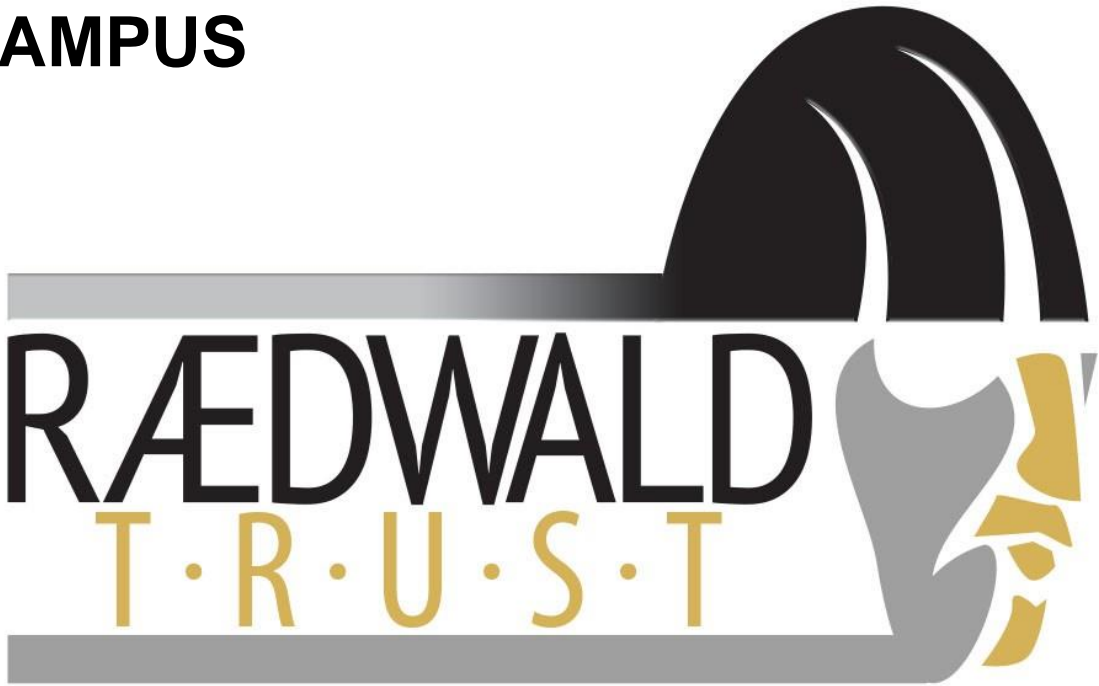

ACADEMY IMPROVEMENT PLAN MONTGOMERY ROAD CAMPUS



July 2019

MONTGOMERY ROAD CAMPUS

1. Academy Priorities, Areas for Development (AFD), Key performance Indicators (KPI) Summary 2018 – 2019

Priority 1: Enabling inspirational leadership and management

Leaders have an accurate and comprehensive understanding of the quality of education at the school. They plan monitor and refine actions to improve all key aspects of the school's work. Leaders and governors are ambitious for all students and new arrangements for governance secure processes for increased support and challenge. Since joining the Trust, a culture of transparency amongst leaders is driving improvement. Relationships across sites are positive and stakeholders report feeling valued.

Leaders have established and implemented accurate monitoring systems to ensure immediate support is available at the point of need. This system allow mechanisms for school to school support, particularly through a closer relationship with Westbridge Academy. The strategic flexible deployment of staff and resources is positively impacting the curriculum offer and student outcomes.

As a result our L&M foci are to:

- Implement trust wide accountability framework
- Grow new and experienced leaders able to inspire learners colleagues and other stakeholders
- Implement trust wide policies procedures including digital capacity

AFD	Area for Development	KPIs
AFD 1.1	Further strengthen leadership capacity through internal supervisions with the Head Teacher, and targeted enrolment on NPQSL / NPQML	<ol style="list-style-type: none"> 1. HOS joins SLT ks4 @ WB weekly, HT joins SLT @ MR and weekly supervisions every Friday/Tuesday. Minuted meetings with actions to strengthen joint working and consistent practice. 2. HOS enrolls and successfully completes NPQSL and local mentoring leadership courses. Subject coordinators (teachers) enroll on NPQML course and successfully complete course to take on school responsibilities (grow and strengthen leadership). Senior and middle leaders understand clear lines of responsibility and accountability.
AFD 1.2	Create a culture of determined leadership rooted in growth and possibility. Empower staff	<ol style="list-style-type: none"> 1. Senior and middle leaders understand clear lines of responsibility and accountability

to take leadership on key development areas to support consistency and sharing expertise across the Trust.	2. External scrutineers are in place in key areas such as H&S safeguarding and TLA to offer challenge and support.
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Priority 2: Delivering High Quality Learning

Accurate standardised assessments and baseline screening is providing key insights necessary to hold teachers to account for learning progress and outcomes. With the Head Teacher, the Head of School action plan provides intervention when standards fall short of Trust expectations. As a result of clearly laid out processes, all staff understand what is expected of them. Recent lessons observations in English and Maths show good progress, personalised learning and effective questioning. A revised system of marking and feedback has allowed student progress to increase. Under the direction of the Head Teacher and Head of School, Montgomery Road Campus staff are supported by colleagues from Westbridge Academy.

