

The Highcrest Academy Whole School Improvement Plan – 2018-2019: APRIL 19

(There are more detailed One Year Improvement Plans for every key objective referenced)

RAG KEY	 Fully Met/complete	 Underway/Partially complete	 Not Done	 N/A to date
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1: EFFECTIVENESS OF LEADERSHIP AND MANAGEMENT

1 Yr Plan ref	Identified Objective	Intent	Implementation Resources (Inc. Time/Money)	Resp. (Lead Only)	Monitoring (Who/When)	Evaluation (Who/When)	Impact (Success Criteria)	Milestones Review Date(s)	Ongoing SEF + Completion Target Date
1a) (GBK)	Culture and Ethos Apply and embed the UNICEF Rights Respecting agenda to reinforce positive relationships throughout academy.	Continue to promote and reinforce the UNICEF RRSA agenda in every classroom, SOW, Parent events and all publications.	SLT time INSET	PSH	GBK	Full Governors Standing item on SLT agenda RAG rate progress	Improved relationships Reduced Behavioural issues. Improved Punctuality.	Oct 2018 Feb 2019 May 2019	July 2019 Promoted in assemblies and all bulletins inc parent, staff and student
	Develop and embed our 'Values' and create a new set of 'Virtues' to help us reinforce positive relationships and equality throughout our academy.	Audit current 'Barriers' to learning Promote our current 'values' in classrooms, assemblies, bulletins, at Parent events and in all publications.	SLT time	SLT	COG	Full Governors Standing item on SLT agenda RAG rate progress	Our new 'virtues' have become the bridges to the identified barriers Students develop character. All stakeholders know about and understand and support our values	Oct 2018 Feb 2019 May 2019	July 2019 Barriers identified Virtues currently being voted on by all stakeholders. Spanish visit re TEI Quote for display materials in place
1b) (NST)	Curriculum (Including Alternative Provision) Develop Curriculum to ensure that pupils of 'All Abilities' are catered for and make at least expected progress	To review and expand the current curriculum offer	SHOL time Go4Schools	HODS SHOL	NST	Governors Curriculum	Introduction of new subjects at KS4 and 5 that conform with the Progress 8 measure and increase the further development of pupils career progression.	Dec 2018 Mar 2019	July 2019 Curriculum amended and New options selected to incorporate Progress 8 measure and matching
		To develop the schools learning identity and focus	Whole Staff INSET and department development time	HODs	NST	Governors Curriculum	Highcrest DNA model is fully understand and supported by all stakeholders	Dec 2018 April 2019	July 2019 DNA model to fold in to 4I's documents to overarch the new Ofsted framework
		To develop the Sixth Form curriculum and increase the vocational offer with consideration to the introduction of T levels and other alternative career/industry qualifications	Continuation of work carried out as an NCFE champion school	PSH	NST	Governors Curriculum	Increased vocational offer leading to an increase in Sixth form roll	Jan 2019 April 2019	July 2019 J&J links are confirmed for the next 3 Years Awaiting conformation regarding T Levels for Sept 2019.

