

The Highcrest Academy Whole School Improvement Plan – 2018-2019 – APRIL 2019 RAG

(A detailed One Year Improvement Plans and Individual Improvement Plans support this document)

	Identified Objective	Intent	Implementation Resources	Resp	Monitoring & Evaluation	Evidence of impact	Milestones	Target Date
1) Effectiveness of Leadership & Management	Develop and embed our values and create a new set of virtues to help us reinforce positive relationships and equality throughout our academy.	Research DfE 'Virtues' and Tei Anti Bullying Framework and integrate with UNICEF RRSA agenda, IQM and Equality agenda. Promote our values in classrooms, assemblies, bulletins, at Parent events and in all publications.	Equality QM £1500 Inclusion QM £1500 RRSA Award £750 Whole School display £1000	GBK	Full Governors Standing item on SLT agenda Annual Surveys Gov Monitoring visits	Our values & virtues help our students to refine and develop their character. Reduced exclusions.Equalities (Silver) Award.Reaccreditation IQM Award	Dec 2018 March 2019 May 2019	July 2019
	Ensure whole school budget does not exceed that agreed/set by Governors. Reducing in year use of reserves as much as possible	Principal, SLT and Gov Finance training. Subsequent whole staff training. Finance an agenda item in every SLT meeting and weekly SLT link meetings.	Financial Statements Audit £9000. Statutory financial statements £2000 Accounts Rtn £1500	NWA	GBK RO visits Governors Finance	Budget remains in set parameters with variances explained as necessary.	19 Sep 2018 21 Nov 2018 6 Feb 2019 20 Mar 2019 16 May 2019 19 Jun 2019	Aug 2019
	Develop Curriculum (inc. alternative provision) to ensure all groups are catered for	Review of current curriculum offer with HODs, students and parents. Introduce T levels and other industry qualifications. Range of interventions.	Curriculum Budget allocation £7000 Alt Provision Budget allocation £20000	NST	GBK Governors Curriculum	Reduced referrals to external agencies. Reduced behaviour issues/exclusions Improved progress of LPA boys.	Oct 2018 Dec 2018 Feb 2019	June 2019
	To develop our middle leaders (Identified by Ofsted 2016)	Middle Leader Training programme. Aspiring Senior leader projects. Timetable Senior SL:T RAP meetings External monitoring visit (June 19).	External visit by Ralph Batten £600 NPQSL £1500 CPD £6300	GBK	Full Governors Gov Monitoring visits RBN visit	"All middle leaders are as good as the best". Ofsted 2016 Positive external review report. Positive SLT monitoring results.	Dec 2018 March 2019 May 2019	June 2019
2) Quality of Teaching, Learning and Assessment	To improve the quality of teaching and learning with clear focus on 'depth of learning'. Key areas identified: Questioning Differentiation and AfL	Extensive in-house personalised training . Formation of T&L group to model exemplary practice/ build on the strengths seen in the 'best' teaching. Differentiated peer-observation programme.	T&L Budget allocation £250	JCL	GBK SLT Reviews Governors Curriculum RBN visit	T&L data shows improvement in identified areas. Positive training evaluation forms Positive Pupil/Parent Surveys. Positive external monitoring visit by Ralph Batten.	Dec 2018 Mar 2019	July 2019
	To improve the reliability and quality of our assessment in KS3 and KS4 (across all year groups)	Implement rigorous Quality Assurance and risk assessment of department moderation. RED department monitoring.	Go4Schools annual licence £5000	NST	GBK and SLT Gov Monitoring visits Govs Curriculum	Improved data reliability. Acute understanding of barriers to learning. Personalised group/ individual interventions implemented	Oct 2018 Dec 2018 March 2019 May 2019	July 2019
	Improve Whole school Literacy Levels (Reading & Writing Focus)	Review of SEN provision. Audit current interventions. Half termly literacy focus. Intensive 1:1/group SEN interventions. Implement 'The Reading Hub' and whole school reading programmes.	SEN Budget allocation £7500 LRC Budget allocation £2050	DMI	GBK and SLT Gov Monitoring visits (Lit Gov) Govs Curriculum	Improved Reading levels. Improved outcomes/progress of identified groups (SEN priority) . Increased parental involvement (Survey results).	Dec 2018 March 2019 May 2019	July 2019

