

**School Development Plan**

**March 2019**

**This development plan refers to a SEF judgement of requiring improvement (3)**

**In some areas, the implementation of change since the previous inspection has been sustainable and has sufficient evidence for area self-evaluation to be considered as Good (2). This includes Leadership & Management and Personal Development, Behaviour & Welfare.**

**Whilst some outcomes, (KS3) were Good, the Leadership Team considers there to be insufficient evidence of outcomes at KS4 to self-evaluate the overall judgement of the school as Good (2)**

**NORTH WEST KENT ALTERNATIVE PROVISION SERVICE**

**Leadership and Management**

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| Ofsted Judgement  | October 2017 | 4 | Monitoring November 2018 – L&M are taking effective action |
| SEF Judgement  | January 2018 | 3 |
| SEF Judgement | April 2018 | 3 |
| SEF Judgement  | July 2018 | 2 |
| SEF Judgement | September 2018 | 2 |

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| **Focus areas for improvement** | **Action** | **Lead Staff** | **Start/End date** | **Milestones/success criteria** | **M/C Monitoring** |
| **Improve inclusive collaborative working with Executive Boards in the Districts** | 1. HT to represent at Inclusion Steering Groups Dartford, Gravesend, Sevenoaks
2. HT to represent at LIFT Exec. Dartford, Gravesend, Sevenoaks
3. HT to represent at KAH
4. HT to request to join District HT Briefings
5. HT to attend EHPS Exec Meetings
 | MWMWMWMWMW | May 2018Feb 18June 18May 18 | CompleteCompleteCompleteGravesend – CompleteOn-GoingComplete |  |
| **Ensure that the new Year 11 site is project managed to provide a fit for purpose building which is open by September 2018.** | 1. Liaise with MC & KCC to instruct the building re-development.
2. Ensure that all building compliance is met
3. Communicate with parents and stakeholders to promote the new building
 | MW | July 18 – Aug 31st 18 | CompleteCompleteComplete | 25.09.18 |
| **Curriculum Audit to maximise the potential of the new building for new Y11 cohort** | 1. Curriculum review/audit for 2017 – 2018
2. Student Voice of cohort of Y10 remaining
3. Liaison with stakeholders to ensure curriculum is purposeful – Mainstream schools and FE providers
4. Financial Review to ensure curriculum is planned and financially viable (Set-up costs)
5. Liaise with outside providers to bring expertise in delivery of new subjects
6. Liaise with mainstream schools to utilise teaching expertise to be bought-in from mainstream schools
 | MW/Middle LeadersPP – Pastoral TeamMWMW/DGMWMW | May 18May 18June 18June 18July 18July 18 | CompleteCompleteCompleteCompleteCompleteSecured – Science – PE facilitiesOn-Going | 16.06.1816.06.1825.09.1825.09.1825.09.1825.09.18 |
| **Ensure that all vacancies are recruited to bringing expertise to the staff team. Ensure that recruitment brings additional skill-set to the service** | 1. Appointment of Substantive DHT
2. Appointment of Senco
3. Appointment to remaining Teacher positions
4. Source outside providers where there are gaps in skill-set to match curriculum plans
 | MWMWMWMW | May 18May 18May 18July 18  | Complete Sept 18Complete Sept 18Complete Sept 18Complete Sept 18 | 16.06.1816.06.1816.06.1825.09.18 |
| **Ensuring that the school’s website complies with****requirements** | 1. Immediate over haul of the website to make compliant
 | MW | August 2018 | Launch Sept 18On-Going  |  |
| **Develop a robust CPD plan to ensure following full staff audits that CPD is purposeful and linked closely to the SDP** | 1. Staff competency Audit
2. Source CPD for Interventions with whole school initiatives, Select appropriate staff members to up-skill
3. Source CPD for Behaviour Management with whole school initiatives, Select appropriate staff members to up-skill
4. Source CPD for Raising Standards with whole school initiatives, Select appropriate staff members to up-skill
 | MWAW/MWMWMW | May 2018From July 2018Sept 18June 2018 | CompleteOn-GoingOn-GoingOn-Going |  |
| **Source outside providers to improve SEMH difficulties**  | 1. Source and evaluate previous successes from a variety of outside provider experts who deliver interventions to children and young people with SEMH difficulties
 | MW/PP/Pastoral Team | June 2018 On-going | Skills for employability – CompleteWoodpecker Court – On-GoingRecharge – CompleteOn-Going  |  |
| **Ensuring that self-evaluation more accurately reflects the school** | 1. Full 2 day QA/Audit to be undertaken Sept 2018 in conjunction with LA.
2. Update SEF in Term 3 2018-2019 based upon outcome of review/inspection

