



Our Vision

At OHA, we provide an inspirational and ambitious learning journey to enable all our students to achieve beyond their Horizons

Academy Development Plan 2020/21

Summary of Plan

1. Leadership and Management

(Improve the leadership and management of the academy across all levels in order to embed the new vision and culture.)

2. Curriculum Development

(Implement, develop and evaluate the new Horizon Curriculum)

3. Behaviour & Attitudes

(Continue to develop Behaviour and Attitudes by improving attendance and reducing exclusions which lead to a high-quality learning environment)

4. Disadvantaged students

(Close disadvantaged student performance gaps throughout the Academy)

5. Improve our outcomes

Improve the Basics (English & Maths combined) and E-Bacc outcomes by further developing leadership, teaching and learning.

Priority 1 – Improve the leadership and management of the academy across all levels in order to develop the new vision and culture for all.

Success criteria

- Create a new academy vision and share with all stakeholders
- All staff and students to know the academy vision and our core values
- Leadership & Management of the academy to be judged good or better at next Ofsted
- All Faculty/Departmental delivery reflects the new Horizon vision

Lead role: Andy Fitzgibbon - Principal

Activity	Target date	Lead person	Resources	Monitoring
Create a clear academy Vision and Values and this is shared and understood by all stakeholders in order to provide a high quality of education	September 2020 Ongoing	A Fitzgibbon	SLT Time Presentations INSET Governors	SLT QA Feedback from Governors Regional EP OAT Review
The vision and values are shared with all staff and students on a regular basis. This will be initially done on the staff INSET Day in September and Student Induction Assemblies.	September 2020 Ongoing	A Fitzgibbon	Presentations INSET Time Assembly time	SLT QA A Fitzgibbon
CPD is provided to leaders at all levels in order to provide a high quality of Education and curriculum offer.	Ongoing	A Fitzgibbon L Toach	Regional Executive Principal RD OAT Consultant	Lesson Wanders Departmental Review
The academy values are built in to Personal Tutor time and are also reflected in the new Classroom Practice procedures	Ongoing. Checked Jan 2021	J Marsh Plea LToach	PT Time Resources CPD	PT Time Walks Lesson Wanders OAT Review Regional EP
Ensure that academy reading activities are linked closely to academy vision and values. Values are being explicitly referenced through the teaching of reading and other curriculum areas where appropriate	Ongoing	P Lea HJukes LToach	Reading Books Tutor Training	PT Time Walks Lesson Wanders SLT QA OAT Review Regional EP

Priority 2 – Implement and evaluate the new Horizon curriculum.

Success criteria

- A new, ambitious KS3 (Y7-9) curriculum offer that meets the needs of all students
- Students can articulate their prior learning confidentially
- All aspects of the academy performance will be reviewed through a rigorous Quality Assurance process
- REAP is fully embedded in all lessons across school
- Academy literacy routines are embedded across all areas of the school

Lead role: Louise Toach – Senior Vice Principal (Quality of Education)

Activity	Target date	Lead person	Resources	Monitoring
Produce a curriculum intent document in order to ensure clarity and priorities that matches the needs of all our students	January 2021	L Toach	Staff time	External and internal QA
Quality assure the KS3 curriculum against the National Curriculum to ensure breadth and depth of coverage that is as least as ambitious as the NC.	October 2020	L Toach/A Fitzgibbon	Staff time External QA	External and internal QA
Create a model for curriculum in KS4 which builds on our KS3 offer	January 2021	L Toach/ M Lawrence	Staffing model Student/Parent Voice	Options Process External consultant feedback
Develop a bespoke CPD package for staff in order to implement our new curriculum change,	Term 1 -July 2020 Term 2 –Dec 2020 Term 3 – March 2021	L Toach/ P Lea	QA Feedback	SLT QA LM feedback Staff voice
Prepare departments for review of their curriculum provision in line with the new QA processes	Observations and first review by Oct HT	A Fitzgibbon/L Toach/ P Lea/ M Lawrence	Observation of partner schools OAT Consultant North Executive Principal	External consultants Faculty reviews
Implement the use of REAP in order to improve the quality of teaching, retention of information and our new marking policy	Ongoing	P Lea/ L Toach	Staff mark books Tracking	Learning wonders Lmeetings

Implement a rigorous KS3 assessment system which allows effective tracking of progress and identification of students who require early intervention	Ongoing Half termly review	P Lea/ L Toach	Staff time	SLT QA Regional Executive Principal
Embed 'live marking' across the curriculum in order to support feeding forward and impact positively on pupil progress	Ongoing	P Lea	CPD	SLT Associ
Embed the literacy policy across the curriculum to enhance learning for all students.	January 2021	P Lea/H Jukes	Class book sets	SLT QA Student voice

Priority 3 – Continue to develop Behaviour and Attitudes -by improving attendance, reducing exclusions leading to a high quality learning environment.

