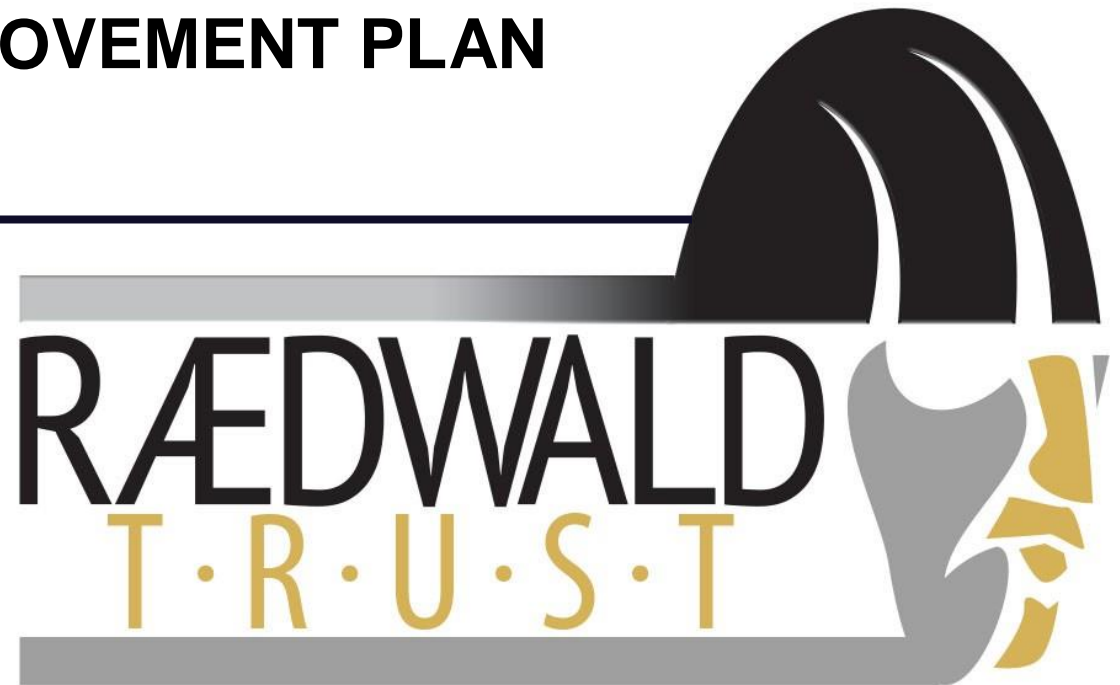

**THE RAEDWALD TRUST EXTERNAL
PROVISION TEAM IMPROVEMENT PLAN
2018-2019**



OCTOBER 2018

EXTERNAL PROVISION TEAM

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

The External Provision Team Improvement Plan (EPTIP) has been implemented to deliver a clear Trust wide approach for working with Third Party Providers (TPP) from 2018 and beyond. The EPTIP will also provide the Trust with clear and precise policies and procedures when engaging with TPP's which are consistent, robust and provide the highest standards of safeguarding and welfare for young people we support.

The EPTIP will help to shape Trust wide standards for exceptional learning experiences and a directory of TTP's who have passed our robust quality assurance process, thus enabling the Trust to build aspirational and exceptional education and is part of the Trust wide culture for determined leadership, complimented with clear lines of responsibility across the Trust, to ensure the best outcomes for the young people we support.

Priority 1: Enabling inspirational leadership and management

Focus Areas:

- RT QA Framework devised
- RT Audit of TPP completed
- RT Categorisation of TPP in place
- RT QA Process being rolled out and all TPP's being used by Trust reviewed.
- RT Directory published
- RT TPP Scrutiny Group established
- RT TPP Policy and Procedures embedded
- RT TPP complemented broadened

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 1.1	<ul style="list-style-type: none"> • Deliver a clear, shared, Trust wide approach for working with Third Party Providers - 2018-2019 and beyond 	<ul style="list-style-type: none"> • RT External Provision Lead to devise clear and understandable RT Policy on TTP and Trust wide working procedures when engaging with a TTP. 	<ul style="list-style-type: none"> • Creation of RT Quality Assurance Framework and assessment of TTP Provision. • Categorization of TTP with set guidelines for all RT Schools to follow to standardize working 	<p><i>By February Review</i></p> <ul style="list-style-type: none"> • Implementation of RT TTP Directory across the Trust. • RT Academies to be using the TTP guidance documents and TPP Directory.