 1. Be more outward facing and make an active effort to participate in external forums such as PiXL providing time for staff to attend external conferences to increase their national educational awareness
2. All staff with responsibility to attend external moderation with local secondary school experts arranged through management committee
3. Maximise the combined expertise on the MC to support the Q/A processes of the school
 | MW/SIAMWMW/AWMW | Sept 2018Sept 2018Sept 18Sept 18 – On-GoingOn - Going | CompleteCPD identified on calendar 2018-2019 by end of T1CompleteOn-GoingAll examination board training bookedOctober 2018 | Full report submitted to MC Sept 2018.Audit of CPD feedback to MC 25.09.18 - Complete |
| **Recruit to vacancies on MC:****Community Gov.****Staff Gov.****Parent Gov.** | 1. Improve the quality assurance of governance by recruiting to vacant posts on the Management Committee
 | MW/MC | May 18 – On-Going | MM – GrammarMay 18JC – Primary Sept 18Staff Members appointed – Jan 19 | New Members attending since 25.09.18CompleteDiscuss remaining vacancies with MC 25.09.18 |
| **Holding teachers to account for the progress that pupils make** | 1. Review the PM & T&L policy to increase the sense of rigour with staff and ensure all staff directly involved with teaching have a target set on pupil progress
2. Review the Q/A policy and procedure to provide a robust framework for staff
3. Ensure data drops are on the school calendar and deadlines are met by all staff
 | MWMW/MCMW/Data Manager | Sept 2018Sept 2018 – Sept 2018May 2018 | All target dates on academic calendarOn-GoingComplete – On - going |  |

**Teaching and Learning**

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| Ofsted Judgement  | October 2017 | 4 |
| SEF Judgement  | January 2018 | 4 |
| SEF Judgement | April 2018 | 3 |
| SEF Judgement  | July 2018 | 3 |
| SEF Judgement | September 2018 | 3 |
| SEF Judgement | January 2019 | 3 |

