ACADEMY IMPROVEMENT PLAN
ST. CHRISTOPHER'S ACADEMY

RÆDWALD T·R·U·S·T

OCTOBER 2018

ST CHRISTOPHER'S ACADEMY

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

Priority 1: Enabling inspirational leadership and management

After a leadership restructure, Sept 2018 the Headteacher took over the headship of 3 centers including St. Christopher's. Alongside that St. Christopher's have a new Interim Head of School and a new lead teacher who joins the SLT. We are continuing to explore the development of these roles and how they fit into the Trust Leadership scheme.

As a result, our L&M foci are to:
- Implement a Trust wide accountability framework
- Grow new and experiences leaders able to inspire learners, colleagues and other stakeholders
- Implement Trust wide policies and procedures including digital capacity

AFD	Area for Development	KPIs
AFD 1.1	Deliver a trust improvement system providing a strong growth platform for inspirational leadership across the academy.	• Clear and understandable information flow between leaders and managers promote continuous development
AFD 1.2	Create a culture of determined leadership across the trust, rooted in growth and possibility.	• School leaders understand clear lines of responsibility and accountability • External scrutineers are in place in key areas such as H&S, Safeguarding and TLA to offer challenge and support.
AFD 1.2	The LGB needs developing	• Specific action plan for LGB in place • Scheme of delegation reflects strong practice

Priority 2: Delivering High Quality Learning

Personalised learning is cornerstone of St Christopher's provision and this ensures that the school is able to meet individual pupil learning aims. A strong topic based curriculum is in place – this was developed with a local primary school and is being carefully monitored for impact. Classrooms are bright, welcoming and engaging. Displays are both informative and a celebration of pupils' work. Well planned lessons and targeted learning objectives ensure the pupils understand and make progress. Lessons are often practically based to ensure engagement. Teachers and LSAs have good behaviour management skills, and work well together Pupils show appropriate behaviour for learning. Those who struggle with their behaviour are supported with very well, and return to their learning quickly. Skilful questioning develops the pupils' knowledge and skills, and assesses how much they understand – this is evidenced in learning monitoring systems. Challenges are set at three levels and pupils are encouraged to set their own challenges.

As a result, our foci are to:
- Deliver a broad and balanced curriculum…
- Standardise processes for pupil level monitoring of learning

AFD	Area for Development	KPIs
AFD 2.1	Standards of exceptional learning are delivered through focussed challenging personalised target setting	1. Individual targets are clear and aspirational and have an impact on student learning
AFD 2.2	Develop further innovative pathways to ensure all pupils engage with an offer of full time provision	1. Learner engagement of offer evident alongside increased use of Trust wide/external resources 2. Curriculum evaluated against intention, implementation, impact criteria

Priority 3: Securing Safe and Energising Learning Environments

St. Christopher's is now part of the RT Safeguarding Team. The DSL/DDSL will be overseeing actions from the scrutineer commissioned by the Trust to review all our safeguarding procedures. St. Christopher's has good safeguarding systems in place.

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 an active role in the trust safeguarding team through DSL/DDSL involvement

AFD	Area for Development	KPIs
AFD 3.1	Trust wide safeguarding procedures secure, supporting and strengthening those in place at St. Christopher's	1. Implementation of the external Safeguarding review recommendations (Dec 18) 2. GDPR Action Plan completed
AFD 3.2	Establish a culture of learning by changing the way we work through our scrutiny of front line experience. Design and implement a programme of 'near misses' and 'data breaches'	1. Procedures established in which near misses and data breaches and open and transparent 2. Findings reported and leaders learn from prior experience
AFD 3.4	Develop further innovative pathways to ensure all pupils engage with an offer of full time provision	1. Apply robust academy procedures for reduced timetables 2. Curriculum group constantly review individual student curriculum offer and monitor to raise engagement

Priority 4: Empowering Supportive, Skilled and Nurturing Staff

St. Christopher's Academy values and supports colleagues at every level and works hard to encourage relevant staff development to grow a multi skilled team of practitioners. The staff team has undergone changes over the past few years and as recent at September 18 which saw an SLT reorganization and we continue to look at skills and areas for development to deliver the best opportunities for students.

