

## An Daras Multi-Academy Trust

# Academy Leadership - Annual Improvement Strategy 1 (v4.0)

The An Daras Multi Academy Trust (ADMAT) Company

An Exempt Charity Limited by Guarantee

Company Number/08156955

Status: <b>Approved</b>	
Schools	All
Version	v4.0
Author	W. Hermon, C. Green
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Linked ADMAT Documents	ADMAT School Improvement Strategy Document Set – ADMAT Annual Assessment Schedule, ADMAT Middle Leaders Improvement Schedule ADMAT School improvement Strategy Overview ADMAT Child Protection and Safeguarding Policies ADMAT Staff Induction Programme
Linked External Documents	OFSTED Data Dashboard LA Core Stats OFSTED Inspection Framework Keeping Children Safe in Education

## An Daras Multi Academy Trust

### Academy Leadership – Annual Improvement Strategy – Document 1 (v4.0)

#### Annual Improvement Schedule for Academy Schools

This schedule covers the following main elements of the leadership cycle within the individual school. To be followed by all schools within the MAT.

#### Contextual Colour Codes

1) School Improvement Strategy

2) Governance

3) Performance Management

4) Child Protection and Safeguarding

5) Website

6) SEND

7) Assessment

#### ADMAT - Academic Year - Term Definition

Autumn Term	Autumn Term	Spring Term	Spring Term	Summer Term	Summer Term
Term 1	Term 2	Term 3	Term 4	Term 5	Term 6

## Four Stage Process – Defining Risk (September – updated termly by HoS/EHT/LGAB) D1.1

Phase 1)	<b>De-clutter</b> <b>(Not good)</b>	<ul style="list-style-type: none"> <li>• School is broken – no Improvement Strategies being implemented</li> <li>• School sees no future direction</li> <li>• School has no “Clarity of Purpose” (moral imperative is absent)</li> <li>• Leadership – none or poor decision making apparent at all levels</li> <li>• Real truth baseline only becomes apparent once improvement actions start</li> <li>• Key staff are restricting efficiency or future improvement</li> <li>• Standards are low at all Key Stages</li> <li>• No clear and sustained focus on the quality of learning</li> </ul>	
Phase 2)	<b>Repair</b> <b>(Becoming good)</b>	<ul style="list-style-type: none"> <li>• Control starts to appear from the chaos</li> <li>• School is starting to define its “Clarity of Purpose” (moral imperative identified)</li> <li>• Leadership - reactive decision making still apparent but signs of positive impact on some weaknesses</li> <li>• School Improvement Strategy being implemented</li> <li>• Focus on learning is re-established</li> <li>• School is starting to feel like a normal school</li> <li>• Standards are starting to improve at all Key Stages</li> </ul>	
Phase 3)	<b>Improve</b> <b>(Good)</b>	<ul style="list-style-type: none"> <li>• School has a clear and deliverable “Clarity of Purpose” (moral imperative operational)</li> <li>• School is a positive and calm learning environment</li> <li>• Leadership – becoming increasingly proactive at making quick and effective decisions</li> <li>• School Improvement strategies fully embedded and consistent</li> <li>• Focus on learning consistent, becoming robust and leading CPD programme</li> <li>• Standards are well in line with national benchmarks for all Key Stages</li> <li>• School will never be as weak again</li> </ul>	
Phase 4)	<b>Sustain</b> <b>(Very good)</b>	<ul style="list-style-type: none"> <li>• School “Clarity of Purpose” improving standards at all Key Stages (moral imperative fully driving all improvements)</li> <li>• School “Clarity of Purpose” understood and believed in by all stakeholders</li> <li>• Leadership – strategic decision making apparent, in year accountability is high, problem solving is effective</li> <li>• School Improvement systems are highly developed and used by staff at all levels</li> <li>• School is highly confident in delivering advanced learning concepts over time</li> <li>• School quality assurance is effective and rigorous in maintaining a focus on learning</li> </ul>	



## ADMAT Senior Leadership/Governing Body Annual Improvement Schedule

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

**KEY:** CEO = Chief Executive Officer, EHT = Executive Head Teacher, HoS = Head of School, AHoS = Assistant Head of School, AIO = Academy Improvement Officer, ASO = Academy Safeguarding Officer, SALT = Senior Academy Leadership Team, SLT = Senior Leadership Team of individual academy, LGAB = Local Governing Advisory Board, BoD = Board of Directors, AIP = Academy Improvement Plan, LM = Learning Monitoring, QA = Quality Assurance, FS = Foundation Stage, AWL = Assessment Without Levels, APP = Assessing Pupil Progress, SCR = Single Central Record, SIAMS = School Inspection of Anglican and Methodist Schools

