

# Impact Teaching School Alliance Strategic Plan 2014-2015



Key Area	Where are we now?	Where do we want to be?	What are we going to do to get there?	Who?	By When?	How Measured?	Action to Follow
<b>BUSINESS PLAN</b>	Need to identify management and organisational structure of Teaching School including Governance	Clear governance in place  Organisational structure established and fit for purpose	Visit other Teaching Schools to explore existing models	PJF/TMB	Sept 2014	At least 2 visits carried out	Visit to Holmes Chapel planned for Dec/Jan.
			Meet and work with Grant Jenkins from Old Ford	PJF/TMB/PW	Sept 2014	Meeting carried out	Met on 23 <sup>rd</sup> June
			Use existing networks to gather best practice	KJO	Sept 2014	Models to work from collated	Continued sharing of models by KJO
	Identify staffing of TSA e.g. Director, Manager, Finance  Job descriptions	Clear defined roles for: a) Director of TS b) Manager of TS c) Admin/Finance support with job descriptions. d) Lead teachers	Draft JD's for each role	KJO/PJF/TMB	Sept 2014	JDs created	
			Agree time and pay commitment in S/M/L term	KJO/PJF/TMB	Sept 2014	Agreed and approved	
			Build this into budget plan for TS	PJF/KJO/PW	Dec 2014	Completed Budget Plan	PW to include in budget.
	Identify finances: • Income • Expenditure • Accounts • Management	Clear and detailed budget plan with income and expenditure planned for 2014-15, 2015-16	Gather examples of good practice from existing TS's	KJO/PJF/TMB	Sept 2014	Examples collated	
			Meet and work with Grant Jenkins from Old Ford	PJF/TMB/PW	Sept 2014	Visit undertaken	
			Draft longer term budget plan for TS so sustainable. Agree price plans for: a) Strategic Partners b) Partners c) Challenge Partners d) Other For all training and support offers (by Sept 2014)	KJO/PJF/PW	Dec 2014	Completed Budget Plan	on-going Draft budget plan for 2014-15 created – needs to be updated in light of actual outgoings and income from Autumn Term
	• Rationalising all current projects etc. under TS umbrella • Relationship with other partnerships	Teaching School is the Primary Partnership/ Hub for work with all other schools	Chart/collate existing partnerships	PJF/TMB	June 2014	Completed diagram of partnerships	
			Clarify inter-relationships with partners	KJO	Sept 2014	All partners clear of relationship with Hayes	
	• Marketing and communication • Partners and Engagement	• Clear 'identity' for Teaching School • Our offer is professionally communicated and secures excellent engagement	Agree on logo for TSA	PJF/SJW/TMB	June 2014	Logo created	Use in all TS comms
			Set up website or section of website for TS	PJF/TMB	Dec 2014	Website created and used by partners and non-partners	Agree whether additional element or new website TMB to look at other TS websites
	Timeline plan for: a) Short b) Medium c) Long term	Clear recognition of short term action (by September 2014) Medium term action (by December 2014). Long term action	Colour code action plan	PJF/TMB	July 2014	Colour coded AP	Completed.
			Produce filtered action plans for each element	PJF/TMB	July 2014	Action plan in place	PJF completed Re-RAG
Rationalise these actions based on this			PJF/TMB/KJO	July 2014	Action plan realistic and usable	On-going use.	
• Accommodation • Impact on Hayes (SLT etc.)	Professional accommodation for Teaching School that is fit for purpose Clearly defined SLT responsibility related to TS	Build TS accommodation into Premises committee plans	KJO/TS/DXM	June 2014	Clear plans in place for 2014-15	PJF to discuss costings and quotes for changes with TS.	
		TS responsibilities of SLT clearly highlighted in R&R for 2014-15	KJO/SJW/PJF	July 2014	SLT R & R created and TS responsibilities on it		