	<ul style="list-style-type: none"> • Clear and understandable Policy on TTP and Trust wide procedures for working with a TTP. 	<ul style="list-style-type: none"> • Implementation of TPP Scrutiny Group to scrutinize working practices in TTP. 	<p>procedures for RT TPP across the Trust.</p> <ul style="list-style-type: none"> • To gain a clear understanding of all TTP used across the Trust. • Creation of RT Directory of approved TTP to be used by all RT Academies • Implementation of TPP Scrutiny Group to scrutinize working practices in TTP. 	<ul style="list-style-type: none"> • TPP Scrutiny Group feedback on RT TPP Policy and Procedures <p><i>By July Review</i></p> <ul style="list-style-type: none"> • End of academic year review • RT academies to share breakdown of all TTP accessed in academic year
AFD 1.2	Create a culture of determined leadership across the Trust, rooted in growth	<ul style="list-style-type: none"> • RT External Lead to work with HEG and Heads of School to understand and implement working practices in each of the RT Academies and establish clear lines of responsibility and accountability for TTP policies and procedures • Peer challenge and support is delivered and clearly demonstrated through TPP Scrutiny panel and peer feedback. 	<ul style="list-style-type: none"> • Proactively seek relationships with TTP's and external partnerships to review RT working practices. • To work with TTPs to plan, shape and deliver new curriculum opportunities across the RT Academies. • To work, as part of HT – HT Metric Review, with RT academies to review TTP offers to ensure they are current, robust and relevant to the young people we represent. • Development of curriculum opportunities and based on changing needs of YP in RT Academies. 	<p><i>By June Review</i></p> <ul style="list-style-type: none"> • RT TTP growth of offer in RT Academies. • TTP Scrutiny panel meeting notes and yearly review.
AFD 1.3	Design and implement a Trust wide Governance plan aimed at advancing governance	<ul style="list-style-type: none"> • RT External Lead to work with HEG and Heads of School to understand and 	<ul style="list-style-type: none"> • TTP Policies and Procedures to be published and 	<p><i>By June Review</i></p>

	capacity to hold leaders and academies to account	implement working practices in each of the RT Academies and establish clear lines of responsibility and accountability for TTP policies and procedures	implemented on website and school databases.	<ul style="list-style-type: none"> All policies / action plans signed off with targets met
AFD 1.4	Review accountability structures to ensure spending decisions always impact learner outcomes	<ul style="list-style-type: none"> RT TTP budget to be reviewed and clear procedures to be developed with regards to spending and individual RT Academy Budgets for TTP. 	<ul style="list-style-type: none"> Undertake a review of external providers and third party provisions used across the academies RT Guidelines to be developed with regards to TTP and accountability and responsibility within the RT Academies. 	<p>By February Review</p> <ul style="list-style-type: none"> Internal review of TTP <p>By July Review</p> <ul style="list-style-type: none"> All RT Academies following same procedure for TTP
AFD 1.5	Construct a fit for purpose framework of policies and procedures	<ul style="list-style-type: none"> TPP Policies and procedures are in place for all settings and sites, and provide a platform for growth. 	<ul style="list-style-type: none"> TPP Scrutiny Group Consultation on key policies ensure collaborative convergence at all levels All TTP policies reviewed and amended accordingly 	<p>By February Review</p> <ul style="list-style-type: none"> Trust and academies are fully compliant <p>By June Review</p> <ul style="list-style-type: none"> Trust and academy policy and procedures reflect first class practice across all areas
AFD 1.6	Increase agility across the Trust through conscious investment in digital capacity	<ul style="list-style-type: none"> Commission and deliver digital strategy across the Trust and academies (website/social media/MIS/365) All staff confident users of new systems 	<ul style="list-style-type: none"> All TTP information to be accessed centrally and policies and procedures published on line 	<p>By February Review</p> <ul style="list-style-type: none"> Website is compliant and delivers planned purpose

Priority 2: Delivering High Quality Learning

Areas of focus are:

- Directory of TPP published and referral point operational in all Academies
- RT TPP QA Process and assessment robust and centrally sustained
- RT TPP Scrutiny Group positively impacting new and existing curriculum offers
- RT WEX Policy and Procedures implemented across the Trust
- RT GATSBY and Careers Guidance published and embedded