As a result, our foci are to:
- Review staffing patterns to ensure effective delivery of the curriculum
- Work collaboratively with other centres 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	Systems in place which promote a culture of professional dialogue with the Academy and beyond	1. Ensure all staff have the opportunity for regular 1-1 professional supervision with line managers focused on PD and growth 2. Empower staff to take leadership on key development areas to support consistently and sharing of expertise across the trust
AFD 4.2	High quality professional development and coaching is made available through the Trust to St. Christopher's staff	1. Quality target setting for staff is established and monitored through robust performance management systems and the impact they have on pupil outcomes 2. Introducing Thrive across the site and ensuring a trained Thrive practitioner oversees the implementation 3. Introduce a coaching programme through careful matching of annual coaching partnerships to empower staff to develop their own practice

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

St. Christopher's has good links with external local partnerships and collaborations which benefit student outcomes.

As a result, our foci are to:
▪ Extend our good relationships with local stakeholders
▪ Consider looking for opportunities to forge collaborations with appropriate local and national partners to promote this
▪ Share our knowledge with other centres within the trust to impact student outcomes.

AFD	Area for Development	KPIs
AFD 5.1	Strengthen opportunity to learn from pupil voice	1. Student council to be established by Nov 18
AFD 5.3	Ensure all St. Christopher's stakeholders have a voice and this is clearly recorded	2. Clear processes in place to record stakeholders voice
AFD 5.4	Engage with local and national partners to learn from best practice	3. Staff and actively engaged in professional communities to wider knowledge and improve practice impacting on student group

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 AFIs 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 AFI. 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	
Deliver a trust improvement system providing a strong growth platform for inspirational leadership across the academy.	
What are the expected outcomes?	For learners: ● Establishing a safe and stimulating environment in which the children have a platform to flourish both academically and socially ● Increased attendance levels
	For staff and other stakeholders: ● Clear and understandable information flow between leaders and managers to promote continuous development

	● Regular meetings to establish and maintain consistency between Head of Schools at St. Christopher's, Westbridge and the Montgomery Road sites.

To achieve the expected outcomes, we will: (Include CPD activities) 1. Act upon and reflect upon ongoing challenges that the Academy are facing 2. Increased attendance for the pupils at St. Christopher's.	Lead SLT CFish, TB
How will progress be monitored? • Weekly meetings SLT at St. Christopher's every Tuesday morning • Termly attendance report	
What evidence will be gathered to show the impact of this priority?	
What are the cost implications of any of the actions? ● ●	
Evaluation Commentary February 2019	
Evaluation Commentary July 2019	

AFD 1.2
Create a culture of determined leadership across the trust, rooted in growth and possibility.

What are the expected outcomes?	For learners: ● Increased access to curriculum opportunities ● Improved portfolio for accreditation
	For staff and other stakeholders: ● CPD opportunities for staff ●

To achieve the expected outcomes, we will: (Include CPD activities) 1. TB to complete NPQSL 2. CFA to complete NPQML 3. TB and CFA to attend Leadership and Development course in Autumn term	Lead SLT CF, TB, CFA

How will progress be monitored?   - Weekly SLT meetings on Tuesday's (CF, TB, CFA)   - CF meeting twice a week at St. Christopher's.
What evidence will be gathered to show the impact of this priority?   - Phonics/reading scheme impact through CFA's NPQML.   - Possible new marking possibly as assessment task for TB's NPQSL.
What are the cost implications of any of the actions?   - Trust funding CFA's NPQML   - TB's NPQSL is of no cost
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Priority 2: Delivering High Quality Learning

AFD 2.1	
Standards of exceptional learning are delivered through focused challenging personalised target setting	
What are the expected outcomes?	For learners: ● Individual targets are clear and aspirational and have an impact on student learning ● Verbal, live feedback given every session to encourage pupil feedback ● Increases percentage in pupils weekly behaviour scores
	For staff and other stakeholders: ● Clear guidance for teaching staff for planning to bridge and gaps in pupils learning

To achieve the expected outcomes, we will: ● Use the STEPS assessment tracker to monitor progress ● Continue to use behaviour and learning targets each session	Lead SLT TB, CF, CFA

How will progress be monitored?
- Termly STEPS assessment for all pupils
- Teacher and SLT meetings to discuss pupil progress
- React to changes in behaviour and evidence this through the pupils behaviour and learning targets