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CPD	Offering programmes to improve teaching and leadership • OTP/ITP/OLE	OTP } Offered and primarily ITP } taken up by external OLE } participants Organisation and advertising of these programmes is professional and effective	Establish pricing plan	PJF/KJO/TMB	Dec 2014	Budget calculated using pricing plan	Autumn revision at end of term.
			Calendar programmes for 2014-15	PJF/TMB	July 2014	Clear CPD Programme Calendar in place	Add Middle Leader Programme
			Advertise and administer places.	PJF/TMB	July 2014 onwards	High take up of programme places (90%?)	Flyers to be created and distributed
	Offering a range of different programmes from Hayes by Hayes largely to Hayes and CP schools	Clear and coordinated CPD 'Provision Grid' outlining who, where and what offered from ITT→Executive Headteacher	Map existing provision	TMB/PJF	July 2014	Clear provision grid shared with SPs	
			Fill gaps with partners and strategic partners etc.	KJO/PJF/TMB	July 2015	Discussed at SP meeting on 8/7/14	
			Effectively publicise offer	PJF/TMB/KJO	Dec 2014 Sept 2015 (draft 2)	Take up of places from within and beyond teaching school alliance	Collate and publicise through website to those outside our Alliance (once up and running)
	Lesson Study ASCEND Project	Lesson Study embedded into Hayes CPD Ascend Project Completed and evaluated	Lesson Study at Hayes planned clearly for 2014-15	PJF/SJW	July 2014	Clear structured plan in place and shared with SLT	
			Ascend built into TS Action plan	PJF/TMB	July 2014	Included in CPD and R&D sections	TSA Logo put onto ASCEND website and vice versa
	MLDP > Develop NPQML type programme	Clear offer for Middle Leadership Programmes at Hayes or through partners e.g. IOE	CPD provision plan created and shared	PJF/TMB	Dec 2014	Plan in place and shared. TSA teachers completing CPD programmes tracked	Explore "New to Role" programme roll out Develop and deliver in 2015
			Programmes at Hayes planned and advertised	PJF/TMB	Dec 2014	High take up of programme places (90%?)	Flyers created and distributed
	Challenge Partners contribute to programme for Senior Partners	Clear offer for Senior Leadership Programmes at Hayes or through partners e.g. IOE	CPD provision plan created and shared	PJF/TMB	Dec 2014	Plan in place and shared. TSA teachers completing CPD programmes tracked	Collate those on NPQSL from TSA
			Programmes at Hayes planned and advertised	PJF/TMB	Sept 2014	High take up of programme places (90%?)	
	<ul style="list-style-type: none"> <li>Challenge the Gap</li> <li>Training to address PP gap</li> </ul>	Challenge the Gap programme delivered and linked to Teaching School	Add teaching school logo to correspondence	TMB/LAP	Dec 2014	Evident in all correspondence	PJF to discuss with LAP & TMB
			TS Administrator to administer Challenge the Gap	TMB	July 2015	TS administrator trained for CTG programme	TS administrator shadowing admin of CTG this year
	<ul style="list-style-type: none"> <li>Bromley Collegiate</li> <li>Cross borough</li> <li>INSET days</li> </ul>	Cross-borough inset days continue and effectively meet the needs of Teachers and leaders across the Collegiate	Survey training need across collegiate	KJO/PJF/MET	Dec 2014	Circulate needs audit to Collegiate Headteachers?	PJF discuss with KJO
Ensure Leadership development is included			KJO/PJF/MET	Dec 2014	Focus on senior and middle leader training	PJF discuss with MET	
Set up effective methods for evaluating impact			KJO/PJF/MET	Dec 2014	Leadership programme meets identified needs	PJF to develop means to evaluate impact	

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ITT	<ul style="list-style-type: none"> <li>Senior partner in Bromley Schools Collegiate (12 schools)</li> <li>Outstanding status.</li> <li>Primary (2014)</li> <li>Secondary (10+ years)</li> </ul>	Increase number of applicants for ITT, SDT and SDS from September 2014 Maintain Outstanding status Successfully incorporate Primary	Better publicity and advertising	PJF/KJO/MET	Dec 2014	Greater number of applicants and places filled for SDT, SDS and ITT	Identify starting point and realistic target
			Continued contribution to Collegiate board	KJO/PJF/MET	On-Going	Outstanding status retained	Awaiting imminent Ofsted
			Support Primary programmes as required	PJF/MET	On-Going	Maximising number of Primary schools involved in SDS, SDT and ITT.	Agree suitable measure
	<ul style="list-style-type: none"> <li>Manage SCITT and School Direct training routes</li> <li>65 Secondary SDS,SDT</li> <li>Primary numbers not yet clear</li> </ul>	Build knowledge and understanding of SDT, SDS and SCITT.	Continued contribution to Collegiate board	KJO/PJF/MET	On-Going	Outstanding status retained managing growth of Collegiate but maintaining quality e.g. number of top grades achieved.	
			Senior Mentor to work closely with Collegiate	MET	On-Going	Evaluation of knowledge and engagement.	Agree suitable measure
			Director of Teaching School to engage more directly with work of Collegiate	PJF	On-Going	Attendance at meetings	Agree suitable further measures
	<ul style="list-style-type: none"> <li>Senior Mentor leads, plans and manages the training programme</li> <li>Training programme developed for ITT mentors</li> </ul>	Maintain this in Year 1 of Teaching School	Director of Teaching School to LM Senior Mentor	PJF	From Sept 2014	LM Structure in place	
			Explore QA process for training programmes across Collegiate and role of TSA in this	PJF/KJO	Dec 2014	PJF clear on existing QA process and whether this can be used to support other TSA Programmes	PJF/KJO/MET to meet and discuss. PJF to meet with Derek Boyle and Fiona McSorley
	<ul style="list-style-type: none"> <li>Leading on training of teachers through various partnerships i.e.</li> <li>Royal Academy of Dance</li> <li>Central School of Speech and Drama</li> <li>St. Mary's University</li> </ul>	Maintain this in Year 1 of Teaching School	Senior Mentor to oversee these programmes	MET	On-Going	Partnerships maintained and successful	PJF and MET to meet and agree suitable measures and relate to TS KPIs
	CPD programme for all trainees	Maintain this in Year 1 of Teaching School	Senior Mentor to oversee these programmes	MET	On-Going	Evaluations	PJF and MET to meet and agree suitable measures and relate to TS KPIs

