

The Phoenix Academy Trust
School Development Plan 2017-2019

Key Priority 1

Focus management, governors & staff roles on raising attainment and developing outstanding academic practice across the academy

Target	Actions	Success criteria	Staff	Start Date	Reviewed by SMT
To raise Key Stage 4 outcomes to reflect good and outstanding progress for our pupils	To ensure that the curriculum is by SMT to ensure that to promote an aspiring and challenging ethos and KS4 curriculum.	Scrutiny of pupils' work and curriculum co-ordinators development plans will show that teachers provide a stimulating and aspiring curriculum.	SK/NT	Sept 2017	July 2018
	To review the GCSE syllabi on offer and extend the range of GCSE's To investigate the appropriateness of introducing a new humanities GCSE which encompasses careers, geography and ethics, and GCSE sport for the more able pupils. To further increase the Btec opportunities for all pupils including incorporating Pearson's new Level 1 and 2 vocational qualifications in construction, horticulture, media and public services into the options curriculum. Functional skills qualifications will be incorporated into the ICT curriculum Articles 28 & 29	All pupils will make good and outstanding progress from their starting points gaining a variety of nationally accredited qualifications	SK/ SJ/JP/ AK	Sept 2017	Sept 2018
	To develop an enrichment programme to ensure that those KS4 pupils undertaking GCSE programmes of study will complete and gain these at the end of year 11. Article 23	All pupils who study GCSEs will have designated 1: 1 time on the enrichment timetable and will gain their GCSEs at the end of year 11.	SK/ TS/JG	Sept 2017	Sept 2018

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<p>To increase the number of pupils achieving their aspirational targets across the curriculum</p>	<p>To raise the profile and celebrate pupils' achievements related to their aspirational targets through the reward system, public praise assemblies and through informing parents. For all teachers to more consistently provide challenging extension work to those pupils who are more able.</p> <p>To further enhance the information that we provide for parents to inform them on how to support their children to improve outcomes. Article 5</p> <p>Curriculum co-ordinators to provide parents termly with information on expected outcomes and details of how to support their children to improve their attainment. To provide more links to learning resources on the website Articles 5 & 18</p>	<p>In the academic year 2017-2018 there will be a 10% or above increase on the number of pupils achieving their aspirational targets</p> <p>Parents will be better equipped to support their children with homework and their studies.</p>	<p>NT/SK/ AK/ All staff</p>	<p>Sept 2017</p>	<p>Sept 2018</p>

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Target	Actions	Success criteria	Staff	Start Date	Reviewed by SMT
To embed in all staff a culture of providing outstanding provision	For all staff to be involved in creating a culture of success and achievement by being outstanding role models. Article 29 For all staff to have ADR targets to reflect excellence in areas of focus in lesson observations. To further develop the skills and subject based knowledge of LAs and SLAs by giving them the opportunity to complete the HLTA's award	The ADRs and performance management reviews for all staff will show that ADR targets will have been achieved.	WB/DB/SK/ NT/DS	Sept 2017	July 2018
To further increase the number of lessons judged to be outstanding for all teachers so that the majority of lessons taught in the academy are outstanding	Focussed lesson observation on the impact of teaching and pupil outcomes will be scheduled for all teaching staff to reflect upon the impact of their teaching and pupil outcomes. For all teaching to be further personalised and differentiated to meet the individual needs of the pupil Article 23, 28 & 29 Programme of peer to peer observation and support to be encouraged and best practice shared in curriculum development meetings SMT to team teach with all teachers on a termly basis	All teachers will have delivered an increased amount of outstanding lessons over the academic year 2017-2018 Peer observations will have taken place and good practice shared	SK All staff Governors	Sept 2017	July 2018
To extend the opportunities for pupils to develop their basic skills in literacy and numeracy	For curriculum co-ordinators in the appropriate subject to lead all teachers and key workers in promoting whole school strategies for English, Maths and ICT. To purchase Success Maker and My Maths together with other resources to enhance the learning tools available for pupils in both literacy and maths to enhance pupil progress. To enhance whole school literacy, numeracy and ICT practice across the academy To ensure that all staff consistently promote basic skills in their lessons wherever possible. For planned lesson observations to be focussed on the development of basic skills in all areas of the curriculum For all teaching to be personalised and differentiated to meet the individual needs of the pupil.	Focussed lesson observations will show that all teachers promote basic skills in their curriculum areas All pupils will make good and outstanding progress against their starting points in literacy numeracy and ICT All pupils with below chronological age reading and spelling levels will improve in the academic year 2017-1018 at a greater rate than in the year 2016-2017	TS/JG/AK	Sept 2016	Sept 2018 March 2017-My maths and success maker are now being used by pupils