As a result our foci are to:

- Deliver a broad and balanced curriculum, reviewing accreditation to maximize opportunities for all students.
- Standardize processes for pupil level of monitoring

AFD	Area for Development	KPIs
AFD 2.1	Deliver high expectations in course offers, planning, and learning objectives to secure ambitious stretch and challenge across the school.	1. Core curriculum offer published on website matches the core offer of other RT KS4 provisions Sept 2018. Consistent to WB Academy. (GCSE Art and Science offer). 2. SOW plans in core subjects shared half termly in advance reflect stretch and challenge on offer to pupils against their baseline assessments. – teaching and learning meetings minutes. 3. Target setting reflects expectation that all pupils will achieve at least 2 grades progress across KS4 (e.g. start at GCSE grade 1 attain at least grade 3 by the end of yr11). This means it would be possible to pass entry level courses and move onto GCSE or equivalent courses as part of the KS4 learning journey. In place
AFD 2.2	1. Through established links with Westbridge Academy, strengthen quality first teaching	1. Joint site SLT work scrutinizes termly 2. Shared timetabling enables SLT to provide opportunities for MR

	practices across the school. Develop further innovative pathways to ensure all pupils are offered the opportunity make two grades progress across Key Stage 4.	students and staff to use science lab and art studio/ equip and team-teach where needed. – 3. Assessment coordinators joint work together to consistently introduce, embed and advance the revised assessment tracker system on both sites. 4. Embed/strengthen team CPD on marking, record –keeping and subject “smart” target- setting through on –site work scrutinizes and RAP meetings half- termly. Nov 2018 and Jan 2019 ongoing Identify individual CPD needs via performance management cycle 2018-19. NPQML , Closing the Gap Feb 12th , leadership course .
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Priority 3: Securing Safe and Energising Learning Environments:

Systems and processes are compliant with KCSiE, 2018. The SCR is up to date and accurate. Key staff are appropriately trained and a programme of additional staff training is planned. Child protection procedures are strong and appropriate actions are taken and followed up and records of all concerns / restraints, and kept securely. Leaders work with a range of agencies to ensure risks are mitigated where possible and information is shared. Safety has a high priority in the Montgomery Road Campus curriculum and at social times, focusing on online safety, road safety, and gang cultures. The learning environment highlights key messages for students keeping safe and are tailored to issues currently affecting pupils. Montgomery road is now part of the RT safeguarding Team. The DSL will be overseeing actions from the scrutineer commissioned by the Trust to review all our safeguarding procedures.

As a result our foci are to:

- Develop and deliver exemplary practice following the recommendations of the external review to keep our student group safe
- Play a significant active role in the Trust Safeguarding Team through DSL involvement.

AFD	Area for Development	KPIs
AFD 3.1	Trust wide safeguarding procedures secure supporting and strengthening those in place at Montgomery Road.	Implementation of the external safeguarding review recommendations Dec 2018.
AFD 3.2	Alter the physical learning environment to reinforce culture of learning	1. Displays reflect commitment to sharing assessment objectives and course information; key words/dictionaries and thesaurus and subject reading material promote improving student literacy across the

		<p>curriculum; current “active” displays reflect what is being learnt.</p> <p>Ongoing</p> <p>2. Teachers review SOW and resources to look for opportunities to celebrate and reflect cultural diversity in the society and world we live in. Ongoing.</p> <p>3. Purchase /source an interactive white board to use at MR site.</p> <p>4. Begin to develop outdoor learning opportunities for RT pupils at the MR site. Garage project complete FEB 2019, STEAM ongoing, gardening March onwards.</p>
AFD 3.3	Learning environment development to represent modern Britain including diversity ethnic minorities SMSC and BV.	<p>1. Personal safety and PSHE boards are updated to assist students seeking support and reflect current safeguarding issues within the unit. Assemblies and events representing modern BV and SMSC as well as cultural diversity are part of our calendar. WW1 Assembly, vision and values. Rodin Sculpture art trip Feb 2019, Chinese new year Feb 2019. Prevent Assembly Feb 2109.</p>

Priority 4: Empowering Supportive, Skilled and Nurturing Staff

School leaders have an accurate and comprehensive understanding of the quality of education at the school. Comprehensive action plans enable staff to understand exactly what is expected. Staff relationships are positive between Westbridge and Montgomery Road and stakeholders report feeling valued.

SLT staff have successfully trained as thrive practitioners and introduced the Thrive programme to the school; it is to be offered to all pupils. There is a commitment to all staff to engage in CPD as part of their school working life; Montgomery Road and The Raedwald Trust enable all staff to develop professionally through courses, joint working, shadowing, and mentoring.

As a result our focus are to:

- Review staffing patterns to ensure effective delivery across the curriculum
- Work collaboratively with other Centre’s to promote open and frank conversations which support each other in the delivery of the curriculum.
- Ensure recruitment is robust and the Trust expectations regarding the quality of staff upheld.

AFD	Area for Development	KPIs
AFD 4.1	Put systems in place which promote a culture of professional dialogue within the Academy and beyond.	<ul style="list-style-type: none"> Ensure all staff have the opportunity for regular 1-1 professional supervision with line managers focused on PD and growth. Appraisal
AFD 4.2a	Embed Thrive Programme for all pupils at Montgomery Road.	<ul style="list-style-type: none"> Staff are all trained to baseline and deliver programs for student personal development- Relaunched January 2019.
AFD 4.2b	Continue to develop the impact TAs have on pupil outcomes	<ul style="list-style-type: none"> July 2018-Sept 2018 assign specific curriculum areas for TA's to support and deliver lessons under teacher supervision. (LS PSHE, SF Food and catch –up programs, SH AQA unit awards). Joint working with WB staff established on planning and CPD observation. LS /AE , SH/ JW, SF/ MR. Embed/strengthen team CPD on marking, record -keeping, use of resources and plans through on –site work scrutinies and 1-1 supervisions half termly. Well matched individual CPD needs implemented via performance management cycle 2018-19.
AFD 4.3	Embed CPD opportunities within performance Management for all staff.	<ul style="list-style-type: none"> External courses and training opportunities on offer within the RT for all staff in line with their current team roles and responsibilities. Ongoing: leadership RT, NPQML and NPQSL and SEN conference as well as KCSIE and restraint training.

