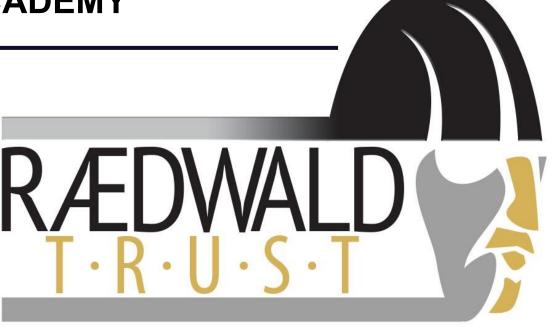
ACADEMY IMPROVEMENT PLAN ST. CHRISTOPHER'S ACADEMY



FEBRUARY 2019

ST CHRISTOPHER'S ACADEMY

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

Priority 1: Enabling inspirational leadership and management

After a management 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.

- 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	1.	Clear and understandable information flow between leaders and
	strong growth platform for inspirational		managers promote continuous development
	leadership across the academy.		
AFD 1.2	Create a culture of determined leadership across	1.	School leaders understand clear lines of responsibility and
	the trust, rooted in growth and possibility.		accountability
		2.	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		1. Specific action plan for LGB in place
			2. 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.

- 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	 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	 Learner engagement of offer evident alongside increased use of Trust wide/external resources 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.

- 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,	Implementation of the external Safeguarding review
	supporting and strengthening those in place at	recommendations (Dec 18)
	St. Christopher's	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	Procedures established in which near misses and data breaches and open and transparent
	experience. Design and implement a programme of 'near misses' and 'data breaches'	Findings reported and leaders learn from prior experience
AFD 3.4	Develop further innovative pathways to ensure	Apply robust academy procedures for reduced timetables
	all pupils engage with an offer of full time	Curriculum group constantly review individual student
	provision	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 a big SLT reshuffle and we continue to look at skills and areas for development to deliver the best opportunities for students.

- 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	 Ensure all staff have the opportunity for regular 1-1 professional supervision with line managers focused on PD and growth 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	 Quality target setting for staff is established and monitored through robust performance management systems and the impact they have on pupil outcomes Introducing Thrive across the site and ensuring a trained Thrive practitioner oversees the implementation 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.

- 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	Clear processes in place to record stakeholders voice
AFD 5.4	Engage with local and national partners to learn	3. Staff and actively engaged in professional communities to wider
	from best practice	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.

3. 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 tru	ust improvement system providing a strong growth platform for inspirational leadership across the academy.
What are	For learners:
the .	• Establishing a safe and stimulating environment in which the children have a platform to flourish both academically and socially
expected	Increased attendance levels
outcomes?	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

Lead SLT

- 2. Increased attendance for the pupils at St. Christopher's.

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

- Head of School meeting held on 31/1/19 at WB. Focus on assessment and progress. Outcome of the meeting was that WB, MR, and STC all have secure systems in place for reporting progress. Next meeting booked with the focus on Thrive delivered by JC. The following meeting with the focus on reward systems in place at STC shared by TB
- Weekly SLT meetings have continued with CF, TB and CFair.
- 4 reduced timetables now in place with the aim to reestablish positive experiences with St. Chris and therefore increase attendance against the offer in place for the individual pupil.
- Regular half termly meeting with TB and the EWO to look at attendance figures. TB and EWO worked closely together discussing and formalizing reduced timetable offers.
- Half termly attendance certificates introduced and celebrated in the end of half term assembly