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 2.1	Centralise clear trust wide standards for exceptional learning delivered through focused, challenging pupil target setting	<ul style="list-style-type: none"> • ILPs show well matched, aspirational target setting and reviews for all learners and referencing Gatsby Benchmarks (GB) • Pupil Progress Reviews robust and well documented for all learners 	<ul style="list-style-type: none"> • Develop site based GB to ensure standardized capture points • RT to develop robust, focused and challenging pupil target setting and feedback in regard to TTP. 	<p><i>By February Review</i></p> <ul style="list-style-type: none"> • All learners have high quality ILPs in place <p><i>By June Review</i></p> <ul style="list-style-type: none"> • All learners progress and learning records recorded on School Pod • Standardised TTP feedback and reports captured on School Pod
AFD 2.2	Centralise trust wide expectations for site based curriculum offers build on prior experience, future aspiration and a strong belief in transformations resulting from exceptional education	<ul style="list-style-type: none"> • Curriculum evaluated against intention, implementation, impact criteria and costed to ensure economic efficiency • Strong learner engagement evident across the academies • Increased curriculum agility demonstrated through full use of Trust wide resources and internal partnership 	<ul style="list-style-type: none"> • Undertake full curriculum evaluation, amending where impact on outcomes below expectation • Audit curriculum strengths across RT academies to strengthen cross academy working • Audit TTP strengths and weaknesses across RT TTP to strengthen cross academy working. 	<p><i>By February Review</i></p> <ul style="list-style-type: none"> • Complete full Trust wide curriculum review • Complete full review of impact of External / Third Party Providers <p><i>By June Review</i></p> <ul style="list-style-type: none"> • New RT Curriculum in place for full implementation Sept 2019

Priority 3: Securing Safe and Energising Learning Environments

- TPP Scrutiny Group ToR clear and activity high impact
- RT Policy for TTP and guidelines published and implemented across the Trust
- Working / Peer Support / Scrutiny Groups established in WEX / IAG / GATSBY and Transition across the Trust

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 3.1	Set RT centralised standards of safeguarding mutually strengthening procedures within and beyond the Trust	Standardised procedures in place across Trust for TTP to ensure Safeguarding, GDPR, HR, and H&S	Internal review of RT TTP safeguarding, (including HR), GDPR and health and safety.	<p><i>By February Review</i></p> <ul style="list-style-type: none"> • Internal scrutiny completed and resulting action plans formulated <p><i>By June Review</i></p> <ul style="list-style-type: none"> • Internal review confirms standards met in all locations
AFD 3.2	Establish a professional culture of learning through open and transparent scrutiny of near misses and data breaches	<ul style="list-style-type: none"> • Procedures in place for recording and reporting of Near Misses and Data Breaches • Transparent routes for ensuring 'lessons learnt' are shared at across academies and governance • TTP Scrutiny Group to be established and information regarding safeguarding, GDPR and H&S to be shared. 	<ul style="list-style-type: none"> • RT to publish clear lines of reporting • External DPO in place, with clear action plans for improvement availed to leaders 	<p><i>By February Review</i></p> <ul style="list-style-type: none"> • HEG and Governor review of records show practice altered as a result of lessons learnt. • HT reports amended to account for data breaches and near miss
AFD 3.3	Strengthen our partnerships with other professionals to secure our learners access to support at the point of need	<ul style="list-style-type: none"> • Form solid partnerships with the LA, TTP, PRU Heads, SASH, and Primary Heads. • To attend working groups in relation to IAG, WEX and Careers Leaders. 	<ul style="list-style-type: none"> • To develop working partnerships with agencies who support young people to deliver programs aimed at increasing wellbeing, confidence and mental health resilience. 	<p><i>By July Review</i></p> <ul style="list-style-type: none"> • Increased TP engagement across the Trust.