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

Since joining the Trust, a culture of transparency amongst leaders is driving improvement. Relationships across sites are positive and stakeholders report feeling valued.

Leaders have established and implemented accurate monitoring systems to ensure immediate support is available at the point of need. This system allow mechanisms for school to school support, particularly through a closer relationship with Westbridge Academy. The strategic flexible deployment of staff and resources is positively impacting the curriculum offer and student outcomes.

As a result our foci are to:

- Embed and strengthen the joint working routines between WB and MR staff to ensure better outcomes for students.
- Enable staff to develop their skills whilst being supported by one another.

AFD	Area for Development	KPIs
AFD 5.1	Ensure all stakeholders have a voice that is recorded and feeds into our school development. Continue to embed the joint working of SLT between WB and MR.	Feedback pro forma to use with partner providers and collate with other feedback questionnaires (parent, students). Minutes of SLT meetings and work scrutinies reflect closer consistent staff practice to raise standards. Assessment grid 2018-19 reflects more consistent progress (rag- rated) across subjects by MR students at KS4. Assessment sheets record pupil voice. Rap meeting notes: Ongoing.
AFD 5.2	Strengthen opportunities to learn about enterprise and employability	Increase in partnerships to support a broad and balanced curriculum. Work with IO- Suffolk skills show competed/ Volunteering matters/ Work experience and displays on vocation: Ongoing and updated.
AFD 5.4	Engage with local and national partners to learn from best practice research and enquiry	Staff are actively engaged in external professional communities to broaden knowledge improve practice impacting on student progress and learning experiences. (Trust wide).

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 Local Governing Bodies

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 write a termly impact assessment report 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.

1. Action Plans

We have created action plans for each of the AFD identified in the summary above.

Priority 1: Enabling Inspirational Leadership and Management

AFD1.1 Further strengthen leadership capacity through internal supervisions with the Head Teacher, and targeted enrolment on NPQSL / NPQML	
What are the expected outcomes?	<p>For learners:</p> <ul style="list-style-type: none"> ● A broader curriculum offering accreditation in every subject area to full range of ability ● Higher attainment (value added) against baselines across all subject areas (consistently high performance) <p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> ● Staff are trained to confidently deliver best practice in their subject areas/roles and ensure students make expected progress or higher. Stakeholders are confident RT are delivering a high quality service at MR. ● Joint working strengthens RT practice through greater consistency and shared expertise across sites at KS4.(collective convergence).
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ol style="list-style-type: none"> 1. July 2018-Sept 2018 assign specific curriculum areas for TA's to support and deliver lessons under teacher supervision. (LS PSHE, SF Food and catch –up programmes, SH AQA unit awards). 2. Joint working with WB staff established on planning and CPD observation. English/Math's/Science/PHSE Art? PHSE? 3. Embed/strengthen consistent team practice on marking, record -keeping, use of resources and plans through on –site work scrutiny's half termly. Teaching and learning meetings fortnightly. 4. Identify individual CPD needs via performance management cycle OCT 2018. Appraisal HOS enrolls and successfully completes NPQSL and local mentoring leadership courses. Subject coordinators (teachers) enroll on NPQML course (if this isn't affordable then 2i/c does this) and successfully complete course to take on school responsibilities (grow 	Lead SLT JC

and strengthen leadership).
 HOS joins SLT ks4 @ WB weekly, HT joins SLT @ MR and weekly supervisions every Friday/Tuesday. Minuted meetings with actions to strengthen joint working and consistent practice.

How will progress be monitored?

1. Half termly assessments and RAP meetings- Ongoing
2. Half termly work scrutinies (marking and target setting)- Ongoing
3. Weekly HOS supervisions/ SLT joint meetings WB and MR- Ongoing
4. Half termly in advance SOW plans submitted for scrutiny - ongoing
5. Performance Management and Job Descriptions- Update roles and responsibilities via appraisal cycle ongoing

What evidence will be gathered to show the impact of this priority?

What are the cost implications of any of the actions?

- The CPD for HOS is free as MR is within IOA. This should apply to NPQML as well.
- Internal CPD is free but we may need to cover staff occasionally so they can observe peers across sites.

Evaluation Commentary February 2019: [HOS starts NPQSL 12th Feb. Appraisals started. ELSA training completed and in house fire safety training. KCSIE and restraint training updates completed. Internal staff cover release time for cross site meetings covered at no additional cost.](#)

Evaluation Commentary June 2019- In addition to NPQSL HOS attended leadership days run by Bath university through the Ipswich opportunity area and Leadership twilight training run by Everyday Leaders. Marking and Tracking is more consistent, momentum maintained. The new ILP documents will inform RAP targets/interventions and provide explicit link of how interventions are impacting on pupil progress. Staff plans need reviewing and updating for 2019/20 in the light of new curriculum.

