ACADEMY IMPROVEMENT PLAN
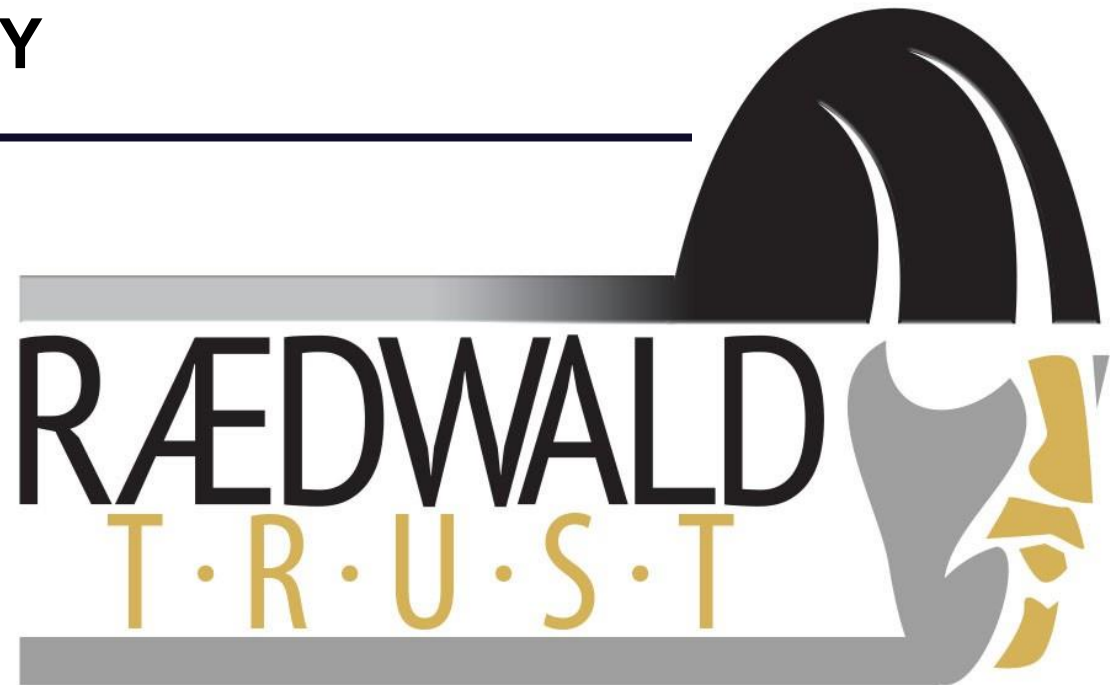# WESTBRIDGE ACADEMY

OCTOBER 2018

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 in September 2018 the Headteacher took over the headship of 3 centres including Westbridge. We are working at amending the scheme of delegation at Westbridge and looking at the role of the Head of School and middle leaders and how they fit into the new centralised Trust Leadership scheme.

As a result our L&M foci are:

- Implementing Trust wide accountability framework
- Growing new and experienced leaders able to inspire learner's colleagues and other stakeholders
- Implementing 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 at all levels across all academies	1. 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. Empower staff to take leadership on key development areas to support consistency and sharing of expertise across the trust.	1. School leaders understand clear lines of responsibility and accountability. 2. External scrutineers are in place in key areas such as H & S, Safeguarding, and TLA to offer challenge and support

Priority 2: Delivering High Quality Learning

Westbridge is a place of learning and there is a strong culture of learning permeating all areas of the academy. Teachers have high expectations and lessons show most students engaged and making progress. Teachers challenge students to think through effective questioning. Very good and strong relationships are evident with all adults. Classrooms are good learning environments. There have been a number of new staff to the team and it is important that all staff know what they need to do to improve teaching and that marking and progress tracking is used effectively across all learning environments.

As a result our foci are to:
- Deliver a broad and balanced curriculum, reviewing accreditation to maximize opportunities for all students.
- Standardise processes for pupil level monitoring of learning

AFD	Area for Development	KPIs
AFD 2.1	Standards of exceptional learning are delivered through focused challenging personalised target setting	1. Student reviews are robust and well documented for all 2. Individual targets are clear and aspirational and have impact on student learning
AFD 2.2	Ensure curriculum offer builds on prior experience, future aspiration and a strong belief in transformation.	1. Learner engagement of offer evident alongside increased use of Trust wide resources. 2. Curriculum evaluated against intention, implementation, impact criteria and costed to ensure economic efficiency.

