



## Improvement Plan

2017-2018

### Our Aim For This Year

*To continue to develop the very best practice at our secondary school, while pushing hard to build upon the progress made during a transitional year for our two primary schools so that by October half term we can be confident that they are at least 'good' across the Ofsted standards.*

## What We Value

- ⇒ **Our Pupils:** they are central to everything that we do; we want them to be happy at school, to be confident, respectful and supportive of each other, enthusiastic to learn, and for them to thrive, achieve and succeed.
- ⇒ **Our Families:** the contribution they can make to their children's learning and progress is invaluable; we do everything we can to make them feel welcome and to help them fulfil their key role.
- ⇒ **The Wider Community:** we are keen to further develop our links with local businesses and the voluntary sector, widening the range of opportunities available to our pupils by tapping into local people's skills and experiences whenever possible.
- ⇒ **Partnership Working:** our Federation exemplifies the importance of partnership working; on top of this, our on-going development is underpinned by links with other schools through the CASL and LASL as well as the Local Authority and its various agencies.
- ⇒ **Our place within the UK:** we want children to appreciate the uniqueness of the environment in which they live; but we also want them to be in sympathy with British values and to be aware of and excited about the opportunities presented to them as citizens of the United Kingdom.

<b>Area</b> <i>Personal Development, Behaviour &amp; Welfare</i>		<b>Objectives</b>			
		<b>1. To implement a Federated approach to our work on: Attendance; Safeguarding; Behaviour; Careers / Guidance; and Health &amp; Safety.</b> <b>2. To ensure that Governors have approved relevant policies and procedures by the end of the Autumn Term.</b>		<b>3. To ensure that the Health &amp; Safety checks and procedures are firmly in place as the two Alston schools come together on the Church Road site.</b>	
<b>Current Situation</b>	<b>Supporting Evidence</b>	<b>Required Changes</b>			
This area was judged outstanding at the SKS Inspection in March 2017 and our aim this year is to spread this very best practice across the two primary schools as well.	<ul style="list-style-type: none"> <li>• SKS Inspection Report</li> <li>• LA Reviews</li> <li>• School self-evaluations</li> <li>• Behaviour, Safeguarding and Attendance records</li> </ul>	<ul style="list-style-type: none"> <li>• Both Kate Bainbridge and Sally Timmons to move into new roles from 30<sup>th</sup> August 2017.</li> <li>• SKS systems need to be adapted as appropriate for the primary schools and implemented.</li> <li>• Health &amp; Safety Audit for the new Alston site in October with a three school review in December.</li> <li>• Governors' PDBW to be proactive in reviewing all relevant policies and procedures and then monitoring their implementation.</li> </ul>			
<b>Obj</b>	<b><u>ACTIONS</u></b>	<b>Led By</b>	<b>Time Scale</b>	<b>Success Criteria/ Intended Outcomes</b>	<b>Progress</b>
<b>1</b>	a. Realign Deputy Head responsibilities to ensure best practice can develop across both sites.	IPJ	From Sept. 2017	<ul style="list-style-type: none"> <li>• Attendance to be &gt;95% at all three schools.</li> <li>• Safeguarding systems and procedures to go across all three schools.</li> <li>• Behaviour monitoring to be based on similar records and approaches across all three schools.</li> <li>• Transition at 11 and at 16 to be highly effective.</li> </ul>	■
	b. Extend the proven secondary school systems across to Alston Primary School from the start of the year so that everything is in place and running effectively in readiness for the November move.	ST	From Sept. 2017		
	c. Ensure that Nenthead adopts the same systems and maintains the same records as the other two Federation schools.	KB	From Sept. 2017		
<b>2</b>	a. Ensure that the newly elected PDBW Committee Chair & Vice Chair drive forward the adoption of the policies and then vigorously monitor their implementation and effectiveness.	PDBW Chair & Vice Chair	From Oct 2017	<ul style="list-style-type: none"> <li>• Pupil Development, Behaviour and Welfare Committee to review and adopt all relevant policies at their two Autumn Term meetings.</li> </ul>	■
<b>3</b>	a. Carry out a full H&S review ahead of opening on the new Alston site in November 2017.	IPJ	October 2017	<ul style="list-style-type: none"> <li>• Risk assessments and checks all in place November opening of the new Alston site.</li> <li>• Health &amp; Safety policies and procedures to go across all three schools on their two sites.</li> </ul>	■
	b. Review the effectiveness of all three schools' policies and procedures in early Dec. 2017, prioritizing subsequent actions and addressing them.	SW-(H&S Gov)	December 2017		
<b>Procedures for Monitoring Actions</b>				<b>Procedures for Monitoring Impact</b>	
<ul style="list-style-type: none"> <li>• Governors PDBW Committee to monitor this section of the Improvement Plan.</li> <li>• Health &amp; Safety Governor to monitor progress with actions 2a-c and 4c.</li> <li>• Half termly progress reports.</li> </ul>				<ul style="list-style-type: none"> <li>• Attendance figures. Behaviour records and analysis.</li> <li>• Numbers involved in extra-curricular sport. Feedback from those involved.</li> <li>• Feedback from Student Councils.</li> </ul>	
<b>Intended Impact</b>					
<p>With both primary schools already having some strengths in this area of their work, we want them to quickly move to the point where their practice could be judged as good to outstanding. We want to be confident that Safeguarding is highly effective and know that the systems are in place to monitor behavior, attendance and punctuality, to identify issues and implement actions to bring about improvement. Our goal is to feel that we are on that secure footing by October half term and can then push on to develop outstanding practice at the two primary schools as we move through the year.</p>					