# September

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T1	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>September</b>  All paperwork ready for governance meetings next month	<ul style="list-style-type: none"> <li>a. Define School Risk level (EHT/HoS/AIO) – D1.1</li> <li>b. Moral imperative clear /"Clarity of Purpose" defined – D1.2 (EHT/HoS/AIO/LGAB)</li> <li>c. Confirm PPG Impact report completed (HoS/EHT) – D1.3</li> <li>d. Review progress and attainment data for previous year using Cornwall LA Core-stats reports (HoS/EHT) – D1.4</li> <li>e. Previous annual pupil attainment and progress target analysis – focus on Y6 to inform Y6 Improvement Strategy schedule (EHT/HoS) – D1.4</li> <li>f. Review SEND local offer - procedures and provision and impact and update as required (HoS/SENDco)</li> <li>g. Safeguarding audit analysis completed (HoS/EHT/ASO) – D1.10</li> <li>h. UNICEF Rights Respecting School impact review (HoS/EHT/SLT)</li> <li>i. Overall school attendance target for year confirmed and reported to SALT/LGAB (HoS/EHT/ASO) – D1.5</li> <li>j. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</li> <li>k. Complete analysis on SIAMS action points/KPIs in the AIP</li> </ul>	<ul style="list-style-type: none"> <li>a. Curriculum SoL reviewed (HoS/EHT/SLT)</li> <li>b. SMSC SoL reviewed (HoS/SLT)</li> <li>c. PPG Provision Map completed (HoS/SLT) – D1.6</li> <li>d. Non Negotiable for Pupils– review (HoS/EHT/SLT) – D1.7</li> <li>e. PPG Impact Report/Provision Map updated and published on website – D1.3 and D1.6 (HoS/EHT)</li> <li>f. Admissions Policy consultation draft published on school websites (CEO)</li> <li>g. Safeguarding DSL/Deputy DSL information updated and available to all staff e.g. notices (HoS/EHT) – D1.8</li> <li>h. Check for updates on Breakfast Club guidance and regulation - amend internal arrangements as required (HoS/EHT)</li> <li>i. Review and amend ADMAT Annual Assessment Schedule and "Five Point Assessment Focus" (six week cycle) – ensure resource materials are ordered for year (SLT/HoS/EHT) - D1.9</li> <li>j. Teacher Standards and LSA Standards reviewed with all staff (HoS/EHT)</li> <li>k. Ensure latest MAT Scheme of Delegation and Funding agreements on school websites (CEO)</li> </ul>	<ul style="list-style-type: none"> <li>a. Safeguarding audit and checklist completed (HoS/EHT/ASO) – D1.10</li> <li>b. New staff induction programme completed – including safeguarding - D1.11 (HoS/EHT/ASO)</li> <li>c. Check staff safeguarding CPD requirements for year and plan annual training as required (HoS/EHT/ASO)</li> <li>d. Safeguarding and child protection records forwarded to new settings by DSL (HoS/EHT/ASO)</li> <li>e. SCR reviewed and updated for new academic year (HoS/EHT/ASO)</li> <li>f. All staff safeguarding training updated/online safety training updated as required and added to SCR (HoS/ASO)</li> <li>g. Check all school signage is accurate (HoS/EHT)</li> <li>h. Check asbestos safety measures are in place and understood by all staff (HoS/EHT)</li> <li>i. Health and Safety – annual external review date agreed (HoS/EHT)</li> <li>j. Termly learning monitoring and work scrutiny schedule by HoS established – LM/planning/book scrutiny (AIO) – D1.12</li> <li>k. QA termly learning monitoring and work scrutiny schedule linked to AIP priorities and known weaknesses (AIO) – D1.12</li> <li>l. SMSC learning monitoring schedule</li> </ul>	<ul style="list-style-type: none"> <li>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points – D1.13 (EHT/HoS)</li> <li>b. Fourth AIP impact against KPIs/SIAMS action points reporting to LGAB (EHT/HoS) – D1.16</li> <li>c. Moral/Church ethos imperative reviewed and shared with staff - D1.2 (EHT/HoS)</li> <li>d. Previous annual pupil attainment and progress target reviewed and shared with CEO/AIO/LGAB (EHT/HoS) – D1.18</li> <li>e. Non Negotiable for Staff – review – link to AIP priorities (CEO/EHT/HoS) – D1.19</li> <li>f. School Senior Leader (including SEND/SIAMS) termly monitoring and scrutiny schedule established – LM and planning/book scrutiny linked to AIP (HoS/EHT) – D1.12</li> <li>g. AIO QA termly monitoring and scrutiny schedule linked to AIP priorities and known weaknesses (HoS/EHT/AIO) – D1.12</li> <li>h. ADMAT FS Leader QA termly monitoring and scrutiny schedule linked to AIP priorities and known weaknesses (HoS/EHT/FS Leader) – D1.12</li> <li>i. Y6 Annual Improvement Strategy schedule plan completed (HoS/EHT/AIO) – D1.20</li> <li>j. Review staff CPD plan for Terms 1</li> </ul>

