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# EXTERNAL PROVISION TEAM IMPROVEMENT PLAN

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**RÆDWALD**  
T·R·U·S·T

DECEMBER 2021

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## External Provision Team Improvement Plan

### 1. Academy Priorities, Areas for Development (AfD), Key performance Indicators (KPI) Summary 2021-2022

#### Priority 1: Enabling inspirational leadership and management

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
AFD 1.1	Develop our trust improvement system providing a strong growth platform for inspirational leadership at all levels and across all academies	<ul style="list-style-type: none"> <li>RT Policy on TTP and Trust wide working procedures when engaging with a TTP. To be reviewed Yearly. Completed August 2020</li> <li>Implementation of TPP/WEX Note of Visit to scrutinize working practices in TTP/WEX/GATSBY</li> </ul>	<ul style="list-style-type: none"> <li>Creation of RT Quality Assurance Framework and assessment of TTP Provision. Completed with all TP Providers being QA'd completed by September 2021.</li> <li>Categorisation of TTP with set guidelines for all RT Schools to follow to standardize working procedures for RT TPP across the Trust. - Completed TP Policy written and published with categorisation of TPP's and set procedure required for schools to engage with them. Completed September 2021. TPP's informed of their categories February 2020. Information shared with all Heads and Heads of School. Completed September 2021. HOS and Business manager informed of TPP Single Central Record and TP admin check lists. September 2021</li> <li>Creation of RT Directory of approved TTP to be used by all RT Academies. - Completed TP Policy written and published with categorisation of TPP's and set procedure required for schools to engage with them. Information</li> </ul>						

			shared with all Heads and Heads of School. Completed September 2021. <ul style="list-style-type: none"> <li>Implementation of TPP/WEX Note of Visit to scrutinize working practices in TTP. 1<sup>st</sup> Stage of Notes of Visits to be completed by January 2022 and reviews booked in for May 2022.</li> </ul>					
AFD 1.2	Create a culture of determined leadership across the trust, rooted in growth and possibility.	<ul style="list-style-type: none"> <li>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. - TPP Policy is now being used by RT Academies.</li> <li>Peer challenge and support is delivered and clearly demonstrated through TPP Scrutiny panel and peer feedback. - Review Group to be set up and 1st meeting by end of November 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively seek relationships with TTP's and external partnerships to review RT working practices. TP's actively chosen to be part of the RT Directory. TP Provider feedback to be sought from providers going forward. – TP Feedback and contact monthly regarding Trust offer. September 2021</li> <li>To work with TTP's to plan, shape and deliver new curriculum opportunities across the RT Academies. – Ongoing Work with TP Providers to produce offers of learning tailored to our young people. Devised TP Vocational Offer timetable to share unused spaces and implementation of new initiatives and offers. September 2021</li> <li>To work loosely with RT academies to review TTP offers to ensure they are current, robust and relevant to the young people we represent. - HOS/HEG involved in TP offer and buy in of provision. Key stage 1 and 2 HOS given own vocational budget for 2021-2022.</li> <li>Development of curriculum opportunities and based on changing needs of YP in RT Academies. – Project proposal system set up for schools to look at identifying and arranging own school support for young people outside of vocational offer.</li> </ul>					