<b>Area</b> <b>Teaching, Learning &amp; Assessment</b>		<b>Federation Wide Objectives</b>					
		1. <b>Outstanding Teaching written into the TLA policy to identify increasing expectations and areas for development.</b>		3. <b>Make better use of our developing links to Carlisle's primary and secondary school hubs.</b>			
<b>Current Situation</b>		<b>Supporting Evidence</b>		<b>Required Changes</b>			
Ofsted judged this area to be good at SKS last year; the aim this year has to be to develop more outstanding practice. Following last year's transitional year for both primary schools, we need to secure at least consistently good practice by October half term and then push on for even higher standards during the rest of the academic year.		<ul style="list-style-type: none"> <li>• SKS Ofsted</li> <li>• Exam results</li> <li>• Minutes of Governors TLA Committee</li> <li>• LA SIM records</li> </ul>		<ul style="list-style-type: none"> <li>• The TLA Policy needs to be rewritten to take account of outstanding practice.</li> <li>• The delivery of the primary school curriculum needs to improve through: <ul style="list-style-type: none"> <li>→ clearer short and long term curriculum plans;</li> <li>→ improved analysis of assessment data;</li> <li>→ taking advantage of the access to specialist facilities.</li> </ul> </li> <li>• Links to the Carlisle hub must be exploited at both primary and secondary levels.</li> </ul>			
<b>F</b>	<b>W</b>	<b>Os</b>	<b>ACTIONS</b>	<b>Led By</b>	<b>Time Scale</b>	<b>Success Criteria/ Intended Outcomes</b>	<b>Progress</b>
<b>1</b>	a.		Revised TLA Policy ready for 31 <sup>st</sup> Aug. INSET day.	IPJ	31 <sup>st</sup> Aug. 2017	<ul style="list-style-type: none"> <li>• Secondary school teaching to develop more outstanding practice.</li> <li>• Primary schools to develop at least consistently good practice by October half term.</li> </ul>	▪
	b.		Policy to be used as reference point for Performance Management reviews and on-going monitoring.	SLT Gov's	On-going		
<b>2</b>	a.		Revised approach to be established for the delivery of the primary school curriculum.	IPJ	July 2017	<ul style="list-style-type: none"> <li>• Clear framework for the delivery of the primary school curriculum over the coming years.</li> <li>• Consistent approach to the development of writing skills across both primary schools.</li> <li>• Improved information to parents.</li> <li>• Primary teachers better aware of the progress their students are making against national expectations, as well as PPM / SEN issues.</li> <li>• Primary students to access ICT, Science, Art/DT, Catering, PE and other facilities as appropriate.</li> </ul>	▪
	b.		Primary teachers to complete short and longer term curriculum planning documents.	All	1 <sup>st</sup> Sept 2017		
	c.		Writing Improvement Strategy to be completed and implemented with immediate effect.	HW/IPJ	20 <sup>th</sup> Sept 2017		
	d.		Improved primary school assessment data to be available after each assessment checkpoint.	SLT	On-going		
	e.		Use of specialist facilities to be written into the timetable for the new Alston site.	IPJ	1 <sup>st</sup> Nov. 2017		
<b>3.</b>	a.		Make sure that our new membership of the Carlisle hubs is exploited at both primary and secondary levels.	IPJ / SLT	On-going	<ul style="list-style-type: none"> <li>• Links to be cemented at SLT level with individual teachers also working with colleagues from other schools.</li> </ul>	•
<b>Procedures for Monitoring Actions</b>						<b>Procedures for Monitoring Impact</b>	
<ul style="list-style-type: none"> <li>• Headteacher learning walks to check that actions are being implemented.</li> <li>• Governors TLA Committee to monitor this section of the Improvement Plan at each meeting.</li> </ul>						<ul style="list-style-type: none"> <li>• Headteacher learning walks.</li> <li>• Monitoring weeks.</li> <li>• Assessment checkpoint analysis.</li> <li>• Individual reading records and pupil / parent feedback.</li> </ul>	
<b>Intended Impact</b>							
We are looking to increase the amount of outstanding practice in secondary school lessons. Following a transitional and, at times, challenging year for our two primary schools, it is important that the now settled teams quickly establish good practice in the area of teaching , learning and assessment. At Nenthead this means Kate Bainbridge organizing the curriculum and its delivery from September. At Alston, we need Helen Ward to reestablish herself as Year 6 teacher and Claire Reed and Liz Haine to work effectively together in their sharing of the Year 2/3 class. Emma Sisson needs to continue her excellent progress as an NQT and Pauline Porteus needs to maintain her high standards and to further her links with the staff and children at the Pre-School.							