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| **Focus areas for improvement** | **Action** | **Lead Staff** | **Start/End date** | **Milestones** | **M/C Monitoring** |
| **Improve the quality of teaching and learning to improve pupils’ progress by:** **Making sure that teachers challenge pupils and use information about what pupils already know to plan work to meet their needs** | 1. QA baselining procedures to ensure there is consistency and rigour across the core subjects. SEN baseline procedures to be reviewed.
2. Update Teaching and Learning policy in Staff Handbook.
3. Gap Analysis - to ensure a personalised learning programmes for short stay students and increase the potential for a more successful reintegration into the home school
4. Ensure that work is appropriately differentiated with evidence of stretch and challenge both in books and in lessons
5. Provide CPD on differentiation
6. Provide CPD on Progress in the classroom
7. Provide moderation opportunities with partner schools
8. Provide opportunities for both subject and personalised CPD
9. Learning Walks – ensure teachers are using regular progress checks within lessons
10. Pupil reviews/target setting – Fixed dates to be in school calendar for internal examinations and parental review meetings. (All year groups)
11. Direct time of TAs more efficiently for one-to-one, targeted interventions. Use Skill-Set audit & CPD Plan of all support staff to identify strengths/deployment & CPD need.
 | MW/HoDs/SENCOMW/SENCOMW/AWT/HoDsMW/SENCOAWMWMW/SENCO MW/HoDMW/MCSubject staffMWCompleteSubject teachersMW/SENCO | Sept 2018 – Oct 2018Sept 2018 – review termly.Sept 2018 – ongoingSept 2018CPD PlanSept 2018 – ongoingSept 2018 - ongoingSept 2018Each Term Term 2 – termly + phasesSept 2018 – ongoingReview March 19 | SEN meeting 28/09/18Staff handbook to be updated 25/09/18 – On-GoingRevised Fight-paths - Complete Oct 18Assessment and moderation calendaredT&L Triangulation – Phase 1-3 & Walk-through Complete December 18 – Repeat after Phase 2 OBS. Clear evidence of target setting and dated reviews in pupil books and teacher foldersStaff timetables reviewed each termJDs updated. Review January 19Review after consultationMarch 2019 | Monitoring Visit Notes – MC Nov 18Ratification of Policy - Complete |
| **Clear Monitoring process to include external moderation for all subjects**  | 1. Departments IQA reports for all subjects including bought-in professional services
2. Include Departmental monitoring in school calendar
3. Invite partner schools to represent at the QA meetings
 | HODs HODS/MWMW | January 2018CompleteJuly 2018CompleteSept 2018ReviewMarch 19  | Monitoring the effectiveness & review of Dept. IQATermly – On-Going  | Present IQA to allocated MC members responsible for QA of T&L |
| **Improve the quality of teaching to improve pupil’s progress by providing opportunities for pupils to extend the quality of their work.** | 1. Ensure that there is a clear policy for the presentation of work which is applied consistently across the school
 | MWSubject staff | Sept 2018 – on going | Updated staff handbook | Ratification of Policy |
| **Improve the SEN provision for all pupils with Primary Need & SEMH Secondary need or pupils with SEMH Primary Need** | 1. Ensure that all staff have a clear understanding of how to report SEN concerns to the SENCO
2. Ensure that SEN information report is accessible for students, parents and all stakeholders
3. Improve liaison with SEN placement officers to accelerate progress in a timely manner for pupils identified as suitable for statutory assessment
4. Improve communication with Mainstream SENCOs to ensure that all information is shared
5. Strategic detailed plan for CPD across the provision to include invitations to mainstream stake holder schools.
 | AWAWAWAWAW | Sept 18 – On-GoingJuly 18CompleteSept 18On-GoingSept 18 – On-GoingMay 18 – On-Going | Training EvaluationLearning WalksLOBSImproved communication – Meetings with parents feedbackLIFTEvaluation of reintegration successes. Evaluation of outcomes for SEN studentsEvaluation of effective interventions – Student Outcomes  | Monitoring by the MC member responsible for QA of T&LOutcome reports/HT reports Termly to MC. (Including Reintegration Data) |

**Personal Development Behaviour and Welfare**

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| SEF Judgement  | January 2018 | 3 |
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| SEF Judgement  | July 2018 | 3 |
| SEF Judgement | September 2018 | 3 |
| SEF Judgement | January 2019 | 2 |