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1c) (PSH)	Sixth Form Continue to raise attainment across all areas (L2, L3 BTEC and A Levels)	Trial exams in both December and repeated for those underperforming in February	£10 copying Use of hall for exams	ABO	PSH	GBK	Students on target to reach at least their target grades.	Jan 2019 April 2019	February 2019 Trial exams took place in both December and February.	
		Use go4schools to monitor student performance and put in appropriate interventions alongside relevant HOD from analysis of the data.	HOL time to analyse data	ABO	PSH (fortnightly link meeting)	NST	Data is used to plan interventions which leads to improving results as year goes on.	Jan 2019 April 2019	August 2019 April data shows an improvement in results from last year with 100% A*-E and 86% A*-C.	
	To improve punctuality in Sixth Form to ensure it is at least in line with the rest of the school	Reward students with excellent attendance through assemblies and other internal rewards such as "Star of the week"	£10 copying	ABO	PSH	Pastoral Governor	Punctuality improves with fewer students receiving a late detention.	Jan 2019 April 2019	July 2019 Promoted in assembly but also in the weekly Sixth Form bulletin	
		Link punctuality to the Sixth Form reward system with students who are late losing their "offsite lunch" each time they are late. Students repeatedly late in Y13 will have home study removed.	HOL time	ABO	PSH (fortnightly link meeting)	Pastoral Governor	Punctuality improves with fewer students receiving a late detention.	January 2019	July 2019 Punctuality has improved since the new system put in place alongside the rewards and sanctions policy.	
	Build on last year's introduction of work experience	Event for all Y12 parents at the start of the academic year to promote work experience in July.	£5 printing HOL & tutor	ABO	PSH (October 2018)	GBK	75% or more of Y12 students obtain a work experience placement.	January 2019	Work experience evening has taken place (September)	
		Life Lesson used to prepare students for work experience, in terms of applying for suitable placements.	£20 copying ICT facilities	ABO	PSH (January 2019)	CTO	Placements are suitable to the needs of the student.	January 2019	July 2019 Life lesson prep taking place. Work experience week is first week in July.	
	1d) (CTO)	Promoting Equality To ensure that the equality agenda is promoted at every opportunity and that students have a broad understanding of the areas where inequality can occur.	Spaces for students in the areas of LGBT, Young Carers & Girls to meet	Various Staff time Classroom	CTO	GWE	GBK	Our students have a contemporary understanding of equality and what it means to them in their lives	Oct 2018	July 2019 – LGBT, Young Carers and Girls groups established.
			Time given to awareness through tutor time, assemblies and Life Lessons regarding Disability						Feb 2019	
Review of Policies to ensure that our approach is relevant and incorporates promotion of associated virtues			CTO Time	CTO	GWE	GBK	All stakeholders have a clear understanding of the academies commitment to the promotion of equality	Oct 2018 Feb 2019 May 2019	Disability awareness planned for Summer Term Equalities Award Audit planned and policies reviewed and amended. Equal Opportunities Policy being developed with students	

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1e Nwa	Facilities Management Monitor site Health & Safety to show how we plan, organise, control, monitor and review preventative measures	Implement all GDPR policies and procedures	Various Staff time	NST	GWE	GBK Governors	GD[R policies, procedures and processes in place and being reviewed	Oct 2018 Feb 2019 May 2019	July 2019
		Regular Governor inspections	Governor Time for inspections and reports	NWA	Chair FP&P	Finance, Personnel & Premises Committee	6 x Inspections and reports completed by Govs. Action taken by Site Team	Half Termly	July 2019
		Reviewing / buying BCC Health & Safety Package	Annual Fee £1,873 Per annum 2018/19	NWA	GBK	Finance, Personnel & Premises Committee	Package Purchased + pass any external audit	Feb 2019	May 2019
		Half termly SLT Departmental Reviews include full H&S inspection	NWA / EBA time for inspections and reports	SLT	GBK	Finance, Personnel & Premises Committee	6 x Departmental Reports Produced	Half Termly	July 2019 PE Review taken place
		Departmental risk assessments to ensure all risks covered.	HoD's/ BM/ Site Team Staff Time	EBA	NWA	Finance, Personnel & Premises Committee	Adequate Risk Assessments in place for all current risks	Oct 18	Nov 2018 Review of all RAs underway
		Strategic Risk Registers is an agenda item at all governor meetings	Governor & SLT Time	SLT	GBK	Finance, Personnel & Premises Committee	Strategic Risk Registers an agenda item and updated at each Gov Meeting	All Governor Meetings	31 Aug 19 SRR completed in all SLT and Gov Mtgs
	Liaison with BCC to complete Capital Project for new Sixth Form Block	Regular Meetings with BCC/ Contractors re expansion	NWA / EBA time	NWA	GBK	Finance, Personnel & Premises Committee	Meetings take place as planned with good lines of communication in place	Sep 18	Oct 2018 Meetings continue to take place
		Allocated finances released to Academy by BCC	NWA	NWA	GBK	Finance, Personnel & Premises Committee	All due finances from EFSA released on request	Monthly	Dec 2018 Not yet received
		Building work monitored at regular intervals with Contract Site Manager completed as planned	NWA / EBA time	NWA	GBK	Finance, Personnel & Premises Committee	Work complete as per plans and revised schedule	Weekly	Oct 2018 Handover of Sixth Form block taken place. Snag List being worked on
	All Departments to ensure Value for Money at all times when making purchases.	All Departments to obtain the maximum benefit with the resources available in order to improve outcomes in a continuous and sustainable manner	Finance Manual Finance Policies	Cost Centre Holders	NWA	Finance, Personnel & Premises Committee	Reduce costs (eg. labour costs, better procurement and commissioning) for the same or improved outputs	Monthly	Aug 2019 October finance update at staff mtg

