

Leadership, Management and Governance 2022 – 2024 FINAL

Lead: Symon Cooke

Link Trustee: Mike Loftus

Reviewed – ML/SC 14.07.23/13.12.23/22.03.24/02.07.24

Aim	Key Tasks	Person/s Responsible	Evidence	Termly review comments	Next steps
1.1	Set clear roles, expectations and actions for every link Trustee and ensure at least termly meetings/school visits with the appropriate school staff member	SC/Govs. Professional/ML	<ul style="list-style-type: none"> -Annual review meetings with Chair of Trustees, inc. target setting/review. -Termly meetings with lead member of staff for area of development. -Each trustee accessing appropriate training to support wider role. - Termly observational visits 	03/23. All trustees allocated roles. Meetings with lead staff booked in SDP RAG rate. July 23 – recent Trustee/ Members changes. To be implemented in Sept as re-allocation required. Dec 23 – clarity of restructure of Trustees/Members and re allocation roles shared. Expectation of termly visit to school outlined. Mar 24 – individual capacity increasingly a significant issue. Individual trustees supporting long term complaint. Chair attends weekly. Supported DHT interviews.	Final review comment July 24 – Chair set out visits to school expectations. Trustees don't have time to be active in school. Coffee mornings cancelled. Gov professional/staff chasing for SDP reviews. Individual calls/meetings from Chair required.
1.2	For staff to have a clearer understanding of the role of the Trustee and have the opportunity to engage through an active Trustee presence in school	SC/Clerk	<ul style="list-style-type: none"> -Termly school visits (formal and informal) - Open event /q/A Trustee events - Newsletter input from Trustees -Record of visits and interactions - Actions via Trustee meeting minutes 	03/23. Chair an active presence. Recent coffee morning well attended. Ofsted Q/A session March 23. Newsletter pen pics. Training with staff? July 23 – All Trustees attended SDP RAG rating face to face meeting in Spring. Chair in school at least weekly and communication. Ofsted inspection supported by 4 Trustees. Attending	Final review comment July 24 – Chair attends at least weekly. Trustees x 2 have supported interviews. Further newsletter input required. Role to be outlined in staff meetings/briefings. Coffee mornings cancelled. Individual calls/meetings from Chair required

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				<p>interviews. Benchmarking meeting in person. Dec 23 – Chair positively engaged/presence and impactful in role (as above). Autumn focus – re-structure. Mar 23 – Trustee presence and time commitment required. Chair positively engaged</p>	<p>Sept 24 - planned collective coffee morning/ shared breakfasts (8:30am – 9:00am)</p>
1.3	To initiate a program of leadership training for SLT and teachers developing improved consistency of approach for individual members, and across SLT, whilst teachers minimise escalation to senior level.	VC/SLT	<ul style="list-style-type: none"> -Presentations of varied programs -Program of training launched -feedback and discussion collated - case studies and evidence of issues and positive outcomes 	<p>03/23 – Training budget spent. Prep for Sept 23 launch. 07/23 Individual professional development training and CPD for 23/24 prioritised – individuals and whole school 12/23 - Restorative Practice training booked – Jan 24 March 24 – initial Restorative Practice training completed</p>	<p>Final review comment July 24 –Leadership team embedding principles of Restorative Practice into meetings and communications across the school to develop consistent practice from 17 staff trained. Embedded into AHT JD. Coaching and mentoring opportunities for SLT ongoing from Term 6 into next year</p>
1.4	In recognition of an expanding school and increased offer, expand capacity of the SLT and subject leaders	SC	<ul style="list-style-type: none"> -DHT x2 in role -SENCO/AHT in role - review of AHT roles (strategic/operational capacity) - Middle Leader roles established - Admin team roles/capacity review 	<p>03/23 – DHT x 2 in role. Re-structure completed/ April 23 – no AHTs and Asst. SENCO new to role p/t. July 23 – AHT (Pupil Progress) Sept start. 4 x Pathway Co-ordinators appointed – Sept 23 start</p>	<p>Final review comment July 24 – Leadership team established</p>

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				12/23 - Physical Development lead appointed (Jan 24 start) March 24 – two resignations DHT/AHT. New DHT starting summer term. Capacity challenges Term 5/6 Interim roles in place.	
1.5	To confirm satellite strategic plan inc. secondary satellite placement /pathway for boys and girls for September 2023	SC/ME/NS	-Agreement with LA for primary and secondary satellite classes -secondary placements/routes confirmed - pupils allocated (with parental agreement) in each placement - placements appropriately resourced and staffing recruited - Exemplary teaching and learning observed	03/23 – SLT clear direction. HT discussion with DoE. DHT/HT fortnightly attendance at SEND Transformation Group meeting. Continued contact and meetings with local Secondary school. Current program pause due to admissions issue. July 23 – as above. Lack of LA place planning currently. Not a priority. 12/23 -as above. No further communication from BFfC. Capacity? March 24 – initial discussions and site visit	Final review comment July 24 – ACE committee meeting outcomes awaited – BFfC current SEND capacity vision. On-going discussions re EYS and Post 16 units on mainstream sites.
1.6	Tiered school to school support package established (Reading LA schools) impacting positively on outcomes for individual SEND pupils in mainstream, easing pressure on special school places	ME/NS VK	-DHT 2 in role - tiered strategic plan aligned with LA vision/requirements of schools - roles and expectation outlined for each staff tier - monitoring/feedback of interventions impact. Case studies	03/23 – Initial vision and ideas mooted with LA/WEC. DHT capacity challenge currently. 07/23 - Step 1 initiated/launched. 10-part package with BFfC. 12/23 - on-going package with BFfC. March 24 – DHT appointed with key	Final review comment July 24 – Early days of implementation due to staffing changes mid year and capacity. Clear offer drawn up. Initial visits – positive impact