	(HoS/EHT/AIO) – D1.3	<p><b>l.</b> Ensure latest LGAB information is on website – including minutes of meetings (HoS/EHT)</p> <p><b>m.</b> Complete impact report on SIAMS action points/KPIs in the AIP to SLT/SALT/LGAB(HoS/EHT/AIO) – D1.3</p> <p><b>n.</b> SEF including SIAMS SEF update started and discussed with CEO/AIO (EHT/HoS) – D1.17</p> <p><b>o.</b> Add updated documents or newsletters/policies onto website (HoS/EHT)</p>	<p>established – D1.12 (EHT/HoS/Subject Lead)</p> <p><b>m.</b> Intra-MAT moderation schedule agreed for term/year (SALT/HoS) – D1.12</p> <p><b>n.</b> Intra-MAT event schedule agreed (SALT/HoS) – D1.12</p> <p><b>o.</b> AIP rolling record impact against KPIs/SIAMS action points review process started (EHT/HoS) – D1.13</p> <p><b>p.</b> Start of financial order processing window for academic year (HoS/EHT)</p> <p><b>q.</b> All paperwork ready for governance meetings next month (HoS/CEO/EHT)</p> <p><b>r.</b> Arrange LGAB/Parent drop in schedule for Terms 1 and 2 (HoS/EHT)</p> <p><b>s.</b> Website compliance review completed – reported to SALT/LGAB (HoS/Website Managers) – D1.14</p> <p><b>t.</b> Publish updated SEND offer on website (HoS/SENDco) – D1.15</p> <p><b>u.</b> Annual ADMAT Finance Audit started by external auditors (CEO)</p> <p><b>v.</b> Annual ADMAT Members meeting – agenda items to include:</p> <ul style="list-style-type: none"> <li>- review of previous year</li> <li>- priorities for coming year</li> <li>- annual audit (CEO) – D1.45, D1.46</li> </ul>	<p>and 2 (drafted July of previous year) revise if required – ensure “Golden Threads” evident (HoS/EHT) – D1.21</p> <p><b>k.</b> “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SALT/LGAB (HoS/EHT) - D1.22</p> <p><b>l.</b> Middle Leader/Subject Leader/SIAMS LM and impact monitoring schedule completed for Terms 1 and 2 – link to current AIP (HoS/EHT/SLT) – D1.12</p> <p><b>m.</b> Confirm School Improvement Partner – external scrutiny visit/focus dates for year – inform Chair of LGAB (HoS/EHT)</p>
Notes				

# October

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T1	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>October</b>  All paperwork ready for governance meetings	<p>a. Final analysis of previous academic year EYFS/ KS1/KS2 outcomes completed (EHT/HoS report) – D1.4</p> <p>b. I Track – First data set analysis attainment/progress with specific focus on PPG (EHT/HoS)</p> <p>c. “Golden Threads” – including SIAMS threads for AIP/KPI identified for next cycle following data reviews (HoS/SALT) – D1.4</p> <p>d. Pupil website/internet usage monitoring – analysis of data. Report to SLT/SALT/LGAB and ASO (HoS/EHT) – D1.23</p> <p>e. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</p>	<p>a. I Track – First data set completed by staff (HoS)</p> <p>b. PPG Provision Map review 1 (EHT/HoS) – D1.25</p> <p>c. EYFS baseline started (HoS/FS lead)</p> <p>d. School census return completed, checked and returned to DfE (HoS/EHT)</p> <p>e. Update website with end of previous academic year final performance/progress attainment data (HoS/EHT)</p> <p>f. Add updated documents or newsletters/policies onto website (HoS/EHT)</p>	<p>a. Pupil Progress Meeting/APP review with individual teachers (EHT/HoS) – D1.26</p> <p>b. Parental consultation meetings held/pupil targets set (EHT/HoS)</p> <p>c. All paperwork ready for governance meetings next month (HoS/CEO/EHT)</p> <p>d. PM objectives set for teachers – established annual “Golden Threads” integral – complete before 31<sup>st</sup> Oct (HoS) – D1.27</p> <p>e. LGAB review PM process (LGAB)</p> <p>f. Directors’ committees meet – include standards of individual schools, audit, and impact review of staffing (CEO) – D1.46</p> <p>g. LGAB meeting 1- agenda items  - PPG provision map review  - Performance Management  - Golden Threads” for AIP/KPI identified for next cycle  - Full analysis of previous academic year KS1/KS2 outcomes  - Termly Health and Safety audit arrangements agreed  - Annual attendance data and new attendance target (EHT/HoS) – D1.28, D1.44, D1.46</p>	<p>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points (HoS/EHT) – D1.13</p> <p>b. New (from Jan) AIP/KPI draft planning started including SIAMS action points – “Golden Threads” integral to AIP draft planning (HoS/EHT/AIO) – D1.29</p> <p>c. “Clarity of Purpose” integral through and evident in AIP/KPI (HoS/EHT/AIO) – D1.2</p> <p>d. New annual pupil attainment and progress standards targets defined and provided to LGAB/BoD (CEO/HoS/EHT) – D1.30</p> <p>e. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SALT/LGAB (HoS/EHT) - D1.22</p>
Notes				