			<p>Key stage 1 and 2 HOS given own vocational budget for 2021-2022.</p> <ul style="list-style-type: none"> <li>•Ongoing review of YP interests and developing offers with TP providers. Implementation of TPP/WEX Note of Visit to scrutinize working practices in TTP/WEX/GATSBY – 1<sup>st</sup> Stage of Notes of Visits to be completed by January 2022 and reviews booked in for May 2022.</li> </ul>					
AFD 1.3	Embed accountability structures to ensure spending decisions always impact learner outcomes	Design and implement a Trust wide Governance plan aimed at advancing governance capacity to hold leaders and academies to account.	<ul style="list-style-type: none"> <li>•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. – Processes updated and implemented across the Trust – September 2021</li> <li>•RT Notes of Visit re TPP/WEX/GATSBY – 1<sup>st</sup> Stage of Notes of Visits to be completed by January 2022 and reviews booked in for May 2022.</li> </ul>					
AFD 1.5	Strengthen the framework of Trust and Academy policies and procedures that meet statutory requirements, take account of local contexts, and support ethical accountability measures	TPP Policies and procedures are in place for all settings and sites, and provide a platform for growth.	<ul style="list-style-type: none"> <li>•Implementation of TPP/WEX Note of Visit to scrutinize working practices in TTP/WEX/GATSBY– 1<sup>st</sup> Stage of Notes of Visits to be completed by January 2022 and reviews booked in for May 2022.</li> <li>• All TTP policies reviewed and amended accordingly - Policies Reviewed September 2021</li> <li>•Policies on WEX/TPP Providers/ TPP Directory/ GATSBY &amp; Careers Programs in each school and published on website. Completed by October 2021</li> </ul>					

## Priority 2: Delivering High Quality Learning

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
AFD 2.1	Implement an ambitious programme of exceptional learning for all learners through focused, challenging, pupil target setting	<ul style="list-style-type: none"> <li>•ILPs show well matched, aspirational target setting and reviews for all learners</li> <li>•Pupil Progress Reviews robust and well documented for all learners</li> </ul>	<ul style="list-style-type: none"> <li>• RT Academies to develop robust, focused and challenging pupil target setting and feedback in regard to TTP. TPP feedback forms implemented and schools getting half termly feedback related to ILP targets.</li> <li>•Devise and monitor bespoke core RT Vocational Offer. – completed and in place for September 2021 reviewed in January 2022.</li> <li>•Plan and oversee delivery of RT Real Life Skills Programme – Delivery from September 2021</li> <li>•Look into qualifications to be attributed to TP Vocational offers. – ongoing as of September 2021.</li> </ul>						
AFD 2.2	Assure all pupils of a wide curriculum offer built on prior experience, future aspiration and an unfaltering faith in the transformative impact of exceptional education.	<p>Curriculum evaluated against intention, implementation, impact criteria and costed to ensure economic efficiency</p> <ul style="list-style-type: none"> <li>• Strong learner engagement evident across the academies Increased curriculum agility demonstrated through full use of Trust wide resources and internal partnership</li> </ul>	<ul style="list-style-type: none"> <li>•Undertake full TPP curriculum evaluation –Monitoring of student places and attendance taken place in monthly starting September 2020</li> <li>• Audit TTP strengths and weaknesses across RT TTP to strengthen cross academy working. <b>To be completed by May 2022. Meeting planned with each school for July 2020.</b></li> </ul>						

## Priority 3: Securing Safe and Energising Learning Environments

AFD	Area for Development	KPIs	Actions	Evaluation RAG
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				1/6	2/6	3/6	4/6	5/6	6/6
AFD 3.1	Institutionalise exemplary, standardised, safeguarding practices, compliant with statutory requirement and mutually strengthening procedures within and beyond the trust	Standardised procedures in place across Trust for TTP to ensure Safeguarding, GDPR, HR, and H&S.	<ul style="list-style-type: none"> <li>Internal scrutiny completed and resulting action plans formulated.</li> <li>TP Single Central Record –Completed September 2021</li> <li>All TPP to be QA'd – completed September 2021</li> <li>Development of Trust SLA. Completed September 2021</li> </ul>						
AFD 3.4	Offer the maximum time of learning to all learners and, where a reintegration timetable is necessary, ensure we are doing all we can to increase contact hours	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"> <li>TPP Policy and procedures on are in place and shared with partners. - RT TP Guidelines / RT Directory/ RT Policy on TP Provision / RT Work Experience Policy / RT Careers Guidance Policy / RT Educational Visits Policy – All published online and shared with RT MAT Academy Leadership Teams</li> </ul>						

