

<p>Leads</p>	<p>Symon Cooke (Head Teacher) Isobel Ballsdon (Chair of Governors) Amy Heath (Clerk to Governors/PA) Tracey Green (Finance Director) Maarit Eben (Deputy Head) Katie Gray (Assistant Head) Cassia Minette George (Assistant Head) Ellie Webb (Assistant Head) Jonny Cottrill (Assistant Head) Connie Sinclair (SENDCO) Vanessa Carrick (HR Lead)</p>
<p>Additional Support</p>	<p>Administration Team Andrew Green (Lettings & Development Officer) Ros Proyart (Wellbeing Practitioner) Erastus Kiage (Teacher/Mental Health First Aider) Kelly Boahene (Family Support/School Council) Janet Cox (Health & Safety Practitioner) Erastus Kiage (School Council)</p>
<p>Strategic Aims</p>	<ol style="list-style-type: none"> 1.1 To ensure that the school remains safe, whilst pupils have access to an appropriate education during a global pandemic 1.2 To further establish Governing body expertise and understanding, enabling constructive dialogue between SLT and Governors 1.3 To play a central role in the embedding the Local Authority's SEND reforms vision, increasing the capacity for young people with SEND. 1.4 To implement appropriate staffing structure, establishing financial stability and roles to support the whole school vision now and for the future 1.5 Develop staff awareness of their contribution to school vision, culture and improvement 1.6 To develop an improved communication strategy 1.7 Support excellent practice, staff positivity, mental health and productivity 1.8 To develop a long term whole Environmental Policy 1.9 To ensure that school leaders are appropriately prepared for an Ofsted inspection

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Aim	Key Tasks	Person/s Responsible	Timescale	Evidence	Next Steps (For Summer term 2020/21 & 2021/22)
1.1	Regularly review the whole school risk assessment, mitigating contracting and spreading of COVID 19 virus	TG, JC & SC	At least 2 x per term (12)	Modified and adapted risk assessments and supporting materials signed off by HSE	March 21 – national road map in place for coming out of Lockdown 3. To be re-written following changes April 12 th . On website and shared with staff on each occasion
1.1	Ensure that hygiene protocols in the school are a daily priority with team of cleaners and deep cleans in place during global pandemic	JC & TG	September 20	Established team of cleaners in place – A.M. & P.M. and rotation of deep cleans planned for each long school break.	March 21. Established cleaners. JC managing situation daily.
1.2	Appoint and establish role of Clerk of Governors	IB, TG & SC	July 21	Clerk of Governors appointed and ensuring an annual framework of review and accountability, inc. COVID 19 risk assessment, policies, training, OFSTED, local and national issues	March 21. In role and becoming established. School Bus Compliance Manager in place. Dec 21 – PA/Clerk to start January 21
1.2	Set clear roles and actions for every link governor and ensure at least termly meetings with the appropriate school staff member	SC & IB	Term 2	All governors set clear actions linked to priorities within the SDP; effectiveness of roles made clear at twice-yearly conversations (Feb/June) with Chair of Governors. Staff aware of Governors and their individual roles and responsibilities	July 21 - FGB established. All Governors have individual roles. Met with leads of each area of SDP. Skills audit completed March 2021. Next steps – annual review of each role and responsibilities (SC/IB) Dec 21 – large majority of Governors allocated to specific roles March 22 – face to face termly meetings re-established inc. Safeguarding, SDP x 4 and OPAL. Careers and H&S next steps July 22 – capacity and daily challenges – not all meetings have taken place. Sept – final review. Clerk to arrange
1.2	Facilitate a greater governor presence with the SLT and key staff members/teams to include time for scrutiny of data and external reports.	SC & IB	Ongoing	Clear expectations regarding 'active participation shared.' Regular attendance at team meetings (remote), learning walks; regular scrutiny of data, parent/staff surveys, SIP reports and feedback from external specialists.	March/July 21 - SLT attending meetings on rota. Governors had initial and follow up SDP meetings. Involved in interviews and investigations. Reviewing behaviour data. Next steps –. Survey feedback actions.