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				responsibility April 24. Recognition of the need for Avenue package from BFfC – March 24	
1.7	For all SLT to possess competency in assessing and using Power BI to gather information to accurately inform school strategy and evidence based decision making eg. class placements, pathway placement, timetable changes, whole school actions	SLT (KG) SG	-Initial and on-going individual and group training (SIMS) -AHT Lead for Assessment, Recording and Analysis in role and impactful -ensuring all appropriate information accessible on Power BI	03/23 – KG initial exploration and training. KG departure April 23. Re-advertise AHT role. July 23 – role held temp. By SENDCo 12/23 12/23 thorough review instigated by AHT (Pupil Progress). Earwig proposal agreed. March 24 – action plan inc timescales active a shared termly. Regular meetings and communication	Final review comment July 24 – Power BI was explored - clear benefits of using AI when looking at data reporting & analysis however we would like to embed Earwig and will revisit this conversation 2025 after we have a years' worth of data Transition to Earwig ready for September 24. Training session booked
1.8	To develop an improved and consistent communication strategy , including the termly gathering of the views of all groups of (staff/parents/pupils)	SLT	-Website information updated termly - At least weekly social media posts - Annual update of Local Offer - Termly (x3) subject specific questionnaires pupils/staff/parents -termly 'You said, we did' responses - Clear timings expectations for all re. responses and actions – emails, all formal meetings, etc.	03/23. Bounce Together (BT) package on order to regularly gather views of staff/parents–heatmap. Website information updated but requires completion. Expectations discussed and displayed around school. Facebook active. 07/23. Ofsted surveys – staff and parents. First BT survey launched. E&D survey results collected.	Final review comment July 24 – Improved communication being modelled by new Leadership team, inc briefings and training. Staff survey (May 24) – always a challenge. Communication principles written up - continuous referencing

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				<p>12/23 - regular meetings Union rep/Head. Staff meetings evolving – breadth of input across tiers. Positive responses/actions from SLT. Increased opportunities for parents – coffee mornings/training. Increased formal parental complaints matching national picture. Mar 24 – surveys engagement poor. Communication continues to be a challenge</p>	<p>required, inc Sept 24 re-launch SA & TA training implemented since Easter with a high % of staff attending – linked to the TA standards and updating staff with updates regularly. Earwig will be launched to Parents January 2025. Parents evening more concise with the implementation of PLPs</p>
1.9	To implement a whole school environmental policy and action plan, supported by the appropriate training package and a team of environmental advocates	HB/SC	<ul style="list-style-type: none"> -Working party established -Policy written and shared with staff - Implement action plan -Training program implemented (specialist and whole school) - Eco Schools Green Flag accreditation program embedded 	<p>03/23. Not current focus. HB implementing Eco schools initiative. 07.23 - Energy consumption starting to be monitored 12/23 - as above March 24 – still awaiting to sign the lease to own the building and therefore apply policy and strategy</p>	<p>Final review comment July 24 – Not able to sign building lease due to issues raised in Building Condition Survey. No responses from BfC currently. Priority 2024 - Policy and training led following building and operations handover</p>
1:10	To ensure that the expansion of school places to planned capacity (and satellite provisions) is in place – supported by the appropriate infrastructure, staffing and curriculum (July '24)	SC/TG/ME VK/SLT	<ul style="list-style-type: none"> -expansion works complete - whole building and operations ownership, signed off - classrooms operational and filled/appropriately staffed - on-going place planning operational 	<p>03/23. Pupils named following Feb 23 Admissions Panel Access to top floor(E&W) for Term 5 start. Building transfer ongoing. Big challenge - recruitment Sept 23.</p>	<p>Final review comment July 24 – 249 on roll September 24. All classes appropriately staffed. On-going discussion with BfC re the lack of SEND places across</p>



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				<p>July 23 – all operational aspects in place. 30+ new starters Sept 23 12/23 - top floor classrooms and facilities having positive impact. Planning for increased numbers for Sept 24 following Nov23 Admissions Panel. March 24 – 242 planned for September 24. 10 % above funding agreement of 220.</p>	<p>reading, exploring appropriate solutions</p>
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