# November

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T2	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>November</b>  All paperwork ready for governance meetings	<ul style="list-style-type: none"> <li>a. EYFS Baseline data analysis for current academic year completed (HoS/FS lead) - D1.31</li> <li>b. OFSTED Data Dashboard analysis completed (HoS) –D1.31</li> <li>c. Annual pupil expected progress targets confirmed – pupil sub group targets clearly identified (HoS/SLT) – D1.30</li> <li>d. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</li> </ul>	<ul style="list-style-type: none"> <li>a. SEF – Termly update completed and reported to CEO/AIO – SIAMS SEF included (HoS/EHT/SLT) – D1.17</li> <li>b. EYFS SEF – Termly update completed and feeding into school SEF (HoS/EHT/FS Lead) – D1.32</li> <li>c. Add updated documents or newsletters/policies onto website (HoS/EHT)</li> </ul>	<ul style="list-style-type: none"> <li>a. PM objectives set for HoS/EHT – established annual “Golden Threads” integral – complete before 1<sup>st</sup> Dec (CEO) – D1.27</li> <li>b. Full BoD meeting (CEO) – D1.45, D1.46</li> <li>c. Annual MAT Financial Audit completed by external auditors (CEO)</li> <li>d. All paperwork ready for governance meetings next month (HoS/CEO/EHT)</li> </ul>	<ul style="list-style-type: none"> <li>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points (HoS/EHT) – D1.13</li> <li>b. EYFS Baseline analysis/SEF fed into new AIP/KPI draft for Jan (HoS/EHT/FS lead) –D1.29</li> <li>c. OFSTED Data Dashboard analysis on progress and attainment standards fed into AIP/KPI draft (HoS/EHT/AIO) – D1.29</li> <li>d. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SALT/LGAB (HoS/EHT) - D1.22</li> </ul>
<b>Notes</b>				

# December

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T2	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>December</b>  All paperwork ready for governance meetings	<ul style="list-style-type: none"> <li>a. Intra-MAT moderation outcomes analysis (AIO/HoS/EHT) and actions to address weaknesses reported to SALT/BoD (AIO) - D1.33</li> <li>b. Behaviour (safety) analysis completed and reported to SALT/LGAB (HoS/EHT/ASO) - D1.34</li> <li>c. Behaviour (learning) analysis completed and reported to SALT/LGAB (HoS/EHT/AIO) -D1.35</li> <li>d. I Track – Second data set analysis attainment/progress with specific focus on PPG (HoS/EHT/HoS)</li> <li>e. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</li> </ul>	<ul style="list-style-type: none"> <li>a. I Track – Second data set completed by staff (HoS/EHT)</li> <li>b. Annual Parent Satisfaction Survey sent out with two week return window (HoS/EHT) – D1.36</li> <li>c. SEND provision impact reviewed and amended based on cohort attainment and progress analysis from Term 1 and 2 (SENDco/Pastoral team) – D1.3</li> <li>d. Add updated documents or newsletters/policies onto website (HoS/EHT)</li> </ul>	<ul style="list-style-type: none"> <li>a. I Track – Second data set analysed (HoS/EHT)</li> <li>b. Pupil Progress Meeting/APP review with individual teachers (HoS/EHT) – D1.26</li> <li>c. LSA provision review based on Pupil Progress meeting, impact and data drop (HoS/EHT) – D1.3</li> <li>d. All paperwork ready for governance meetings (HoS/CEO/EHT)</li> <li>e. LGAB meeting 2 to include: <ul style="list-style-type: none"> <li>- OFSTED Data Dashboard analysis</li> <li>- SIP Report 1</li> <li>- Previous annual pupil attainment and progress</li> <li>- SEF/SIAMS – update review</li> <li>- New annual pupil attainment and progress targets</li> <li>- Final current AIP review</li> <li>- New AIP/KPI draft for Jan</li> <li>- Pupil Progress Meeting/APP</li> <li>- LSA provision review based on Pupil Progress meeting</li> <li>- Health and Safety report</li> <li>- BoD meeting feedback (Hoes/EHT) - D1.28, D1.44, D1.46</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. Pupil progress meeting outcome - annual pupil attainment and progress target – “on track measure” report to SALT/LGAB (HoS/EHT) – D1.37</li> <li>b. Amend draft AIP to address any identified cohort/pupil sub group weaknesses from I track in year data (HoS/EHT/AIO) – D1.29</li> <li>c. Parental satisfaction survey analysed and outcomes fed into AIP/KPI (EHT/HoS) – D1.36</li> <li>d. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SALT/LGAB (HoS/EHT) - D1.22</li> <li>e. Staff CPD programme for Terms 3, 4, 5, 6 planned - informed by new AIP priorities/“Golden Threads” and reported to all staff and SALT/LGAB (HoS/EHT) - D1.21</li> </ul>
<b>Notes</b>				