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<b>RESEARCH AND DEVELOPMENT</b>	Lesson study at Hayes	Whole school roll out model developed and evaluated – key learning shared with wider educational community	Collate initial feedback after LS cycle 3	PJF/SJW	Dec 2014	Feedback data collected	
			Design effective method for collating evaluation data	PJF/SJW	Dec 2014	Data collated effectively and analysed	Collation of Impact statements gathered from all staff
			Write up evaluation report and actions taken to share	PJF/SJW	Feb 2014	Report published	
	LSEF Funded ASCEND Project	Project completed and evaluated in terms of impact on teacher subject specific pedagogy and outcomes for PP students in Maths and English	PJF and L Osborne to work together on project delivery	PJF/LO	July 2015	Project successfully delivered	Conference 2 on 20 <sup>th</sup> November 29 Schools now on board
			IOE to support evaluation of impact	IOE	July 2015	Project successfully evaluated	IOE interim report completed and sent to LSEF – Final report next September
			Website used to collate and disseminate research findings	PJF/SJS	On-Going	Research findings disseminated through website	
	Challenge the Gap EEF Project Lead 3 <sup>rd</sup> Year	Measureable narrowing of Gap in Project Schools Successful completion of Project for 15 Schools New Schools recruited for 2015-16	Workshops hosted and facilitated at Hayes	LAP/SGM	On-Going	Evaluations of workshop and project delivery	
			Impact data collected	LAP/CPs	July 2015	Clear impact data for target PP students	Collate and share impact data
			Advertise and recruit for 2015-16	LAP	June 2015		PJF to agree measures with LAP
	Transition Project Year 6-7 Literacy & Numeracy RAPT Working groups eg SEN						PJF to identify Aims, Actions and measures for these projects
	A number of initiatives implemented yet not effectively evaluated and findings shared for research purposes. No training in place.	Research approach underpinning all interventions and actions undertaken. Lead Teachers to have well developed expertise and practice in research approaches.	Evidence-based Teaching and Visible Learning Training	MET/NJS	July 2014	Learning shared with Lead Teacher Team	
			Develop consistent model for research focus and impact evaluation	PJF	July 2015	Model in place and used consistently	Explore wider implications and usage of model from IOE
			Ensure all action has a research question	PJF/ALL	From Sept 2014	All action has research question	Reiterate and greater sue of Lead Teacher role
	Changes in practice are self-selecting and random in degree of evidence gathering and sharing	Research grants given and impact evaluation model developed to support effective dissemination of findings.	Identify suitable amount of TS Budget to allocate for Research Grants	PJF/KJO	Dec 2014	At least 3 small scale research projects undertaken	Strategic partners to agree budget and process across Alliance (13 <sup>th</sup> November)
			Establish expectations	PJF	Dec 2014		
Advertise and administer			PJFSJS	Dec 2014			
Coaching research Pilot in progress	Coaching project to act as initial model for research projects	Share model with Lead teachers & wider staff	NJS	Sept 2014	Model shared and refined		
		Templates developed	PJF	Sept 2014	Templates used		

