

Newmarket Academy Action Plan 2020-21

This action plan is updated every half term and after each Data Point. The Action Plan supports the USP MAT Action Plan which can be viewed on the MAT website

Newmarket Academy strives to be an outstanding school in an outstanding Trust - a secondary school focused on preparing students to impact on a changing world. Our values promote a community that accepts everyone and leaves no one behind. In our drive to be an outstanding school, we prioritise innovation and challenge. Collaboration and risk taking by our teachers create an environment where outstanding lessons will be the norm and where learning is nurtured and celebrated. We pride ourselves on driving change through distributed leadership, where asking for help is seen as a strength and support is given freely. Our curriculum prepares students for the world of work; it encourages them to take responsibility for their own learning and to plan the next steps in achieving their goals. Our ambitions and aspirations are shared with, and celebrated in, the wider community. We are a school the community can be proud of.

Newmarket Academy Development Plan 2019-20: Executive Summary

Values

Compassion is about caring for others	Honesty is being truthful with decisions we make and actions we take every day	Respect honours the good things that we and others do	Wisdom is gained through learning and doing. It is about knowing right from wrong	Courage is being brave when we are scared. It is being able to act when we fear we may fail	Resilience is about being able to stay strong when things go wrong	Integrity is being honest and trustworthy. It is being true to yourself and your beliefs	Responsibility is about taking care of our people and things. It is about doing our duty to our family, friends, school, community and country
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Our mission is to create.....

Successful Learners	Confident individuals	Responsible Citizens
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Targets

KSIII – 80% of students on track to achieve their targets KSIV – 69% 9-4 En/Maths KSIV – 43% 9-5 En/Maths KSIV – 14% 9-7 En/Maths	HPA students achieve outcomes in line with national averages	Attendance – 96.5%	To be a relationships and well-being school
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Whole School Priorities

Teaching and Learning – Meta-cognition	Relationships and Well-being	Narrowing the Gap	Curriculum Development
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Strategic Objectives

Quality of Education	Behaviour and Attitude	Leadership and Management	Personal development
<p>We aim to provide an ambitious full curriculum, focused on detailed subject knowledge.</p> <p>We aim to develop deep understanding, addressing big concepts and providing all students with a sequenced learning pathway.</p> <p>We aim to provide a curriculum where reading is fluent and comprehensive.</p> <p>We aim to address the needs of all learners whereby all students are ready for the next stage of their learning journey.</p>	<p>We aim to engage all students to achieve a high standard of engagement, where values are embedded and expectations challenged.</p> <p>We will build resilience through metacognition so students can study effectively and take pride in their achievements.</p> <p>We aim to ensure our high expectations of attendance are continued by embedding good relationships among learners and staff.</p>	<p>We aim to engage with staff and improve subject, pedagogical and pedagogical content knowledge.</p> <p>We aim to have high ambitions for all learners and ensure that all staff have high expectations of students at every level.</p> <p>We aim to engage the community to support students' learning.</p> <p>We aim to ensure there is a culture of safeguarding in the school.</p>	<p>We will extend students experiences beyond the academic, providing learners broader development enabling them to discover and nurture their interests and talents</p> <p>Our curriculum will develop character and our values. It will also equip them to know how to keep physically and mentally healthy</p> <p>We will prepare learners for future success and for life in modern Britain</p>

Personal Development						
Focus	Action	Who	When	Resource	Success Criteria	Where are we now?
Aspiration - We will extend students experiences beyond the academic, providing learners broader development enabling them to discover and nurture their interests and talents	Houses to direct students to discuss and record interests and talents	HoH Tutors	September	Student logs Admin support Planner	All students are able to discuss interests and talents on student logs. All students able to discuss potential career ambitions.	
	Establish and maintain a spreadsheet of participation in educational opportunities	SGN + SCL	Ongoing throughout academic year		Representative participation in educational opportunities by all groups of students SCL to be confident in completing the spreadsheet and keeping it up to date.	
	Include opportunities to extend extra-curricular etc. in Schemes of Learning	RHL	On-going		Review of PoS shows that subject curriculum extends interests.	
	Making explicit the careers opportunities available through the community engagement programme to extend careers links	MKY	December 2020	NAGBP NAPA	PPI will show increased awareness of aspirational career pathways	
	Implement a student questionnaire on aspiration	RHL	December and May		Data analysis shows positive shift in student aspiration	
	Measure 'Quality of Education' using outline set out by Welcome Trust	RHL	Autumn and Summer	HRu	Audit completed and action plan published	
	Prepare students for Rank Foundation Applications	NFR	September 2020		Early identification of students in year 7&8 Add students to PP Leadership Programme Increased percentage of PP students in leadership roles	
Our curriculum will develop character and our values. It will also equip them to know how to keep physically and mentally healthy	Audit the logs of assemblies to ensure coverage of values, SMSC and Britishness	NFR	Autumn 2020	Admin support Spreadsheet	Trust review shows coverage of values etc. is strong/ Assembly log kept in T drive to show what has been covered.	
	Focus on raising profile of values in lessons, SoL and PoS	All HoDs	October (on-going)	Assembly time	Evidence compiled from Aspect reviews shows commitment to values	
	Prepare for new PSHE and SRE spec	KHE/NFR/LMN	Autumn 2020	DfE guidance on new PSHE PoS	Plan for PSHE and SRE approved by Governors. Review confirms high quality programme delivered by confident staff	