AFD 1.2 Continue to develop the impact TAs have on pupil outcomes

What are the expected outcomes?	For learners:
	<ul style="list-style-type: none"> ● Clear consistent approach to next-step marking and target setting enables them to understand how to secure progress faster ● Empowers learners to co-own their learning journey by understanding the assessment objectives
	For staff and other stakeholders:
	<ul style="list-style-type: none"> ● Clear explicit consistent planning, assessment and target- setting routines enable staff to compare student attainment across the curriculum and share best practice to accelerate individual student attainment and evidence progress/interventions

	<ul style="list-style-type: none"> It is clear and accessible for stakeholders to monitor and validate the measured progress of students and effectiveness of teaching and learning at MR.
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ol style="list-style-type: none"> July 2018-Sept 2018 assign specific curriculum areas for TA's to support and deliver lessons under teacher supervision. (LS PSHE, SF Food and catch –up programmes, SH AQA unit awards). Joint working with WB staff established on planning and CPD observation. LS /AE , SH/ JW, SF/ MR. Embed/strengthen team CPD on marking, record -keeping, use of resources and plans through on –site work scrutinies and 1-1 supervisions half termly. – Ongoing Identify individual CPD needs via performance management cycle 2018-19.- Appraisal Jan 2019 Focus with RT on Middle Leaders' Job Descriptions 	<p>Lead SLT JC</p>
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> Plans submitted Work scrutiny notes Performance management CPD logs and any 1-1 supervisions 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> Student workbooks or folders Staff Planning Schemes of Work CPD Logs Staff Files Learning Walk notes and Work Scrutinies. 	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> Release time to observe staff and gather resources and meet 1-1 for help visit partner sites for CPD Printing and stationery for resources 	
<p>Evaluation Commentary February 2019</p> <p>Team work scrutinies, learning walks, RAP sheets and observations systems are ongoing and are consistent with Westbridge. Staff files now centrally stored and organised within RT. SOW submitted half termly ongoing. Appraisal notes and meeting minutes in place. Safeguarding CPD internal log.</p>	

Evaluation Commentary June 2019-

- Staff are being provided with clear CPD opportunities of good quality and a chance to develop their careers. RT CPD appraisal new documents from September 2019.
- The range and number of AQA unit awards has expanded (PHSE)
- We need to review and look at an alternative for PWL and strengthen planning in PHSE to cover course (timetabling)
- Thrive program has helped drive higher pupil attendance and success.
- Thrive has also designed PHSE program sequencing modules for maximum impact.
- NEXT STEP- Training booked for TA's on literacy/numeracy intervention to strengthen and develop impact.
- So far 100% pass rate in Maths and English FSK for Year 10

Priority 2: Delivering High Quality Learning

AFD 2.1 Deliver higher expectations in course offers, planning, and learning objectives to secure ambitious stretch and challenge across the school	
What are the expected outcomes?	<p>For learners:</p> <ul style="list-style-type: none"> ● Equality of opportunity on curriculum offer and accreditation ● Clear progress pathways entry level through to GCSE or equivalent <p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> ● Consistency on core offer across RT ● Student progress is consistently “good” across subjects
To achieve the expected outcomes we will:	<ul style="list-style-type: none"> ● Offer GCSE Biology (science) and GCSE Art as part of our core offer. Offer Preparation for Working Life to all students and introduce Functional Skills ICT. ● Share SOW plans in core subject’s half- termly in advance reflecting stretch and challenge on offer to pupils against their baseline assessments. ● Introduce new assessment tracking system to set smart targets (joint work with Westbridge).- Sept/Oct 2018
How will progress be monitored?	<ul style="list-style-type: none"> ● Assessment tracking system monitored via work scrutiny’s and learning walks- Observations autumn and Jan 2019. ● Website to publish curriculum offer sept 2018 ● Assessment grid 2018-19 tracks all student grades and progress in all subjects- Ongoing
What evidence will be gathered to show the impact of this priority?	<ul style="list-style-type: none"> ● Work scrutiny and learning walk forms ● Minutes of RAP meetings ● Assessment data on grid 2018-19 compared to progress data from other sites- HEG access? RAP meetings and exam analysis. ● Exam results June 2019
What are the cost implications of any of the actions?	<ul style="list-style-type: none"> ● Resources and revision guides and exam fees for new courses (see subject development plans)
Evaluation Commentary February 2019	<ul style="list-style-type: none"> ● Curriculum offer of FSK ICT started; staff needs additional training. ● Propose to sit exams May 2019 yr11. GCSE Biology offered through Westbridge and joint work carried out to complete course 1 yr. 11 candidate. ● No GCSE Art offered but agreed higher arts award as starting point and implementing taster sessions via workshops and trips to enrich

challenge and extend the art experience of pupils.

- PWL will be offered to yr. 11 pupils this summer as exam option, year 10 not ready we will use AQA unit awards as alternative accreditation whilst we research and alternative qualification with RT centers.
- SOW shared and ongoing between core staff.
- RAP meeting trialed and need embedding to ensure we tighten up target setting to reflect learning needs of pupils (ILP's) as well as individual subject leads. Tracking grid working, ongoing. Develop explicit link to ILPs in RAP meetings June/July 2019.

Evaluation Commentary July 2019-

- ICT FSK some training done but due to staff absence WB staff covering this Thursdays- good impact so far.
- GCSE Biology taken Very good joint working and all yr.10 science offered Entry level with option to progress to GCSE in yr11.
- Art trip run to Rodin sculpture and higher awards offered, IGCSE would require higher literacy ability from some pupils.
- PWL offered with AQA units . 1 pupil is doing vocational qualification Level 1 construction that covered work health and safety. 3 pupils offered food hygiene level 2 that also covers aspects of health and safety at work.
- Experience of CV and covering letters completed.
- SOW shared via WB/MR in Math's, English, PHSE and home cooking skills.