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| Focus areas for improvement | Action | Lead Staff | Start/End date | Milestones | M/C Monitoring |
| **Improving pupils’ attendance, particularly at key stage 4** | 1. Increased incentives for non and low attenders and to reward those with high attendance making this a regular feature of assemblies
2. Identify poor attenders/non- attenders/school refusers hold inclusion meetings. Meetings with parents to put in place PSPs to identify actions to improve attendance and identify particular concerns and issues surrounding the students who are within the identified sub-groups.
3. Home visits – for identified students and parents to encourage engagement with interventions
4. Continue to closely monitor attendance and ensure attendance letters are sent out in a more timely fashion.
5. Review new curriculum to ensure it is meeting the needs of students, providing positive engagement
 | PP/Pastoral ManagersPP/Pastoral ManagersPastoral ManagersPastoral Managers/Support StaffPP/AW/Pastoral ManagersMW | September 2018 – ongoingSeptember 2018Sept OnwardsSeptember OnwardsJune 2018Onwards | Review of rewards. Report outcomes to MC September 2018January 19 March 19Monthly Attendance Analysis – Action Plans – Increased to 2 weekly February 19Monitoring of attendance. Analysing impact & review proceduresMonitoring & analysing attendance dataMonitoring curriculum offer. Monitoring progress for attendance & outcomes | PDBW QA Visits - MC |
| **Source outside providers to improve SEMH difficulties**  | 1. Source and evaluate previous successes from a variety of outside provider experts who deliver interventions to children and young people with SEMH difficulties
 | MW/PP/Pastoral Team | June 2018 On-going | Skills for employability – CompleteWoodpecker Court – On-GoingRecharge – CompleteOn-Going  |  |
| **Monitor the effectiveness of Provision Mapping /IEP systems** | 1. Daily monitoring to ensure that all newly trained staff are using this effectively
2. Monitor impact of new IEPS
3. Liaise closely with SENCO to ensure that appropriate provision is made for students showing gaps following analysis
4. Share outcomes of provision mapping analysis with home schools when pupils return following short stay interventions
 | PP – Pastoral TeamPP – Pastoral TeamPP – Pastoral TeamPP – Pastoral Team | September 18 – On-Going | Weekly Pastoral Meeting ReviewsWeekly Attendance meeting ReviewsReview Meetings with Mainstream SchoolsSEN meetings SEN Parental Meetings | Report outcomes of improved SEMH to MC MeetingsQA of SEND with MC Member responsible |
| **Provide greater direct experience of diverse beliefs by bringing visitors in to the PRU, monitor the improved promotion of cultural diversity within the school calendar through assemblies and activities**  | 1. Work with the local community to provide guest speakers for students or arrange visits to places of interest.
 | AW | Sept 18 - Ongoing | Pupil engagementSchool Community feedback from pupil voice/staff voice | PDBW – QA Schedule |
| **Ensure that pupils continue to be well informed and have a good understanding of the options and challenges facing them as they move through the school and on to the next stage** | 1. Provide independent careers advice using KCC & Colleges.
2. Work with Mid Kent College/North Kent College to form a new and more sustainable collaborative working partnership
 | MW | On-Going from Sept 18 | Destination Data – Past cohort & current.Regular liaison with NEET coordinators & alternative KS4+ provisions.CXK Senior Support January 2019 – Started. 1 x P/W 1:1 Students  | Present Destination Data to MCIYSG – Monitoring with LA Sept. Nov. March.  |
| **Ensure that pupils continue to develop the skills and attitudes to enable them to participate fully and positively in democratic modern Britain through the development of the curriculum to include history** | 1. Hold school elections in line with any local or national government
2. Promote the school council and its role within the provision
3. Formally map British Values throughout the curriculum
 | AW Pastoral Managers | Sept 18 – On-going | Pupil EngagementPupil VoiceMonitoring behaviour & incident data | MC Visits – Displays. QA with MC member responsible for Student Welfare |

**Outcomes for Pupils**

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| SEF Judgement | April 2018 | 3 |
| SEF Judgement  | July 2018 | 3 |
| SEF Judgement | September 2018 | 3 |

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| Focus areas for improvement | Action | Lead Staff | Start/End date | Milestones | M/C Monitoring |
| **Improve Outcome for all pupils – Attainment KS4** | 1. Review outcomes for 2017 – 2018
2. Develop & Improve strategies QTLA & PDBW. Review whole school targets.
 | MW/SLT/HODS | August 2018 | Progress Data Termly | MC Meetings - Reporting |
| **Improve Outcome for all pupils – Reintegration** | 1. Review outcomes for 2017 – 2018