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		Training for budget holders on 'Writing a sensible bid' (Jan 19)	NWA / Budget holder time	NWA	GBK	Finance, Personnel & Premises Committee	Training delivered	Jan 19	Jan 2019
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2: QUALITY OF TEACHING, LEARNING AND ASSESSMENT

1 Yr Plan ref	Identified Objective	Intent	Implementation Resources (Inc. Time/Money)	Resp. (Lead Only)	Monitoring (Who/When)	Evaluation (Who/When)	Impact (Success Criteria)	Milestones Review Date(s)	Ongoing SEF + Completion Target Date
2a) (JCL)	Teaching and Learning To improve Differentiation, Questioning and AfL in teaching practice across the school.	INSET on AfL, questioning and differentiation is extensive and runs throughout the year, led by different teachers who model exemplary practice.	Photocopying of staff resources	JCL	GBK	Governors Curriculum SLT	Teaching and Learning data for the departments and individuals within the departments will improve. HODs monitoring will show tracking of AfL, questioning and differentiation within departments.	Dec 2018 Mar 2019	<p>July 2019 September whole staff INSET on feedback with a follow up sharing best practice session in October.</p> <p>CPDW twilight sessions on questioning and personalised differentiation have also taken place in the autumn/spring term.</p> <p>Regular connect visits have provided feedback to staff on the connect focus areas.</p> <p>Peer observations have taken place in the autumn and spring terms and staff paired with staff who show expertise in different areas.</p> <p>JCL has worked with individual staff JLY, JOS, ACR, SOB, RMU, CCO, DRO to improve AfL.</p> <p>JCL/GBK have complete a series of department walkabouts in each term looking specifically at marking and feedback and providing feedback to HoDs.</p> <p>Department review completed for PE (Nov 18 and Business and ICT (Mar 19).</p> <p>Purchased marking stickers, stamps and purple/green pens to help signpost marking and feedback.</p>
		Expert teachers for AfL, questioning and differentiation as part of a teaching and learning group will mentor six underperforming teachers taking part in: joint planning; team teaching; informal peer-observations and intervention meetings.	Staff meeting time	JCL	GBK	Governors Curriculum SLT	Teaching and Learning data for the departments and individuals within the departments will improve. HODs monitoring will show tracking of AfL, questioning and	Dec 2018 Mar 2019	<p>July 2019 DST is leading on a Senior Leader project which is focused on improving AfL across the school.</p> <p>In January, a number of staff were used as part of the whole school meeting on marking and feedback. Staff who have shown exemplary practice as part of their own teaching practice shared examples of good practice.</p>

