



## iCollege School Development Plan 18-21

<p><b>The Shared Vision</b></p> <p>By 2021, <b>we will</b> be able to say that: We offer excellent alternative educational provision in which each of our learners:</p> <ul style="list-style-type: none"> <li>· Achieves their highest possible educational outcomes.</li> <li>· Develops a strong positive attitude.</li> <li>· Makes the best possible positive contributions to the launch pad for their chosen future.</li> </ul>	<p><b>Delivering the Vision</b></p> <p>Our team of staff and governors, working collaboratively, with our stakeholders, will provide a relevant and holistic curriculum, underpinned by strong leadership and teaching of the highest quality that inspires learners.</p>
<p><b>Our team will:</b></p> <ul style="list-style-type: none"> <li>• Teach, challenge and encourage our learners to meet and exceed target grades in all their subjects.</li> <li>• Provide a relevant and holistic curriculum that enables learners to achieve nationally recognised qualifications.</li> <li>• Ensure high levels of numeracy, literacy and communication skills for every learner.</li> <li>• Engender a strong sense of personal responsibility and respect for others.</li> <li>• Make effective use of data to drive self-evaluation and improvement of learner outcomes.</li> <li>• Be passionate about focusing energies, technology and other resources to create and maintain an engaging learning environment appropriate to each learner and each subject.</li> <li>• Be passionate about learning and the creation of a positive learning ethos and culture that fosters key life skills, including independence, communication, resilience, flexibility, integrity and self-discipline.</li> <li>• Place our provision in the top 10% nationally on average data for achievement of value added outcomes.</li> </ul>	<p><b>We will rely on</b></p> <p>All team members – learners, staff, governors and stakeholders, having clear accountabilities. Parents and carers being well informed and engaged with our provision.</p> <p><b>Our culture and ethos</b></p> <ul style="list-style-type: none"> <li>• Help every learner do the very best they can.</li> <li>• Inspire students and staff alike.</li> <li>• Actively engage all our stakeholders.</li> <li>• Works constantly to meet the needs of current and future learners.</li> </ul>
<p><b>Above all we are a vibrant community which learners, staff and governors are proud to belong to</b></p>	

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What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
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### Leadership and Management (Effectiveness)

1.	Ensure the service's staff structure remains effective and efficient whilst still achieving good outcomes for learners. (PERS, FC)	JD	Review icollege staffing; action from Heads Funding Group <ul style="list-style-type: none"> <li>Meeting dates 03.07.18, 02.10.18</li> <li>Follow up at Heads Funding Group 28.11.18, 08.01.19, 27.02.19</li> <li>MS to report to Heads Funding Group re behaviour support offer to mainstreams</li> </ul>	March 31 <sup>st</sup> 2019, 2020, 2021	Headteacher time	Any changes to staff structure agreed for September 2019 to result in cost efficiencies / curriculum changes Budget spend matches income / consistent with reduced learner numbers	Paper to Heads Funding 28.11.18; cuts rather than efficiencies! <i>Became an appendix to MS's paper and not discussed!</i>  October 18 = bid for funds to support PPP transitions; JD
2.	Improve the efficiency of the Home Education (Interface) service as requested by West Berkshire due to perceived high costs. (FC)	JD / JP / CS / IP / KR	Review Home Education SLA with West Berkshire 29.10.18 . <ul style="list-style-type: none"> <li>Report to Heads Funding Group / suggested alternatives 02.10.18</li> <li>HT to report to IP re options and alternatives, staffing levels, premises etc</li> </ul>	October 18 / March 31 <sup>st</sup> 2019	Headteacher / Lead Teacher time Cost of CS (funded by LA)	Impact of schools supporting delivery costs for financial year 18/19 shows saving of £80 - £100K Direct services to pupils will not be reduced and performance/outcomes will not deteriorate; returns to mainstream and national exam results West Berks / Heads funding group signs off proposals	29.10.18 Plan to move back to LA Sept 19. CS working on implications to staffing. Meeting with CS 9.12.18 @£30k invoiced for summer term! College would lose £60k income