Develop & Improve strategies QTLA & PDBW. Review whole school targets. | MW/SLT/HODS | August 2018 | Reintegration Data Termly  | MC Meetings - Reporting |
| **Improve Outcome for all pupils – Reducing District Exclusion** | 1. Review outcomes for 2017 – 2018
2. Liaise closely with Mainstream providers to increase the local offer & use of service expertise to further reduce exclusions within the district
3. Work in close liaison with ISG Partners and LIFT Exec to develop cross district strategies for inclusion
 | MW | September 2018  | Exclusion Data - LA | MC Meetings - Reporting |
| **Using accurate assessment information to analyse the progress of different group**s | 1. Robust examination of data provided by staff through triangulation with students work and progress over time in books.
2. Regular data drop to be calendared to enable a thorough examination of all data before presentation to the M/C
3. Review of data provided by mainstream schools to ensure the correct data is being provided at KS3&4
4. Whole school CPD on data and assessment, specific data training for the data manager
 | MWMWMW/HoDsMW/RM | Sept 2018 – ongoingMay 2018Sept/Oct 2018September INSET | Use of data information to inform individual staff development on pupil progressData to be interrogated by subject leads/data manager and presented with plan of action to headAll new staff to be aware of assessment policy and how to use data to inform planning |  |
| **Making sure that additional funding, particularly for disadvantaged pupils, is used effectively to boost pupils’ progress, and providing clear information to the management committee** | 1. Review of the 2017-2018 PP plan and the current plan for 2018-19 to examine their impact on learning outcomes for pupils ensuring ineffectual strategies are not repeated and effectual strategies are further adopted where appropriate.
2. Construct a clear, accountable and measured template for the PP to be added to the website which has transparent milestones for monitoring by the M/C
3. External QA of PP Planning & Outcomes by Exec HT LAT
 | MW AWSIA  | July 2018CompleteSept 18 CompleteArranged Sept 23rd – Complete - LATAdditional External 2 Day Review arranged – March 2019.  | Detailed PP information available on website to ensure compliance | Reports to MC 25.09.18Papers to MC 25.09.18Report to MC 25 Sept 18 |
| **Ensure that all students who are referred for short stay provision are provided with Interventions which match the referral need. Ensure that all students return to the mainstream school equipped with strategies which will prevent re-referral.** | 1. Use Pivitol Training (Whole school initiative to provide a robust SEMH Baseline Assessment.
2. Use Provision Mapping to identify need, analyse and provide an intervention support plan.
3. Improve personalised reintegration plans in collaboration with the pastoral team and the mainstream school.
4. Ensure that bespoke, appropriate reintegration plans are agreed and monitored closely.
 | MW/AW/ HODS | November 20th 18 – Review – After consultation Training for 6 Key Staff inc HT & Annual Plan Purchased | Success of Return Plans. Working in collaboration with the mainstream school to ensure the student is fully accessing the main stream school offer and that interventions are manageable.  | Reintegration outcome data presented termly to MC |
| **All pupils to make good progress across the 7 subjects including pupils gaining qualifications in English and Maths that lead to progression and post 16 pathways**  | 1. Target 100% of pupils achieve a qualification in En & Ma
2. A revised curriculum plan for short stay, Year 10 & Year 11 to ensure that the curriculum is manageable, maximises progress and has purpose for destination pathways.
3. Careers advice & a breadth of vocational experiences to ensure that curriculum plans and pathways are identified and the offer has purpose.
4. Liaise with local providers to ensure that provision is available which will engage and lead to purposeful qualifications.
 | MW/Hods/KCC Careers advisorMWMW/HoDs/KCC Careers advisor.MW | On-GoingJuly 18 – On-Going | Data Drop Progress monitoring Complete | MC reports Termly – ProgressMC Prediction Reports – Nov 18 – Jan 19 |
| **Regular data analysis** | 1. Ensure data analysis is discussed at termly meetings with all teaching staff
2. Ensure data is rigorously cross examined for accuracy
3. Data monitoring is a regularly standing item on all staff meeting agendas
 | MW/AW/Hods/Pastoral Managers/All TeachersMW/HodsMW/AW/Hods | Complete – On-Going Complete – On-Going  |  |  |