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3) Personal Development, Behaviour and Welfare	improve Whole School Attendance in line with national average. Target 94.8 % for 2018/19 (Identified by Ofsted 2016)	Identify clear barriers and input actions. Refine rewards and sanctions process. Continue to issue Fixed Penalty Notices. Home visits for persistent absentees (AO/SLT). Timetabled weekly AO and HOL meetings. Refine management of persistent absentees by creating case studies. Plan INSET around religious observance.	Attendance Budget allocation £500 Rewards & Sanctions Budget allocation £500	CTO	GBK and SLT Gov Monitoring visits Governors Pupil Welfare	Actions taken to improve attendance show positive impact against identified barriers. Reduction in term time holidays. Reduction in persistent absentees	Oct 2018 Dec 2018 March 2019 May 2019	July 2019
	Identify, challenge and overcome barriers to learning creating an environment where students are safe, happy and feel valued	Create and implement an enriching pastoral programme, tailoring 'Life Lesson' topics to the needs of the year group/academy. Increase celebration of success initiatives. Participation in the Erasmus Prevent project	Inclusion Budget allocation £3000. Life Lesson Budget allocation £3565. Safeguarding Budget allocation £2400.	GBK	GBK and SLT Gov Monitoring visits Governors Pupil Welfare	Positive Pupil Survey. Positive external monitoring visit. Reduction of behaviour issues/exclusions. Reduction in repeat offences of behaviours.	Oct 2018 Dec 2018 March 2019 May 2019	July 2019
	Achieve 'Working Towards' meeting the eight Gatsby Benchmarks for CEIAG	Working with various outside agencies/businesses to deliver careers awareness. REV become qualified as Careers Leader. Introduction of Skills Builder (JCL). Develop careers links throughout curriculum.	Adviza contract costs £17,000+PA Careers Academy £4,000	REV	GWE weekly mtgs Reports to Govs Feedback from CDI	Good progress measured against Gatsby Benchmarks Successful completion of training. Positive stakeholder feedback	Jan 2019 June 2019	Ongoing to July 2020
4) Outcomes	Focus Departments Improve performance/progress in: Dept X: -1.08 to 0 Dept Y: -0.1 to +0.1 Dept Z: -0.64 to -0.1	Raising Attainment Plans to support DIPs. Introduce NCFE options (Dept X/Y). External agency scrutiny visit (Dept Z). Targeted Easter/Holiday revision sessions. SLT Department Reviews. External monitoring visit (June 19).	Holiday Revision £3500	NST	Govs Curriculum Full Governors Standing item on SLT agenda Gov Monitoring visits	Departments successfully action areas for improvement identified in reviews and external visits. NCFE outcomes are positive. Good attendance at holiday classes	Oct 2018 Dec 2018 March 2019 May 2019	June 2019
	Focus Pupil Groups Improve performance/progress in: Pupil Premium: -0.81. to -0.4 White Boys: -0.6 to -0.2 HPA: -0.21 to 0 English/Maths crossover: 60.6% to 70%	Rigorous testing, data tracking, QA of data/moderation and implementation of subsequent interventions. Implementation of new risk assessment and QA meetings. RAP meetings to analyse progress. PGL revision weekends for identified groups/individuals.	PP Expenditure £5000	GBK	Govs Curriculum Full Governors Standing item on SLT agenda Gov Monitoring visits	Improved positive Progress 8 score. Identified pupil groups meet expected /aspirational targets. Improved Attainment 8 score.	Oct 2018 Dec 2018 March 2019 May 2019	Aug 2019