School Development Plan

Personal Excellence

and

Collective Responsibility

Quality of Education						

Key Performance Indicators	Autumn 1	Autumn 2	Spring 1	Spring 2	Summer 1	Summer 2
Education KPI-1- Further improve the progress and attainment across our schools, in particular that of disadvantaged students, so that they are broadly in line with FFT estimates national benchmarks. _GCSE_ Positive progress score for progress 8 60-65% E/M 4+ 40-45% E/M 5+ Attainment 8 – 4.4 Attainment 8 Ebacc grade - 4.4 Disadvantaged students, performance will have closed the gap on national other 0% NEETS _A Level/BTEC_ ALPS grade 3 A*-A 30% A*-B 60% A*-C 85% A*-U 100% 0% NEETS	🟥	🟧	🟧	🟧		
Education KPI-2- By Summer Trinity to be validated at least good with outstanding leadership (self-evaluation and external judgements).	🟧	🟧	🟧	🟧		

Task and Actions	Date	Success Criteria / Expected Impact	Person Resp.	Costs	Date for Monitoring
Each curriculum area has reviewed their curriculum and schemes of learning in light of the 3rd Lockdown and have plans in place to address common themes raised:					
Key Stage 3: •Re-teach some core concepts and scaffold the more challenging aspects of the curriculum where knowledge is not secure. •Practical subjects to build in more modelling of practical tasks until practical subjects can be fully resumed. •Focus on the teaching of new vocabulary and retention. •Focus on SPAG and conventions of writing	Ongoing	Improvements seen in students work Formative assessment demonstrates gaps are closing. Data drops show gaps are closing. Practical opportunities/modelling will be evident in lessons and will have a positive impact in application of knowledge in students' work.	HOCAs/BHN/HSH	Staff Time	Line management meetings. Subject Deep dives in Summer 2
Key Stage 4: • Re-teach some higher level concepts and develop tasks for students to develop application of knowledge, whether practically or in extended writing. • Level up the disparities between some options groups within subjects by focusing on planning and interventions. • Year 10 is by far the biggest concern in all areas, both in terms of the quality of work being uploaded and engagement as well as – worryingly – the ability to cover the curriculum content. • Practical subjects to build in more modelling of practical tasks until practical subjects can be fully resumed. • Start the Yr 11 CoachBright NTP for 55 students in Maths • Plan the Yr 10 CoachBright NTP once impact for Year 11 has been reviewed. • Summer Schools planned for Catch up sessions	Ongoing	Improvements seen in students work Formative assessment demonstrates gaps are closing. Data drops show gaps are closing. Yr 11 CoachBright Programme review shows positive impact and VFM. Practical opportunities/modelling will be evident in lessons and will have a positive impact in application of knowledge in students' work.	HOCAs/Line managers		Faculty work scrutinies
Key Stage 5: • Prioritise opportunities for writing at length in timed conditions. • Targeted intervention for individuals who have slipped further behind due to lack of engagement • Summer Schools Planned for catch up sessions	Ongoing	Improvements seen by teachers in quality of written answers completed in class and in mock exams. Individuals re-engage with learning and get back on track.	HOCAs	Staff time	Data drops Faculty Meetings

Assessment • Develop a system for the TAG process for Yr 11, Yr 13 and Yr 12 BTEC • Set a series of Mock Exams for Yr 13 which will focus on the curriculum they have fully covered and appear secure. • Set a series of Mock Exams for Year 10 with the usual parental support and guidance around preparing for exams (Virtual)	Ongoing	TAG process is well communicated to all stakeholders and everyone is clear about the process. Attendance at Year 10 revision evenings (virtual) is high.	BHN/HSH	Staff time	Data drops After virtual events
Each curriculum area will have reviewed its plan for blended learning to ensure coverage in the event of further school closure which includes the further development of on line learning resources already used in previous Lockdowns	Faculty meeting time.	Reviewed Curriculum plans will be in place for Summer 2	HOCAs	Staff Time	HSR/CWN/BHN as and when used – reviewed constantly.
Each curriculum area will have a curriculum that meets the needs of our students and community and HOCAs will have reviewed the curriculum to ensure diversity and difference is taught. Each curriculum area has a clear vision for their curriculum that is articulated and presented clearly for all stakeholders,	Summer 2 INSET	Faculty handbooks will be completed by Summer 2 Faculty/subject information will be published on the website by Summer 2 All stakeholders understand the vision of our curriculum: Teachers, students and parents are clear about what/why/when.	HOCAs	Staff time	HSR/CWN/Govs Curriculum meetings
Plan for a return to a clear system of monitoring and evaluation which involves HOCAs and HofS to support them in a cycle of continuous improvement.	Summer 2	-Performance management targets are leading to measurable improvements in teaching and learning in each class. -Areas of focus are clearly identified in Faculty/Subject Development plans. -Teachers and HOCAS/HofS can clearly identify improvements in teaching and learning where practice has developed and led to better outcomes.	HSR	Staff Time CPD Budget - £18,000	HSR/CWN/Govs Curriculum meetings
Continue the Pupil Premium Champion Work for the targeted students: Targeted Academic Mentoring Explore NTP programme in Summer 2 for targeted PP students. Allocation of devices to encourage independent learning and completion of homework tasks	Data collection points	Gaps close for disadvantaged students because of any actions taken. Homework completion improved	SKY	£5000	CWN/SKY monitors this work through disadvantaged champions group Data collection points.