**Finance & Property**

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| Area | Action | Lead Staff | Start/End date | Milestones | M/C Monitoring |
| **Closing of Sites** | 1. Close Down the previously used sites of Centre Class, Oakfield. Ensure that all resources which can be used on alternative sites are stored/relocated for future use.
2. Ensure that all asset registers are updated to reflect the change of buildings/location of items and that any items not required are disposed of and recorded to meet compliance.
3. Ensure that all committed contracts and service companies are informed of the changes in a timely manner.
 | MW/DG/SC/GIMW/DG/SC/GIMW/DG/SC/GI | July 17 – OngoingPlanned closure/final September 30th (KCC to confirm)January 2019 – Rosemary & Centre Class  | CompleteCompleteComplete |  |
| **Preparation of The Rosemary Centre to accommodate All Key Stages temporarily.** | 1. Prepare separate entrances where possible for all Key Stages.
2. Move classroom locations to ensure suitability for all key stages
3. Maintain the building at minimal cost to ensure suitability as an interim site for all key stages prior to the move to The Limes.
4. Monitor staff & buildings budget to ensure that the temporary buildings are equipped and suitable for educational purpose whilst ensuring that any investment can be transferred where possible to the new site.
5. Close Down Rosemary Centre Site
 | MW/DG/SC/GIMW/DG/SC/GIMW/DG/SC/GIMW/DGMW  | July 17 – Ongoing to (estimated Spring 2018)CompleteDec 2018  | Sept 17 – On-Going |  |
| **Preparation of North Court to provide a satellite facility to the main school which offers an equal educational environment to the main site** | 1. Maintain and upgrade the property to ensure it is fit for purpose, welcoming and can accommodate an engaging educational offer.
2. Source local vocational premises which will ensure a breath of curriculum that can be delivered despite the building constraints.
 | MW/DG/SC/GIMW/DG | July 17 – On-GoingComplete | Sept 17 – Opening of Site |  |
| **Ensure that the new Year 11 site is project managed to provide a fit for purpose building which is open by September 2018.** | 1. Liaise with MC & KCC to instruct the building re-development.
2. Ensure that all building compliance is met
3. Communicate with parents and stakeholders to promote the new building
 | MW | July 18 – Aug 31st 18Complete – On-Going | CompletePhase 2 – Awaiting KCC Meeting March 19& Consultation Outcome March 19 | 25.09.18 |
| **Review Budget plans to accommodate the redevelopment of a new Y11 Site****Provide sufficient funding through budgetary changes to ensure that the revised curriculum can be implemented mid financial year**  | 1. Review Capital Budget
2. Review Building & Maintenance Budget
3. Review Curriculum Budget
4. Source equipment & resources for immediate implementation of revised curriculum following short notice of a redeveloped site
 | MWMWMWHODS / MW  | AUGUST 18AUGUST 18AUGUST 18AUGUST 18 | COMPLETECOMPLETECOMPLETECOMPLETE | UPDATE AT MC 25.09.18 |
| **Liaise with GEN 2 and successful contractors following tendering process to ensure the building is redeveloped and ready for opening Sept 18**  | 1. Communicate with all Contractors
2. Ensure the site is managed during development and that building is compliant
 | MWMW | AUGUST 18AUGUST 18  | COMPLETECOMPLETE | UPDATE 25.09.18UPDATE 25.09.18  |
| **Monitor & Continue to Enquire regarding the preparation of The Limes** | 1. Liaise with KCC Property Services & CB regarding the Building Progress.
2. Site Visits & Preparation when required
 | MW/CB/MW | Dec (Est. KS4)Spring (Est All other KS) | On-Going |  |
| **Monitor the budget to ensure that expenditure April to Sept (5/12) is analysed and that Sept to April expenditure allows for this.****Budget for the Site variables throughout the remainder of the annual budget period.**  | 1. Interim Budget Closure as at 31st Aug 17 to ensure that all costs prior to the site closures/staff changes have been accounted for
2. Prepare, analyse and report to the management committee the change in budget due to the closures of some sites.
3. Make financial saving where appropriate, without impacting on the quality of the service in response to the reduction in sites.
 | MW/DGMW/DGMW/DG | Sept 17 – On-GoingSept 17Sept 17 –On-Going | Complete  |  |

**Policies & Procedures**

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| **Policy** | **Involvement** | **By** |
| Capability of Staff | MC | SEPT 18 - COMPLETE |
| Behaviour | DHT/HT | JULY 18 - COMPLETE |
| Positive Handling Policy  | DHT/HT | JULY 18 - COMPLETE |
| SEND | DHT | SEPT 18 - COMPLETE |
| Teacher Appraisal | MC/MW | SEPT 19 |
| Whistle Blowing  | MW | SEPT 18 - COMPLETE |
| Health & Safety | MW/HOD H&S | SEPT 18 - COMPLETE |
| Accessibility | MW  | SEPT 18 - COMPLETE |
| Attendance and Behaviour | DHT/MW  | JAN 19 – COMPLETE – Appendices March 19 |
| Staff Discipline, Conduct & Grievance | MW/MC | NOV 18 - COMPLETE |
| Child Protection | MW | SEPT 18 - COMPLETE |
| Medical Conditions/Needs | MW | SEPT 17 - COMPLETE |
| Curriculum | MW/HoDs/DH | SEPT 18 – IN PROGRESS – Review Phase 2 March 19 |
| Teaching & Learning | MW | Sept 18 -  |
| Formative Feedback | MW | April 2019  |
| Pupil Premium | DHT/SENCO | SEPT 18 - COMPLETE |

**September 2018**

**MC – Management Committee**

**MW – Head of Service**

**AW – Deputy Head of Service/SENCO**

**HoDs – En, Ma, Vocational Leads**

**DG – Finance Manager**