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# LINDBERGH CAMPUS ACADEMY IMPROVEMENT PLAN

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RAEDWALD  
T·R·U·S·T

SEPTEMBER 2019

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## Lindbergh Campus

### 1. Academy Priorities, Areas for Development (AfD), Key performance Indicators (KPI) Summary 2019 – 2020

#### Priority 1: Enabling inspirational leadership and management

| AFD     | Area for Development                                                                                                                                  | KPIs                                                                                                    | Actions                                                                                                                                                                                                                                              | Evaluation RAG |     |     |     |     |     |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----|-----|-----|-----|-----|
|         |                                                                                                                                                       |                                                                                                         |                                                                                                                                                                                                                                                      | 1/6            | 2/6 | 3/6 | 4/6 | 5/6 | 6/6 |
| AFD 1.1 | To further develop collaboration with Trust leaders to support, improve practice and grow opportunities for staff and pupils                          | Clear and understandable information flow between leaders and managers promote continuous developments  | Build routines to ensure regular and meaningful collaboration<br>Develop standardisation/scrutiny routines trust wide                                                                                                                                |                |     |     |     |     |     |
| AFD 1.3 | Work with the Trust and CEO to implement a trust wide Governance Plan aimed at advancing governance capacity to hold leaders and academies to account | Efficient information sharing and scrutiny takes place regularly ensuring the Academy is self-improving | Previous LGB members to decide whether to remain as part of Raedwald Governance structure<br>Identify members to link to Lindbergh.<br>Schedule drawn up to ensure regular and meaningful information sharing, scrutiny and improvements are evident |                |     |     |     |     |     |

## Priority 2: Delivering High Quality Learning

| AFD     | Area for Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | KPIs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Evaluation RAG |     |     |     |     |     |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----|-----|-----|-----|-----|
|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1/6            | 2/6 | 3/6 | 4/6 | 5/6 | 6/6 |
| AFD 2.1 | <p>Revise and refine whole school curriculum offer to ensure aspirational teaching and exceptional learning for all learners through focussed, challenging, broad balanced curriculum</p> <p>Upskill teacher's knowledge of pedagogy, curriculum, cultural capital</p> <p>To embed ILPs and Learning logs to ensure focussed targeted teaching and capturing pupil progress</p> <p>To embed Thrive within our schools through ILPs to ensure secure developments in emotional wellbeing</p> <p>To refine Assessment Policy to reflect this</p> <p>New staffing structure for SEND across sites to include SEN Lead, and SEN Champions in each site</p> | <p>Curriculum is designed and planned for the school year: broad balanced curriculum which demonstrates concentricity<br/>Staff confidently delivering and pupils demonstrating progress and learning that is 'sticky'</p> <p>ILPS/LL are being completed and demonstrate meaningful progress</p> <p>Pupils emotional wellbeing improves as evidenced by presentation in school and Thrive assessment data</p> <p>Policies in place, shared with stakeholders and adhered to</p> <p>Lindbergh SEND practice improves demonstrated by pupil progress<br/>SEND champions in place: LIST THESE</p> | <p>Link with Greenfields for support in areas where staff are not delivering their subject areas/new subject areas: English RE</p> <p>Staff have time allocated to refine and write progressive curriculum appropriate to needs of our learners<br/>Cultural Education discussed fully at staff meeting</p> <p>Focussed staff meetings on curriculum<br/>Work scrutiny to be carried out</p> <p>Monitoring of Thrive with newly appointed Thrive Lead<br/>Regular Thrive slots at staff meetings diarised to ensure all staff by in</p> <p>Link with Trust SEND lead to carry out planned actions/training within allocated timeframe</p> <p>Increased tutor time in timetable</p> |                |     |     |     |     |     |

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|---------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
|         | To develop tutor roles.                                                                                            | Pupils and parents grow strong links with tutor to support in pastoral and academic progress                                         | Share tutor role guidance and what a good tutor looks like at staff meetings. Refine over the course of the year                                                                                                                         |  |  |  |  |  |  |
| AFD 2.2 | To grow curriculum, offer: Humanities (RE, History, Geog.), Vocational opportunities during the course of the year | Broad balanced appropriate curriculum designed for Lindbergh pupils including humanities and an increase in vocational opportunities | Staff reorganisation within Trust to ensure capacity to deliver humanities<br>Trust wide support to grow vocational offer<br>Support from Greenfields with curriculum design to increase RE coverage and support the planning of English |  |  |  |  |  |  |
|         | To formalise Character Education within Centre                                                                     | Character Education clearly planned and in place in centre.                                                                          | Devise Character Education Action Plan in line with other Trust settings                                                                                                                                                                 |  |  |  |  |  |  |