What are	ture of determined leadership across the trust, rooted in growth and possibility. For learners:		
the	 Increased access to curriculum opportunities 		
expected	Improved portfolio for accreditation		
outcomes?	For staff and other stakeholders:		
	CPD opportunities for staff		
	the expected outcomes, we will: (Include CPD activities)	L	Lead SLT
	omplete NPQSL		
	complete NPQML		CF, TB,
3. TB and	CFA to attend Leadership and Development course in Autumn term		CFA
How will pro	ogress be monitored?		
• Wee	ekly SLT meetings on Tuesday's (CF, TB, CFA)		
• CF m	neeting twice a week at St. Christopher's.		
What evide	nce will be gathered to show the impact of this priority?		
Phor	nics/reading scheme impact through CFA's NPQML.		
• Poss	ible new marking possibly as assessment task for TB's NPQSL.		
What are th	ne cost implications of any of the actions?		
• Trus	t funding CFA's NPQML		
TB's	NPQSL is of no cost		

- LQ and CFair worked closely together to plan the Spring Term topic based learning curriculum. Topic this term is linked to WW2 which
 was chosen after pupil feedback.
- Performance management currently being undertaken and staff have identified an area of CPD that they would like to focus on.
- TB has attended the strategic leadership session run by Bath University through Ipswich being in an opportunity area. CFair to attend the financial leadership training session on 27/2/19.

- Formative assessments, including YARC reading assessment currently being undertaken. Progress to be analysed upon completion of assessments and a possible restructure of phonics groups.
- CFair and LQ half way through their SENDCo training. Assessment 1 handed in and Assessment 2 to be completed over the Spring/Summer term.
- TB NPQSL assessment to focus on ensuring an appropriate curriculum offer to each pupil, submission date August 2019.

Evaluation Commentary July 2019

Priority 2: Delivering High Quality Learning

AFD 2.2:					
Develop fur	Develop further innovative pathways to ensure all pupils engage with an offer of full time provision				
What are	For learners:				
the	 An engaging and exciting curriculum offer to encourage access to a full time offer 				
expected	 Pupils have access to a range of activities and skills to learn, explore and develop 				
outcomes?	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 scl 	hool hours			
To achieve t	To achieve the expected outcomes, we will:				
• Wor	Work with the Trust/MW to continue to explore and provide a wide range of external providers and activities				
• Thro	 Throughout the topic based learning curriculum be creative with trips and afternoon activities TB, CFA 				
Early intervention with pupils who are finding the full time offer too much of a challenge					
How will pro	How will progress be monitored?				
• Feed	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

AFD 2.1			
	f exceptional learning are delivered through focused challenging personalised target setting		
What are	For learners:		
the			
expected outcomes? Individual targets are clear and aspirational and nave an impact on student learning verbal, live feedback given every session to encourage pupil feedback Increases percentage in pupils weekly behaviour scores			
outcomes:	For staff and other stakeholders:		
T	Clear guidance for teaching staff for planning to bridge and gaps in pupils learning	Land CLT	
	ne expected outcomes, we will:	Lead SLT	
	he STEPS assessment tracker to monitor progress	TD 65	
• Cont	nue to use behaviour and learning targets each session	TB, CF,	
		CFA	
•	gress be monitored?		
	nly STEPS assessment for all pupils		
Teac	her and SLT meetings to discuss pupil progress		
• Read	t to changes in behaviour and evidence this through the pupils behaviour and learning targets		
What evider	ce will be gathered to show the impact of this priority?		
Weel	kly target sheets stored in pupil files		
What are the	e cost implications of any of the actions?		
Evaluation C	ommentary February 2019		
Pupil	s continue to respond well to their individual targets. Feedback from CT to make the targets more 'child friendly', class	teachers	
curre	ntly adjusting the targets		
STEP.	S assessments completed for Spring term and alongside formative assessments currently being administered groupings	can be	
looke	ed at to ensure the pupils have access to the appropriate level of challenge.		
Verb	al feedback given every session and recorded in pupils books		
• CT ra	ised that the STEPS assessment grid/tracker is possibly not in line with national averages. SLT to look into and liaise wit	h CT's team.	
Evaluation C	ommentary July 2019		

What are the cost implications of any of the actions?