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3. <b>Develop and consolidate Outreach Provision offer to schools (TLC)</b>	JD / AP	Review Outreach Provision <ul style="list-style-type: none"> <li>• Appointment of 1FTE cross-phase teacher (JF from Sept 18)</li> <li>• Line management via LTs and AHTW-C</li> <li>• Revised offer to schools, systems, processes, monitoring and evaluation in place from November 18</li> </ul>	July 31 <sup>st</sup> 2019 Review 2020, 2021	Headteacher / LT / AHT time	Measure impact of saving of £27k as requested by Heads Funding Group / Schools Forum financial year 18/19: <ul style="list-style-type: none"> <li>• Direct services to pupils will not be reduced and performance/outcomes will not show a negative impact</li> <li>• Income from schools continues to support service</li> <li>• Outreach can demonstrate a positive impact on learners engagement with school</li> </ul>	Outreach Co-ordinator to 'manage' 2 x ASD TAs for LA / TLR3 paid by LA from BAG / PPP fund managed by MS Revised offer in place by Nov 18 – further work needed to make sure all schools aware. Flyer, 1:1s, join BAG, B & A network, Primary Heads £61K 19/20??? - same as this year.
4. <b>LA Strategic Development:</b> Ensure pupils are only ever moved to the right place at the right time. (SWC)	FM / EDod	<ul style="list-style-type: none"> <li>• Review processes for referral KS1 &amp; 2,</li> <li>• Establish links with primary PPP, Primary PAR, Behaviour Action Group</li> <li>• Review, SEN, BIT, other providers etc</li> <li>• AHT / Lead Teacher to attend Primary Heads forum</li> </ul>	Starting 5/9/17, milestone October 18 Review 2020,2021	Time	Processes for primary referral are robust and clear to all parties, with a clear link and responsibility established with West Berkshire SEN team	
5. <b>LA Strategic Development:</b> Ensure pupils with behaviour challenges are better	West Berks (RA, MS, WH) / JD	<ul style="list-style-type: none"> <li>• Headteacher to continue to chair PPP</li> <li>• Fair Access Protocol to be revised and agreed with both Primary and Secondary Heads (RA)</li> </ul>	PPP review October 18 / July	Headteacher	Joined-up pro-active intervention provision across West Berks. Easily accessible to Heads and a clear, coherent 'offer' from iCollege	

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	supported through better understanding of needs and interventions. <b>(SWC)</b>		<ul style="list-style-type: none"> <li>Fresh Starts to be refreshed (RA)</li> <li>Funding Transfers mainstreams for Exclusions 2018 to be understood by Heads (CW) and updated (WH)</li> </ul>	19		Meeting 15.02.19	
6.	<b>Embed the iCollege culture and ethos across all sites to ensure pupils (and staff) receive an excellent service and know what is expected of them.</b>  <b>(SWC)</b>	FM AP / PF / CD / HB / ED / EDod	<ul style="list-style-type: none"> <li>Ensure consistent use of policies, systems and procedures</li> <li>Monitor rules and routines within each unit, share consistency, successes and challenges</li> <li>Leadership training when identified by appraisal / SIP</li> </ul>	5 x INSET 18/19 03.09.18 04.09.18 29.10.18 23.04.19 25.05.19	Lead Teacher / SLT / AHT time Refreshments, OA; team- building and well-being £1,000 <b>A2310</b>	Consistent ethos in line with icollege vision Expect attendance at 'team building' day 03.09.18 & H and S 04.09.18 = 90%+ Appraisal time allocation = all appraisals complete on time	Forecasting £102% spend on A2310
7.	<b>Connectivity / Communication:</b> Ensure our data sharing and ICT systems are effective and useful and support good pupil outcomes as well as compliant with relevant legislation and regulation.  <b>(H&amp;SPIT)</b>	West Berks IT (TJ, MS, TN) / MR / JC/ KR	<ul style="list-style-type: none"> <li>Progress IT Working Group KR</li> <li>Network provision / RM Unify is compliant and accessible</li> <li>Cloud sharing/amalgamate RS and ASC systems</li> <li>Set up new electronic folders that everyone knows how to access when needed and are easy to locate</li> <li>Set up permissions</li> <li>Set up emails</li> <li>All practice is compliant with regulation</li> <li>Annual audit to check compliance</li> </ul>	Sept 17 and on-going Milestone Sept.18, January 19, July 19	IT team / iCollege staff / governor time Cost of new system? Quotes... – <b>E0505</b> (IT support @ £5k per annum) <b>M0340</b>	Staff report the system is effective for iCollege and old servers are only ever being used for archive only  Routine audits identify consistent good practice	On-going!