What evidence will be gathered to show the impact of this priority?
- Weekly target sheets stored in pupil files

What are the cost implications of any of the actions?
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Evaluation Commentary February 2019
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AFD 2.2:	
Develop further innovative pathways to ensure all pupils engage with an offer of full time provision	

What are the expected outcomes?	For learners: ● An engaging and exciting curriculum offer to encourage access to a full time offer ● Pupils have access to a range of activities and skills to learn, explore and develop
	For staff and other stakeholders: ● Encourage the pupils use of social skills ● Children can use the skills learnt in these activities and with parents take part in activities out of school hours

To achieve the expected outcomes, we will: ● Work with the Trust/MW to continue to explore and provide a wide range of external providers and activities ● Throughout the topic based learning curriculum be creative with trips and afternoon activities ● Early intervention with pupils who are finding the full time offer too much of a challenge	Lead SLT TB, CFA

How will progress be monitored? ● Feedback from external providers

What evidence will be gathered to show the impact of this priority? ● Engagement within lessons (Behaviour Watch) ● Pupil voice ● Student council

What are the cost implications of any of the actions?

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Priority 3 Securing Safe and Energising Learning Environments

AFD 3.1	
Trust wide safeguarding procedures secure, supporting and strengthening those in place at St. Christopher's	

| What are the expected outcomes? | For learners:
 ● To feel safe and supported while at St. Christopher's
 ● To feel confident in raising any concerns with the staff team | |
| | For staff and other stakeholders:
 ● Staff to feel confident in adhering to the Trust safeguarding policy and procedures.
 ● Staff to create a safe, nurturing environment where our pupils are completely comfortable | |

To achieve the expected outcomes, we will: (Include CPD activities) ● Undertake necessary safeguarding and CP training ● Keep up to date with Trust and national policies around the topic of safeguarding and CP	Lead SLT CFish, TB, CO

How will progress be monitored?   • Effective and professional response from staff to any safeguarding concern   • Compare pupil and staff feedback questionnaires around the topic of safeguarding and CP

What evidence will be gathered to show the impact of this priority?   • Pupil safeguarding questionnaires   • Pupil feedback questionnaires

What are the cost implications of any of the actions?   ●

Evaluation Commentary February 2019   ●

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AFD 3.2		
Establish a culture of learning by changing the way we work through our scrutiny of front line experience. Design and implement a programme of 'near misses' and 'data breaches'		
What are the expected outcomes?	For learners: ● For pupils data and personal information to be kept safe	
	For staff and other stakeholders: ● Staff to be familiar with all areas of GDPR ● Staff to be able to identify possible threats	
To achieve the expected outcomes, we will: (Include CPD activities) ● Attend and react to GDPR training sessions ● SLT to regularly inform staff of GDPR updates		Lead SLT TBM CF TB
How will progress be monitored? ● Number of 'data breaches' and/or 'near misses'		
What evidence will be gathered to show the impact of this priority? ● See above		
What are the cost implications of any of the actions? ●		
Evaluation Commentary February 2019 ●		
Evaluation Commentary July 2019 		

AFD 3.4
Develop further innovative pathways to ensure all pupils engage with an offer of full time provision

What are the expected outcomes?	For learners: ● Pupils to access a full time offer at St. Christopher's through an engaging curriculum and a range of external activities.
	For staff and other stakeholders: ● St. Christopher's to have an engaging, bespoke and flexible curriculum which enables all pupils to access a full time offer ● St. Christopher's to continue to maintain positive links with external providers and the wider community

To achieve the expected outcomes, we will: (Include CPD activities) ● Continue to have weekly teacher meetings ● Allocate one day per term where the teaching team come off timetable and use that as a topic planning day ● Effective communication with stakeholders to ensure an appropriate full time provision is available for each child	Lead SLT AJ, CF, TB

How will progress be monitored?
- Number of pupils accessing a full time offer
- Engagement for both part time and full time offers

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

What are the cost implications of any of the actions?
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Priority 4: Empowering Supportive, Skilled and Nurturing Staff