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To further analyse the effectiveness of pupil premium funding.	English and maths co-coordinators to work with NT to further refine the analysis of the effectiveness of the intervention programme in terms 3 and 6 to ensure that 'gaps in learning are filled'	NT will provide SMT and governors with a more refined account of progress made by those receiving pupil premium funding	NT/TS/JG		

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Target	Actions	Success criteria	Staff	Start Date	Reviewed by SMT
To develop and re-locate the library	To create a calm, quiet reading room that can also be used for small group work and intervention work	Pupils will be fully engaged in regular and successful 1:1 and small group work in the library	TS	Jan 2017	Achieved
To ensure that all governors are further involved in the life of the academy with planned lesson involvements, working parties and liaison with parents and pupils	Principal to organise a framework of meetings for the curriculum and standards committee to meet to discuss and analyse progress at the end of terms 3 and 6	Governors and SMT will identify areas for further support and development to ensure that all pupils make good and outstanding progress	DB/ Governors	July 2017	July 2018
	The personnel and performance committee will meet with SK and NT to review staff performance against agreed targets for the academic year 2017-2018	Governors will have a more structured forum to work with the SMT to raise standards	SK/NT/ Governors	Sept 2017	Sept 2018
	Principal to arrange a schedule of opportunities for governors to be involved in observing staff working with pupils and to contribute their skills and experiences where appropriate.	Governors and staff group enhance their partnership working with Governors understanding the success and challenges within the academy	DB/ Governors	July 2017	July 2018
	To establish a parent support group to meet in the academy with this initiative to be led by parent governors. Article 5	Parent support group will be established and a record kept of issues raised and support needed	JJ	July 2017	July 2018
For all staff to be fully trained and adept at using all whole school monitoring and assessment systems to inform their planning and to ensure all pupils achieve their targets	Training by 'Classroom Monitor and Pearsons and in – house training for all staff by DB/NT All staff and governors to receive training by DB on the new progress assessment and recording policy and expected good and outstanding practice	More refined monitoring and assessment will result in more effective early interventions and new strategies being put into place to support those pupils not making good or outstanding progress, or those who need further challenge.	SMT/ All staff	Sept 2016	Sept 2017

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Target	Actions	Success criteria	Staff	Start Date	Reviewed by SMT
To review the roles and responsibilities of teaching staff to further develop the creative and performing arts curriculum within the academy	SMT to review current provision and staffing strengths To schedule curriculum creative planning meetings for staff To provide training if required for new initiatives and to review the timetable commitments to accommodate creative and performing arts. Article 31	The timetable will reflect more creative and challenging lessons for all pupils Pupils will gain new qualifications	DB/SK/ All staff	Sept 2017	Sept 2018 Sept 2019
To create a media /music/photography/ creative arts base for pupils to study new creative qualifications	To purchase new equipment and computers/headphones etc. To investigate, with a view to incorporating new nationally recognised qualifications in media, music, performing arts and photography Articles 29 & 31	The room will be sourced with appropriate resources and pupils will be successfully engaged in and achieving new accredited qualifications	AP	Sept 2017	Sept 2019
To further resource Stornaway to facilitate programmes of study for construction and horticulture	To purchase new equipment using syllabi as a guide To develop differentiated resources within adopted schemes of work to ensure all pupils can succeed. Provide CPD training to ensure effective delivery of new programmes of study.	The centre will be fully resourced for construction and horticulture Pupils will be successfully engaged in and achieve new accredited qualifications	SK/AD/CD	Sept 2017	July 2019

Key Priority 2 Focus management, governors & staff roles on delivering outstanding practice in regard to pupil behaviours and welfare across the academy

Target	Actions	Success criteria	Staff	Start Date	Reviewed by SMT
To further develop the skills and abilities within the staff group to address the increasingly diverse mental health difficulties experienced by our pupils	To raise the level of expertise within the staff group to meet the needs of pupils with medical conditions including ASD, ADHD, ODD, detachment disorder, and drug related issues by: Auditing the staff skills and knowledge in relation to the mental health needs of the pupils incorporating training for identified areas related to mental health into the CPD programme Article 23	The academy will have a clear understanding of staff's strengths and training needs There will be a CPD programme in place to address the needs identified in the audit.	DB	Sept 2016	(July 2018) Reviewed on July 2017-Staff have been trained on ASD, ADHD, ODD, Mental health issues, self-harm, detachment disorder, and drugs
	To further develop our resource base at Stornaway for therapeutic work Articles 27, 28 & 29	A room at Stornaway will be fully resourced and designated for therapeutic intervention and mentoring Pupils will do this as part of their construction Btec	SMT/ AD/RF	Sept 2017	Sept 2018
To further increase the attendance for those minority of pupils who are persistent non-attenders	To further develop bespoke programmes of study including vocational opportunities for pupils who fail to attend the academy. Articles 3, 28 & 29 For the home-school liaison officer to extend our present good practice with direct involvement including home visits to support families and give guidance where necessary. Articles 3, 5, 18 & 28 To review our procedures so that we can take our concerns over non-attendance as quickly as possible to the local authority so that they can take legal action if appropriate.	Attendance for persistent non-attenders will increase on 10% on 2016-2017 figures	DS/JJ	Sept 2017	Sept 2018