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	What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
			<ul style="list-style-type: none"> <li>Termly Newsletter from iCollege on website</li> </ul>				
8.	<b>Connectivity / Communication:</b> Website / content / policies are available to staff to ensure consistent provision to pupils and their families and to staff  <b>(H&amp;SPIT)</b>	CH and Identified icollege staff	<ul style="list-style-type: none"> <li>Camelot Media populate website</li> <li>Polices up-dated for 18/19 Ac Yr</li> <li>Annual up-dates from 19/20 allocated to iCollege staff</li> <li>Content supplied to fit headings / navigation</li> <li>School leaders provide updated information in a timely manner to update website</li> <li>Governors Clerk updates Governance section at least quarterly</li> <li>Homework accessible on website</li> <li>Regular contact between mentor and learner</li> </ul>	From Sept 17 onwards and updated termly	Cost of website management = @£30 monthly <b>C0106</b>  Staff time	Website is, and remains compliant, meeting required government standards  Staff and parents report the website has been helpful  Review website design and format Sept 19	On target Dec 18
9.	<b>LA Strategic Development:</b> Improve access for pupils with SEND needs / build at Intervention and up-grade premises for	JD	<ul style="list-style-type: none"> <li>Develop staffing plan for future provision which leads to increase by 6 places for SEND</li> <li>Funding form West Berks to be clarified and assured</li> <li>Admissions; support schools to improve</li> </ul>	Time scale determined by LA - complete	£200k for build plus resources and staffing costs to be determined @ 1 TA & 1 teacher	Build complete and admissions process in place. 66 places available for non-SEND learners plus 6 SEND learners	Intervention progressing... Need to identify costs to iCollege for furniture etc and staffing costs likely??

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	Integration (TLC, FC)		EHCP practice <ul style="list-style-type: none"> <li>Set up project/building group once case is agreed and building can start</li> <li>Project group in place for Integration build with Lead Teacher advising requirements and liaising re re-location</li> <li>Nurture links with neighbouring LAs</li> <li>Maximise learning spaces to advance delivery of the curriculum; new builds and extensions</li> </ul>	dSept 19  Jan 19 re-location	<b>West Berks</b>  £?? Undisclosed by West Berks	Build completed and Integration returned to site	
10.	<b>Financial Probity:</b> Ensure sound financial management that supports high pupil achievement through effective budget management.  (FC)	KP / JD / CW / FW	<ul style="list-style-type: none"> <li>Presentation to Governors in a timely manner for sign off</li> <li>Efficient school invoicing system developed</li> <li>Ensure review of all prior SLAs and contracts to seek best value</li> <li>Address Financial Compliance audit actions from June 2018</li> </ul>	Dec 2018	SBM time, LA buyback accountancy, WB accountancy charge @ £300 per day M0313	Budget build completed for financial year 19/20 available in Term 4  Evidence of budget reductions through reduced unit costs on some contracts Audit (June 2018) actions completed SFVS completed and accepted	Amin Hussian visiting 12.12.18 to look at budget with 'fresh eyes' Acknowledgement by IP at Heads Funding 28.11.18 and Schools Forum 10.12.18 that the iCollege budget is challenging and complex
11.	<b>Self Evaluation and Reflection on Practice:</b> Improve how the Student / Parent voice is heard	FM / ED / EDod / AH	<ul style="list-style-type: none"> <li>Revise systems for capturing student voice</li> <li>Assign a governor to support work in this area - AH</li> </ul>	January / March 19,20, 21	None  Governor time	Questionnaires / data to indicate satisfaction with icollege Response from Parents Evening; exams and curriculum 27.09.18	AH 'appointed' student voice Gov. ED collected data re subjects to analyse

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	and changes practice for the better  (SWC)		<ul style="list-style-type: none"> <li>Gather evidence to share with Ofsted / Review Day questionnaires</li> <li>Establish a culture of information imparting parents' evenings ED</li> </ul>				
12.	<b>Cost Effectiveness and Efficiency:</b> Ensure where possible we are able to reduce costs of icollege Home to School Transport (HTST) (FC)	JD, Lead Teachers	<ul style="list-style-type: none"> <li>Develop an iCollege travel plan</li> <li>HT to carry out an annual review in June of each year of the likely new cohort to enable passenger transport services to plan for more efficient use of their services</li> <li>Opportunities to be sought to change travel plans to be more cost effective as pupils confidence and skills grow</li> <li>Establish as much use of personal travel plans as possible</li> <li>Taxis / bus passes / cycles / walking etc</li> </ul>	Term 3 Review meeting with CEO 10.09.18	Staff time	<p>Contribute to overall reduction in costs being mindful of safeguarding issues</p> <p>Increase use of personal travel plans</p>	
13.	<b>GDPR Compliance:</b> Ensure the school is compliant with new regulations.  (H&SPIT)	JD, KP, MR Govs	<ul style="list-style-type: none"> <li>New data requirements understood</li> <li>Learn from mainstreams!</li> <li>Conduct self audit and resultant action plan / evaluate staff training and practise.</li> <li>Record iCollege non-compliance / near-miss data</li> </ul>	April 2019	May incur additional staffing	<p>Compliance with new regulations is evidenced in audit</p> <p>Monitor GDPR LA SLA effectiveness and value for money</p>	Report to Pers. Group 27.11.18 - Privacy notices for students and staff priority for next 6 months