Success criteria

- Whole school attendance at 94.6%+ from 93.8% in 2019
- Persistent absence to be at 14% by 2020/21 compared to 19% in 2019.
- Fixed Term Exclusions to be at the National Average of 10.13% by the end of 2020/21
- Low level disruption in lessons to be reduced across the academy by 40% using the behaviour point system
- All alternative provision is appropriate, monitored and bespoke for the individual student
- New SPIRIT Hub is positively impacting on student learning
- New rewards system introduced and embedded.

Lead role: James Amps – Vice Principal Academy Standards, Deb Bolton – Assistant Principal Safeguarding & Community & Mark Adamczyk – Assistant Principal Behaviour & Standards

Activity	Target date	Lead person	Resources	Monitoring
Embed the new Horizon Vision for all. Pastoral training – RSL/HOY/Pastoral support staff –	September 2020 Ongoing	VP/AP - behaviour/ Director Pastoral team	EduLink PT - Praise post cards Rewards SPIRIT Hub North Executive Principal	Student voice survey responses and outcomes data Regular checking
1 st day contact from Heads of Year to all parents of students who are absent to avoid any unnecessary absence. This is in order to achieve whole school attendance of 94.6% or above. Trial and implement app support for attendance reporting and improvement	July 2021 Ongoing	VP, HOY and Attendance Officer	Heads of Year time directed to complete attendance calls. EduLink app – in place and in use Sept 2020. Attendance launched once tested and application confirmed.	Attendance Officer to support calls and monitor impact. Attendance officer/VP to work with EduLink to develop platform use
Clear identification of students who are below 93%. Action Plans in place to support improved attendance, in order to reduce PA.	July 2021 Ongoing	VP/AP/HOY and Attendance Officer	Admin to support with letters and the collation of medical evidence. HOYs to operate attendance report where identified	HOY weekly meeting with AO under directed time

Implement a range of interventions - to reduce FTEs and ensure students' learning is a priority at all times.	July 2021 Ongoing	VP/AP/HOY/RSL & attendance officer	Education programmes for those in danger of FTE FTE prevention meetings (HOY/RSL) Pastoral support team intervention.	Impact of FTE on those pupils involved in Education Intervention monitoring
Embed the two priorities in all lessons across the academy in order to address low-level disruption : 1. Praise in Public - Reprimand in Private 2. Take the fame away from poor behaviour Embed the Pivotal Learning procedures across the academy	October 2020 Ongoing July 2021	AP/VP	CPD INSET time Pastoral Support	LM meetings Daily monitoring SLT Wanders Lesson removal data Class monitor
To effectively identify students that need to be placed on alternative provision or Hub support in order to ensure that all students have appropriate curriculum provision in order to achieve their full potential.	Ongoing	VP/AP	Monitoring visits to AP pupils to monitor progress, attendance and behaviour. Analysis/monitoring of SPIRIT Hub	Informing SLT and Governors.
Careers, guidance and attendance are closely linked to the new Horizon Curriculum	April 2021	VP/Careers staff/PSHE/PT	Careers team Edulink W/Exp, assembly inputs PT - PSHE resources	Pupil careers survey response
New rewards system launched and implemented in order to support behaviour and attitudes across the academy	September 2020 Ongoing	NWhiston	Principal NWhiston LToach	Pupil surveys Reduction in lesson removals

Priority 4 – Close disadvantaged student performance gaps throughout the Academy.

Success criteria:

- PP gaps to close in all areas with full cohort gap decreasing by 0.2 or better
- PP P8 score to increase by +0.3 - +0.5 in comparison to 2019
- PP attendance to be in line with national average
- PP FTE to be reduced by 25% from 2019
- All students incl. those with SEND will have a Quality of Education in line with their peers

Lead role: Michelle Lawrence – Assistant Principal Achievement & Outcomes, Louise Toach – Senior Vice Principal Quality of Education & James Amps – Vice Principal Academy Standards

Activity	Target date	Lead person	Resources	Monitoring
Develop and adapt the curriculum offer to ensure disadvantaged students experience a wide range of opportunities that are appropriate to their individual needs and in line with their peers	Ongoing	MLawrence LToach	NTP Tutors Laptops PP Funding PP Coordinator	Learning Wanders Achievement data OAT Review Regional EP
A range of detailed and specific interventions are in place to support students who have developed knowledge gaps through the lockdown period	Ongoing	MLawrence	NTP Tutors P6 Morning sessions	Learning Wanders Achievement data OAT Review Regional EP
NTP tutors used to effectively provide small group tutoring for PP students in all year groups in English, Maths and Science. Students selected through in class assessments and through core DoF.	Ongoing	MLawrence	NTP Tutors Data Monitoring Internal Assessments	MLL to use internal assessment data to track the impact of the tutoring. Lesson wanders and support of tutors where necessary.
Identify and select Year 7 students through GL Assessments to enrol on Project Orbit. Work with Assistant DoF to coordinate intervention sessions, monitor impact and regular feedback with parents.	December 2020	MLawrence (SLeese/ EBoyles)	Accelerated Reader Lexonik My Maths TTRS GL Assessment Data	SLL/ELB to monitor attendance. GL Assessment data reviewed mid-term and at the end of the programme
All PP students in Year 11 without access to digital devices to receive an OAT laptop through the DfE scheme for 12 months.	July 2020	MLawrence (DRoberts/ ASmith)	44 Laptops 35 Dongles Student/parent user agreements	Laptops updated where necessary and welfare checks completed.