# January

CONTEXT KEY: School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T3	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>January</b>  All paperwork ready for governance meetings	<p>a. Review and update School Risk level (EHT/HoS/AIO) and re-allocate AIO resource as required (CEO/AIO) - D1.1</p> <p>b. Complete PPG analysis Terms 1 and 2 and amend PPG Provision Map as required – report changes to SALT (HoS/EHT/SLT) – D1.25 and D1.6</p> <p>c. EYFS data reviewed for progress measures – report to SLT/SALT and amend provision as required (HoS/EHT/FS lead) – D1.4</p> <p>d. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</p>	<p>a. PPG Provision Map reviewed and amended based on cohort attainment and progress analysis from Term 1/2 (HoS/EHT) – D1.6</p> <p>b. SEF – Termly update started – SIAMS SEF included (HoS/EHT/SLT) – D1.17</p> <p>c. EYFS SEF – Termly update started (HoS/EHT/FS Lead) – D1.32</p> <p>d. Annual Report to Parents format agreed (HoS/EHT)</p> <p>e. School census return completed, checked and returned to DfE (HoS/EHT)</p> <p>f. Ensure latest LGAB information is on website – including minutes of meetings (HoS/EHT)</p> <p>g. Add updated documents or newsletters/policies onto website (HoS/EHT)</p>	<p>a. Pupil Satisfaction survey started and pupil conferencing started – focus for pupil conferencing linked to new AIP/KPI (HoS) - D1.38</p> <p>b. All paperwork ready for Governance meetings next month (HoS/CEO/EHT)</p> <p>c. All staff safeguarding training updated/online safety training updated as required and added to SCR (HoS/ASO)</p> <p>d. ADMAT Members meeting to review Directors meeting and set 'goals' for term (CEO) – D1.45, D1.46</p> <p>e. Annual Performance Management process for LSA staff completed and new cycle started – Link to TA standards and HLTA Standards (HoS/EHT) – D1.39</p> <p>f. Arrange LGAB/Parent drop in schedule for Terms 3 and 4 (HoS/EHT)</p>	<p>a. New individual school annual AIP becomes operational – SIAMS improvement included (HoS/EHT/AIO) - D1.29</p> <p>b. "AIP In a Nutshell" – quick guide - published on website (HoS/EHT) – D1.40</p> <p>c. School Senior Leader (including SEND/SIAMS) termly monitoring and scrutiny schedule established – LM and planning/book scrutiny linked to AIP/SIAMS priorities/"Golden Threads" (HoS/EHT) - D1.12</p> <p>d. "Visible Learning" QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SALT/LGAB (HoS/EHT) - D1.22</p> <p>e. Middle Leader/Subject Leader LM and impact monitoring schedule and focus completed for Terms 3, 4 - link to new AIP priorities/"Golden Threads" (HoS/EHT/SLT) – D1.12</p>
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## February

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T3	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>February</b>  All paperwork ready for governance meetings	<ul style="list-style-type: none"> <li>a. Performance Management objectives reviewed with teaching staff – amendments made to reflect in year pupil data (HoS/EHT) – D1.27</li> <li>b. I Track – Third data set analysis attainment/progress with specific focus on PPG (EHT/HoS)</li> <li>c. Pupil satisfaction survey analysis completed and reported to SALT/LGAB (HoS/EHT) – D1.38</li> <li>d. Impact of Middle Leader/Subject Leader on provision and pupil standards completed and reported to SLT/SALT/LGAB (HoS/EHT) - D1.41</li> <li>e. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</li> </ul>	<ul style="list-style-type: none"> <li>a. I Track – Third data set completed by staff (HoS/EHT)</li> <li>b. Middle Leader/Subject Leader LM and Impact reports reviewed by HoS/EHT and reported to LGAB/SALT (HoS/EHT) - D1.41</li> <li>c. Add updated documents or newsletters /policies onto website (HoS/EHT)</li> </ul>	<ul style="list-style-type: none"> <li>a. All paperwork ready for governance meetings (HoS/CEO/EHT)</li> <li>b. End of LSA PM window – all to have been completed (HoS/EHT) – D1.39</li> <li>c. LGAB meeting 1 to include: <ul style="list-style-type: none"> <li>- I Track – Third data set</li> <li>- Pupil satisfaction survey outcome</li> <li>- Parental satisfaction survey outcome</li> <li>- Further pupil attainment and progress data</li> <li>- Termly Health and Safety audit arrangements agreed</li> <li>- Issues for BoD (HoS/EHT) – D1.28, D1.44, D1.46</li> </ul> </li> <li>d. Directors Committees to meet as per Terms of Reference (CEO) – D1.45, D1.46</li> </ul>	<ul style="list-style-type: none"> <li>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points (HoS/EHT) – D1.13</li> <li>b. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SLT/SALT/LGAB (HoS/EHT) - D1.22</li> </ul>
<b>Notes</b>				