### Priority 3: Securing Safe and Energising Learning Environments

| AFD     | Area for Development                                                                                                                                               | KPIs                                                                                                                               | Actions                                                                                                                                                                                                            | Evaluation RAG |     |     |     |     |     |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----|-----|-----|-----|-----|
|         |                                                                                                                                                                    |                                                                                                                                    |                                                                                                                                                                                                                    | 1/6            | 2/6 | 3/6 | 4/6 | 5/6 | 6/6 |
| AFD 3.4 | 3.4 Offer the maximum time of learning to all learners and, where a reintegration timetable is necessary, ensure we are doing all we can to increase contact hours | Number of pupils on maximum time in learning increasing<br>Support to pupils to increase offer is robust and scrutinised regularly | Attendance action plan to be written to support pupils to attend school for maximum hours<br><br>To continually develop links with parents, agencies, professional bodies to ensure wrap around support for pupils |                |     |     |     |     |     |

### Priority 4: Empowering Supportive, Skilled and Nurturing Staff

| AFD     | Area for Development                                                                                            | KPIs                                                                                                                                                                                      | Actions                                                                                                                                                                                                                                                                                                              | Evaluation RAG |     |     |     |     |     |
|---------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----|-----|-----|-----|-----|
|         |                                                                                                                 |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                      | 1/6            | 2/6 | 3/6 | 4/6 | 5/6 | 6/6 |
| AFD 4.1 | Invest in colleagues across the trust through a system of professional development aligned to the RT Pay Policy | Ignite professional curiosity, passion and energy<br>Forge strong collaborations and supportive working practice across the Trust<br>Standards in centre improve due to elevated practise | Launch our bespoke trust wide professional development program supported through a local teaching school<br><br>Through newly established working groups or academy ambitions, pilot opportunities for staff to undertake and publish practitioner research aimed at strengthening our understanding of 'what works' |                |     |     |     |     |     |

**Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes**

| AFD         | Area for Development                                                                                                               | KPIs                                                                                                                                                                                                                           | Actions                                                                                                                                                                                                                    | Evaluation RAG |     |     |     |     |     |
|-------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----|-----|-----|-----|-----|
|             |                                                                                                                                    |                                                                                                                                                                                                                                |                                                                                                                                                                                                                            | 1/6            | 2/6 | 3/6 | 4/6 | 5/6 | 6/6 |
| AFD 5.1/5.3 | Develop new system to collect stakeholder voice and act on findings                                                                | New systems in place to gather and analyse stakeholder voice                                                                                                                                                                   | Devise new system, in line with Trust, to capture all stakeholder views regularly.<br>Work with Trust to set up a Raedwald Trust Children's Committee securing learners influence on organisational operation and strategy |                |     |     |     |     |     |
| AFD 5.2     | To improve opportunities for learning about enterprise and employability in order to better prepare pupils for post 16 transitions | All pupils have a post 16 plan and support package in place<br>For pupils to feel confident in taking their next steps<br>For engagement, attendance and accreditations increase as pupils motivated in learning opportunities | To work with Trust lead to grow Vocational offer to pupils<br>To grow work experience off to pupils<br>To embed work of TRF in transition                                                                                  |                |     |     |     |     |     |

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## 2. Monitoring and evaluation of the action plan

In order to ensure rapid progress towards these outcomes the actions and KPIs will be monitored in the following way:

- a. Academy based monitoring, including Learning and Education Committee

*The school based lead for each of the AFDs in the plan will have overall responsibility for the implementation of the action plan for that priority. The lead will RAG the completion of the actions as follows:*

- *RED: the action is not yet started and/or there is a high risk of slippage or non-completion.*
- *AMBER: the action has started though not yet completed, there is some slippage but not cause for concern.*
- *GREEN: the action is fully complete as specified*

*Completion of the actions is intended to lead to the impact as outlined in the KPIs.*

*The Lead will RAG rate the each area for the Head Teacher who in turn will grade the success measures and sign off on the accuracy of the impact assessment for the CEO and Trust Board.*

- b. Trust based monitoring

*The CEO will receive a progress report on the actions plans through the Head Teacher Executive Group. There will be an evaluation of progress towards the success measures of each AFD. On a cycle across each meeting the academy based leads will present the evidence of impact to the Head Teacher for scrutiny by the HEG and Trust Board. The success measures will be RAG rated by the Trust Board based on a scrutiny of the evidence and data presented to the CEO at each HEG meeting.*