AFD 2.2: 1.Through established links with Westbridge Academy, strengthen quality first teaching practices across the school 2.Focus team on marking and assessment so as to embed plans for next step marking and target setting across all subjects	
What are the expected outcomes?	For learners: <ul style="list-style-type: none"> ● Clearer understanding of assessment objectives and how to attain them ● Accelerated secure progress
	For staff and other stakeholders: <ul style="list-style-type: none"> ● Shared ownership of learning journeys with students ● Student progress is consistently good across core subjects
1.Carry out joint SLT led work scrutinies termly and team shared scrutinies termly 2. Shared timetabling between WB and MR to provide opportunities for MR students and staff to use science lab and art studio/ equipt and team- teach where needed. 3. Assessment coordinators joint work together to consistently introduce, embed and advance the revised assessment tracker system on both sites. 4. Embed/strengthen team CPD on marking, record –keeping and subject “smart” target- setting through on –site	Lead SLT JC

<p>Work scrutinies and RAP meetings half- termly. Identify individual CPD needs via performance management cycle 2018-19.</p>	
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> ● Minutes/scrutiny forms from SLT work scrutinies and work scrutiny forms from team scrutinies ● Timetable reflects use of WB facilities and joint teaching. ● Assessment trackers monitored via work scrutinies ● Minutes from RAP meetings ● Assessment grid to track overall progress in unit grades tracked and rag rated action plans for subjects or pupils falling behind expected progress. 	
<p>What evidence will be gathered to show the impact of this priority? Grades every half term rag rated Student exam results higher point scores vs Yr11 concerns.</p>	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> ● Exam fees ● Stationery for tracking system 	
<p>Evaluation Commentary February 2019</p> <ul style="list-style-type: none"> ● Scrutiny forms in place and teacher meetings following up action points with RAP minutes as well. ● Joint timetable in place and ongoing ● Assessment trackers in place and ongoing. ● Minutes from RAP meetings ongoing TK and CO working together cross site. Consistently rag rated with WB code and marking policy updated to ensure consistency. Stationery purchased. ● Appraisal started now staffing restructure has taken place. 	
<p>Evaluation Commentary July 2019-</p> <ul style="list-style-type: none"> ● Appraisal cycle being concluded to enable implementation of new RT appraisal system and CPD Sept 19. ● Closer joint working has benefited MR and raised pupils attainment ● Teacher absence has impacted spring into Summer 1 for tracking but results in core subjects show raised attainment and progress overall against baselines and 100% pass rate for English IMaths FSK. ● 100% overall exam attendance and a wider range of qualifications taken. 	

Priority 3 Securing Safe and Energising Learning Environments

AFD 3.1 Trust wide Safeguarding procedures supporting and strengthening those in place at Montgomery Road.

What are the expected outcomes?	<p>For learners:</p> <ul style="list-style-type: none"> ● Pupils continue to be kept and feel safe. Bullying and racist Prevent incidents continue to be rare/non existent <p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> ● Staff are up to date on all aspects of Safeguarding and know best practice ● Stakeholders are confident that MR continues to keep students safe and is a place of best practice (RT)
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ul style="list-style-type: none"> ● Continue to maintain CPD in Safeguarding for all (continuous) ● Use new RT staff handbook(shared with stakeholders/carers) ● Undertake review of Safeguarding and implement action plan (Dec 2018) 	<p>Lead SLT</p> <p>JC</p>
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> ● Action plan will be drafted with points to be signed off. ● Safeguarding group RT will gather information from HOS and DSL's on school progress and support plans to ensure RT consistent practice. 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> ● School safeguarding training records of RT and internal CPD for staff ● School safeguarding records show the individual and collective risk being managed by the unit and how MR works with other agencies to effectively reduce the risks and as far as possible prevent its students from coming to serious harm. ● Records of information sent to parent/carers and students on local and national help; current local issues impacting on safety in the community. The quality of information available to stakeholders on the RT website. 	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> ● printing ● website design/maintenance ● 1x staff (DSL) T4T training autumn term 2018. 	
<p>Evaluation Commentary February 2019</p> <p>Safeguarding external review praised good practice on site. All staff up to date on training and on site log kept.</p> <p>Action plan is up to date. Central RT staff weekly online updates.</p> <p>Half termly information sent to parent/carers via newsletter and specific advice given on local alerts via letter Jan 2019.</p>	

Safer internet Day data and online safety given 5/2/19 activity afternoon.
<p>Evaluation Commentary July 2019</p> <ul style="list-style-type: none"> • PCSO (RT) appointed and introduced to all pupils and staff. • Newsletter and additional info sent out to staff in local support issues and displayed. • Outreach and early help core feature of our support to pupils and families. We were praised by Ofsted HMI April 2019 for the quality and painstaking detailed care we show for our most vulnerable pupils (Children in care). • Review of safeguarding info and files took place in June and early July between STC and MR to prepare for Ofsted inspection. • Aim to introduce behaviourwatch safeguarding system in line with RT policy.

AFD 3.2 Improve the physical learning environment to reinforce culture of learning

What are the expected outcomes?	<p>For learners:</p> <ul style="list-style-type: none"> • The learning environment (displays and resources) reflect diverse, modern Britain (BVMSC) • Displays are helpful and informative. <p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> • Staff offer a rich, diverse range of learning experiences to students in KS 4 across the curriculum.
To achieve the expected outcomes we will: (Include CPD activities)	<p>Lead SLT</p> <p>JC</p>
<ul style="list-style-type: none"> • Update and review displays to promote what is being Learnt (LO's) and assessment objectives/ course information. • Provide information to students, parent/ carers on how to access help and advice for learning and learning support • Support cross- curricular literacy through additional catch up sessions, additional access to reading material in common areas (kitchen) and key words in all subjects on display for current topics. 	
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> • Displays current and checked • SOW checked • Information / on RT website and sent home from MR 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> • Pupil work • Displays, photos (enrichment) 	

