipt of Tax Credit/Low annual income threshold.

#### Additional Evidence:

Bursary protocol  
Letter following Attendance Panel

#### Objective 5: Evaluation of Impact – Half Term 1

- 5a. T&L Top ten introduced in September 2019 to all staff.
- 5b. KS5 potential input against T&L Top 10 highlighted by T&L lead to staff.
- 5c. CPL targets currently being set by staff in new PM window. Self-evaluation took place for all teaching staff in September INSET and updated following QA feedback from Middle Leaders.
- 5d. QA completed for all teaching staff in Half Term 1 – T&L Top 10 identified in all 4 areas of QA
- 5e. IRIS Platform created and resourced in October 2019 – Introduced and training given at INSET 25.11.19. SLT to audit targets in next Middle leader meeting cycle (4)
- 5f. Middle leaders identify group CPL for delivery against department targets
- 5g. CPL is a section of all Department meetings (individual and group where appropriate)
- 5h. Presentation templates in all student books – QA marking scrutiny highlights compliance with this
- 5i. PP/SEND fortnightly focus/ Briefing focus and nomination for rewards/ Drop In with SENCO/PP and SEND Links
- 5j. T&L Vision reintroduced through INSET/ML meetings/CPL – displayed in all classrooms and shared spaces in school

#### Additional Evidence:

QA Grid – highlighting Top 10 links  
PM format (targets linked to CPL/T&L Top 10)  
T&L Top 10 and KS5 additional comments for consideration  
T&L Vision poster

**Academy Reporting structure:**

**CEO & Head of School reporting to Trustees** – Full Trustee Board meeting (Termly) Attendance at Governor Strategy Group (Trustee invite to attend)

**Head of School reporting to Governors** – Governing Board meetings (half termly) Governor Strategy Group (Half Termly) Governor Links (half termly) Head of School/C of G meeting (Fortnightly)

**Head of School Line Management of Senior Leadership Team (SLT)** – (Fortnightly) SLT Team Strategy meeting (Weekly)

**SLT Line Management of Middle Leaders (subject)** – Fortnightly and Middle Leader Strategy Meeting (Half Termly)

**SLT Line Management of Middle Leaders (pastoral)** – Fortnightly by Head of School and Year Group/SPL Briefing (Weekly)

**Teaching Staff** – Staff Briefing (Weekly) / Department Meeting (Half Termly) / Whole Staff meeting (Half Termly)/ Inset x5 per year

***KEY - Staff codes for action plan***

<b><i>KJG CEO PEAK MAT</i></b>	<b><i>STN Assistant VP Assessment</i></b>	<b><i>Tracy Eland – Safeguarding Governor</i></b>
<b><i>WLR Head of School</i></b>	<b><i>C.JNE– EST Manager</i></b>	<b><i>GLE – Raising Standard Lead PP</i></b>
<b><i>NEL Vice Principal T&amp;L</i></b>	<b><i>Carly Brown – Director HR</i></b>	<b><i>JWJ – Director Bus &amp; Finance</i></b>
<b><i>CLR Assistant VP PM and PP</i></b>	<b><i>BDS – DSL &amp; Hub Manager</i></b>	<b><i>SHD – CEAIG Lead</i></b>
<b><i>MOE Head of 6<sup>th</sup> Form</i></b>	<b><i>BKR - SENCO</i></b>	<b><i>STN – AVP Assessment &amp; Reporting</i></b>
<b><i>SAW Data Manager</i></b>	<b><i>MEL – EST ADMIN</i></b>	