<b>Area Outcomes for Students</b>		<b>Federation Wide Objectives</b>			
		1. Increase the rate of progress for all primary aged children more rapidly.		3. Ensure that the strategies are in place to boost the literacy and numeracy skills of those Year 7 students who have fallen well behind national expectations.	
Current Situation		Supporting Evidence	Required Changes		
We need to increase rates of progress, particularly for children of primary school age. In a transitional year, there was evidence in both primary schools of standards beginning to lift, but not quickly enough to make up for a period of time 2-3 years ago when things were not as they should have been.		<ul style="list-style-type: none"> <li>SATs scores</li> <li>GCSE results</li> <li>A/C data</li> </ul>	<ul style="list-style-type: none"> <li>Our primary schools need to be more effective in targeting individual &amp; groups of students needing specific interventions; developing a more consistent approach to our work with SEN / PPM children will help in this respect, as will the curriculum framework and planning in place from September.</li> <li>A range of strategies need to be in place to address Year 7 underachievement.</li> <li>Children's ability to work away from the classroom needs to be developed systematically within the Federation so that they are able to meet the demands of the new exam-only assessed GCSEs.</li> </ul>		
<i>F W Os</i>	<b><u>ACTIONS</u></b>	<b>Led By</b>	<b>Time Scale</b>	<b>Success Criteria/ Intended Outcomes</b>	<b>Progress</b>
<b>1</b>	a. For each primary school teacher to interrogate their assessment checkpoint data and adapt their planning to address the issues that it raises.	All	On-going	<ul style="list-style-type: none"> <li>Starting from October, each assessment checkpoint provides clear evidence that standards are lifting more and more rapidly.</li> </ul>	■
	b. For teaching assistants to work closely with teachers so that they know exactly what they need to do to boost student progress.	All	On-going		
<b>2</b>	a. Implement the PPM / SEN systems and approaches developed at SKS at Alston Primary.	ST	Sept / Oct 2017	<ul style="list-style-type: none"> <li>Starting from October, each assessment checkpoint provides clear evidence that standards are lifting more and more rapidly.</li> </ul>	■
	b. Adapt these approaches and embed them at Nenthead Primary.	KB	Sept / Oct 2017		
<b>3</b>	a. Ensure that the strategies are in place to boost the literacy and numeracy skills of those Year 7 students who have fallen well behind national expectations.	ST	Sept - Dec 2017	<ul style="list-style-type: none"> <li>Assessment data to indicate immediate and sustained impact with continuing interventions planned for students needing further boosting in 2018.</li> </ul>	■
<b>4</b>	a. Review the Federation's approach to homework.	IPJ	Nov/Dec	<ul style="list-style-type: none"> <li>Revised homework policy launched in Jan. 2018</li> </ul>	■
<b>Procedures for Monitoring Actions</b>				<b>Procedures for Monitoring Impact</b>	
<ul style="list-style-type: none"> <li>Headteacher learning walks to check that actions are being implemented.</li> <li>Governors Outcomes Committee to monitor this section of the Improvement Plan at each meeting.</li> <li>Termly Improvement Plan reviews.</li> </ul>				<ul style="list-style-type: none"> <li>Half termly assessment checkpoint data to be monitored against actions above.</li> <li>Teachers' on-going assessment also to provide feedback on success of interventions.</li> <li>Students to be assessed at the beginning and end of each intervention.</li> </ul>	
<b>Intended Impact</b>					
We are looking to see clear evidence of increasing rates of progress in our two primary schools throughout the academic year. Staff to pupil ratios remain generous and with the curriculum planning that has taken place in June, July & August, teachers will have the capacity to tailor half termly plans to match the developing needs of each of the children that they teach. Improved assessment checkpoint feedback and a more consistent approach to PPM and SEN should support primary school teachers in their drive to push up standards. The new Year 7 need similar boosting at SKS, and a review of our expectations of students in terms of their study away from the classroom will impact upon GCSE students awareness of systematic revision for the new GCSE examinations as well as their ability to carry out this work.					