<ul style="list-style-type: none"> ● Pupil progress in literacy (reading and writing) assessment scores across KS4.
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> ● Printing ● Resources via subject development plans
<p>Evaluation Commentary February 2019:</p> <p>Displays reflect vocational experience, safeguarding, enrichment as well as academic learning. Pupil voice is evidenced. Values and vision centre specific as well as RT.</p> <p>FBV and SMSC are evidenced with special cultural events eg. Remembrance, chinese new year.</p> <p>Assessment objectives are clearly displayed in all core subjects in classrooms incorporating key words.</p> <p>Investment is needed in magazines and papers in kitchen. Reading programme in place.</p> <p>Half termly newsletter provides support information to parents on learning support.</p> <p>Aim to send photos home to parent/carers of individual attainment.</p>
<p>Evaluation Commentary July 2019</p> <ul style="list-style-type: none"> ● Put up display rack to store reading material in kitchen. Books in Science/Art for subject library. Library bookcase in English room and display supports reading intervention Mondays. ● FBV posters explicitly linked to displays on vision and values co-written by pupils. More photos needed from TTP placements and academic learning is displays. Art, STEAM have done this well, we need to develop English, Maths and Science pupils at work. ● Filming of RT work of Garden and Cooking took place in June. NB Some pupils don't/can't be on camera at all thereby limiting evidence. ● Invest in camera.

AFD 3.3 Learning environment development to represent modern Britain including diversity ethnic minorities SMSC and BV.

<p>What are the expected outcomes?</p>	<p>For learners:</p> <ul style="list-style-type: none"> ● Current points of learning and interest re. Diversity incorporated into formal and informal curriculum. ● Students able to articulate understanding of diversity issues.
	<p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> ● Staff able to support learning through curriculum and guided discussion. ● Stakeholders are confident how MR fulfils its duties to prepare students for citizenship in modern Britain and the world today.

<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ul style="list-style-type: none"> ● Staff review resources, displays, SOWs to maximize opportunities to celebrate our cultural diversity. BV and SMSC EM- ● Review curriculum PSHE and PWL; work with pupils on MR values and how they reflect BV and relate to issues in the wider world. 	<p>Lead SLT JC</p>
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> ● Displays current and checked ● SOW checked ● Calendar of events, review enrichment Programme. ● MR vision and values 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> ● Low/nil incidents of racist, extremist, sexual abuse recorded at Montgomery Road ● Pupil surveys on their school experience refer to their awareness of bullying safety and being valued. 	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> ● Printing ● Appropriate subject resources 	
<p>Evaluation Commentary February 2019</p> <p>Displays in place but FBV are not always explicit but are implicitly present.</p> <p>Pupil survey and parent survey Dec 2019 reflect culture of respect and tolerance within the school.</p> <p>Vision and values updated and linked to FBV and RT values. Embody SMSC.</p> <p>Reviewed calendar enables celebration of a broader cultural range of events. - ongoing</p> <p>SOW need to be reviewed and will be a target of appraisal or PD day by July 2019.</p>	
<p>Evaluation Commentary July 2019-</p> <ul style="list-style-type: none"> ● Release time given for staff to evaluate SOW with HOS and subject trams to check for cultural diversity. ● World music day 21.06.19 celebrated. ● Writing for change (English) March 2019 celebrated inspiring people through time across the world today who've effected change. ● Assemblies focused on current affairs/world events e.g. Women's football World Cup; Brexit; World Aid . 	

Priority 4: Empowering Supportive, Skilled and Nurturing Staff

AFD 4.1 Put systems in place to promote a culture of professional dialogue within the Academy and beyond.

What are the expected outcomes?	<p>For learners:</p> <ul style="list-style-type: none"> • Equal opportunity for learning and support across RT <p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> • Support to achieve best outcomes for learners. • Improved service (fair, good, efficient, cost-effective). • Consistent and 'best practice' through team approach across RT.
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ul style="list-style-type: none"> • Provide opportunities for all staff to receive regular 1-1 professional supervision with line manager's focused on PD and growth. 	Lead SLT JC
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> • Performance management cycle. • Membership of and involvement in staff groups. 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> • Staff questionnaires.- • Pupil outcomes (assessment/exam data). • Performance management data. 	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> • Possible course fees / release time for CPD / supervisions. • Possible recruitment if our staff leave for promoted posts elsewhere. 	
<p>Evaluation Commentary February 2019 Appraisal enables all staff access to CPD. Staff restructure affords clarity and fairness of job descriptions and pay structures – all staff are able to progress. Additional hours available to ensure all staff access central RT PD days. 5/7/19 SEN conference booked available to all staff. Ipswich opportunity area enables free access to NPQML and NPQSL training as well as additional local networking between schools.</p>	
<p>Evaluation Commentary July 2019-</p> <ul style="list-style-type: none"> • Appraisal cycle completed July 2019. • RT training days ongoing SEN conference 5th July all staff invited. 	

- New CPD/ appraisal paperwork and program will ensure equality of opportunity fair access for all to CPD across the Trust.
- Joint working THRIVE STC's/MR and WB
- Curriculum WB/MR and RT SLT presentations trust wide at SLT of our curriculum review in light of new Ofsted and desire to offer E-Bacc opportunities at KS4 moving forward 2019/20.

AFD 4.2 (a) Embed Thrive programme for all pupils at Montgomery Road.
(b) Continue to develop the impact TAs have on pupil outcomes.