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					<p>Dec 21 – contact sheet established by HT. Restrictions have impacted on face to face visits again</p> <p>March 22 – coffee morning for Trustees and Members attended by 4. Lots of remote contact noted, Attended appropriate meetings and panels.</p> <p>July 22 – attendance at events, inc. Summer fayre, staff social and Awards assembly</p>
1.2	To develop SLT awareness and understanding of school governance	SC	Termly	Member of SLT to contribute to each HT report (as appropriate) and an individual member to attend/present at each FGB.	March 21 - Established
1.3	Contribute to SEND strategy at LA level by regularly attending and actively participating in SEND reform/Short Breaks/individual aspect meetings.	SC & KB	Ongoing	Regular attendance at SEND reform/Short Breaks/Post 16 meetings; school's ethos, approach, experience shared and informing strategy.	March 21 – Ongoing (SC/KB/HB) Strategy – increase SEN places gathering momentum.
1.3	Regularly gauge the numbers of pupils and the priority age/need groups requiring SEND placements. NOT ACHIEVABLE	SC & ME	Ongoing	Place planning data reviewed (numbers and need) with LA. Regular attendance at admission panel meetings;	<p>July 21 – Ongoing. Issue – tribunals over-riding any system. On-going capacity issues only eased by confirmed 6th form in 21/22. Next steps – ongoing discussions with BfFC SEN</p> <p>Dec 21 - Meeting completed and priorities outlined Nov 21. On-going system challenges as previous.</p> <p>March 22 – system established. Communication good. Tribunal system and numbers – significant issue.</p> <p>July 22 – Local and national crisis. Change in personnel and tribunal system issue. Target not achievable</p>
1.3	Develop a school capacity plan and place planning approach alongside BfFC leaders	SC & TG	April 21	Funding agreement numbers for September 21 (November 20). Funding agreement for any pupils over funding agreement. Draft long term plan, based on place planning numbers for September 21 onwards.	March 21 – Ongoing. Expansion and satellite provision confirmed. Planning for large numbers (potentially 60+ is challenging due to tribunal system) Next steps – on going discussion with Head of SEN/BfFC.

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					Dec 21 - Meeting completed and priorities outlined. March 22- spreadsheet completed (BB104). Plan dictated by expansion schedule – in place and recruitment
1.3	To establish a plan for satellite provision at two a Reading primary schools	ME & SC	April 21	Schools visits. Planning meetings. Admissions criteria drawn up. Recruitment plans. Plans for September 21 opening of both provisions	March 21 – MOU being drafted for 1 satellite class. Pupils and families earmarked and positive communication. Satellite 2 (Sept 2022) – change of circumstances. Next steps – final confirmation
1.3	Ensure best practice at satellite class, including planned and structured social inclusion opportunities.	KG, ME & SC	July 22	Monitoring and evaluation of practice, role within the school and impact of the provision for each individual pupil. Shared with Governors and local authority.	Dec 21 – challenging first term. Number of issues beyond control – staff changes, COVID 19, pupil returning, etc. Jan 22 planning meeting required to expand pupil numbers March 22 – survey completed and positive. Planning docs. much improved. Feedback from staff member very positive. Numbers expanding x 2 April 22. July 22 – final visit ME/SC. Outstanding practice. Supporting individual pupil from mainstream. 2 additional pupils thriving.
1.3	To establish a plan for pupils in a satellite provision to progress through primary, secondary and post KS3 provision	ME & SC	July 22	Meetings and draft plans/timescales with further Primary, Secondary and college satellite providers. Local authority education assets and place planning to align.	Dec 21 – Planning meetings on-going with further potential primary provider and secondary provider. BFfC very supportive and vision aligned March 22 – On-going with a Sec and further Prim school July 22 – Personnel changes at LA held up plan
1.3	Complete staffing structure, with a lead person in place to ensure that this satellite classes innovation reaching fruition	SC, TG & ME	July 21	Staffing structure in place, staff recruited, training completed and staff transitions in place.	July 21 – All appointments made and line manager in place.

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1.3	Ensure that the next stages of school expansion are in place for September 22, appropriately staffed and resourced, whilst maintaining safety, balanced workloads, quality of provision and ethos of the school	SC, TG & ME	July 22	Fortnightly meetings. Names allocated to places. All staffing in place. Resources and furniture in place. New roles established to aid capacity for senior staff and non-class based professionals. Aligned with local authority/BfFC vision, timings and plans. Learning walks, pupil data, surveys and feedback – quality of provision and ethos	Dec 21 – Phase 1 not completed at present with July 21. Planning meetings for Phase 2 on-going March 22 – Phase 1 complete. Schedule for full conversion in place. Meetings regular and on-going. Communication excellent. July 22 – clear plan and timescales set.
1.3	Draw up a joint long term provision map and vision for SEND pupils in Reading	ME & SC	June 21	Plan in place to include satellite provisions, training programme for mainstream colleagues, outreach, inclusion and pupil assessment places	March 21- positive support and discussions with BfFC – training, further satellite provision. Next steps – on going discussion and training program initiated. ME – Autism training alongside local authority ongoing Dec 21 – discussions on-going. Free school plan held up March 22 – on-going. Monthly meetings to discuss outreach offer. July 22 – awaiting to meet new Director of Ed/DCCC
1.4	Embed alternative staffing structure and re-distribution of roles.	SC, VC & TG	April 21	New roles defined with a clear start date for each role. All positions have appropriate staff in role.	July 21 – all appropriate roles filled. Budgeted for potential new roles for 2021-22
1.4	Create capacity within the re-structured Admin team to begin to undertake PA work for the Head teacher and members of the SLT.	SC, TG & VC	July 21	Address current responsibilities and workloads within Admin team. Draw up PA priorities for Head teacher and SLT. Initiate new role and responsibilities.	July 21 – Admin team restructured roles clear and team/individuals effective and efficient. PA work not considered a priority at present Dec 21 – appointed. Jan 22 start
1.4	To develop a clear strategy for teacher retention and recruitment	SC, TG & ME	Apr 22	Strategy in place – consistent, yet flexible. Shared with trustees.	July 22 – enormous national challenge. NB movement following pandemic. All teachers recruited for Sept 22
1.5	Collate all appraisal targets and mid year reviews for colleagues to formalise long term training and CPD strategy	VC & SLT	July 21	All appraisals and mid year appraisals completed and stored centrally. Three year whole school training plan drawn up, inc. statutory training, INSET days. Plan shared with Governors.	July 21 – impacted by C19 challenges. Targets – soft focus. Review – End of year Sept 21. Next steps – establish management system (School IP and training) and appraisal training for staff in Sept 21. Whole school training plan to be discussed – budgetary implications