Priority 3: Securing Safe and Energising Learning Environments
Westbridge 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. Westbridge has good safeguarding systems in place, with strong CP procedures and good links with other agencies.
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.
- Keep students safe by engaging with a full time curriculum offer

AFD	Area for Development	KPIs
AFD 3.1	Trust wide safeguarding procedures secure, supporting and strengthening those in place at Westbridge	1. Implementation of the external Safeguarding review recommendations (Dec 18) 2. GDPR Action Plan completed.

AFD		KPIs
	Ensure academy is GDPR compliant and that systems in place to support staff are clear and informed	
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 are 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

Westbridge 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 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 within the Academy and beyond	1. 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 consistency and sharing of expertise across the trust.
AFD 4.2	High quality professional development and coaching is made available through the Trust to Westbridge 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. A coaching programme is in place to empower staff to develop their own practice.

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

Westbridge has good links locally with external partnerships and collaborators which benefit student outcomes.

As a result our foci are to:

▪ Extend our good relationships with local stakeholders
▪ Look for opportunities to forge collaborations with appropriate national /international bodies and identify key staff to promote this.
▪ Share our knowledge with other centres within the Trust to impact student outcomes.

AFD	Area for Development	KPIs
AFD 5.1	Ensure all Westbridge stakeholders have a voice and this is clearly recorded.	1. Clear processes in place for recording of stakeholder feedback 2. All related actions are recorded and monitored through to completion.
AFD 5.2	Strengthen opportunity to learn about Enterprise and employability	1. Increase in partnerships to support a broad and balanced curriculum. 2. RT External provision Lead provides support and guidance to Westbridge transition lead
AFD 5.3	Strengthen opportunity to learn from pupil voice	1. Student council established
AFD 5.4	Engage with local, national and international partners to learn from best practice, research and enquiry	1. Staff are actively engaged in external professional communities

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 trust improvement system providing a strong growth platform for inspirational leadership across the academy	
What are the expected outcomes?	For learners: ● Systems in place to deliver better student outcomes
	For staff and other stakeholders: ● Clear and understandable information flow between leaders and managers promote continuous development

To achieve the expected outcomes we will: (Include CPD activities) 1. Regular meetings between management staff at Academy 2.	Lead SLT CF
How will progress be monitored?	
What evidence will be gathered to show the impact of this priority?	

What are the cost implications of any of the actions?
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AFD 1.2		
Create a culture of determined leadership across the trust, rooted in growth and possibility. Empower staff to take leadership on key development areas to support consistency and sharing of expertise across the trust.		
What are the expected outcomes?	For learners: ● Increased access to curriculum opportunities ● Improved portfolio of accreditation	
	For staff and other stakeholders: ● CPD opportunities for staff ● Staff feel empowered to improve pedagogy at Academy	
To achieve the expected outcomes we will: (Include CPD activities) 1. NA to complete NPQSL 2. NA and CO to start Leadership and Development course in Autumn term 3. BY Dyslexia course 4. MC/DE/El to deliver STEAM programme across sites 5. CO to support maths at MRoad / Parkside 6. DE/EL to support delivery of science at M Road 7. NA to support CB with delivery of Art with M Road students at Westbridge 8. Cross trust department meetings 9. CO to support Monty Road to deliver RAP programme		Lead SLT NA
How will progress be monitored? Curriculum Group, SLT meetings, staff feedback, RAP meetings, student attainment progress – improvements in rates of progress at each assessment point.		

What evidence will be gathered to show the impact of this priority? Staff CPD documents, staff feedback, SLT minutes of meetings, increase in number of exam entries at Monty Road	
What are the cost implications of any of the actions? ● Cover costs staff on courses/ loss of staff time in academy ● Transport costs across sites	
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AFD 1.3 The LGB needs developing		
What are the expected outcomes?	For learners: ● Governance plan in place to hold leaders and academies to account	
	For staff and other stakeholders: ● Scheme of delegation in place, staff have clear understanding of roles and responsibilities and accountability	
To achieve the expected outcomes we will: (Include CPD activities) 　1. Commission external expertise to help with governance at all levels 　2. Evaluate and review SoD ensuring strong alignment with the Trust wide leadership structures		Lead SLT CF
How will progress be monitored? LGB action plans signed off with targets met		
What evidence will be gathered to show the impact of this priority? LGB minutes		
What are the cost implications of any of the actions? ● Cost of external expertise		

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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 impact on student learning ● All students are entered for GCSE examinations in core subjects. ● Students make expected progress across subject areas
	For staff and other stakeholders: ● Work scrutiny/lesson observations demonstrate consistency across the academy ● Staff CPD targeted at areas for development ● Staff have up to date understanding of course requirements for their subject area

To achieve the expected outcomes we will: ● Actively encourage engagement with stakeholders who may have an impact on post 16 learning opportunities ● Set Thrive targets to direct student interventions where appropriate ● Ensure displays with literacy focus in all classes ● Make sure RAP actions are followed up and documented ● Match staff CPD with areas identified for development	Lead SLT NA

How will progress be monitored?