Key Priority 2

Focus management, governors & staff roles on delivering outstanding practice in regard to pupil behaviours and welfare across the academy

Target	Actions	Success criteria	Staff	Start Date	Reviewed by SMT
To continue to ensure that pupils are kept safe in the academy	To ensure that all staff and key governors achieve a certificate in advanced safeguarding to build on their present good safeguarding knowledge Articles 2,3&4 To ensure that all staff and governors receive 'Prevent' training by the police Articles 3,6,8,9,11 & 36	All staff and key governors will have successfully passed their advanced safeguarding and attended 'Prevent' training	DB	Sept 2016	Aug 2017 Reviewed on 5/2017- Achieved and on-going
	To install cameras inside Stornaway to keep pupils and staff safe Article 19	Cameras will be installed	DB/DS	Sept 2016	Sept 2017 March 2017-cameras installed
	All KS3 pupils will study the St John's Ambulance's first aid for school's programme as part of their PSHE curriculum. Articles 23,24,28 & 29 All year 11s will complete a food hygiene qualification prior to leaving the academy. Article 29	All KS3 pupils will understand and be able to administer basic first aid and all year 11 pupils will leave school with a food hygiene certificate	JP/NT	Sept 2016	July 2018 June 2017-All KS3 pupils have received timetabled first aid lessons All year 11 pupils have passed their food hygiene

Key Priority 2 Focus management, governors & staff roles on delivering outstanding practice in regard to pupil behaviours and welfare across the academy

Target	Actions	Success criteria	Staff	Start Date	Reviewed by SMT
To further develop our pupils' spiritual moral, social and cultural understanding and awareness by ensuring that this aspect of the curriculum is vibrant and permeates the work of all throughout the academy.	For all pupils to be involved in whole school initiatives and activities related to maintaining our school awards Articles 12,14,15 & 31 For pupils and staff to work towards gaining the St John's Ambulance First Aid for school's award Articles 23,24,28 & 29	The academy will retain our existing national awards. The Academy will gain the St John's Ambulance award	TS/NT/ NO/JJ /MT/ SJ/JP	Sept 2016	Sept 2018 May 2017-Basic Skills award regained
To develop learning opportunities within the residential activities programme and ensure that outcomes are linked holistically across the curriculum	To expand the peer mentoring program to allow most pupils to access this as either mentors or mentees. For pupils to be more involved in assessment & planning related to activities and ideas. Articles 23,28 & 29	All pupils will have successfully been part of the peer mentoring programme and gained confidence and self esteem	KF/ND	Sept 2017	Sept 2018
	To ensure that all pupils follow a unit of e-safety in ICT Article 17	All pupils are aware of the dangers of the internet through e-safety unit of work in ICT	AK	Sept 2016	Sept 2017 May 2017-Achieved ongoing
	To further develop pupils' ability to participate in school assemblies with ambassadors and school council members disseminating information to their peers. Articles 12,13,14 & 15	Pupils will have participated more regularly feeding back information in assemblies	SK/NO JP/SJ/ TS/JG/ DB	Sept 2017	Sept 2018
	To encourage pupils to attend governor's meetings so that they can inform governors of the good work throughout the academy. Articles 12 & 13	Pupils will have attended each governors meeting to feed-back information from school council meetings	DB	Sept 2017	Sept 2018
	To involve pupils in the planning and mapping of SMSC work across the academy Articles 12,13,14,23,24,28 & 29	Pupils will have met with Mrs Bush and contributed to SMSC planning across the academy	DB	Sept 2017	Sept 2018
	To ensure that all off-site visits have more individualised educational, social and behavioural objectives and that outcomes are more accurately evaluated to inform further planning Articles 14,24,28,29 & 30	Pupils have shown through evaluation to have made individualised progress academically, behaviourally and socially	CD/JS	Sept 2017	Sept 2018