	Regular distribution of EEF and other sources of research on relationships	RHL/MDS	Autumn 2020		Staff surveys show	
	Organise half termly BfL meetings to focus key issues	EWN and HoH	ongoing		Staff are better informed	
We will prepare learners for future success and for life in modern Britain	Audit programmes of study to ensure future success pathways are highlighted and linked to interests and talents	RHL	Spring Term	Proforma for PoS NFY	Trust review Autumn 2020 shows that PoS provide opportunities for future success. FFT 20 targets achieved	
	Open careers centre in library with level 6 qualified staff	NJN		Careers budget	Careers section in library opened and used by staff and students. New admin assistant trained to deliver WEx programme Students use the library effectively	
	Programme of careers interviews for Year 9 and Year 11 students	NJN and RHL	Spring Term	All SLT + Tutors	No NEETs. Students on "right" courses	
	Review of CEIAG and NAGBP impact	MKY and RHL		NJN + Linked governors	Students able to discuss career plans and 0% NEEET in Year 11 NJN to have a comprehensive log of interviews and offers	
Support and develop our staff and students	Establish Professional development plans for all staff and provide support for those seeking professional development and career enhancement	NFY	December 2020		Staff able to achieve career ambitions	
	Set up staff well-being group with Governor support	NFY	Autumn 2020	Governor (ASS)	Staff morale rises and absence levels fall – see baseline data	
	Enhance our well-being support for students – mental health programmes in place – Audit of mental health	FHS	From September	SBM	Accurate record of students making use of school based provision Findings shared with SLT + House Team	
	Integrate Polaris into the school	CFS	January 2020		Some Polaris students attending some lessons	
We aim to engage all students and staff to achieve a high standard of engagement, where values are embedded and expectations challenged.	Develop a personalised curriculum tailored to individual needs where teachers are empowered and skilled to promote those values	RHL+HoDs	Spring 2020		Curriculum plan is approved by Governors Trust review shows that curriculum is strong.	
	Promote the Newmarket Academy way (assembly, start of lessons, corridors)	EWN + HoH	September 2020	Printing £250	Reduction in C2s by 20% in like for like period. Assemblies and start of lessons have a similar format Start of lessons have a similar format	

	Review and develop alternative curriculum and successfully induct new member of team to AP	EWN + FHS	September 2020		20% Decline in FTE for PP and SEND students Record of students and progress made in AP to kept in T drive for House teams to access. Publication of outside agencies used by AP.	
	Expand the role of SEND to support all students with special needs	CWN + EWN	September 2020	TA Team + HoH	Evidence of improved planning for engagement for all students with special needs. Reduction in exits	
Teaching and Learning - We will build resilience through metacognition so students can study effectively and take pride in their achievements.	Teachers to actively model and support resilience	MDS + RHL	September 2020	Lesson Obs Time	Attendance = 96.5%. Punctuality to lessons is excellent. Students use time in exams effectively.	
	Ensure staff stretch and challenge students to achieve their potential	All Staff	Sept 2020	Lesson Obs + Data Points	FFT 20+ outcomes PP gap = 0	
	Organise Parent workshops to support learning	All SLT	Post Covid	Calendar	Parents report that they feel able to actively support their children. Year 11 achieve target En/Ma 4+ and 5+ targets	
We aim to ensure our high expectations of <u>attendance</u> are continued by embedding good <u>relationships</u> among learners and staff.	Continue to use video clips to all stakeholders linked to the importance of relationships as often as possible.	MDS SLT/ HOH	Sept 2020	T + L budget	No of C2s declines by 20% Positive relationships are shown in Lesson Observations and walks around school.	
	Continuing early identification and rigorous analysis of all focus groups to identify trends and intervene effectively	MKY/SBY + HoH	Sept 2020		Attendance exceeds 96.5%	
We will create a new curriculum model in which the curriculum is the progression model and provide an effective Continuing Professional Development programme which supports professional and personal development for all staff	Subject knowledge and expertise a fixed agenda item in every meeting	RHL	Autumn 2020		Department minutes	
	Development of subject knowledge and expertise integral part of all PA and included in all lessons	NFY	September	CPD budget	School QA process + Staff feedback report teacher subject knowledge is a strength	
	Introduce high expectations strand into our CPD programme	MDS/RHL	Sept 2020	CPD budget	Students feel supported and challenged by aspirational targets (FFT20+)	
	Develop new Line Management proforma to ensure consistency and accountability and assess success of Curriculum 2020	NFY	September		Trust review Autumn 2020 shows that Line management consistency and accountability is a strength of the school	
	Ensure there is robust and rigorous approach to identifying gaps in learning and developing strategies to narrow the gaps – curriculum review and diagnostic/intervention strategies	All SLT	Sept 2020		Skills/knowledge gap analysis completed Staff are aware of the general weaknesses of a class and are able to say how they are dealing with this in department meetings.	
	Analyse GL assessment data to support challenging targets and aspirations.	RHL/JHL	October		All targets in KSIII reflect GL assessment data.	