Evaluation Commentary February 2019

- Weekly RDA session has been added to the pupils offer
- 4 x reduced timetable students, working alongside parents/carers and EWO
- Student council in place. Weekly meetings. Big focus on developing outside area. PlayForce currently have a consultant designing a new outside space following a visit.
- Identifying elements of the curriculum pupils are responding better to and providing more access to those opportunities.
- Catch22 P.E have suggested some pupils take part in sport activities outside of school, one pupil has started attending a weekly boxing session accompanied with family members
- Regular reviews of the reduced offers in place for some pupils. Communication with stakeholders.

Evaluation Commentary July 2019

Priority 3 Securing Safe and Energising Learning Environments

What are	For learners:	
the	 To feel safe and supported while at St. Christopher's 	
expected	 To feel confident in raising any concerns with the staff team 	
outcomes?	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 t	he expected outcomes, we will: (Include CPD activities)	Lead SLT
Unde	ertake necessary safeguarding and CP training	CFish, TB,
Keep	up to date with Trust and national policies around the topic of safeguarding and CP	СО

• 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

- Positive feedback from parent questionnaire
- CO currently taking the pupils out of lessons to complete the pupil SG questionnaire
- RT Safeguarding training and quiz completed
- New staff members using the induction policy to ensure all SG policies have been read and understood
- BellsCroft training up to date/or dates in calendar
- Staff continuing to use the 5 core values to promote positive behaviour and keeping themselves and others safe while at St. Christopher's

	culture of learning by changing the way we work through our scrutiny of front line experience. Design and implement a 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	
Atte	he expected outcomes, we will: (Include CPD activities) nd and react to GDPR training sessions 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

- GDPR Action plan in place and areas being addressed
- No data breaches or near missed to date
- GDPR emails stored in staff room to be accessible to all
- Increased use of behaviour watch to store personal data
- Staff personnel files stored centrally with BMT

AFD 3.4			
	ther innovative pathways to ensure all pupils engage with an offer of full time provision		
What are	For learners:		
the	Pupils to access a full time offer at St. Christopher's through an engaging curriculum and a range of external act	ivities.	
expected	For staff and other stakeholders:		
outcomes?	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 t	he expected outcomes, we will: (Include CPD activities)	Lead SLT	
Cont	inue to have weekly teacher meetings		
• Allo	cate one day per term where the teaching team come off timetable and use that as a topic planning day	AJ, CF, TB	
● Effe	ctive communication with stakeholders to ensure an appropriate full time provision is available for each child		
How will pro	ogress be monitored?		
• Num	ber of pupils accessing a full time offer		
• Enga	gement 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?

Evaluation Commentary February 2019

- Key worker system in place
- Timetables reviewed every 2-3 weeks of the reduced timetable offers
- Regular contact with stakeholders to ensure the offer is appropriate
- Close links continue with the EWO
- Home visits have taken place for pupils who have become disengaged with the offer/curriculum at St. Christopher's
- LQ and CFair were given planning time to plan for the Spring Topic of WW2
- Attendance figures improving against attendance to each individual offer

Evaluation Commentary July 2019

Priority 4: Empowering Supportive, Skilled and Nurturing Staff

AFD 4.1			
Systems in p	place which promote a culture of professional dialogue with the Academy and beyond		
What are	For learners:		
the	Effective staff collaboration resulting in sharing ideas and visions to provide the best support for our pupils		
expected	ed For staff and other stakeholders:		
outcomes?	Staff to feel confident and comfortable sharing ideas		
To achieve t	he expected outcomes, we will: (Include CPD activities)	Lead SLT	
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			
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?