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<p>14. <b>Staffing resilience:</b> Refine use of administrative support to ensure effectiveness</p> <p>(SWC)</p>	KP / JD	<ul style="list-style-type: none"> <li>• Safer Recruitment training JH</li> <li>• HR training JH</li> <li>• Accountancy function supported as required</li> <li>• SBM to review use of hours and skills matrix to decide if further resources needed</li> </ul>	April 2019	3 x £50 = £150 3 x £333 = £1,332 <b>A2310</b>	School Leaders, HT and Governors report that all tasks are undertaken in a timely manner	Requests made for support... JH SIMS HR training 2.10 & 6.11.18. CIP&D level 3 Jan 18
<p>15. <b>Governance:</b> Ensure that Governors are supporting the icollege in a consistent way, with focus and direction.</p> <p>(MC)</p>	KR / CH / JD	<ul style="list-style-type: none"> <li>• Governance Development Plan</li> </ul>	April 2019		Links to SDP	
<p><b>Summary of actions</b> Leadership and Management (Effectiveness)</p>		Continued reduction of costs to HNB Development of solutions to support schools / reduction in exclusions / LA reponse via Behaviour Action Group and report to Heads Funding Group Financial sustainability of iCollege Icollege self-reflection: 'know your school' Website, GDPR compliance			<b>Links to Governance Development Plan (GDP)</b> Policy review Website, GDPR compliance Budget responsibility	

## Personal Development, Behaviour and Welfare

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1.	<b>Staff &amp; student safety / protection:</b> Ensure students, if needed, are only ever physically managed in a safe and consistent way. <b>(SWC, H&amp;SPIT)</b>	KP / ED	<ul style="list-style-type: none"> <li>Team-teach – training for new staff and refreshers for all</li> <li>All unit staff to attend 2-day course</li> <li>Develop a 'safe touch' policy</li> </ul>	Rolling program	£130 per person x 30 = £3,900 <b>A2310</b>	Staff training register indicates completion / rolling programme new staff	Existing staff completed 9.7.18. New starters rolling...
2.	<b>Safeguarding / Raising Standards:</b> Ensure pupil attendance is as high as is feasible so that they may gain the full benefit of icollege services. <b>(SWC)</b>	FM, KP, JC, JH, SB, RD	Attendance; improve systems and monitoring <ul style="list-style-type: none"> <li>FM to look at what is already in place</li> <li>Attendance data linked to progress</li> <li>Monitor attendance data against local and national data / statistical neighbours</li> <li>Use of SIMS</li> </ul>	On-going from Sept 18	LA funded annual review	Positive review with SL and EWO Attendance for individuals shows progress and improvement Positive bench marking nationally and with statistical neighbours	
3.	<b>Heath &amp; Safety:</b> Ensure the best of practice at all times to ensure children and staff are safe and any incidents or accidents are minimised. <b>(H&amp;SPIT)</b>	DM, MR	<ul style="list-style-type: none"> <li>Agree and refine policies, procedures and systems following merger of 2 provisions</li> <li>Support required from WM in West Berks</li> </ul>	On-going from Sept 17	Purchase Level 2 buy-back. Cost? <b>M0335</b>	H & S audit 2018 = 79% (11% increase on previous audit) All actions completed by April / May 2019	Confirmed £2,367
4.	<b>Safeguarding:</b> Ensure pupils are protected and kept safe from harm.	FM /KP	<ul style="list-style-type: none"> <li>Ensure the safeguarding policy and procedure is updated and adhered to</li> <li>Ensure all LT's and PM's have relevant DSL training. Book on</li> </ul>	Sept 17 and rolling auunannually	5 x £125 = £625 <b>A2310</b>		