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<b>S2S SUPPORT</b>	Sedgehill: Supporting to get Good Currently RI (from NTI)	Sedgehill to achieve Good or better Ofsted grading by 2015	Ongoing support through the memorandum of understanding.	KJO	July 2015	Challenge partner review in Spring term	
			Training programme e.g. new to role.	KJO/PJF	July 2015	Ofsted 2015	
			NLE support.	KJO	July 2015		
	Shirley High: School in RI. Supporting to reach good	Shirley High to achieve Good or better Ofsted grading by 2015	Ongoing support and reviews.	KJO	July 2015	Ongoing support	Additional Maths support and continued Leadership Coaching support
			Subject specific support e.g. RE/Maths	PJF/KJO/SJA/MGB	July 2015	Ofsted 2015	
			NLE support.	KJO	July 2015		
	Challenge Partners: Contribute to support programmes and reviews	Continue to support CP programmes and reviews	Additional CP Reviewers trained	JW/NJS/LAP	June 2014	Reviewer Training completed	
			Host CP Hub and lead from Hayes. LAP to be Hub Manager	LAP	From Sept 2014	First Meeting undertaken and led by LAP	
			Offer programme places through CP Hub	LAP/TMB/TS Admin	On-Going	Places taken up by CP schools	Continue to track numbers and include follow up evaluation.
	RAPT 8 schools supporting each other and other schools (including sponsorship)	Maintain and improve academic achievement of each school. To support the schools procurement school to school support.	Sharing targets, reviewing results and agreeing action.	KJO/RAPT/HT's	Dec 2014	Examination results against targets	
			Business Managers to identify joint contract opportunities.	RAPT BM's	July 2015	Financial savings (from joint procurements)	
			Bespoke support and sponsoring	KJO/RAPT/HT's	July 2015	Ofsted judgements	
	NLE and NLG: • Deployment • Head and Chairs supporting Heads and governing bodies	Continued and possible increase in deployment.	Responding to requests for support.	KJO/LJ	July 2015	Feedback following/ during support	Use of commissioning form and tracking of impact in wider range of measures
			Running programmes to support development.	KJO/LJ	July 2015	Ofsted	
	NCTL CA: • Supporting NLE deployment fund and other programmes	DfE/NCTL Education Advisor. Supporting London schools and Teaching School Council.	Appointment from September 2014.	KJO	July 2015	Appointment confirmed	
Pan London school work and TSC and other London EA's			KJO	July 2015	Feedback Review by DfE/NCTL	Meeting of South London Teaching Schools Network at Hayes on 19 <sup>th</sup> November	

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SLES	Currently have 3 designated SLEs at Hayes	5 Lead Teachers at Hayes are designated SLEs Strategic Partners have opportunity to put forward staff for SLE designation and deployment within the Alliance	Transfer 3 SLEs designated to DWS TSA to IMPACT TSA	PJF	Sept 2014	Successful transfer	
			Secure SLE places with NCTL/DFE	PJF/KJO	Oct 2014	Places secured	Interviews on 17 <sup>th</sup> November New places for next round from TSA
			Interview and designate SLEs	PJF/TMB	Dec 2014	SLEs designated and deployed	Some deployed before designated e.g. MFL
	Currently have 8(?) CPSL (designated by Challenge Partners)	Deployment of CPSL aligned within TSA and SLEs designated as appropriate	Clarify who is CPSL and include in TSA offer	PJF/TMB	Sept 2014	CPSL at Hayes created	
			Explore match with SLE need in Alliance and beyond	PJF/TMB	Dec 2014	New CPSLs nominated and applications underway	Secure allocation and use as route to SLE
			Use Challenge Partners to identify need and potential SLEs and match them.	PJF/KJO/LAP	On-Going	Significant % of CPSL become SLE in areas of need	Secure allocation and use as route to SLE
	Deployments via Challenge Partners and S2S work	Continued seeking out of opportunities for deployment within CP network and S2S work	Collate offers of support and expertise from TSA	PJF/TMB	Sept 2014	Clarified names etc. at SP meeting on 8/7/14	Identify SLE need and nominations for next round
			Advertise support available	PJF/TMB	Dec 2014	Draft created	Create Flyer and distribute
			Broker support	PJF/KJO	On-Going	Commissioning form in use and several actions	

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<b>SUCCESSION PLANNING &amp; TALENT MANAGEMENT</b>	Collegiate: <ul style="list-style-type: none"> <li>Identify and train teachers and leaders</li> </ul>	Collegiate continues to be a source for recruiting and training teachers and leaders	Explore greater opportunities for cross-collegiate leadership training	PJF/KJO/MET	Dec 2014	Wider offer evident	
			Identify fast-track leadership candidates following training year	PJF/MET	July 2015	Senior Mentor identification at end of 2014-15. Measure impact – leadership role by 2015-16	Senior Mentors identify possible candidates in Spring Term
			Director of Teaching School to have greater involvement in Collegiate. Attend Senior Mentor meeting and Collegiate Board meeting	PJF	On-Going	Attendance and feedback. PJF Attended Senior Mentor Meeting on 12 <sup>th</sup> November. Discussed allocations and issues arising.	
	Leadership programmes (OLE, NPQH, NPQSL, NPQML, RQT, New to Role)	Effective methods of leader identification as well as self-selection ensure leadership programmes are in place to develop leaders for career progression	Clarify Leadership route offer with CPD provision grid	PJF	July 2014	Leaders aware of development opportunities Shared with SPs at SP meeting on 8/7/14	
			Advertise places on programmes with succession planning in mind	PJF/TMB/TS Admin	Dec 2014	Leaders progress as a result of effective identification, training and development	Create Flyer and distribute. Agree effective measures in line with KPIs