# March

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T4	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>March</b>  All paperwork ready for governance meetings	<p>a. I Track – Fourth data set analysis attainment/progress with specific focus on PPG (EHT/HoS)</p> <p>b. Behaviour (safety) analysis completed and reported to SALT/LGAB (HoS/EHT/ASO) -D1.34</p> <p>c. Behaviour (learning) analysis completed and reported to SALT/LGAB (HoS/EHT/AIO) -D1.35</p> <p>d. Pupil website/internet usage monitoring – analysis of data. Report to SLT/SALT/LGAB and ASO (HoS/EHT/ASO) – D1.23</p> <p>e. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</p>	<p>a. SEF – Termly update completed SIAMS SEF included and reported to CEO/AIO (HoS/EHT/SLT) – D1.17</p> <p>b. EYFS SEF – Termly update completed and reported to SLT/SALT (HoS/EHT/FS Lead) – D1.32</p> <p>c. I Track – Fourth data set completed by staff (HoS/EHT)</p> <p>d. Add updated documents or newsletters/policies onto website (HoS/EHT)</p>	<p>a. PM Objectives for teachers reviewed – “Golden Threads” progress measured for each cohort through Mid-Year Review process (HoS/EHT) – D1.27</p> <p>b. Pupil Progress Meeting/APP review with individual teachers (HoS/EHT) – D1.26</p> <p>c. Parental consultation meetings held and pupil targets reviewed (HoS/EHT)</p> <p>d. End of financial order processing window for academic year (Hos/EHT)</p> <p>e. Website compliance review 2 completed – reported to SALT/LGAB (HoS/Website Managers) – D1.14</p> <p>f. All paperwork ready for Governance meeting (HoS/CEO/EHT)</p> <p>g. LGAB meeting 2 to include:</p> <ul style="list-style-type: none"> <li>- SEF/SIAMS – Termly update</li> <li>- Annual pupil attainment and progress target – on track measure</li> <li>- First AIP progress/impact report</li> <li>- Pupil Progress Meeting/APP review</li> <li>- LSA provision impact review based on Pupil Progress</li> <li>- Health and Safety report</li> <li>- Behaviour report outcomes and required remedial actions</li> </ul>	<p>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points (HoS/EHT/AIO) – D1.13</p> <p>b. First AIP impact reporting of impact against KPIs/SIAMS action points to LGAB (HoS/EHT) – D1.16</p> <p>c. Annual pupil attainment and progress target – “on track measure” using latest in year performance data reviewed and reported to SALT/LGAB (HoS/EHT/AIO) – D1.37</p> <p>d. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SLT/SALT/LGAB (HoS/EHT) - D1.22</p>

			(HoS/EHT) – D1.28, D1.44, D1.46	
<b>Notes</b>				

# April

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T4	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>April</b>  All paperwork ready for governance meetings	<p>a. PPG Impact report completed (HoS/EHT/AIO) with evidence of staffing impact - ready for budget setting in May – D1.3</p> <p>b. Current in year EYFS data reviewed for progress measures (HoS/EHT/FS lead) - D1.4</p> <p>c. Impact of Middle Leader/Subject Leader on provision and pupil standards completed and reported to SLT/SALT/LGAB (HoS/EHT) - D1.41</p> <p>d. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</p>	<p>a. PPG Provision Map reviewed and amended based on cohort attainment and progress analysis from Term 3/4 (HoS/EHT/SLT) – D1.6</p> <p>b. SEND provision impact reviewed and amended based on cohort attainment and progress analysis from Terms 3 and 4 (SENDco/Pastoral team) – D1.3</p> <p>c. Add updated documents or newsletters/policies onto website (HoS/EHT)</p>	<p>a. All paperwork ready for Governance meetings next month (HoS/CEO/EHT)</p> <p>b. Directors Committee meeting to include:</p> <ul style="list-style-type: none"> <li>Directors and governors skills audit (Clerk) and external analysis (External) (CEO) – D1.45, D1.46</li> </ul> <p>c. Members meeting to review Directors meeting and set 'goals' for term.</p> <ul style="list-style-type: none"> <li>Review Governance and appointed Directors (CEO) – D1.45, D1.46</li> </ul>	<p>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points (HoS/EHT/AIO) – D1.13</p> <p>b. "Visible Learning" QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SLT/SALT/LGAB (HoS/EHT) - D1.22</p> <p>c. School Senior Leader (including SEND/SIAMS) termly monitoring and scrutiny schedule established – LM and planning/book scrutiny linked to AIP priorities/"Golden Threads" (HoS/EHT) - D1.12</p>
<b>Notes</b>				