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	(SWC)		courses via SBM				
5.	<b>Student well-being is maximised to support better learning.</b> (SWC)	FM, AH	<ul style="list-style-type: none"> <li>Well-being sessions to be consistently planned and taught throughout icollege</li> <li>KS1-4 Outside speakers / PSE</li> <li>'Risking It All' performance &amp; other social plays (CSE)</li> <li>Identify 'hidden learning' / soft skills</li> </ul>	On-going 29.01.18	Curriculum resources - £1,000 <b>E0628</b>	Student outcomes and attendance Evidence from tracking CSE, CiN, CP, YOT etc Programme of speakers / events available at each site.	Forecasting to spend 86% of budget
6.	<b>Staff well-being is supported and promoted:</b> To enable best practice and therefore better outcomes for pupils. (SWC)	FM	<ul style="list-style-type: none"> <li>Staff socials to develop team building, climb a mountain, rock choir, staff meetings</li> <li>Regular wellbeing 'check in' - emails and informal support in person weekly with LT's and PM's</li> <li>Stress risk / well-being analysis tool</li> <li>Good management support and oversight</li> <li>Effective management of CPD + flexible timetable</li> </ul>	From January 2018	INSET 16.04.18, 24.05.19 TBC 20 & 21 AHT m'ment time	Reduction in staff absence for minor 'unwell / stress related' issues 'Supervision' set up for those identified via stress tool Staff training	All teacher appraisals completed Nov 18 / plan to use SIMS to manage strategically / SLT 15.11.18 Staff absence report to Pers. 27.11.18
7.	<b>Ethos / Expectations:</b> Ensure pupils get consistent behaviour support and responses to enable improved learning. (SWC)	FM, PF, HB, AP, CD	<ul style="list-style-type: none"> <li>Behaviour log / rewards / daily updates; across service consistency</li> <li>Rules/expectations to be agreed by teams and then with AHT (FM)</li> <li>Behaviour guidance to be in place for all units</li> <li>Consistent behaviour monitoring eg TBBs</li> </ul>	Sept 18 Update termly	Unit staff meeting time. Cost of extra hours for hourly paid staff @ £500 <b>A2105</b>	Consistency of approach in units and across service as KS3,4,5 students may move from site to site Data that shows individual improvement from entry	Budget line will be overspend by £150%. These extra hours minimal cost...

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			<ul style="list-style-type: none"> <li>Use past learner successes to inspire others</li> <li>Restorative support included in PSE curriculum to effect change</li> </ul>				
8.	<b>Health &amp; Safety:</b> Ensure buildings are fit for purpose to enhance consistent student learning. <b>(H&amp;SPIT)</b>	FM, KP, DM, MR, BW, admin team	Ensure regular maintenance of buildings/gardens etc <ul style="list-style-type: none"> <li>Revise systems and manage costs</li> <li>Responsibility of one admin assistant in each unit managed by SBM</li> <li>Operational caretaker</li> </ul>	October 17 Reports to Govs annually via HSPIT meetings	Costs vary across sites and according to damage etc <b>C0010 / C0242</b>	<b>Efficient deployment of caretaker</b>  <b>Balance in favour of pro-active rather than re-active work.</b>	<b>C0010 = 70% forecast spend</b> <b>C0242 = 50% forecast spend</b>
9.	<b>Safeguarding:</b> Reassurance to LA that safeguarding is taken seriously and children are safe.  <b>(SWC)</b>	FM	<ul style="list-style-type: none"> <li>Folder of evidence for section 11 schools audit.</li> <li><b>Robust systems and process in place</b></li> <li><b>Regular reports to Governors outlining activities and learning</b></li> </ul>	Term 5 18/19	Staff time to collate and update	<b>Audit December 18</b> example of good practice	
10.	<b>Safeguarding training:</b> Ensure staff are fully cogniscent of good safeguarding practice to ensure pupils achieve in a safe environment.  <b>(SWC)</b>	KP, all staff	<ul style="list-style-type: none"> <li><b>level 1, DV &amp; A, FGM, CSE, DBS, First Aid etc</b></li> <li><b>Records kept up to date</b></li> <li><b>Online and face-to-face</b></li> <li><b>Staff KCSIE safeguarding questionnaire completed</b></li> </ul>	On-going / rolling	15 x £45 face-to-face = £900 <b>A2310</b> Online refreshers free until Kwango finishes, thereafter @ £30 per person	<b>No gaps on SCR!</b> <b>Analysis of questionnaires identifies gaps and actions</b> Actions completed	