Targeted PP students to be involved in the PP mentoring scheme. Staff involved provided with mentoring training and regular contact made with parents.	July 2021 Ongoing	DLethaby	Mentor Booklets	DJL to monitor meeting attendance and impact on attendance and attainment.
1 st day contact from Heads of Year to all parents of students who are absent to avoid any unnecessary absence. This is in order to achieve whole school attendance of 94.6% or above. Explore, trial and implement app support for attendance reporting and improvement	July 2021	VP, HOY and Attendance Officer	Heads of Year time directed to complete attendance calls. Edulink app – in place and in use Sept 2020. Attendance launched once tested and application confirmed.	Attendance Officer to support calls and monitor impact. Attendance officer/VP to work with Edulink to develop platform use
To identify those students who are below 93% who are potentially or are PA. Action Plans in place to support improved attendance, in order to reduce PA to 14%.	July 2021	VP/AP/HOY and Attendance Officer	Admin to support with letters and the collation of medical evidence. HOYs to operate attendance report where identified	HOY weekly meeting with AO under directed time
PP students with clear patterns of absence to be identified and contacted prior to September. Close monitoring to continue throughout the year at key points (Fridays, CE Days)	September 2020 July 2021	DLethaby and Attendance Officer	Attendance data Historical attendance data	Attendance Officer to support calls and monitor impact with DJL.
Identify alternatives to FTE through FTE prevention meetings for at risk pupils, internal exclusion and restorative justice/interventions in order to reduce FTE exclusions to the NA of 10.13% to ensure that students receive as full a curriculum as possible.	July 2021 Ongoing	VP/AP/HOY/RSL & attendance officer	Education programmes for those in danger of FTE FTE prevention meetings (HOY/RSL)	Impact of FTE on those pupils involved in Education Intervention monitoring

			Pastoral support team intervention.	
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Priority 5 – Improve the Basics (English & Maths combined) and E-Bacc outcomes by further developing leadership, teaching and learning

Success criteria

- Improve our 9-4 & 9-5 combined in English and Maths. 9-4 to achieve 65%+ (from 56% in 2019) and 9-5 to achieve 35%+ (from 24% in 2019)
- E-Bacc P8 to improve by +0.5 from 2019 outcomes (-0.99)
- English, Maths and E-Bacc faculties are judged good or better by Ofsted criteria through Faculty Reviews
- Student retention and retrieval is clearly evident in all Maths, English and E-Bacc lessons as part of the academy QA processes

Lead role: Michelle Lawrence – Assistant Principal Achievement & Outcomes, Louise Toach – Senior Vice Principal Quality of Education & Andy Fitzgibbon Principal

Activity	Target date	Lead person	Resources	Monitoring
Embed the new REAP model in all lessons across the academy (See priority 2)	Jan 2021 Ongoing	P Lea L Toach	CPD Retrieval Practice Book OAT Consultant North Executive Principal	Lesson Wanders Departmental Reviews
Summer Subject Enhancement Programme to take place to minimise the impact of Covid 19 in core and E-Bacc subjects.	August 2020	LToach / MLawrence	Session attendance monitoring Parental contact	Session attendance monitoring QA of sessions by SLT
Whole school CPD in order to improve the Quality of Education (and support the delivery of REAP - see Priority 2)	December 2020 Ongoing	LToach	CPD resources Ofqual and examination board updates Government guidance	Lesson wanders and mock examination data
Targeted interventions to take place throughout the academic year to support student achievement: <ul style="list-style-type: none"> • P6 • PT Intervention • Booster Sessions • Saturday Academy • Half Term & Easter Provision • Residential 	September 2020 Ongoing	MLawrence	PT Intervention Rooms Intervention resources (food) Residential support and staffing	Data tracking used to monitor the impact on attainment and progress

<p>Regular communication with all parents throughout the academic year Intervention timetables shared from the first week back and regular attendance updates provided.</p> <p>Virtual Information Evening on Wednesday 9th September.</p>	<p>Ongoing</p>	<p>MLawrence / ASmith / DRoberts / AFitzgibbon</p>	<p>Zoom / Teams Webinar Edulink / ParentPay Academy letters Commitment contracts</p>	<p>Attendance monitoring</p>
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