AFD 3.4	Secure Trust wide expectations and procedures for the use of reduced timetables aimed at promoting full time engagement	<ul style="list-style-type: none"> All academies applying robust RT procedures for reduced timetables Commissions have clear understanding of RT Policy in relation to reduced timetables Development of RT TTP Directory to enrich timetables across centre 	<ul style="list-style-type: none"> Design a RT Policy for TTP and guidelines for all academies. Implementation and training to all sites on TPP access / Directory 	<p><i>By February Review</i></p> <ul style="list-style-type: none"> TPP Policy and procedures on are in place and shared with partners Attendance procedures for dual registered learners clear, understood and consistently applied, <p><i>By June Review</i></p> <ul style="list-style-type: none"> Monitoring system show robust approach being delivered in all areas of the Trust
AFD 3.1	Set RT centralised standards of safeguarding mutually strengthening procedures within and beyond the Trust	<ul style="list-style-type: none"> Standardised procedures published and in place across the Trust for TTP 	<ul style="list-style-type: none"> Internal review of TTP TTP review of RT Academies 	<p><i>By February Review</i></p> <ul style="list-style-type: none"> Internal scrutiny completed and resulting action plans formulated <p><i>By June Review</i></p> <ul style="list-style-type: none"> Internal review confirms standards met in all locations

Priority 4: Empowering Supportive, Skilled and Nurturing Staff

- RT TPP Scrutiny Group established and engaged in high quality information and practice sharing
- Core staff successfully completed L6 IAG/Careers Leader Training
- Clear lines of accountability and responsibility evident in group

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 4.1	Grow clear systems promoting a culture of open professional conversations at all levels in the Trust	<ul style="list-style-type: none"> Clear process in place for staff to engage with the Trust 	<ul style="list-style-type: none"> Staff of all levels offered the opportunity to join the TPP Scrutiny Group 	<ul style="list-style-type: none"> Annual review of all TTP

AFD 4.2	Invest in colleagues through a Trust wide programme of development and coaching	<ul style="list-style-type: none"> • Opportunities for staff development to support TTP and YP development across the Trust • Performance Management is monitored centrally to ensure equity and equality of opportunity in all academies 	<ul style="list-style-type: none"> • Complete Level 6 IAG Training • Complete Level 6 Careers Leader Training 	<i>In June Review:</i> <ul style="list-style-type: none"> • Review of all professional development
AFD 4.3	Sharpen focus on the 7 Nolan Principles of public service across all tiers of the organization	Nolan Principles evident in practices involving TTP	<ul style="list-style-type: none"> • Nolan Principles published on website and on all sites 	<i>By July Review:</i> <ul style="list-style-type: none"> • Nolan Principles known and referred to across all levels of the Trust • All TPP policies and procedure demonstrate alignment to the Nolan Principles

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

Our focus areas are:

- Shaping activity in the RT Development Group
- RT Academy reporting systems to collate information on regarding TPP accessed, engagement levels, gaps in service
- Active engagement in local forums regarding TTP, WEX, IAG, Careers, GATSBY
- Improved retention rates for destination outcomes for Yr11

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 5.1	Secure strong trust wide systems for providing all stakeholders with a voice positively impacting improvement	<ul style="list-style-type: none"> • Clear processes in place for ttp feedback through website 	<ul style="list-style-type: none"> • Feedback processes designed and published on web site • Planned consultations with TPP partners and RT colleagues in place 	<i>By February Review</i> <ul style="list-style-type: none"> • Feedback surveys underway <i>By June Review</i> <ul style="list-style-type: none"> • TPP Scrutiny Group reports show

				<p>improvements as a result of stakeholder feedback</p> <ul style="list-style-type: none"> RT Development Group propose new directions for RT as a result of consultation
AFD 5.2	Strengthen opportunities for learning about enterprise and employability	<ul style="list-style-type: none"> RT External Provision lead impact on learners demonstrated in academy and site SEFs Increase in partnerships across the academies supporting a broad and balanced curriculum 	<ul style="list-style-type: none"> Develop specific terms of reference for RT Ext. Pro. Team Recruit new member of WEX team Ensure all WEX team engaged in Level 6 Careers or enterprise training Compass Tool to be implemented in each RT Academy. GATSBY benchmarks to be reviewed and RT Academy school to know how they are meeting each benchmark. Careers Policy to be created and published on website RT External Provision Lead to ensure all schools are represented by an Enterprise Coordinator – Ipswich Opportunity Area 	<p><i>By February Review</i></p> <ul style="list-style-type: none"> RT Directory in place and working well Gatsby Level targets for each site in place <p><i>By June Review</i></p> <ul style="list-style-type: none"> All identified learners engaged in meaningful enterprise and employability procedures 0% of Yr11 leavers NEET Schools engaged with Enterprise Coordinator – Ipswich Opportunity Area