	Implement intervention strategy in full for all year groups	All SLT	September		FFT 20+ outcomes PP gap = 0. P8 = 0.20+	
	Ensure that catch up funding is used effectively to narrow gaps in progress	NFR	Nov 2020	Tuition Partners Programme	Gaps in knowledge identified by department and resources deployed to narrow the gap Students are aware of gaps when asked or are able to direct to PLCs in books etc	
	Establish SEND rep in each subject or group of subjects	CWN	Spring 21		SEND students report improved expertise and knowledge. Governor reports embedded joined up SEND strategy	
	Set up an online resource centre for shared resources	RHL/EHS	Spring 21		Alternative to T drive established	
We aim to engage the community to support students' learning.	Audit what the students want from the community and approach community to meet need	NFY	September	Engagement Group	Student voice shows strong community support for their learning Audit visible and promoted in meeting time and student council board.	
	Programme of outreach local HE providers	RHL/MKY	Post Covid	Assemblies	Programme in place and student voice shows positive impact. FFT 20+ outcomes List of outreach HE providers and which students have taken part	
	Arrange information evenings	All SLT + CWN	Post Covid	Virtually	Parents of identified students are more supported (parental questionnaire < 90% approval)	
	Develop community based mentoring programme in KSIII (raise aspiration agenda)	NFY/MKY	Post Covid	Engagement Group	????	
We aim to ensure there is a culture of safeguarding in the school.	Work with the community to address the issues in the wider community (On line safety, County Lines)	NFY/EWN /NFR	Sept 20	Sendppt/information to parents and students	School is integral part of multi-agency response to issues in the community House teams aware of police involvement with any students.	
We aim to provide an ambitious full curriculum, focused on detailed subject knowledge.	Review of Introduction of new two-year KS4 curriculum and continue to promote alignment across NA and SAA	NFY +RHL/HRu	Autumn 20		Introduction of purposeful curriculum	
	Introduction of new Assessment model based on the curriculum being the progression model	RHL	Spring 21		Assessment model approved by governors and resourced by HoDs	
	Clearly defined key knowledge and concepts in SoW	RHL + HoDs	Autumn 20		SoW reflect knowledge rich curriculum	

	Working party to report to Governors to review development and expansion	RHL	Sept 20		Governors approve new curriculum plan	
	Curriculum offer is personalised	RHL + HoDs	Jan 21		FFT20+ outcomes on track to be achieved. C2s fall by 20%	
	Active promotion of value of achievement in internal examinations	HoH	Nov 20		Internal examination data and observations of exam engagement shows higher engagement. Students guided to revise actively	
	The curriculum, teaching and learning strategy focuses on narrowing the achievement gaps of vulnerable groups – HPA, PP	All SLT	Sept 20		FFT 20+ targets achieved Outcome gaps are narrowed	
	Provide coherent and comprehensive on-line learning platform	RHL/EHS and RBN	Sept 20		School is able to support students learning remotely Go4school audit to show all students have logged on.	
We aim to develop deep understanding, addressing big concepts and providing all students with a sequenced learning pathway.	Monitor KS3 Programme of Study to ensure it is comprehensive and equips students with skills and knowledge for KS4 and beyond	RHL + HoDs	Autumn 20	NFY + HRu	Review complete and actions shared	
We aim to provide a curriculum where reading is fluent and comprehensive.	Librarian to ensure library stock is relevant and interesting. Reading book clubs set up	NJN	Sept 20	£5000	Usage of library is monitored. Greater number of books being used	
	Curriculum planning for all subjects should demonstrate an increased level of challenge in the texts to be read as students' progress through the years.	RHL + HoDs	Sept 20		Lesson starters have high level and challenging reading starters Lesson obs show literacy tasks Dept Minutes show challenge of literacy tasks	
	Relaunch of Accelerated Reader	NJN and RHi	Autumn 20		Reading scores improve	
	All students should be explicitly taught, and be able to use, a range of strategies to help them read complex texts across the curriculum.	RHi + all staff	Autumn 20			
	Targeted Tier 3 vocabulary instruction provided in every subject	All teaching staff	Sept 20		Programme of study and resources in place for teaching of reading	
	Foster a reading culture in school which nurtures pupils' motivation to read for purpose and pleasure.	RHi +All Staff	Sept 20	Signs and posters	Reading at the start of lessons relevant to subject observed.	

We aim to address the needs of all learners whereby all students are ready for the next stage of their learning journey.	Bespoke curriculum to support potential NEETs and also mitigate impact of Covid 19	RHL	Sept 20		
	Extend offer of Post 16 Provider and Assemblies	RHL	Autumn 20	Send out information in booklet and virtually	Students all have an idea of post 16 by March.