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11.	<b>Ethos / Expectations:</b> Promote pupils' achievement and self esteem so that they reach their full potential. <b>(SWC)</b>	FM, Lead Teachers, TAs  JW / DM	<ul style="list-style-type: none"> <li>Quality and varied displays - to promote achievement/self - esteem etc</li> <li>Termly display changes, linked to curriculum, well-being, student work, and information</li> <li>Photograph displays before changing</li> <li>Planned transitions between units / return to mainstream</li> <li>Monitor and evaluate off-site provision</li> <li>Review PPP processes</li> </ul>	Termly x 6	£50 per site display materials <b>E0200 + E0628</b>	Buildings clean and tidy, no damaged displays, pride in school, ethos Displays relevant and reflect progress  Curriculum links, nurture sessions  H & S, DBS, insurance, outcomes, progress	Presentation Evening 23.11.18 E0200 = 105% forecast E0628 = forecast £86%
12.	<b>Student well-being:</b> Promote pupils positive mental health so that they reach their full potential.  <b>(SWC)</b>	EDod FM  AH	<ul style="list-style-type: none"> <li>ELSA training for 5 staff</li> <li>Continued SEMH support</li> <li>Consolidate 'mental health / well-being offer' and 'package' as such</li> <li>Raise profile of iCollege counselling service</li> <li>Promote learner 'voice' within curriculum / develop learner council</li> </ul>	Annual training and supervision	5 x £750 = £3,750 <b>A2310</b> AHTWBC m'ment time	Courses completed and staff training and competent across the icollege Counselling outcome data shared with governors  Governor appointed to 'learner voice'	
13.	<b>Bullying:</b> Promote pupils positive wellbeing by reducing or addressing any instances of bullying so that they can reach	FM, RC  FM/SF	<ul style="list-style-type: none"> <li>New 'inclusive language' document</li> <li>For example, LGTGQ</li> <li>Policy / guidance to be shared with staff, students, governors and parents</li> <li>West Berks Bullying Audit / Accreditation as advised in 'Safe in</li> </ul>	April 2019  April 2018 / April 2019	Staff time	Non-offensive language used by staff and students Reduction in Crest reports  Accreditation achieved	

	What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
	their full potential.  (SWC)		Our Hands'				
14.	<b>Student well-being and access to learning:</b> Ensure pupils with known SEMH support needs are provided with services to maximise their learning capacity.  (SWC)	FM, RH, RM, MH, EDod, CD	<ul style="list-style-type: none"> <li>• Ensure access to Counselling</li> <li>• Emotional Health Academy is promoted and available where needed</li> <li>• EHA offer evaluated and revised for 19/20</li> <li>• SENCo interventions / SAPs</li> </ul>	Sept 17	In budget 18/19  EHA = @£47k annually	Outcomes reports from EHA and Counselling  Link to progress of learners as impact of interventions	
	<b>Summary of actions</b> <b>Behaviour and Safety of Learners</b>		Safeguarding vigilance / good+ at least SEMH support Ethos / safe and supportive environment Balance PDB&W with academic responsibilities / raising standards High, robust, aspirational expectations <b>Headteacher Objective 3: To ensure the application of the 'Absence Policy' across the provision 17/18</b>			<b>Links to Governance Development Plan (GDP)</b> Safeguarding link visits x 3 SEN link visits H & S Audit Incident 'awareness' and 'challenge' Policies - update and format	

## Quality of Teaching, Learning and Assessment

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	What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
1.	<b>CPD / sustainability of staff team:</b> Ensure UNQ are supported in their career progression. (TLC)	ED, HODs	<ul style="list-style-type: none"> <li>CPD to grow and develop our own staff</li> <li>PE / Offsite / D of E / PSE / science</li> <li>Staff exam entries</li> </ul>	Sept 18,19,20,21	7 x £350 = £2,500  £150 <b>A2310</b>	Flexible approach to learning Offer greater support to core and foundation subjects Reduce costs to OA Reduce supply budget Subject / offer development / RE	TA recruitment completed Nov 18. Science advert out Nov 18 SEN agreed funding top-ups / Heads Funding 28.11.18
2.	<b>Communication, synergy and cohesion:</b> SLT/Pastoral/Curriculum team development is of a high class to ensure pupils achieve well. (TLC)	FM, ED, EDod, CD, KP	<ul style="list-style-type: none"> <li>Regular meetings to share and understand</li> <li>Minutes of meetings show progression in actions</li> <li>12 week curriculum programme for Integration learners</li> </ul>	On-going and rolling	None	Cohesion and consistency across service Impact analysis / team reports to governors	
3.	<b>Aspirational expectations / raising standards:</b> Make best use of new Grade descriptors; encompassing Y9,10 & 11 to direct practice and focus. (TLC)	ED, HODs	<ul style="list-style-type: none"> <li>KS3 to cover learning skills in preparation for GCSE curriculum</li> <li>Planning by subject for Integration and Intervention</li> <li>Planning at primary to ensure transition to mainstream</li> <li>Bespoke accreditations eg AQA Unit Awards at Integration</li> </ul>	January annually	Staff overtime costs to attend meetings  Cost of exam entries variable	Smooth transition between units, curriculum to demonstrate progress and develop behaviour to learn  Meaningful data when returning students to mainstream	