#### Priority 4: Empowering Supportive, Skilled and Nurturing Staff

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
AFD 4.1	Grow a culture of candid conversations, through openness and transparent feedback, promoting ethical accountability	Yearly review of all TTP – TPP Review and Trust approach to purchase and delivery of TPP for academic year 2020- 2020	<ul style="list-style-type: none"> <li>Monthly Feedback from TPP's – RT Academies collating monthly data which is checked through Notes of Visit – <b>1<sup>st</sup> Stage of Notes of Visit completed in February 2021 and reviews booked in for May 2021</b></li> <li>Academy Feedback on TPP's – <b>Termly feedback required. Academies responsible for collating evidence.</b></li> <li>Yearly Review of RT TPP Provision – <b>To be completed by Completed June 2021</b></li> </ul>						
AFD 4.3	Uphold the 7 Nolan principles of public service through a shared	Nolan Principles evident in practices involving TTP	<ul style="list-style-type: none"> <li>All TPP policies and procedure demonstrate alignment to the Nolan</li> </ul>						

commitment to values based process and practice	Principles commitment to the 7 principles embedded in ethos and policy for TPP – Completed September 2021						
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**Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes**

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
AFD 5.2	To improve opportunities for learning about enterprise and employability in order to better prepare pupils for post 16 transitions	<ul style="list-style-type: none"> <li>• Compass Tool to be implemented in each RT Academy. - Completed for all Key stage 3/4 schools</li> <li>• GATSBY benchmarks to be implemented in each RT Academy.</li> <li>• RT External Lead to ensure all schools are represented by an Enterprise Coordinator – Ipswich Opportunity Area – Termly meetings started September 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of RT Directory - Completed September 2021</li> <li>• RT External Lead to ensure all schools are represented by an Enterprise Coordinator – Ipswich Opportunity Area – Half Termly meetings started September 2020 – Schools represented- Parkside/Lindbergh/Westbridge/Monty Road/Alderwood/Fisrtbase/St Christophers – Ongoing September 2021</li> <li>• RT Academies to achieve 100% Gatsby Benchmarks across the Trust - Working with Enterprise Coordinators across Trust By June Review 2020.</li> <li>• All identified learners engaged in meaningful enterprise and employability procedures – Work Experience training implemented in all key stage 3-4 academies. Monthly tracking of employer encounters and meeting of GATSBY benchmarks implemented in September 2021 and monitored monthly.</li> <li>• WEX/WRL/GATSBY Note of Visits at all RT MAT Academies. - Key stage 4 site to implement and offer WEX as of</li> </ul>						

			<p>September 2021</p> <ul style="list-style-type: none"> <li>• Alltogether to deliver Careers Guidance and Transition support to KS3/4 - <b>Currently 85% of all Yr11 have had a careers guidance interview and 100% of students have been offered 1:1 careers guidance at November 2021. With 10% of students currently having a Post 16 plan</b></li> <li>TBC - <b>98% of Yr11 leavers NEET - 100% of school leavers have a Transition plan</b></li> <li>• Schools engaged with Enterprise Coordinator and the Ipswich Opportunity Area – Trust wide</li> </ul>					
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## 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 Learning and Education Committee

*The school based lead for each of the AFDs in the plan will have overall responsibility for the implementation of the action plan for that priority. The lead will RAG the completion of the actions as follows:*

- *RED: the action is not yet started and/or there is a high risk of slippage or non-completion.*
- *AMBER: the action has started though not yet completed, there is some slippage but not cause for concern.*
- *GREEN: the action is fully complete as specified*

*Completion of the actions is intended to lead to the impact as outlined in the KPIs.*

*The Lead will RAG rate the each area for the Head Teacher who in turn will grade the success measures and sign off on the accuracy of the impact assessment for the CEO and Trust Board.*

- b. Trust based monitoring

*The CEO will receive a progress report on the actions plans through the Head Teacher Executive Group. There will be an evaluation of progress towards the success measures of each AFD. On a cycle across each meeting the academy based leads will present the evidence of impact to the*



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*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.*