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							differentiation within departments.		New QA system in place to support department monitoring and review. The documentation is linked to the connect wheel and encourages HoDs to look at the different connect segments as part of their quality assurance.
		Differentiate peer-observation to disseminate good practice; expert teachers in differentiation, questioning and AfL will be observed by teachers who struggle.	Laminated copies of the connect wheel to use in peer observations (£30)	JCL	GBK	Governors Curriculum SLT Termly evaluation of peer observations	Teaching and Learning data for the departments and individuals within the departments will improve. HODs monitoring will show tracking of AfL, questioning and differentiation within departments.	Dec 2018 Mar 2019	July 2019 The first and second rounds of peer observations have taken place during the autumn and spring terms and staff have been paired up using the strengths and areas for improvement collated from the connect observations that have taken place this academic year.
2b) (JCL)	Continued Professional Development Tailor CPDW programme so that staff are equipped with requisite and up to date skills.	Ensure CPDW programme is updated to include new training sessions for all staff, in line with new skills needed in a progressively changing environment (new management roles, recent Progress 8, advancing ICT, stringent budgets etc.)	Paper copies of the CPDW booklets.	JCL	GBK	Governors Curriculum All staff	Evidence from lesson observations and Connect meetings will show that teachers across the school are improving as practitioners. The majority of INSET evaluation forms completed by staff are positive.	Sept 2018 January 2019 April 2019	July 2019 The CPDW programme has been streamlined and refreshed this year with 7 new mini-twilight and 9 new leaders delivering them. 25 teachers have lead over 46 different mini-twilight over the academic year, catering for the varied training needs of staff.
		Offer two new CPD 'lines' for specific staff to follow: a) middle or aspiring middle/senior leaders can choose a departmental/pastoral or whole-school project. b) Selected staff can visit local schools to see best	Photocopying resources for INSET	JCL	GBK	Governors Curriculum SLT	Staff will share best practice from their projects or visits to other schools at department meetings, year team meetings or whole-school INSET.	Each term after Connect visits and feedback meetings.	July 2019 Staff have been given the opportunity again this year to lead on a middle or senior leader project, taking responsibility for a pastoral, departmental or whole-school

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		practice and share with our staff at INSET.					There will be a noticeable improvement in the teaching practice of practitioners.		<p>initiative. The successful candidates who are leading on a ML project are MHA, MTA, TCO, CCO, TWI, CSH and JCA, DST, HFE and AME are leading on a SL project.</p> <p>The ML/SL leaders have had regular meetings with the SLT mentors.</p> <p>The ML/SL leaders have presented to governors/SLT to outline their proposals and share how their projects link to the DIP or SIP.</p> <p>The SL project leaders have presented their projects to all staff as part of a whole school meeting.</p>
		Ensure the Mini-Twilight available throughout the year are differentiated appropriately to teachers' experience and pedagogical needs.	Photocopying resources for INSET	JCL	GBK	Governors Curriculum SLT	There is a noticeable improvement in the developmental areas of teaching staff. Evidence will be based on learning walks and observations.	Sept 2018 Jan 2019 April 2019	<p>J July 2019 A wide range of outstanding teachers will lead over 40 different mini-twilight over the academic year, catering for the varied training needs of staff. 35 twilight sessions have taken place during the autumn and spring terms.</p>