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4.	<b>Raising Standards for all pupils</b>  (TLC)	ED	<ul style="list-style-type: none"> <li>Teacher appraisal is of good quality and effective including Home Education</li> <li>Appraisal training for middle leaders (LTs, Pastoral Managers)</li> <li>Calendar in place and followed</li> <li>Appraisal documents revised</li> <li>Outstanding English</li> <li>Smartboard training / in-house</li> <li>Lesson observations are constructive and effective</li> <li>Informal observations by LT / learning walks</li> <li>LTs to act as TAs in lessons</li> </ul>	Sept annually	None  £300 £200 <b>A2310</b>	<p>Robust link to appraisal and pay policy</p> <p>Teachers pay decisions completed by 31<sup>st</sup> December annually</p> <p>Analysis of learner outcomes</p>	
5.	<b>Raising Standards:</b> We have consistency in expectations across subjects and units  (TLC)	ED, FM	<ul style="list-style-type: none"> <li>Behaviour for learning expectations</li> <li>Homework</li> <li>Presentation / use of books, folders</li> <li>Use of IT</li> <li>How to engage with learning / emotional regulation</li> </ul>	Sept 19	None	Students able to articulate what is expected of them and maintain a consistent approach across subjects / sites.	
6.	<b>Progress Monitoring across all sites is consistent, accurate and effective</b>	ED, PF, CD, JW	<ul style="list-style-type: none"> <li>Integration re short term placements,</li> <li>Inspiration across service consistency re format and recording processes</li> <li>Primary is a priority</li> <li>Clear progress data accessible to all</li> </ul>	January 19	SIMS training for some staff @ £300 <b>A2310</b>	Staff able to access SIMS and record agreed information	





What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
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## Outcomes for Learners

1.	<b>Reporting and Recording:</b> GCSE grading in all subjects (English & maths from 2017), grade descriptors to encompassing Y 9, 10, & 11 Stakeholder understanding of exams, grades, further education / work requirements (TLC)	ED and HODs	<ul style="list-style-type: none"> <li>Continue to refine information to governors, staff, students and parents so absolutely clear</li> <li>Ensure teachers are teaching to number grades and marking accordingly</li> <li>Progress monitoring sheets and progress meetings refined annually and mid-year if necessary</li> <li>Use of SIMS</li> <li>Link pre and post 16 learning needs and expectations</li> </ul>	From September / January / April annually	Staff time – extra paid INSET? <b>A2105</b>	Published on website Students able to articulate their understanding of grades and outcomes Parents attend information evenings 27.09.18 and 14.02.19 and thereafter 3 x annually. Future dates TBA	
2.	<b>Achieving potential in particular for level 4/5 in core and foundation subjects</b> (TLC)	ED, HODs	<ul style="list-style-type: none"> <li>Discuss in progress meetings</li> <li>Assertive mentoring with students</li> <li>Completion of NFER document 'What Impact does Accountability have on Curriculum Standards and in Engagement in Education?'</li> </ul>	January 2019,20,21	Staff overtime to attend progress meetings? <b>A2105</b>	Level 4/5 students meet potential at least in English and maths Curriculum is rich and not restricted to 'teaching to pass tests' / borderlines not restricting experience. Evidence in lesson plans, schemes of work, outcomes against predictions etc	
3.	<b>Achieving potential:</b> Improve further support to SEND provisions to	EDod, CD	<ul style="list-style-type: none"> <li>Specific training / up-skilling for TAs, eg attachment, autism awareness etc</li> <li>Requirements will / may change with</li> </ul>	On-going and rolling	Costs will vary according to provider.	Expertise shared across sites according to student need Link benefits of TA support to	