A sharp focus on reading is established across the curriculum: World Book Day Author visit moved to Summer Term (21st June) develop whole school focus around this. Accelerated Reader (AR) remains a focus for Year 7 and 8 to provide reading benchmarks and to foster an appreciation of reading. Click and Collect Service for the library is established	New curriculum focus launched in September. AR focus throughout the year	At least 85% of all students to be at age appropriate reading benchmarks by July 2021 (90% 2022, 95% 2023). Library book uptake increases.	SCN/CPT/HSR/BHN	£3,507	SCT/CPT through data collection results of AR.
Bedrock Learning continues for Year 9 students as part of the tutor programme to develop reading to understand skills and build on reading developments from the AR programme.	Data points	Students results show improvements. Student survey shows benefits of the programme.	SKY	£1195	SKY – data checks throughout the term.

Personal Development							

Key Performance Indicators	Autumn 1	Autmn 2	Spring 1	Spring 2	Summer 1	Summer 2
Education KPI 4 – Improvements in behaviour will lead to students who have positive attitudes to learning and are motivated, show resilience and enjoy learning. The quality of opportunities available are exceptional and students take full advantage of the offer.						

Task and Actions	Date	Success Criteria / Expected Impact	Person Resp.	Costs	Date for Monitoring
Each term there will be a belonging activity in tutor groups: Spring 2 – Bunting Summer 1 - TBC Summer 2 –TBC – (possibility of whole day event) Resilience measure assessment taken in Sep/Nov/Jan/April/Jul to assess students' measure of resilience.	Sep start	Walls/tutor bases are kept up to date and are well recognised by all. Resilience measure shows increases in students' scores.	CWN	Staff time	CWN - half termly measures
Opportunities for after school enrichment activities increase as we move through the Summer Term. - Sports Clubs - Future Club - CoachBright	Ongoing	Numbers in enrichment activities grow term on term. Continuation of termly newsletter to capture activity.	SKY	Staff time	SKY – half termly measures
All opportunities for student voice and student leadership continue virtually until end of term. Plan for large relaunch in September 21	Ongoing	Displays updated around school to show student leaders. Student leaders use virtual platform to be visible to student body. New student platform 'what matters' takes shape and use grows term on term.	SKY	PSHE budget Leadership package £5000	SKY – half termly measures

Behaviour and Attitudes

Key Performance Indicators	Autumn 1	Autmn 2	Spring 1	Spring 2	Summer 1	Summer 2
Education KPI 3 - Attendance across all schools will show an improvement and will have closed the gap on national averages for overall and for similar students. We will have better than 96% attendance by the end of 2020/2021 (2022/2023) Our target for PA is less than 7% for all students and less than 9% for disadvantaged students by end of 2020/21 These figures will reduce by 2% year on year in 2022 and 2023. Our lateness figure will no more than 5% for 20/21.	🟥	🟥	⬜	🟥		
Education KPI 4 – Improvements in behaviour will lead to students who have positive attitudes to learning and are motivated, show resilience and enjoy learning. The quality of opportunities available are exceptional and students take full advantage of the offer. PEX – 0% (for the next three years (2021-2023). FTE – 5 students/10 days for 20/21 (3 students/6 days 21/22, 3 students/6 days 22/23).	🟧	🟧	⬜	🟥		
Education KPI 5 –Meaningful and effective engagement takes place with students and parents to ensure they feel supported and issues which arise are dealt with consistently, appropriately and quickly.	🟧	🟩	🟩	🟩		

Task and Actions	Date	Success Criteria / Expected Impact	Person Resp.	Costs	Date for Monitoring
Whole school focus on attitudes and behaviour: Assembly (CWN reiterate expected behaviours and pride in self and school)– Monday 29th March All staff to reinforce positive behaviours and assembly message through tutor times in week beg 29th March of term and first week of Summer. Uniform checks by Heads of House and SLT carried out in Summer Term 1 week 1. All staff to check rooms on entry and departure. HOCAs to go through classroom expectations with teams and general classroom organisation (starts and ends of lessons) in Faculty meeting 29th March 2021. Faculties to work on non negotiables on 29th March 2021 in Faculty meeting. Work displays updated around the school to encourage pride in students work	Launch week beg 29th March Ongoing Summer Term	-classrooms are left tidier at the end of the day before students leave. -less vandalism by minority during social times -students look smarter and wear uniform with pride. - students are proud of their work around school	CWN	None	Weekly review at end of each week in Summer 2