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2c) (NST)	Assessment (Including reporting) To increase the accuracy of Assessment leading to improved Outcomes at all Key stages	To raise pupil and Parental awareness of Progress data	Go4Schools	All staff	NST	GBK Governors Curriculum	Launch of Parent and Student view All pupils and teacher aware of pupils expected grades and levels of Progress	Dec 2019	January 2019 All Stakeholders are now active and usage figures are at 80% of parents.
		Improve accuracy of data tracking in KS3 and KS5	Staff training SLT use of Intervention planning tool	HODs	NST	GBK Governors Curriculum	KS3 and KS5 data developed to match KS4 standards/accuracy	Jan 2019	July 2019
		Review and Improve digital reporting/feedback mechanisms	Go4Schools	NST	GBK	GBK Governors Curriculum	All report and Progress communication to be digitally shared	April 2019	July 2019 Further guidance for parents being developed.
2d) (DMI)	Literacy (Including LRC) and Numeracy Continue to improve the literacy skills of targeted groups of pupils (SEN focus) Raise the profile and use of the LRC with an emphasis on two themes - Reading to Promote Well-being Research in Pursuit of knowledge Raise the profile of whole-school numeracy, to reflect the successes of cross-curricular literacy.	Provide time for independent practice with the vocabulary — peer tutoring, reciprocal teaching, and collaborative learning etc	SEN/EAL staff timetable	MWI	CTO	GBK Governors Curriculum	The spelling and reading ages of SEN and other groups are closer to their chronological ages.	Sept 2018 April 2019	October 2018 leading to July 2019. Interventions in place. Analysis of effectiveness to be measured in the Summer Term.
		Introduction of a Reading Hub to promote discussion about featured books including those in the English curriculum 6 th form led	LRC staff time/timetable	REV	DMI	NST	Increase in LRC use and higher profile established for reading and research	Sept 2018	Sept 2018 Due to lack of contact time only AS and A2 literature students attended discussion and research sessions with REV.
		Mentor the whole-school numeracy co-ordinator and empower her to succeed in the role in regards to establishing a hub for numeracy strategies and approaches.	Staff time	FSI	DMI	NST	Numeracy folder: wide range of electronic teaching and display materials for staff to use/use monitored	October 2018	July 2019 Meetings in progress and the numeracy coordinator more present during briefings promoting Maths challenge, Maths House competition etc.
2e) (JCL)	ICTAC Improve the Academy's intranet	Liaising with other schools and contractors to establish what works well in other institutions.	External contractors	WYO	JCL	Governors Curriculum SLT	New and modern Intranet page that is both staff and student friendly.		May 2019 A script has been created that links and maps the students'

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	page (linking to the styling of Windows 10).		Visiting and liaising with other schools.						one drive to the network drive.
	Delegate member of staff to update the page on servers following research and train staff to use effectively.		Training (student and staff) IT Support staff £500	WYO	JCL	Governors Curriculum SLT	New and modern Intranet page that is both staff and student friendly.	Dec 2018 June 2019	July 2019 The intranet page has been created and has gone live. Any changes/updates to be completed by WYO.

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3: PERSONAL DEVELOPMENT, BEHAVIOUR AND WELFARE

1 Yr Plan ref	Identified Objective	Intent	Implementation Resources (Inc. Time/Money)	Resp. (Lead Only)	Monitoring (Who/When)	Evaluation (Who/When)	Impact (Success Criteria)	Milestones Review Date(s)	Ongoing SEF + Completion Target Date
3a) (PSH)	Personal Development and Welfare Create an environment where students feel safe, happy and where barriers to learning are identified, challenged and overcome	Ensure that "Life Lesson" topics are suitable to both statutory requirements but also the needs of the year group/school	£10 copying Life Lesson time	CTO	GBK	Pastoral Governors	Reduction in repeat offences of behaviours. Patterns of behaviour drop.	January 2019	Each year group has a rolling programme suited to the students
		Create a rich and deep tutor time programme that all tutor groups use. Examples include a weekly quiz for the whole school as well as "Theme of the week"	£5 copying	HOLs	PSH	GBK	Improved punctuality to tutor time due to students feeling that tutor time has value.	Oct 2018	Tutor time programme rolled out across all year groups
		Create and update a shared area for HOLs with resources to help ensure consistency with behaviour across all year groups.	None	PSH	NST	GBK	More consistent approach to dealing with behaviour leading to a reduced rate of certain behaviours ie defiance.	January 2019	Shared area has been created and is in use
		In all HOLs meetings, a set item on the agenda is "sharing good practice"	HOL time	HOLs	PSH	GBK	Consistency across year groups when dealing with rewards & sanctions	July 2019	Standing item on each HOL agenda
3b) (PSH)	Behaviour / Relationships Help create a culture where success is celebrated and students are rewarded for effort and good behaviour as well as academic performance	Star of the Week tweaked to add in a "Golden Ticket" where nominated students receive 1 weeks' worth of queue jump in the school canteen.	Bulletins	HOLs	PSH	GBK	Improves behaviour through creating a culture of success.	January 2019	Idea has been introduced from final week in September.
		Following staff inset, an ideas board in the staff room where all staff can share good practice and tips on building positive relationships in the classroom.	£5 copying	PSH	GBK	Governors	Reduced number of "oncalls" due to positive relationships/staff increase number of strategies used when dealing with behaviour.	January 2019	Board created in staff room. Every 2 weeks an item/quote is also added to the staff bulletin re rewards/sanctions/behaviour management tips.