Evaluation Commentary February 2019

- Whole staff meetings taking place. One emphasis on rewards and sanctions, one identifying EHCP outcomes of each pupil and a meeting around RA's.
- Continued use of morning briefings and afternoon de-brief. Both highlighted as being very pupil based and a very beneficial time of the day by CT and AR during their visits
- Recent PDR cycle has identified members of support staff that would like to develop professional development and take on more responsibilities, especially in delivering sessions to small groups
- Lego Therapy booked for 13/2/19. Whole staff training.
- Feedback from CT visit was to clarify the vision of the setting. TB, CFair and LQ have had initial conversations about what that will look like

AFD 4.2				
High quality	professional development and coaching is made available through the Trust to St. Christopher's staff			
What are	For learners:			
the	 St. Christopher's to have a skilled team of staff that can support all areas of the pupils needs 			
expected	Thrive used effectively at St. Christopher's			
outcomes?	es? 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 t	he expected outcomes, we will: (Include CPD activities)	Lead SLT		
Reac	t to PDR targets and identify areas of possible CPD for all staff			
Worl	c collaboratively with other Trust sites			

Thrive training for staff at St. Christopher's	AR, CF,
	ТВ

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

- Thrive to be introduced following Head of School meeting, led by JC
- CT in for a day to observe practice and a report produced
- AR attended an afternoon de-brief and acknowledged how pupil focused it was and decisions were made moving forward
- CF performance managed TB first to model how to do it. TB currently half way through the staff PDR's
- Music now provided by a member of staff from another RT site
- Lego Therapy being delivered by a member of staff from another RT site who has just completed the training themselves
- Thrive due to be used following Head of School training led by JC

Evaluation Commentary July 2019

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

AFD 5.1			
Strengthen opportunity to learn from pupil voice			
What are	For learners:		
the	 Pupils to feel confident to share their views and to work with staff effectively 		
expected	For staff and other stakeholders:		
outcomes?	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
	СО
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

- Weekly feedback sheets modified to not focus primarily on the pupil's individual target and more on a general summary of the week
- Student council in place
- New student council voted in each HT. Display on corridor where minutes of meetings are displayed
- Student council have been integral in the process so far with developing the outside area. Student council had a meeting with a consultant from PlayForce and showed them round the site and shared their thoughts and visions for the site
- Rewards system continually developed based on pupil feedback, this ensures the pupils respond positively to the rewards in place and take ownership of their own rewards.

AFD 5.3		
Ensure all St. Christopher's stakeholders have a voice and this is clearly recorded		
What are	For learners:	
the	An appropriate offer is in place for each child through working effectively with stakeholders	
expected	For staff and other stakeholders:	
outcomes?	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		Lead SL
 Offer opportunities for a range of stakeholders to come to St. Christopher's Family Liaison Officer to continue to build links with home 		CF, TB,
• Tall	my Liaison Officer to continue to build links with home	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

- SALT in place for one pupil
- Art Therapy has been delivered to 4/14 of the pupils
- Parents invited in for reintegration meetings following student exclusions or visits to the family home
- Weekly summary sheets now sent to pupil's mainstream setting if they are dual placed
- CFair and LQ identifying EHCP outcomes that are currently not being met and communicated this to CF and AJ
- Key worker programme introduced
- MacMillan coffee morning well attended by a variety of stakeholders, parents, CEO, chair of trustees with positive feedback.

AFD 5.4		
Engage with local and national partners to learn from best practice		
	For learners:	

What are the expected outcomes?	 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 	
	ne expected outcomes, we will: (Include CPD activities) ify other RT trust sites for staff to visit and share best practice	Lead SLT
• Encourage staff to keep up to date with the current educational climate and challenges facing the sector CF, T		

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

• Continue to make links with local primary schools to develop staff and share best practice

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

- TB in contact with the PSHE lead from WB to look at current PSHE curriculum
- NJ delivered more phonics training in Dec 18
- NSPCC assembly and workshops have been delivered
- One Life Suffolk 6 week programme about health eating and exercise to start after Feb HT
- TB and CFair working with Bath University in developing leadership that focusses on national trends within the sector. This is being fed back to the staff team following the training sessions
- Music provided by a member of RT staff from another site
- CT working alongside the RT to offer leadership support and training has visited the site and provide feedback
- Topic based curriculum shared between sites, similar structure between the two KS2 settings in the RT

Evaluation Commentary July 2019					
Evaluation Commentary Vary 2015					