<p>What are the expected outcomes?</p>	<p>For learners:</p> <ul style="list-style-type: none"> • Learners feel safe, valued and accepted at MR. They view school as a place where they belong, can succeed and enjoy learning again. • Raised attendance • Raised progress • Reduced incidents.
	<p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> • Staff empowered to deliver best practice. • Stakeholders see improved pupil outcomes.
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ul style="list-style-type: none"> • Train staff to deliver baseline assessments and individual / group action plans. • Ensure bespoke timetables reflect pupils' thrive needs. • Assign TA's to specific curriculum areas to support / deliver lessons under teacher supervision. • Work jointly with WB staff on planning CPD and work scrutinies. 	<p>Lead SLT JC</p>
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> • Half termly reviews of pupil progress and personal development. • Half termly work scrutinies. • Half termly teacher / TA supervisions * for plans and assessments 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> • Pupil folders. • Assessment grid. 	

- Thrive progress reviews.
- Incident logs.
- Safeguarding logs
- Performance Management documents.

What are the cost implications of any of the actions?

- Some timetables at MR require bespoke offers to meet pupil needs, eg Art Therapy.
- Possible release time for staff CPD.

Evaluation Commentary February 2019:

All staff trained in Thrive assessments through pastoral meetings key worker system and responsibility reviewed/updated.

Feb update review of all Thrive assessments. Will be reviewed/updated termly.

All pupils have Thrive plan and revised induction of new pupils incorporates Thrive practice. The targets are explicitly addressed in each pupil's reward booklet as targets to be attained.

External safeguarding review praises calm purposeful environment, raised attendance term on term and reduction of part time timetables.

Pupil folders structure/content reviewed to reflect RT format Nov 2018 reviewed half termly.

Evaluation Commentary July 2019

- Increase in pupils meeting/exceeding progress targets particularly English and Maths.
- Sustained increase in attendance every half term.
- 100% Pass rates yr. 10 English and Maths functional skills exams
- 100% exam attendance for Yr. 11 and yr10.
- Thrive embedded in ILP's, all pupils on termly reviews show progress.
- Training offered – WB and STC's by MR
- Thrive will be linked to character development area of new Ofsted framework Sept 2019. This is part of a curriculum review June 2019.

AFD 4.3 Embed CPD opportunities within performance Management for all staff.

What are the expected outcomes?

For learners:

- Better outcomes.
- Better curriculum offer.
- Quality of learning and teaching consistently good or better.
- Quality of support we offer consistently good or better.

	<p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> ● Fair and equal access to CPD within RT linked to RT Academy improvement plans. ● A clear pathway for career progression via RT links to local / national training programmes.
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ul style="list-style-type: none"> ● Ensure CPD is identified for staff as individuals as well as part of a team. 	<p>Lead SLT JC</p>
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> ● Log kept of CPD opportunities at MR (academy) and RT level. 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> ● Performance management documentation.- ● Recruitment / retention data for staff. 	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> ● Possible costs for some courses. ● Release time for some CPD opportunities. 	
<p>Evaluation Commentary February 2019 Appraisal cycle started and ongoing. Staff files have CPD section to record and store all certificates and evidence of their staff training. Staff attendance and wellbeing stable evidence gathered in questionnaires Jan 2019.</p>	
<p>Evaluation Commentary July 2019-</p> <ul style="list-style-type: none"> ● Appraisal cycle concluded. ● New RT CPD/Appraisal program launching September 2019 for all staff. This will include RT access to online training resources. ● Register of all CPD of all staff held in Trust office; Safeguarding training records held on site. ● Staff questionnaire issued July 2019 with appreciative thinking reflective sheet for all staff. 	

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

AFD 5.1 Ensure all stakeholders have a voice that is recorded and feeds into our school development.

Continue to embed the joint working of SLT between WB and MR.

What are the expected outcomes?	<p>For learners:</p> <ul style="list-style-type: none"> ● They play an active part of the school community and share their learning journeys (ownership of learning and development). <p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> ● Staff review and develop the aip and feed into RT development individually and through academy/working teams ● Parent/carer feedback shapes and helps review practice and routines ● Stakeholders' needs also form part of the dynamic development of the life of the RT
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ul style="list-style-type: none"> ● Review our questionnaires (in line with current Ofsted) to all stakeholders, develop an RT feedback proforma for all stakeholders that incorporates new Ofsted guidelines. ● Continue to meet as a joint SLT weekly, share work scrutinies and develop a consistent assessment tracking system between WB and MR staff. 	Lead SLT JC
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> ● Reviews for pupils and their parent/carers' (termly).- ● Collate feedback forms/ progress reports from partner providers half termly and at end of placements; feed results into AIP. 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> ● Minutes of SLT work scrutinies reflect closer consistent staff practice to raise standards. ● Assessment grid 2018-19 reflects more consistent progress (rag- rated) across subjects by MR students at KS4. ● Questionnaires /feedback forms are collated at reviews and analysis shared with stakeholders in HT report. ● Reward Booklet system records weekly 1-1 pupil voice reviewing progress and setting targets with key staff. 	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> ● Printing of questionnaires or development of the RT website to incorporate feedback online. 	
<p>Evaluation Commentary February 2019</p> <p>Questionnaires completed by all stakeholders and results collated reflect positive relationships.</p> <p>Termly HT report ongoing consistent format with Westbridge Academy.</p> <p>Progress tracking system now consistent with Westbridge.</p> <p>Pupil voice board reflects pupil views and team meeting every half term enables pupils to discuss and put forward suggestions eg vision and values, rewards. Individual voice recorded weekly in 1-1 reviews.</p>	

Termly opportunity for parent/carers to review progress as well as EHCP reviews and individual contact.

- Evaluation Commentary July 2019
- Ongoing, surveys to be re-issued July 2019.
 - Marking/Rap sheets/ work scrutinises/ trackers and assessment sheets being used in line with WB.
 - Next steps- Peer obs cross site as well as in house and peer learning walks.
 - Stakeholders i.e. Parents: develop ways of informing them and gaining feedback electronically if not in school. RT website invites feedback.