# May

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T5	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>May</b>  All paperwork ready for governance meetings	<ul style="list-style-type: none"> <li>a. Review and update School Risk level (EHT/HoS/AIO) and re-allocate AIO resource as required (CEO/AIO) - D1.1</li> <li>b. Performance Management objectives reviewed (HoS/EHT) - D1.27</li> <li>c. I Track – Fifth data set analysis attainment/progress with specific focus on PPG (EHT/HoS)</li> <li>d. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</li> </ul>	<ul style="list-style-type: none"> <li>a. S175/157 Safeguarding return completed and reported to SALT/LGAB (HoS/EHT/ASO)</li> <li>b. I Track – Fifth data set completed by staff (HoS/EHT)</li> <li>c. SEF – Termly update started – including SIAMS SEF (HoS/EHT/SLT) – D1.17</li> <li>d. EYFS SEF – Termly update started (HoS/EHT/FS Lead) – D1.32</li> <li>e. Complete Head of School/Head Teacher statutory Standards Testing compliance declaration – online (HoS/EHT)</li> <li>f. Ensure latest LGAB information is on website – including minutes of meetings (HoS/EHT)</li> <li>g. Add updated documents or newsletters/policies onto website (HoS/EHT)</li> </ul>	<ul style="list-style-type: none"> <li>a. KS1/KS2 External SAT process (HoS/EHT)</li> <li>b. Pupil Progress Meeting/APP review with individual teachers (HoS/EHT) – D1.26</li> <li>c. Full whole school APP/AWL grid use and accuracy review (HoS/EHT/SLT)</li> <li>d. Draft staffing structure reflecting AIP priorities for next academic year completed for LSA and teachers – reported to SALT/LGAB (HoS/EHT/SLT) – D1.42</li> <li>e. All paperwork ready for governance meetings next month (HoS/CEO/EHT)</li> <li>f. Directors’ Committees to meet as per Terms of Reference (CEO)</li> <li>g. Arrange LGAB/Parent drop in schedule for terms 3 and 4 (HoS/EHT)</li> <li>h. LGAB meeting 1 to include: <ul style="list-style-type: none"> <li>- PPG provision map review</li> <li>- I Track – Fifth progress data</li> <li>- AIP Rolling Record impact</li> <li>- Termly Health and Safety audit arrangements agreed</li> <li>- SEF/SIAMS review (HoS/EHT) – D1.28 D1.44, D1.46</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points (HoS/EHT/AIO) – D1.13</li> <li>b. Second AIP reporting to LGAB of impact against KPIs/SIAMS action points (HoS/EHT) – D1.16</li> <li>c. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SALT/LGAB (HoS/EHT) - D1.22</li> <li>d. Middle Leader/Subject Leader/SIAMS LM and impact monitoring schedule completed for Terms 5 and 6 – link to current AIP priorities/“Golden Threads” (HoS/EHT/SLT) – D1.12</li> </ul>
Notes				

## June

CONTEXT KEY: School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T6	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>June</b>  All paperwork ready for governance meetings	<ul style="list-style-type: none"> <li>a. PPG Impact report on standards completed for year and fed back to SALT/LGAB (HoS/EHT/AIO) – D1.3</li> <li>b. EYFS data reviewed for progress measures and draft improvement areas for September intake completed (HoS/EHT/FS lead) - D1.4</li> <li>c. Impact of Middle Leader/Subject Leader on provision and pupil standards (including SIAMS) completed and reported to SLT/ SALT/LGAB (HoS/EHT) - D1.41</li> <li>d. Pupil website/internet usage monitoring – analysis of data. Report to SLT/SALT/LGAB and ASO (HoS/EHT) – D1.23</li> <li>e. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</li> </ul>	<ul style="list-style-type: none"> <li>a. Annual Staff Survey sent out with one week return window (HoS/EHT) – D1.43</li> <li>b. Add updated documents or newsletters/policies onto website (HoS/EHT)</li> </ul>	<ul style="list-style-type: none"> <li>a. Complete staff survey process – reported to SALT/LGAB (HoS/EHT) – D1.43</li> </ul>	<ul style="list-style-type: none"> <li>a. AIP Rolling Record updated for impact against KPIs (HoS/EHT) – D1.13</li> <li>b. Third AIP reporting to LGAB on impact against KPIs (HoS/EHT) – D1.16</li> <li>c. Annual pupil attainment and progress target – “on track measure” using current in year data (HoS/EHT) – D1.37</li> <li>d. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SLT/SALT/LGAB (HoS/EHT) - D1.22</li> </ul>
<b>Notes</b>				

# July

**CONTEXT KEY:** School Improvement Strategy, Governance, Performance Management, Child Protection and Safeguarding, Website, SEND, Assessment