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					Dec 21 – HR & SLT capacity challenges. Priority for SLT for Term ¾ March 22 – capacity issues on-going July 22 – on-going target
1.5	Launch 'Leadership at all levels' strategy and initial Discover, Develop, Retain Learning training at SLT, teacher and TA levels	VC & SC	April 21	Teachers empowered to have 'difficult conversations' and able to confidently conduct appraisal meetings. Staff building on their strengths and adopting coaching strategies.	March 21 – impacted by C19 challenges. Next steps – relaunch 19.04.21 and twilights for summer term. July 21 – requires re-launch due to unforeseen circumstances for Discover, Develop, Retain Learning Dec 21 – VC to explore other options March 22 – as Dec 21 July 22 – SLT received initial presentation from 1 company. On-going
1.5	Clarify offer for in-house support	SLT	On going	All staff clear on how to request support and who to go to; in-house support 'menu' drawn up.	March 21 – Triage meetings in place and launched appropriately. Organisation document updated
1.5	Launch School Evaluation, Improvement and Performance tool (School IP)	TG & VC	Nov 21	Benefits to the school understood, evaluated and shared with wider SLT. Decision made re its introduction.	March 21 – Initial session for SLT completed. Autumn term ready for launch Dec 21 - completed
1.6	Regularly update website and the Local Offer to ensure it is accessible to parents and the community.	AG, KB & SLT	Ongoing	Active community page on school website clarifying routes to involvement with the school; parents' page accessible in different languages; events and fundraising publicised	July 21 – Local Offer completed. Facebook active (daily). Website requires updating. Dec 21 – Facebook for active but needs further focus in Term 3/4 March 22 – On-going target July 22 – On-going target
1.6	Active school profile on social media.	AG	Ongoing	Greater awareness amongst community members re ways of contributing to the life of the school, how to volunteer and donate. Weekly posts on social media.	July 21 – made really good progress. Daily focus is clear. Building a really good profile. Dec 21 – Facebook for active but needs further focus in Term ¾. Had positive feedback March 22 – capacity challenges. Reminders during weekly Monday morning briefings. July 22 – AG supporting classes – at least weekly post.

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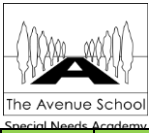
1.6	Form a fundraising committee, inc. parents, school council members, partners and Governors	AG, SC & KB	April 21	Twice termly meetings, inc remote attendance. Fundraising strategy shared with staff.	July 21 – ongoing. ME/EB/AG/SC meet fortnightly re outside spaces. AG drawing up a plan to convey to staff and beyond. Streaming letting funds once lettings re-established. Innowalk CMG investigating. CMG also fundraising. KG – initial discussions re funding project and The Street. Next steps – on-going Dec 21 – hasn't been a focus. Revisit in Jan 22 March 22 – capacity challenges July 22 – not prioritised
1.6	To establish a termly siblings club	KB	January 22	Termly siblings club/meetings offered with a different theme each time, inc guest speakers, etc.	Dec 21 – initial internal communications. KB priority for Term ¾ March 22 – 1 session planned for Summer term July 22 – taster session offered. Little interest. Will attempt again in Sept 22
1.6	Review regularity and value of communication methods with parents	KB & AG (SLT)	Apr 22	Audit completed. Strategy in place for communicating with parents. Support package to maximise engagement.	Dec 21 – on-going COVID 19 restrictions etc. presenting challenges for more and regular face to face contact. Extremely positive parents evening – Nov 21 March 22 – really positive parent survey and excellent attendance at Parents Evening – best ever. On-going challenge July 22 – newsletter well establish. On-going
1:7	Senior Mental Health Lead trained and in role	RP	April 22	Training completed. All staff have clear understanding of the role. Resources in place to support signposting.	Dec 21 – training sourced and fully funded. Appraisal target RP March 22 – training started July 22 – training completed
1:7	Mental Health 1 st Aiders trained and in role	RP, EK & SC	July 22	Training completed. All staff have clear understanding of the role. Resources in place to support signposting.	Dec 21 – priority following Senior Mental Health Lead trained. Resources accessible to all. March 22 – email has been sent to staff to gauge interest