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		Through consistent reinforcement and by introducing "Over and Above" system where staff nominate students for positive behaviour/effort – letters are sent home to parents as a reward.	£5 copying Admin staff time	PSH	GBK	Governors	Improves behaviour through creating a culture of success	January 2019	Introduced to staff in September.
		Whole school quiz every Thursday morning which is linked to the house system. PSH produced the quiz, and displays results in student bulletin. Rewards for winning form/house every half term.	£12 each half term for rewards	PSH	GBK	Governors	Improved punctuality and behaviour in tutor time.	January 2019	Quiz takes place every week and results published in many areas. Quiz also now sent to parents to encourage involvement.
3c) (CTO)	Attendance To improve Whole School Attendance in line with national average. Target 94.8 % for 2018/19 (Identified by Ofsted)	Improve management of persistent absentees by creating clear case studies/chronologies to enable AO & HoL to build momentum in these cases while minimising drift.	AO time	CTO	GBK	Governors	Persistent absentees are reduced and cases are dealt with swiftly with as much outside agency support as is possible.	Oct 2018	Robust PCM process in place which, of itself, creates case study chronologies.
		Home visits to become routine for the most persistent absentees (AO with HoL or SLT) Involve outside agencies promptly	Time and travel costs	CTO	GBK	Governors		Mar 2019	
		To review processes concerning holidays during term time; Look at a comprehensive solution which enables HoLs to become involved with dealing with families about this matter.	Time Printing costs of any leaflets	CTO	NST	GBK		Oct 2018 Jan 2019 Mar 2019 May 2019	There has been a year on year reduction in term time holidays taken
3d) (GWE)	Enrichment To Introduce the YST Girls Active initiative: offer the programme to girls across all year groups in 2018-19	Recruit a member of the PE department to set up and lead on the girls active initiative	Staff time	JCL	GBK	Governors Curriculum	Regular supervised sessions take place	Oct 2018	
		Form bulletins and assemblies used to promote encourage pupils from different year groups to participate in the girls active programme	Staff time	JCL	GBK	SLT	All female pupils are aware of the programme and its benefits. Participation rates reflect equality of access.	Oct 2018 Mar 2019	July 2019 Form bulletins have been used to promote the club each week as part of the club list. A display

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									has also been put up in the sports centre to highlight the ambassadors and draw girls attention to the club.
		Girls active lead to visit local schools who have implemented and delivered the girls active initiative successfully	Staff time	JCL	GBK	Governors Curriculum SLT	Minimum 30 participants part of the girls active initiative Weekly club running for girls only to experience a range of sporting activities throughout the year	Oct 2018 Mar 2019	July 2019
3e) (GWE)	Careers and Enterprise Careers and Business Skills incorporated into Life Lessons	Source external Careers and Enterprise material, speakers and other relevant resources	Staff time	REV	GWE	SLT	Range of appropriate and relevant material/speakers and resources are sourced and collated. Links made on Life Lesson curriculum.	Oct 2018 Mar 2019	July 2019 Careers and Enterprise relevant material/speakers have now been fully integrated into the Life Skills Programme.
		Develop bespoke Careers and Enterprise material to support teaching of the relevant part of the programme	Staff time £50 Photocopying of resources	REV	GWE	Governors Curriculum SLT	Bespoke material is integrated into the Life Skills Programme and delivered in accordance with CTO's Life Lessons timetable.	Oct 2018 Mar 2019	July 2019 Bespoke material is integrated into the Life Skills Programme – some items outstanding
		Survey teachers to evaluate the relevance of bespoke Careers and Enterprise material	Staff time	REV	GWE	Governors Curriculum SLT	Survey shows materials are relevant and support teaching and learning. Material archived for future reference and updated as appropriate.	Oct 2018 Mar 2019	July 2019
3f) (JCL)	E-Safety Develop E Safety throughout the Academy (all stakeholders)	All staff to have E Safety Training via E-safety awareness PowerPoint.	External trainers School website VLE	WYO	JCL	Governors Curriculum SLT	Staff made aware of the risks as professionals online and the risks involved with students in the online environment via PowerPoint and GDPR.	Dec 2019 April 2019	July 2019 E-safety training took place in the all staff September INSET session.