<b>Area Leadership &amp; Management</b>		<b>Federation Wide Objectives</b>			
		1. <i>Bring the two Alston schools together successfully on the one site.</i>	2. <i>Complete the redecoration of the Nenthead site and make other improvements as required.</i>	3. <i>To continue to add leadership capacity across the three schools.</i>	4. <i>To successfully contribute to the community mental health 'Time to Change' project.</i>
<b>Current Situation</b>		<b>Supporting Evidence</b>		<b>Required Changes</b>	
Leadership came out strongly at the recent SKS Inspection, but needs to be strengthened further within the secondary school and across the Federation as a while. We are now close to bringing the two Alston schools together on the one site, but still need to complete the improvements that we started at Nenthead a year ago. Starting the year with all of our permanent staff back in harness, we are in a position to become more outward looking.		<ul style="list-style-type: none"> <li>• SKS Inspection</li> <li>• Governor minutes</li> <li>• Site improvements</li> <li>• Feedback from parents, students and staff.</li> <li>• LA monitoring feedback.</li> </ul>		<ul style="list-style-type: none"> <li>• Alston Primary School moves onto the Church Road site for 1<sup>st</sup> November 2017.</li> <li>• The new ICT systems planned for the Nenthead and Alston sites need to be ready by the same date.</li> <li>• Middle leadership at SKS and senior leadership across the two primary schools need to be strengthened. Governor turnover means reshaping the Governing Body and its committees in a way that continues to increase the challenge being presented to our schools.</li> <li>• We want to play an active part in the Time to Change initiative.</li> </ul>	
<b>F W Os</b>	<b><u>PRIMARY SCHOOL ACTIONS</u></b>	<b>Led By</b>	<b>Time Scale</b>	<b>Success Criteria/ Intended Outcomes</b>	<b>Progress</b>
<b>1</b>	a. Work with the contractors to ensure that the Alston Road site is ready for 1 <sup>st</sup> Sept & Nov 2017.	IPJ	1 <sup>st</sup> Nov deadline	<ul style="list-style-type: none"> <li>• Secondary students able to return on Monday 4<sup>th</sup> November.</li> <li>• Primary children able to relocate to the Alston road site on Wednesday 1<sup>st</sup> November.</li> <li>• No disruption to the smooth running of either of the two Alston schools.</li> </ul>	■
	b. Ensure that the ICT systems are all up and running for these two dates as well.	IPJ	1 <sup>st</sup> Nov deadline		
	c. Ensure timetables & routines are in place for the schools to work smoothly alongside each other.	IPJ	1 <sup>st</sup> Nov deadline		
<b>2</b>	a. Complete the NPS ICT upgrade by 1 <sup>st</sup> Nov 2017.	IPJ	1 <sup>st</sup> Nov. 2017	<ul style="list-style-type: none"> <li>• Enhancement of ICT capability.</li> <li>• Completion of works.</li> </ul>	■
	b. Complete the redecoration works by 1 <sup>st</sup> Mar 2018.	IPJ	1 <sup>st</sup> Mar. 2018		
<b>3</b>	a. KB & ST to begin in their new roles from 30 <sup>th</sup> Aug	IPJ	On-going	<ul style="list-style-type: none"> <li>• Enhanced senior leadership at primary schools.</li> <li>• People in place to advise on curriculum development in key areas.</li> </ul>	■
	b. Primary school curriculum leadership roles to be clarified.	IPJ	On-going		
	c. For Governor roles & responsibilities to be established by 30 <sup>th</sup> Sept. 2017.	Chair	Sept. 2017	<ul style="list-style-type: none"> <li>• Governors continue to offer both challenge and support to our three schools.</li> </ul>	
<b>4</b>	a. To play an active part in Cumbria's 'Time to Change' initiative.	KB	On-going	<ul style="list-style-type: none"> <li>• For KB to have taken on the role of 'Time for Change Champion' and to set up workshops and other links with local churches, businesses and families.</li> </ul>	■
<b>Procedures for Monitoring Actions</b>		<b>Procedures for Monitoring Impact</b>			
<ul style="list-style-type: none"> <li>• Headteacher reports to full governing body.</li> <li>• Governor involvement in monitoring weeks.</li> </ul>		<ul style="list-style-type: none"> <li>• Parent, student and staff feedback.</li> <li>• Governor site visits.</li> </ul>			
<b>Intended Impact</b>					
Kate Bainbridge's return couples with the extension of Sally Timmon's role to include Alston Primary School should add significantly to senior leadership capacity at the two primary schools. The reorganization of the primary school curriculum, coupled with the involvement of some secondary teachers, has given opportunities to develop middle leadership as well. The addition of two new governors along with a revised committee membership provides an opportunity to add to the level of challenge and involvement. A successful bringing together of the two Alston schools, along with closer leadership links with Nenthead, should provide the platform for the rapid progress that we are seeking from all three of our schools this year.					