Month/T6	1. Analysis	2. Documentation	3. Process	4. Improvement (AIP)
<b>July</b>  All paperwork ready for governance meetings	<p>a. Initial analysis of KS1/KS2 SAT outcomes – against national average baselines and benchmarks (HoS/EHT/SLT) – D1.4</p> <p>b. Initial analysis of KS1/KS2 PPG outcomes – against national non-PPG average baselines and benchmarks (HoS/EHT/SLT) – D1.4</p> <p>c. Review School Risk level in preparation for start of next academic year (EHT/HoS/AIO) - D1.1</p> <p>d. Final behaviour (safety) analysis completed and reported to SLT/SALT/LGAB (HoS/EHT/ASO) - D1.34</p> <p>e. Final behaviour (learning) analysis completed and reported to SLT/SALT/LGAB (HoS/EHT/AIO) - D1.35</p> <p>f. Attendance analysis on weekly basis for all cohorts – liaise with ASO - identified issues have prompt remedial actions (HoS/EHT/ASO) – D1.24</p>	<p>a. SEF – Termly update completed and reported to CEO/AIO (HoS/EHT/SLT) – D1.17</p> <p>b. EYFS SEF – Termly update completed and reported to SLT/SALT (HoS/EHT/FS Lead) – D1.32</p> <p>c. SEND provision impact reviewed and amended based on cohort attainment and progress analysis from Terms 5 and 6 (SENDco/Pastoral Team) – D1.3</p> <p>d. SEND local offer, policies and impact reports on school websites reviewed and updated (SENDco/Pastoral Team)</p> <p>e. Update website with end of year performance attainment data (HoS/EHT)</p> <p>f. Add updated documents or newsletters /policies onto website (HoS/EHT)</p>	<p>a. PM Objectives fully reviewed – “Golden Threads” progress measured (HOS/AIO) - D1.27</p> <p>b. Pupil Progress Meeting/APP review with individual teachers (HoS/EHT) – D1.26</p> <p>c. Written annual parental reports sent home (HoS/EHT)</p> <p>d. Final staffing structure agreed and budgeted for and staff/parents informed (HoS/EHT) – D1.42</p> <p>e. Full Directors meeting as per Terms of Reference (CEO)</p> <p>f. LGAB meeting 2 to include:</p> <ul style="list-style-type: none"> <li>- SEF/SIAMS – update review</li> <li>- SIP Report 2</li> <li>- Pupil targets progress</li> <li>- AIP impact review against KPIs</li> <li>- Pupil Progress Meeting/APP review</li> <li>- Staff survey results</li> <li>- Health and Safety report</li> <li>- LSA provision review based on Pupil Progress meeting (HoS/EHT) – D1.28, D1.44, D1.46</li> </ul>	<p>a. AIP Rolling Record updated for impact against KPIs/SIAMS action points (HoS/EHT) – D1.13</p> <p>b. Plan staff CPD programme for Aut Term (Terms 1 and 2) for next academic year ensuring AIP/SIAMS priorities/“Golden Threads” evident (HoS/EHT) - D1.21</p> <p>c. “Visible Learning” QA monitoring completed – e.g. learning walks, pupil conferencing, work scrutiny, parent meetings or staff discussions – reported to SLT/SALT/LGAB (HoS/EHT) -D1.22</p>
<b>Notes</b>				

## ADMAT Document Overview

Document Reference	Document Name	Regularity and Review
D1.1	Four Stage Process – Defining Risk	Termly
D1.2	Clarity of Purpose – Defining Moral Imperative	Annually
D1.3	PPG/SEND/SIAMS Impact Report Format	Termly
D1.4	Standards and Targets Analysis – Golden Threads	Termly
D1.5	Annual Attendance Target Report	Annually
D1.6	PPG Provision Map	Termly
D1.7	Non Negotiable - Pupils	Annually
D1.8	Safeguarding Leaders Notice	Annually
D1.9	ADMAT Annual Assessment Schedule	Termly
D1.10	Safeguarding Audit Checklist	Annually
D1.11	Staff Induction Programme	As required
D1.12	Learning Monitoring and Standards Scrutiny Schedule	Termly
D1.13	Academy Improvement Plan – Impact Rolling Record	Monthly
D1.14	Website Audit Tool	Twice yearly
D1.15	SEND Local Offer Report	Termly
D1.16	Academy Improvement Plan – Summary impact Report	Termly
D1.17	Self-Evaluation Format	Termly
D1.18	Standards Reporting Form	As required
D1.19	Non Negotiable - Staff	Annually
D1.20	Y6 Improvement Strategy Plan	Annually
D1.21	Staff CPD Plan – Golden Threads	Termly
D1.22	Visible Learning Monitoring Schedule and Report	Termly
D1.23	Online Monitoring Report	Twice yearly
D1.24	Weekly Attendance Analysis Report	Weekly
D1.25	PPG Provision Map – Impact Review Tool	Termly
D1.26	Pupil Progress Meeting – Impact Review Tool	Half-Termly
D1.27	Performance Management for Teachers Format – Golden Threads	Termly
D1.28	HoS/EHT Reporting to LGAB	Termly
D1.29	Annual Improvement Plan	Annually
D1.30	Annual Attainment and Progress Target Report	Annually

D1.31	Data Analysis – Summary Report	Termly
D1.32	EYFS Self- Evaluation Format	Termly
D1.33	MAT Moderation Analysis Tool – Golden Threads	Termly
D1.34	Behaviour (Safety) Summary Report	Termly
D1.35	Behaviour (Learning) Summary Report	Termly
D1.36	Annual Parent Satisfaction Survey	Annually
D1.37	In Year “On Track” Report	Termly
D1.38	Annual Pupil Satisfaction Survey	Annually
D1.39	LSA Performance Management Format – Golden Threads	Twice yearly
D1.40	Academy Improvement Plan – Quick Guide	Annually
D1.41	Middle Leader – Impact Report – Golden Threads	Termly
D1.42	Staffing Structure Report	Annually
D1.43	Staff Survey Format	Annually
D1.44	LGAB Terms of Reference	As required
D1.45	ADMAT Committee Terms of Reference	As required
D1.46	ADMAT Scheme of Delegation	As required
<b>Definitions</b>	<p><b>Clarity of Purpose</b> = Short statement of clear over-arching rationale for all improvement work across the school</p> <p><b>Moral Imperative</b> = Moral driver behind the Clarity of Purpose which all staff understand</p> <p><b>Golden Threads</b> = Common improvements elements seen in all improvement processes and systems</p>	