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					July 22 – Sept 22 priority. Separate strand of new SDP
1.7	Expand mental health first aid team and package for staff.	EK & RP	Apr 21	Mental Health 1 st Aider to trained as an instructor. Team of Mental Health champions trained.	July 21 - Focus for 2021 – 22 March 22 – email has been sent to staff to gauge interest.. Training highlighted for April Inset July 22 – Sept 22 priority. Separate strand of new SDP
1.7	Run top-up wellbeing sessions for staff.	RP & EK	Ongoing	1:1 and/or group session available as and when needed.	July 21 – significant C19 restrictions. Significant support for individuals from RP and advice shared with whole staff. Next steps – ongoing. Continued priority. March 22 – on-going July 22 – on-going
1.7	All staff aware of and knowledge of how to access Schools Advisory Service (SAS)	VC, RP & EK	On going	Link via school Facebook page. Leaflets distributed. Staff download app. Online events shared and accessed. SAS to carry out basic health checks for staff.	March 21 – very well promoted by VC/TG. Staff accessing offer. Ongoing .
1.7	Termly audit staff wellbeing and workload.	EK & IB	Termly	Staff questionnaire circulated, completed and report compiled outlining any actions needed. SLT formal audit at least termly x 6.	July 21 – completed audit. Next steps - SLT discuss actions Sept 21. Outcomes and actions to be distributed to Governors.
1.7	Establish supervision to support colleagues working with pupils with complex health needs/life limiting conditions.	CMG & SC	April 21	Regular supervision sessions held and attended; feedback indicates that colleagues feel fully supported in role. EP to support	July 21 – de-briefs in place. Restricted by C19 priorities and restrictions. Review Sept 21 Dec 21 – training to be sourced and completed (SLT) March 22 – as part of Bereavement Policy review CMG/RP in discussion with Child Bereavement UK, partly discussing best support for staff. July 22 – not prioritised. Bereavement training booked.
1.7	Establish a peer support system for support staff	VC	Apr 22	Staff volunteered as 'buddies'. Clear expectation, outcomes and role of 'buddies'. Initial meetings.	Dec 21 – little interest or support for initial communication from VC.

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1.8	Establish a working party to create an Environmental Policy and action plan for the school.	SC	April 21	At least termly meetings. Environmental champions in place. 2 year action plan in place.	March 21 – HI initial meetings with team. INSET day Sept 21 planned. Dec 21 – not prioritised with on-going COVID 19 situation March 22 – as above July 22 – as above
1.8	Establish a whole school Environment Policy launch day	SC	April 21	INSET day April 2021 for all staff. Balance of theory and practical tasks. Guest speakers.	March 21- INSET day Sept 21 planned. Dec 21 – not prioritised with on-going COVID 19 situation March 22 – revisit when full ownership of the building July 22 – as above
1.8	Establish World Earth Day as part of the annual school calendar of events led by School Council	EK	April 22	Whole school event April 22 nd 2021	July 21 – Effect of unpredictability on planning and capacity. Next steps - Set up for 2022. Dec 21 – not prioritised with on-going COVID 19 situation March 22 – as above July 22 – as above
1.9	Governing body and SLT to be 'Ofsted ready'	SLT, IB & Clerk	Ongoing	Appropriate training and briefings attended. Keep abreast of national picture, accessing appropriate articles, news, and documentation. Clear roles and expectations outlined for different elements of an inspection.	July 21 – National picture shared. Documentation set up SLT and Govs. Priorities from last inspection have been a point of focus despite C19 challenges. Next steps – ongoing priority Dec 21 – SLT completed self evaluation during term 2. Next steps – share with Trustees and follow up on actions March 22 – evaluation coffee morning to be booked with Trustees. On-going work with specifics tasks delegated to SLT and subject leaders. Evidence files in place July 22 – June 22 Trustee meeting docs shared and discussed.
1.9	Appropriate subject leads in place and prepared for inspection	SLT	April 21	Specific subject leader roles drawn up. Individuals appointed. Individuals started in role.	July 21 – 3 core subject leads appointed. Training sessions with SIP. Dec 21 - Embedding into role.



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					March 22 – had practice days with SIP. Working with SLT – pairings in preparation for Ofsted meetings July 22 – on-going meetings and challenge from SIP
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