# **Improvement Planning** **for 2017/18**

<b>Personal Development, Behaviour &amp; Welfare</b>	<b>Teaching, Learning &amp; Assessment</b>
<ul style="list-style-type: none"> <li>⊙ Federation approach to:               <ul style="list-style-type: none"> <li>➤ Attendance</li> <li>➤ Safeguarding</li> <li>➤ Behaviour</li> <li>➤ Careers / Guidance</li> <li>➤ Health &amp; Safety</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>⊙ Primary Curriculum</li> <li>⊙ Maximising use of specialist facilities</li> <li>⊙ Developing links with the Carlisle hubs</li> <li>⊙ Outstanding Teaching written into TLA policy and developed on all three sites</li> <li>⊙ Improving the assessment data available to teachers in support of their targeting / planning.</li> </ul>
<b><i>Pupil Outcomes</i></b>	<b><i>Leadership &amp; Management</i></b>
<ul style="list-style-type: none"> <li>⊙ Federation approach to PPM</li> <li>⊙ Federation approach to SEN</li> <li>⊙ Boosting for the new Year 7</li> <li>⊙ Reviewing Federation approach to homework</li> </ul>	<ul style="list-style-type: none"> <li>⊙ Restructuring Admin, Catering etc</li> <li>⊙ Completion of NPS improvements</li> <li>⊙ APS relocation and other developments on the site</li> <li>⊙ Governing Body membership &amp; committees</li> <li>⊙ Community mental health Time to Change project.</li> </ul>

Community mental health project: Time to Change – national project - funding from Cumbria – Time to change champion – work with local churches and businesses – workshops – children involved – anxiety – depression – showcase event – one of the first places to undertake it as a community

### **INSET Days**

- Thursday 31<sup>st</sup> August
  - The year ahead
  - Improvement Plan
  - Calendar
  - Teaching, Learning & Assessment
  - Time to Change community project
  
- Friday 1<sup>st</sup> September
  - Alston schools only with Sally on attendance, behavior, SEN, PPM etc.