

Appendix 1

Key attainment issues extracted from an HMI note of visit to a FS Secondary School

“Further emphasis should now be given to:

- finding ways of establishing the baseline of pupils’ attainment as simply as possible and without time consuming or over complex data;
- using this baseline to set targets, track progress and remedy areas of weakness as they become apparent;
- monitoring teaching at the level of senior and middle management, in order to identify weaknesses and develop and spread good practice;
- addressing the individual needs of the full range of pupils within the class, by presenting appropriate levels of expectation and challenge, and using a wider range of teaching and learning strategies;
- raising pupils’ attendance to over 90% and improving their punctuality to school and to lessons.”

The example, which follows, groups the above priorities into three goals:

- a. Refining and using data to improve learning
- b. Ensuring consistently good teaching
- c. *Reducing exclusions and improving attendance and punctuality*

Related targets with accompanying actions and success indicators have been developed to realise the goals and the priorities. Financial resources have also been identified and allocated.

Goals (a) and (b) focus on actions which will have a direct impact on attainment, whilst (c) seeks to establish appropriate conditions for learning.

Fresh Start Schools							
Appendix 2	Example Raising Attainment Plan						DfEE
Key Goal/ Target	Action to be taken	Led by	Started by	Success Criteria	Achieved by	Monitoring and Evaluation	Resources F – FS Grant S – School Budget SF – Standards Fund O – Other
A. Refining and using data							
A1 Refining and using data to improve teaching and learning	i) All Y10 staff to be provided with Y9 average SAT scores for three core subjects, CAT scores and reading ages. In order to inform lesson-planning	Senior teacher	Sept 01	Evidence gained from lesson planners and lesson observations that the data is being used to inform lesson-planning and identify targets for individual pupils.	Ongoing	Faculty Heads SMT	Admin 2 days £160 [F]
	ii) Implement whole school INSET on using data, calculating value added and as a baseline for target setting.	DH Cur	Sept 01	Evidence gained from subject planning meetings and lesson observations that subject teams are able to interpret data to identify pupils' progress and ask questions about anomalies.	Sept 01	DH Cur / Faculty Heads	Training to enable them to run INSET in house £260 [F]

	iii) Develop target setting strategies which enable pupils to reach their potential	Faculty Heads	Oct 01	Evidence gained from pupil planners, pastoral / assessment records and pupil attitude questionnaires that appropriate targets are being set for individual pupils in each subject area, next steps are being given and pupils are progressing at an appropriately challenging pace.	July 02	SMT	Consultant to work with Faculty Heads £400 [F] Cover for five days £650 [F]
	iv) Develop strategies to ensure data can provide an early warning system for under-achievement.	Senior teacher	Feb 02	Evidence from lesson observations, subject planning meetings and pastoral / assessment records that strategies are in place and are working effectively.	April 02	DH Curriculum	Cover 10 days to enable DH to link with subject leaders £1300 [F]

B. Ensuring consistently good teaching

B1 Establish effective strategies for ensuring that improvements in the quality of teaching and learning are maintained.	i) Monitor teaching and learning through a programme of classroom observation and feedback to staff.	DH Curric'	April 01	100% lessons in KS4 satisfactory or better and 60% good or better.	March 03	HT/DH Curriculum LEA HMI	SMT time for monitoring and feedback
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	ii) Implement middle management INSET for monitoring teaching and learning including paired monitoring with LEA Adviser.	INSET Co-ord.	Sept 01	Evidence from CPD records, subject planning meetings and lesson observation records that all middle managers are trained, and are undertaking monitoring observations effectively. Teachers monitored subsequently achieve consistently higher standards.	July 02	DH curriculum SATs	5 days adviser time £2000 [F]
B2 Address individual needs.	Good practitioner with coaching skills appointed from higher attaining partner school to assist teachers to address their pupils' individual needs. <i>[Contracted to work at school for 80% of time in first year and 60% in second year.]</i>	HTs in partner schools	Appoint for Sept 2001	Evidence from lesson observations, pastoral / assessment / SEN records and lesson observations of more effective use of IEPs and assessment and attainment data by teachers. Evidence from lesson observations that coaching programme is leading to more effective teaching and learning e.g. pupils' rate of progress increased on average by 0.5 NC levels per year in core subjects.	July 03	SMT LEA link Adviser HMI	£65000 over two years [F]
B3 Ensure high expectations and appropriate challenges.	Two professional days devoted to raising staff expectations of their pupils. Use of consultant.	INSET Co-ord		Evidence from classroom observations, pupil attitude questionnaires and pastoral / assessment records that expectations have been raised and pupils are more motivated. Rate of pupils' progress in lessons increased.	On-going	DH Curric Faculty Heads HoD's	Consultant 2 days £800 [F]

<p>B4 Use a wider range of teaching and learning strategies.</p>	<p>Implement whole school programme of training / coaching to widen the range of teaching and learning strategies used appropriately at KS4.</p>	<p>INSET Co-ord</p>	<p>Sept 02</p>	<p>Evidence from lesson observations that the range of teaching and learning strategies adopted, including problem solving and group work, has widened and that they are used appropriately. Evidence from lesson observations, training records and subject planning meetings that good practice is disseminated within the school Evidence from lesson observations, and pupils' work that they are able to categorise, prioritise, reason, reflect and identify transferability of learning.</p>	<p>Dec 02</p>	<p>Faculty Heads identify impact of INSET</p>	<p>Consultant 10 days £4000 [F]</p>
<p>B5 Effectively implement Phase 1 of the KS 3 Strategy</p>	<p>Raise the effectiveness of T&L across the curriculum, and specifically in English and mathematics, and develop Literacy and Numeracy across the curriculum.</p>	<p>DH Cur / Literacy and Numeracy Co-ords</p>	<p>Sept 01</p>	<p>Evidence from lesson observations across the curriculum that literacy and numeracy objectives are being appropriately addressed. Evidence from lesson observations, training records and subject planning meetings that good practice is disseminated within the school. Significant improvement in year on year CAT scores.</p>	<p>July 02</p>	<p>HT</p>	<p>Awareness-raising for all staff. Training for English and mathematics staff. Accessing good practice. Resources. £7700 [SF]</p>

Improve Punctuality and Attendance							
C1 Improve punctuality.	Effective systems introduced to increase punctuality on arrival to school and lessons.	April 01	Dep Head Guidance	Reduction in late arrivals to school by 80%. 100% of pupils present arrive for start of lessons.	Ongoing Ditto	DH Past. Pastoral staff Ditto	Time to establish and monitor systems Admin £3200 [S] Rewards £700 [O]
C2 Increase attendance.	Effective systems in place for monitoring and following up non-attendance.	April 01	DH Guidance	Improved attendance from 83% to above national benchmark of 90%. Improved attendance, attainment and attitude to school from targeted non-attenders [through analysis of registers, EWO records, pupil assessments / attitude surveys, etc].	Ongoing	DH and EWO	Time to establish and monitor systems Admin [S]

Appendix 3

RAISING ATTAINMENT PLAN - TIME ANALYSIS (Draft)

DfEE

KEY TARGET	SPRING 01				SUMMER 01			AUTUMN 01				SPRING 02				SUMMER 02			AUTUMN 02				SPRING 03				SUMMER 03				
	Jan	Feb	Mar	April	May	June	Jul	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		
A1i																															
A1ii																															
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