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	Work with Alison Watts (external trainer) to provide in school workshops for students.	External trainers School website VLE ICT Lessons	WYO	JCL	Governors Curriculum SLT	Students are aware of online risks and are able to make educated judgements when using the Internet.	Dec 2019 April 2019	July 2019 Email contact has been made to Alison Watts. Waiting to hear back
	Raise awareness about E Safety to all stakeholders.	Paper Literature/training from external agencies VLE	WYO	JCL	Governors Curriculum SLT	Academy publications include E Safety messages. Training sessions attended by all stakeholders. Continuation and development of E Safety across the Academy.	Dec 2019 April 2019	July 2019 Weekly tips in bulletins

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4: OUTCOMES FOR PUPILS

1 Yr Plan ref	Identified Objective	Intent	Implementation Resources (Inc. Time/Money)	Resp. (Lead Only)	Monitoring (Who/When)	Evaluation (Who/When)	Impact (Success Criteria)	Milestones Review Date(s)	Ongoing SEF + Completion Target Date
4a) (NST)	Outcomes KS3 – To improve the Progress levels of pupils in the foundation curriculum	To continue to develop the foundation curriculum enhancing key skills that will lead to continued success at GCSE level and beyond. To increase teacher, pupil and parent awareness of expected grades and the steps needed to excel. To extend the Intervention planning model to the lower school	Intervention strategies developed and implemented by staff External support network Use of the LRC and links to literacy	All staff All Staff HODs	NST NST SLT links	Curriculum Governors Curriculum Governors	A Positive Progress 8 measure Student and Parent usage figures Increased detail of KS3 analysis of performance and Progress	July 2019 December 2018 May 2019	August 2019 August 2019 New assessment brackets are being developed to give a parent friendly progress measure based on expected, above expected and working towards. Latest Progress data suggests a Progress score of -0.4. In line with last year and not including NCFE grades that have been secured. Geography and Science have had internal and external support and have been allocated extra teaching hours to
	KS4 – To improve the Progress 8 measure from 0 to a positive residual P8 TAR = +0.01 A8 TAR = 4.7 Ensure English and Maths crossover is increased to over 62% from 60%.	To extend the Intervention planning model to be led by SLT with departments and for Middle leaders to hold similar meetings with individual teachers to discuss and plan interventions that will ensure progress. To continue the use of Super days when targeting underperformance and add a residential based support option for underperforming pupils. To use the RAP meetings to analyse data and Progress in increased detail.	SLT development Bucks New Uni PGL – Pupil funded HOD time - Lunch	SLT SHOL SHOL	NST NST NST		Progress increase		