Opportunities provided for alternative timetables for the small group of students who are struggling emotionally/socially and behaviourally with the return to school.	Summer Term	Students in these groups will have improved data dependent on their need: 95%+ attendance Closing gaps in learning. Reduction in IDIs for poor behaviour	JBE/SKP	Staff time	Weekly
Targeted meetings with student and parents who struggle with behaviour to take place before new term starts in September. Attendance will be tracked carefully for those who have routinely poor attendance and barriers removed.	Ongoing	Parents and students are clear about the behaviour expectations. Reduction in number of IDIs and the need for exclusions.	JBE with HofHo	Staff time	JBE – Pastoral report half termly
Attendance will be tracked carefully for those who have routinely poor attendance and barriers removed – initial meetings will be set up with those who have had poor attendance historically.	Half termly	Student attendance will be improved and PA will be reduced.	JBE with HofHo	Staff time	JBE – Pastoral report half termly

Leadership and Management

Key Performance Indicators	Autumn 1	Autmn 2	Spring 1	Spring 2	Summer 1	Summer 2
Education KPI 4 – Improvements in behaviour will lead to students who have positive attitudes to learning and are motivated, show resilience and enjoy learning. The quality of opportunities available are exceptional and students take full advantage of the offer. The Trust's behaviour support programme is evaluated and remodelled which will reduce the reliance and associated costs of using external agencies.	🟧	🟧	⬜	🟧		
Education KPI 5 –Meaningful and effective engagement takes place with students and parents to ensure they feel supported and issues which arise are dealt with consistently, appropriately and quickly. Establish a SEND parents group across the Trust. Re - established the parenting group across the Trust to support all parents.	🟧	🟧	🟩	🟩		
Business, Finance and Operations KPI1 - Numbers on roll in all schools continue to grow so they are full. Trinity school to continue to attract full PAN (1050 plus SF) in each year group- 2021 - 1009, 2022, -1028, 2023 – 1050.	⬜	⬜	⬜	🟧		
Business, Finance and Operations KPI 2 - Integrated Curriculum Financial Planning implemented. Curriculum plans for September 2021 costed to ensure best value for money. Trinity to have assessed impact of teaching in tutor groups in years 7 and 8.	⬜	⬜	⬜	🟧		

Staff Development and Wellbeing KPI 1 - The quality of teaching and learning across the Trust is good or better. By July 2021 all leaders to be at least good+ and 100% of UPS teachers will be good+ and contributing to whole school/trust development of teaching and learning. All teachers are meeting career stage expectations to be good or better by Summer Term 2021.	🟧	🟧	⬜	🟧		
Staff Development and Wellbeing KPI 2 – Meaningful and effective engagement takes place with all staff to ensure they feel supported and issues which arise are dealt with consistently, appropriately and quickly. Working practices in assessment, marking and feedback across all three schools have been reviewed and modified. IT Policy and provision including provision of equipment for staff has been reviewed and all staff can work effectively.	🟧	🟩	🟩	🟩		

Task and Actions	Date	Success Criteria / Expected Impact	Person Resp.	Costs	Date for Monitoring
Re-establish the parenting group to support parents - use the survey results from the Summer Term survey as a starting point for what support parents may need. (This may need to be virtual in the first term).	By 31/10	Parents surveyed show they are feeling more supported and better able to cope.	SKP	Staff time	SKP - At the end of every block
Revisit IT access survey and plan a programme to increase student access to IT to support home learning. Explore opportunities for purchase of student laptops. Have a plan in place for use of new IT rooms (Nov 2020).	By 30/09/20 By Nov 20	Students are better able to access IT and remote learning as a result homework improves generally.	CWN	IT Budget	BHN- monitor homework grades on reports at every data collection point.
Revisit IT policy and practice for staff to ensure that IT provision supports staff working in new ways. Staff will continue to share best practice for blended learning techniques	By Sep 20 INSET	Staff have good access to IT for remote working should the need arise. Staff feel competent to deliver blended learning.	CWN/HSR	IT Budget	Ongoing monitoring through term and feedback from staff.
Impact of teaching in tutor groups in year 7 and 8 continue to be assessed at key points throughout the term.	Starts Sep 2020	Lessons obs show good quality teaching and learning and clear progress being made.	BHN	Staffing budget	BHN – Half termly.
Research L2 provision for Sixth Form to find a better offer for students that delivers value for money and benefits students over the next three years.	Sep 2021	Increased number of students signed up for level 2 course with larger class sizes.	RWS/BHN		Feb – timetabling modelling
Establish plans to look at how we market the school during current situation. -Year 5 days/year 6 Days -Primary liaison events -Yr 6/7 transition programme -Summer transition school planned	Summer 21	Continue to attract the same number of students for Sep 2021 in year 7 and SF.	CWN/RWS	Marketing materials produced in house. Staff time	Jan 2020 – Numbers from admissions.
Review of data collection, assessment and reporting (including parents eve) to take place and new programme established as necessary.	Begin Sep 21	Review staff feedback and then develop a new programme for data collection and reporting to parents. Assessment for students is more meaningful and moves their learning on as identified in student survey.	BHN/HSR	Staff time Data package £4000	Student and staff survey at key points in the year.