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<b>GOVERNANCE</b>	To develop overall Governance structure	Clear structure of governance that is aligned with existing governance model and capacity	Appointment of TS Governor	KJO/LJ	July 2014	Appointment made – KB	Complete
			Teaching School Action plan shared with governing body	KJO/PJF	On going	Governing Body are able to answer key questions: What are plans? What impact is it having at Hayes School? What impact is it having beyond Hayes School?	PJF updated Governors Teaching and Learning Committee on 15 <sup>th</sup> October
	Strategic partners board – have met	Regularity and structure of Strategic Partners meetings agreed and established	Meeting of Strategic Partners	All SPs	8 <sup>th</sup> July 2014	Attendance at meeting	
			Agree regularity of meetings and reporting of Teaching School work	All SPs	Dec 2014	Clear agreement made and 13 <sup>th</sup> November Meeting scheduled	Formalised in a memorandum of understanding between Strategic Partners.
	School leadership and management team identified and ready	Leadership roles that relate to the Teaching School are clearly identified as such and report on the delivery of the Teaching School Action Plan	SLT Roles and responsibilities have TS links identified	KJO/SJW	Sept 2014	Hayes SLT are clear on their contribution to Teaching School	SLT meeting on 15/7/14
			Teaching School Action Plan is shared with and updated with leaders input	PJF/SLT	On going	All leaders are clear on aims and implications of teaching school in year 1 and beyond. Can answer key questions: What are the key aims for 2014-15? What elements are you responsible for? What progress has been made in delivering those aims?	Review in light of Staffing changes after Christmas at Hayes
			Regular updates are shared with Strategic Partners and Governing Body outlining how leaders are delivering the aims of the action plan	PJF/SLT	On going	Strategic Partners and Governing Body can answer key questions: What are the key aims for 2014-15? What progress has been made in delivering those aims?	Director of Teaching School to ensure Minutes and Updates are circulated at agreed intervals



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<b>RISK MANAGEMENT</b>	Aware of risks for De-designation: <ul style="list-style-type: none"> <li>Principal leaving?</li> <li>Ofsted rating falling?</li> </ul>	Clear systems in place to avoid this happening Early warning systems Action plans agreed if risk is flagged	Identify what 'Red Flags' will be	PJF/KJO/TMB	Dec 2014	Maintain Teaching School designation	
			Agree how these will be recognised systematically	PJF/KJO/TMB	Dec 2014	Maintain Teaching School designation	
			Action plan next steps for different 'Red Flag' scenarios	PJF/KJO/TMB	Dec 2014	Maintain Teaching School designation	
	Financial instability especially post 4 <sup>th</sup> year.	Teaching School is self-sustaining financially by end of Year 4	Budget plan with Self-sustaining Model in mind from outset	PJF/PW/KJO	On-Going	Teaching School is self-sustaining by end of Year 4	
			Seek out opportunities to generate income for TSA	PJF/KJO/All SPs	On-Going	Teaching School is self-sustaining by end of Year 4	
			Review Budget annually in relation to financial sustainability	PJF/PW/KJO	Annually	Teaching School is self-sustaining by end of Year 4	
	<ul style="list-style-type: none"> <li>Capacity of Hayes. Danger of overreaching.</li> </ul>	Capacity of Hayes to meet reach of teaching school develops at the same rate as the demands of running the teaching school develop.	To be reviewed	PJF/KJO	Dec 2014		
			To be reviewed	PJF/KJO	Dec 2014		
			To be reviewed	PJF/KJO	Dec 2014		
	Overlap with other local TSAs (4 TS in Borough).	Clear network of TSAs in place with agreed working principles that allow support and development of all TSA work in Borough.	Meet with other TSAs	KJO/PJF	On-Going	Meeting of SE London TSAs on 19 <sup>th</sup> Nov.	
			Agree working practices	KJO/PJF	On-Going		
			Share best practice	KJO/PJF	On-Going		