Through work scrutiny, lesson observations, Student Focus meetings, RAP meetings and Curriculum Group,

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

Student entries and outcomes and progress at each entry point

What are the cost implications of any of the actions?
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AFD 2.2:

Ensure curriculum offer builds on prior experience, future aspiration and a strong belief in transformation.

What are the expected outcomes?	For learners: • 25 hour curriculum offer for all students • Maximise accreditation opportunities for all students • Wider range of vocational opportunities on offer	
	For staff and other stakeholders: • Opportunities for staff to work across trust and use resources • Opportunities for staff to share best practice across trust	
To achieve the expected outcomes we will: • Engage with RT External Provision Lead to secure training opportunities for all students • Hold weekly curriculum meetings to evaluate student offer and adjust responding to need • Develop School Pod to include costings for Interventions • Monitor Intervention records and target actions against outcomes		Lead SLT NA
How will progress be monitored? • Curriculum Group minutes • Intervention tab records		
What evidence will be gathered to show the impact of this priority? Intervention tab summaries, Student Focus meeting data, RAP meeting data, all students leave intended destinations, NEET figures		
What are the cost implications of any of the actions? Transport costs		
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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 Westbridge. Ensure academy is GDPR compliant and that systems in place to support staff are clear and informed		
What are the expected outcomes?	For learners: ● Keeping all pupils safe	
	For staff and other stakeholders: ● Standardised procedures published and in place for Safeguarding, GDPR, HR and H&S	
To achieve the expected outcomes we will: (Include CPD activities) ● Engage with newly developed RT Safeguarding Team to strengthen internal challenge and support ● Respond to external scrutineers Safeguarding action plan for the academy and follow recommendations ● Update the Safeguarding Policy to ensure site based practices are reflected in the policy ● Review risk assessments in preparation for transitioning processes to a RT MIS ● Plan for transition of student safeguarding referrals onto cloud based system ● Staff to attend GDPR training October 2018 ● SLT to complete GDPR action plan and monitor ● Safeguarding training for DSl/ADSLs		Lead SLT CF
How will progress be monitored? SLT weekly meeting (minutes)RT Safeguarding Team monthly meetings, Westbridge Safeguarding team minutes		
What evidence will be gathered to show the impact of this priority? Successful GDPR audits, Ofsted, external safeguarding audit and findings		
What are the cost implications of any of the actions? ● External expertise ● Travel costs to RT Safeguarding meetings for staff		
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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: ● Keeping pupils safe	
	For staff and other stakeholders: ● Staff continually looking at ways to improve practice	
To achieve the expected outcomes we will: (Include CPD activities) ● Create effective system to log concerns in consultation with RT ● Feedback lessons learnt to staff		Lead SLT CF
How will progress be monitored? SLT meetings		
What evidence will be gathered to show the impact of this priority? Log, TR audit		
What are the cost implications of any of the actions? ● ●		
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AFD 3.4

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

What are the	For learners: ● Expectations and procedures for the use of reduced timetables is clear and aimed at promoting full time engagement ● Ensure all pupils have the offer of a full time timetable.

expected outcomes?	For staff and other stakeholders: ● Parental communication with FSW is clear ● Staff offer creative ways to engage students	
To achieve the expected outcomes we will: (Include CPD activities) ● Work with trust lead for external provision to secure trust wide QA metrics and published directory as part of safe curriculum expansion ● Review every student on a part time timetable weekly at Curriculum Group ● Create an action plan with student feedback		Lead SLT NA
How will progress be monitored? Curriculum Group minutes		
What evidence will be gathered to show the impact of this priority? RAP documentation, student attendance data, curriculum offer spreadsheet		
What are the cost implications of any of the actions? ● Use of external providers ● Staff development		
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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 within the Academy and beyond	
What are the expected outcomes?	For learners: ● By operating in a culture of openness, we are better able to deliver exceptional education for pupils ● National and international opportunities for participation in projects for our pupils ● Improved outcomes for pupils across the trust
	For staff and other stakeholders: ● Empower staff to share best practice on key development areas to support other centres

● All staff have the opportunity for regular 1-1 professional supervision with line managers focused on PD and growth ● Staff model best practice across the trust	
To achieve the expected outcomes we will: (Include CPD activities) ● Schedule regular 1-1 professional supervision for line managers ● Use key teachers to aid delivery of subjects in other centres (CO maths, DE science, SJ ICT, MC/DE STEAM and NA art at Monty Road) ● Regular dissemination of specialist training to all staff at Academy (BY Dyslexia training, ● CO to disseminate examiner board training in maths	Lead SLT CF