AFD 5.2 Strengthen opportunities to learn about enterprise and employability

What are the expected outcomes?	For learners: Increased opportunities to gain work experience/shadowing/interview preparation
	<ul style="list-style-type: none"> • Greater awareness of local job market and employment/training opportunities- displays and events. • Planned Programme of PYF (Planning Your Future) throughout KS4.- TRFs have report and plans proformas reviewed.
	For staff and other stakeholders:
	<ul style="list-style-type: none"> • Increased choice and use of partnerships to support a broad and balanced curriculum. • A fair quality -assured system of partnership working that enables all pupils to gain education employment/ training at 16+.

To achieve the expected outcomes we will: (Include CPD activities):	Lead SLT
<ul style="list-style-type: none"> • Quality assure all partner providers used by RT, and share the central list. Provide opportunities for work experience/ vocational training/ volunteering. • Work with local employers to provide work related <u>activities</u>, experiences, <u>visits</u>. • Embed our new enterprise project opportunity with Volunteering Matters Autumn 2018.- 	JC

- How will progress be monitored?
- Work experience/contacts monitored with Jordan Holder (Ipswich Opportunities Fund) monthly (pupil access to contacts)
 - Reports on training and placements and visits minuted/documentd
 - Destination planning/16+ applications

- What evidence will be gathered to show the impact of this priority?
- NEET/16+ data
 - How many pupils have taken part in work experience/ vocational training/ volunteering (monthly data)
 - Reports on training and placements and visits

<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> • Some partner placements (training) costs • Some transport costs
<p>Evaluation Commentary February 2019</p> <p>Every pupil was given the opportunity to experience suffolk skills show</p> <p>Every yr11 pupil has a 16+ transition worker and plans are in process for 16+ applications.</p> <p>Every pupil has had the opportunity to engage in volunteering via Volunteering Matters garage Project/ Green Light Project or STEAM project/ Catch 22.</p> <p>All pupils able to complete vocational training/encounters or work experience are being offered an opportunity to take part.</p> <p>All pupils are being offered an opportunity to gain accreditation for work related/ volunteering work completed.</p> <p>Monthly encounters are recorded with Jordan Holder.</p> <p>RT systems are in place ongoing to quality assure, monitor and record all training and placements and visits.</p> <p>Plans in place to set up and complete interview experience, visit to and by different professionals.</p> <p>Display reflects local job market. Planned Programme of PYF (Planning Your Future) throughout KS4. - PYF Proforma needed.</p>
<p>Evaluation Commentary July 2019-</p> <ul style="list-style-type: none"> • All of the above is ongoing. • All Yr. 11 have applications for post 16 in and 2 have accepted places. • 2 Yr. 10 pupils are on work experience. • 3 Yr. 10 pupils plan to start vocational course at ERT Sept 19. • All Yr. 10 pupils have started and 4 have successfully completed travel training. • All pupils have participated in volunteering/community work. • Work visit/ encounters will be bespoke in line with individual career interests. • PHSE will offer CV/Application/Interview practice to support part- time work and work experience and post 16 applications in yr11.

AFD 5.4. Engage with local and national partners to learn from best practice, research and enquiry.

<p>For learners:</p> <ul style="list-style-type: none"> ● Pupils receive an education that uses best up to date practice 	
<p>For staff and other stakeholders:</p> <ul style="list-style-type: none"> ● Staff are informed and empowered to source, share and deliver best practice. RT staff are a learning staff. ● Stakeholders play an active part in sharing/ delivering/ researching: RT develops a strong reputation (locally, nationally). 	
<p>To achieve the expected outcomes we will: (Include CPD activities)</p> <ul style="list-style-type: none"> ● Strengthen and develop our links to partner schools/LA- listen to local need and co-develop local service and strategy to meet current/emerging need. ● Share research/ news via RT staff bulletins, academy bulletins, staff subject teams. ● Access information and best practice via membership of <u>professional bodies</u> (local/national). ● Staff visits/ CPD 	<p>Lead SLT JC</p>
<p>How will progress be monitored?</p> <ul style="list-style-type: none"> ● RT trust plan reviews ● AIPs reviewed ● Feedback from stakeholders on training/ publications received. 	
<p>What evidence will be gathered to show the impact of this priority?</p> <ul style="list-style-type: none"> ● Professional development documentation ● Pupil results (outcomes) Academy to RT scores, compared to national outcomes in AP. ● Local data on exclusions/ referral from mainstream, return to mainstream, local to national data comparisons. ● Publications of RT practice, training provided locally, nationally. 	
<p>What are the cost implications of any of the actions?</p> <ul style="list-style-type: none"> ● Some Staff training may have travel costs and fees ● Professional organisation membership fees ● Staff release time/cover 	
<p>Evaluation Commentary February 2019 Senior leaders are sharing best practice in opportunity areas local training, and within the RT SLT. AIPs reviewed and in RT common format for transparency and open access on RT website. Pupil results were reviewed and informed the AIP and subject DP. Compared to national data. Common RT format in place. RT website is more detailed on training provided -ongoing.</p>	

MR – staff to share and embed Thrive and ELSA training across WB and STC sites.

Evaluation Commentary July 2019

- SLT local and national training shared.
- Documentation developed and shared and viewed on HEG SharePoint.
- RT SLT training offers development of shared practices
- AIP's updated termly on RT format and shared.
- LA review April 2019
- Website compliant and developing advice shared with schools and other stakeholders.
- Thrive training across sites shared and embedding begun.