	What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
	ensure better outcomes where possible (TLC)		<ul style="list-style-type: none"> <li>cohort and staff changes.</li> <li>EHC plan assessments are timely and good quality</li> <li>TA deployment is effective</li> </ul>		Online @ £30 per person. £750 budget <b>A2310</b>	outcomes, SAPs, provision maps and testing	
4.	<b>Achieving potential:</b> Monitoring / progress in foundation subjects; Art, PE, PSE to raise outcomes  (TLC)	ED	<ul style="list-style-type: none"> <li>Discuss in progress meetings</li> <li>Assertive mentoring with students</li> </ul>	January 19,20,21 progress review	Staff overtime to attend progress meetings?	Potential identified, shared with students and ambitious targets set and achieved	
5.	<b>Achieving potential:</b> Monitor and use Progress 8 developments / national data comparison to improve at all all key stages  (TLC)	AH, AP	<ul style="list-style-type: none"> <li>Ensure 8 learning opportunities available for all, to include WEx, OA, Autoskills, collage in-fill etc</li> <li>Identify PPG learners</li> <li>Primary curriculum refreshed and based on literacy / phonics and numeracy / calculation</li> <li>Review and evaluate national qualifications for suitability and relevance</li> </ul>	Sept 18,19, 20, 21	Use PPG funding to support individuals <b>E0352 / E0354</b>	Bespoke, individualised programmes available to suit learner needs / NEET / destinations Key stage 2 SATS results at 100 as appropriate	E0354 = forecast £47%


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What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
<b>Summary of actions</b> Achievement of Learners (Outcomes)		Robust reporting Learners achieving potential <b>Headteacher Objective 1: All students make at least 'Good' progress 17/18, 18/19</b>			<b>Links to Governance Development Plan (GDP)</b> Challenge outcomes / appropriateness of bespoke programmes, qualifications, NEET and destinations Challenge appropriateness of curriculum at all key stages.	

**Effectiveness of 16-19 study programmes**

1.	<b>Communication:</b> Ensure the Vision / prospectus for post 16 is understood and owned by all. (H&SPIT)	AP, AH	<ul style="list-style-type: none"> <li>Up-to-date prospectus available on website</li> <li>Curriculum linked to what employers want (numeracy, literacy, teamwork, creativity, independent working &amp; experience)</li> <li>SLT to support its implementation</li> <li>Develop a social structure for KS5</li> </ul>	April 19,20,21	AP time £40 printing costs <b>E0841</b>	Vision in place – distinct from KS1-4 Curriculum relevant and matched to learner needs and aspirations	<b>E0841 = forecast 112%</b>
2.	<b>Improve the Elevate enrolment / financial support take up.</b> (FC)	JD, AP MB	<ul style="list-style-type: none"> <li>Elevate forms completed on entry with evidence</li> <li>Liaise with MB re-replacement for Elevate after 18/19</li> <li>Process for 19/20 and 20/21 claims understood and implemented</li> </ul>	<b>October 18</b> Later dates TBA	Headteacher time, Lead Teacher and TA time	Applications received and approved Spreadsheet completed to show spend areas Replacement fund embedded for 19/20 and 20/12 cohorts	

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	What needs doing	Who	How will we do this?	When	Costs	Proof and Effectiveness	Evaluation/Monitoring
3.	<b>Investors in Careers Quality Mark</b> to be used to its maximum effect to better outcomes for our older learners.  (TLC)	AH, ED	<ul style="list-style-type: none"> <li>• Training to achieve quality mark</li> <li>• Visits to other PRUs</li> <li>• Careers events @ St Barts</li> <li>• Apprenticeship events</li> <li>• Company visits for students</li> <li>• Careers Fayre visits</li> </ul>	January 2019 Milestone, August 2020 completion	AH time and support time from ED £2,000 AH course and travel costs Adviza £1,500 <b>A2310 + E0303</b>	Gatsby compliant, quality mark achieved. Employability Skills and Transition plan in place AH completes qualification – masters points Outcomes/ / destinations show variety and sustainability year on year comparisons 17/18. 18/19. 19/20, 20/21	<b>E0303 = forecast 11%</b>
	<b>Summary of actions</b> Post 16 provision (effectiveness of 16-19 programmes)		Quality of T & L and Outcomes for Learners also applies to KS5 Distinct purpose and vision for KS5		<b>Links to Governance Development Plan (GDP)</b> Challenge outcomes / appropriateness of bespoke programmes, qualifications, NEET and destinations Challenge appropriateness of curriculum at all key stages		

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