How will progress be monitored? SLT minutes, minutes of 1-1 meetings, across centre department meeting minutes
What evidence will be gathered to show the impact of this priority? Student outcomes, improved feedback on systems through staff survey
What are the cost implications of any of the actions? ● Travel across centres ● Staff CPD costs ● Staff shortages when staff off site
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AFD 4.2 High quality professional development and coaching is made available through the Trust to Westbridge staff	
What are the expected outcomes?	For learners: ● Improved pupil outcomes
	For staff and other stakeholders: ● CPD for staff is relevant and has an impact on pupil outcomes

To achieve the expected outcomes we will: (Include CPD activities)	Lead SLT
• NA to complete NPQSL at IOE • JW to complete Level 6 training SU • LJ to start MA in Counselling, University of Essex October 2018 • LJ to complete ELSA training February 2019 • NA and CO to complete coaching training as part of Leadership and Development course starting in October 2018 • NA/CO to set up a coaching programme to empower staff to develop their own practice through careful partnerships. • Target setting for staff is established and monitored through robust performance management systems and the impact they have on pupil outcomes. • CO to model examiner training in maths across sites	CF
How will progress be monitored? Staff CPD meetings, in professional 1-1 meetings, successful completion of staff courses	
What evidence will be gathered to show the impact of this priority? Improved student outcomes	
What are the cost implications of any of the actions? • CPD costs • Staff cover	
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Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

AFD 5.1 Ensure all Westbridge stakeholders have a voice and this is clearly recorded.	
What are the expected outcomes?	For learners: • Active participation with stakeholders ensures we can deliver on our commitment to pupils • Enhanced provision for students through positive partnerships with external providers For staff and other stakeholders:

● Stakeholders feedback is listened to and acted on ● Regular opportunities to give feedback	
To achieve the expected outcomes we will: (Include CPD activities) ● Review and monitor processes for recording stakeholder feedback ● Continue and develop role of FSW ● All related actions are recorded and monitored through to completion.	Lead SLT CF
How will progress be monitored? SLT to review feedback regularly	
What evidence will be gathered to show the impact of this priority? SLT minutes, stakeholder questionnaires / survey / feedback	
What are the cost implications of any of the actions? ● ●	
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AFD 5.2		
Strengthen opportunity to learn about Enterprise and employability		
What are the expected outcomes?	For learners: ● Develop meaningful learning opportunities for pupils ● Improve transition to KS5 and retention post Westbridge	
	For staff and other stakeholders: ● Staff and stakeholders feel secure with robust terms of reference for our External Provision	
To achieve the expected outcomes we will: (Include CPD activities) ● RT External provision Lead to provide regular support and guidance to Westbridge transition lead ● JW to start Level 6 training ● Improved training and work experience links ● Develop partnership with All Together enterprise projects		Lead SLT NA

How will progress be monitored? Student attainment data, intervention monitoring, student focus data	
What evidence will be gathered to show the impact of this priority? Neet figures, student outcomes	
What are the cost implications of any of the actions? ● More staff time to be directed at pursuing opportunities ● Transport costs for staff and students to Enterprise events	
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AFD 5.3
Strengthen opportunity to learn from pupil voice

What are the expected outcomes?	For learners: ● Student council established ● The academy will fulfil is obligation to actively participate with pupil ideas ● Weekly assembly programme	
	For staff and other stakeholders: ● Staff to learn from pupil voice	
To achieve the expected outcomes we will: (Include CPD activities) ● PSHE team to coordinate Student council meetings and minute ● Development opportunities highlighted from student feedback ● Feedback from council to inform AIP ● Contribute towards RT application for Investors in Pupils ● Staff to contribute to assembly programme, CO to lead		Lead SLT
How will progress be monitored? Student voice minutes,		
What evidence will be gathered to show the impact of this priority? Student feedback questionnaires		

What are the cost implications of any of the actions? ● ●	
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AFD 5.4
Engage with local, national and international partners to learn from best practice, research and enquiry

What are the expected outcomes?	For learners: ● Increase in partnerships to support a broad and balanced curriculum. ● Partnerships developed to secure excellent learner outcomes For staff and other stakeholders: ● Partnerships are mutually beneficial to staff and stakeholders	
To achieve the expected outcomes we will: (Include CPD activities) ● Continue to raise the profile of STEAM internationally ● MC to complete Artsmark application ● Students to take part in yearly art exhibition ● Develop social media profile ● Website development		Lead SLT
How will progress be monitored? Staff CPD meetings		
What evidence will be gathered to show the impact of this priority? Press coverage, pupil outcomes.		
What are the cost implications of any of the actions? ● ●		

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