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	<p>To improve Progress in Science, Geography and Business</p> <p>Improve Pupil Premium and boys performance to: Boys P8 -0.1 Boys Att 8 - 4.0 PP Boys P8 - -0.2 PP - -0.2</p> <p>To improve the Progress 8 score of our HPA pupils from -0.2 to a positive residual</p>	To use risk analysis tool to identify school areas of weakness in relation to future Progress 8 expectations.	Go4Schools	NST	NST	Curriculum Governors	Reduced risk of not attaining set targets		<p>ensure gaps in learning are closed.</p> <p>Risk analysis document introduced and re-shuffle of teaching classes has taken place to address gaps in learning. And give focus to interventions.</p>
	<p>KS5 – To improve A level outcomes to 80% of pupils attaining a grade A*.C And to improve the Average grade attainment to a C+</p>	<p>To continue with resit mock strategy</p> <p>To use Settling in evening to ensure course suitability</p> <p>To mirror KS4 use of Go4Schools to track progress and identify underachievement.</p>	<p>Invigilation team</p> <p>Go4schools</p>	<p>ABA</p> <p>ABA</p> <p>PSH</p>	<p>PSH</p> <p>PSH</p> <p>NST</p>	Curriculum Governors	Improved Outcomes at KS5.	September 2019	
4b) (CTO)	<p>SEN Target the 26% of Yr7 who have reading and spelling ages below 9years to raise their literacy skills.</p> <p>P8 to -0.92 from -1.92 A8 to 2.5 from 1.72</p>	Work closely with all stakeholders (Literacy Co-ordinator, HoLs, HoDs, Tutors) to ensure every opportunity is taken to improve literacy for this group.	Time and effective use of resources	MWI	CTO	JCL	There is a significant improvement in the literacy skills of this group.		<p>This group has been targeted through Middle Leader literacy projects and through the Literacy Co-ordinator. More intensive intervention model has also increased time given for improvement of reading skills.</p>
	Triangulation with parents is improved	Leaflets are created outlining what support can be given at	Printing costs and time	MWI	CTO	GWE	Parents have a strong connection to the SEN		Whilst there has been definite

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		home to support students. Also onto website Literacy workshop targeting parents of K code students SEN parent clinic once a month to encourage parental engagement. Advertised in Parent Bulletin	Time Time.				department and there is a sense of partnership working to support students		improvement in parental engagement with the SEN Dept, the specifics of leaflets, workshops and clinics have not happened yet.
4c) (DMI)	More Able To develop identification strategies to create a more holistic cohort	Formulation of an in-house definition of More Able and raising the profile of More Able students among the school community	Go4schools Data/ Staff Data	HODs/Staff	DMI	NST	Central register established and minimal changes throughout the year	Dec 2018 Mar 2019	December 2018 Information and training around metacognition delivered. This now needs to be taken forward and embedded securely in practice
	To develop staff/students` understanding of meta cognition and its application in teaching/coaching	Inset to outline good practice and theory being meta cognitive approaches. Delivery of GROW programme	External Speaker Inset time REV, staff time	CTO REV	NST DMI	GWE NST	Staff and students more aware, informed about meta cognition and how to implement its principles through improved differentiation for HPA students (Connect Data)	Dec 2018 Mar 2019	July 2019 The inset training delivered and the GROW model training took place in December)
4d) (DMI)	EAL To equip the staff with the most effective strategies for EAL students with the intention of raising the standards (Pakistani boys in particular)	To disseminate good, cross curricular strategies through a centralised system on Common Drive and regular hyperlinks To continue to establish focus groups to raise attainment among low-performing groups	EAL HOD time, lesson observation time	MTA	DMI	NST	EAL students (Pakistani boys in particular) perform better than last year (-0.47).	Dec 2018 Apr 2019	November 2018-ongoing EAL HOD has circulated cross curricular strategies and established am reg literacy sessions delivered by form tutors. Centralised system to be established in the Summer term.
4e)	Pupil Premium			DMI	NST	GWE			August 2018

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(DMI)	Ensure even closer tracking of PP pupils and impact of interventions PP cohort achieve at least 'Expected Progress' targets PP - -0.40	HODs termly data analysis and intervention meetings	HOL/HOD/SLT Link Time				HOLS and HODs tracking data	October 2018 Apr 2019	HODs complete Risk Assessment on all pupil groups including PP after milestone assessments in Y11. Quality Assurance programme monitoring departments PP interventions to be designed during the Spring Term
		Connect meetings with classroom teachers to scrutinise data and set personalised interventions	Teacher/SLT Link/HOD	DMI	NST	GWE	Evidence of timely Interventions. Improvement in closing the gap between PP and non PP 85% of PP cohort make at least expected progress in GCSE exams	Feb 2019	August 2018 SLT links meet teaching staff during Connect meetings and analyses the effectiveness of interventions. Consultation on ways to log matrix interventions to be designed by June 2019