AFD 4.1	
Systems in place which promote a culture of professional dialogue with the Academy and beyond	
What are the expected outcomes?	For learners: ● Effective staff collaboration resulting in sharing ideas and visions to provide the best support for our pupils
	For staff and other stakeholders: ● Staff to feel confident and comfortable sharing ideas

To achieve the expected outcomes, we will: (Include CPD activities) ● Continue to have morning briefings and de-briefing meetings at the end of each school day ● Encourage and offer times and forums for staff to share thoughts ● SLT to offer staff 1:1 meeting times	Lead SLT CF, TB

How will progress be monitored? ● PDR cycle ● Implementation and outcomes of interventions
What evidence will be gathered to show the impact of this priority? ● Evidence collated from staff to show meeting targets
What are the cost implications of any of the actions? ●
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AFD 4.2	
High quality professional development and coaching is made available through the Trust to St. Christopher's staff	
What are the expected outcomes?	For learners: ● St. Christopher's to have a skilled team of staff that can support all areas of the pupils needs ● Thrive used effectively at St. Christopher's
	For staff and other stakeholders: ● An effective performance management cycle which develops the skills of all staff to improve the level of support and opportunities our pupils have access to ● Staff from across the Trust working together to support and develop each other's existing skills

To achieve the expected outcomes, we will: (Include CPD activities) ● React to PDR targets and identify areas of possible CPD for all staff ● Work collaboratively with other Trust sites ● Thrive training for staff at St. Christopher's	Lead SLT AR, CF, TB

How will progress be monitored? ● Mid-term review of PDR cycles
What evidence will be gathered to show the impact of this priority? ● Evidence collated in relation to PDR targets
What are the cost implications of any of the actions? ●
Evaluation Commentary February 2019 ●
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Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

AFD 5.1
Strengthen opportunity to learn from pupil voice

What are the expected outcomes?	For learners:
	● Pupils to feel confident to share their views and to work with staff effectively
	For staff and other stakeholders:
	● Positive home/school link relationship

To achieve the expected outcomes, we will: (Include CPD activities)	Lead SLT
● Implement the student council at St. Christopher's	
● Link the Student Council into a support staff's PDR targets	CF, TB CO

How will progress be monitored?
● Effective use of student council time
● Implementation of actions from student council meetings

What evidence will be gathered to show the impact of this priority?
● Minutes taken from student council meetings

What are the cost implications of any of the actions?
●

Evaluation Commentary February 2019
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AFD 5.3	
Ensure all St. Christopher's stakeholders have a voice and this is clearly recorded	
What are the expected outcomes?	For learners: ● An appropriate offer is in place for each child through working effectively with stakeholders
	For staff and other stakeholders: ● Opportunities for stakeholders to come to visit the site and meet staff ● Stakeholders and staff at St. Christopher's work together to ● Effective communication with home

To achieve the expected outcomes, we will: (Include CPD activities) ● Encourage regular contact with stakeholders ● Offer opportunities for a range of stakeholders to come to St. Christopher's ● Family Liaison Officer to continue to build links with home	Lead SLT CF, TB, CO

How will progress be monitored? ● Contact log on Behaviour Watch updated regularly ● Parents invited in for regular meetings
What evidence will be gathered to show the impact of this priority? ● Parent questionnaires ● Feedback from members of the Trust
What are the cost implications of any of the actions? ●
Evaluation Commentary February 2019   ●
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AFD 5.4	
Engage with local and national partners to learn from best practice	
What are the expected outcomes?	For learners: • Access to a current and relevant curriculum through effective teaching and learning
	For staff and other stakeholders: ● Staff are confident to draw from outside agencies and implement new strategies at St. Christopher's ● An effective curriculum that can be shared between other RT sites

To achieve the expected outcomes, we will: (Include CPD activities) ● Identify other RT trust sites for staff to visit and share best practice ● Encourage staff to keep up to date with the current educational climate and challenges facing the sector ● Continue to make links with local primary schools to develop staff and share best practice	Lead SLT CF, TB, CFA
How will progress be monitored? • Sharing best practice included in some staffs PDR • The implementation of CPD accessed and possible new interventions • Invite local partners into St. Christopher's to become familiar with our practice and offer	
What evidence will be gathered to show the impact of this priority? • Pupil progress • Feedback from partners	
What are the cost implications of any of the actions? •	
Evaluation Commentary February 2019 •	
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