

# All Saints Catholic College

*Be inspired. Be excellent. Succeed.*



## VERSION CONTROL

Last edited by: G Diamond

On: 11<sup>th</sup> January 2022

## From Good to Great

## School Improvement Plan

(2022 - 2025)

Followers of Christ	Resilient Thinkers	Responsible Community	Respectful Individuals	Excellent Achievers	Family
					
Faith	Resilience	Community	Respect	Excellence	Family

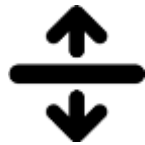
**“You are the light of the world. A town built on a hill cannot be hidden.”  
Matthew 5 14:16**

Our staff strive to deliver a curriculum which enables all young people to succeed with their faith at the centre of their lives.

Our pupils will become inspired, resilient thinkers who have acquired the essential knowledge, skills and qualifications to utilise their God-given talents to the fullest. We help our pupils to become successful individuals who fulfil and exceed their expectations and achieve academic excellence, allowing them to move onto their chosen post-16 destination.

We support our pupils so that they become confident, respectful and self-regulating individuals who can live healthy, spiritual and fulfilling lives as part of our All Saints’ family and beyond. We expect our pupils to be responsible, healthy, community focused citizens who make meaningful contributions to society, driven by the values of the Catholic Church.

We aim inspire our children to be creative, practical and respectful young people who are inspired to continue learning throughout their lives.



<b>Faith</b>	<b>Resilience</b>	<b>Excellence</b>	<b>Respect</b>	<b>Community</b>	<b>Family</b>
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Followers of Christ	Resilient Thinkers	Responsible Community	Respectful Individuals	Excellent Achievers	Family
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## From Good to Great

### Inspiration

A moral and responsive community, at all levels, that acts in service to our family

### Excellence

Excellent outcomes for all and a tailored responsive curriculum from years 7-11.

### Success

Ensure exceptional care based on Christ's teachings

*We are a Catholic Community dedicated to providing an excellent education to all of our pupils so that they fulfil their ambitions and exceed their expectations.*

*We work together as a family through mutual respect so that everyone succeeds academically and grows spiritually*

Followers of Christ	Resilient Thinkers	Responsible Community	Respectful Individuals	Excellent Achievers	Family
					
Faith	Resilience	Community	Respect	Excellence	Family

## Executive Summary

Our key whole-school priorities for improvement are as follows:	To be led by:	This change will require action by members of the community as follows:				
		Teachers	Support staff	Pupils	Parents	Governors/ Directors
<p>1. <b><u>Excellence - Excellent outcomes for all and a tailored responsive curriculum from years 7-11.</u></b></p> <p>1.1 <i>Establish excellence in teaching across the College.</i></p> <p>1.2 <i>Develop a broad and balanced curriculum that ensures all pupils have the knowledge and skills to succeed.</i></p> <p>1.3 <i>Develop strategies and systems to raise aspirations and attainment</i></p>	NGI/DBI/JDE	<ul style="list-style-type: none"> <li>• Be humble, open and honest.</li> <li>• Strive for excellence in all.</li> <li>• Act in service and be responsive.</li> <li>• Inspire the highest aspirations from <b><u>all</u></b> pupils.</li> </ul>	<ul style="list-style-type: none"> <li>• Act swiftly to maximise pupils' readiness for learning</li> <li>• Inspire the highest aspirations from <b><u>all</u></b> pupils</li> </ul>	<ul style="list-style-type: none"> <li>• Be open to learning in new ways.</li> <li>• Be 100% focused on behaviour that supports own learning and that of others.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure your child(ren) have excellent attendance</li> <li>• Learn how to help your child(ren) learn at home.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer support and advice for the school</li> <li>• Be challenging and supportive of the school</li> <li>• Make regular reviews of the actions to ensure that targets are being met</li> <li>• Allow for actions and targets to be reviewed as appropriate</li> </ul>



Our key whole-school priorities for improvement are as follows:	To be led by:	This change will require action by members of the community as follows:				
		Teachers	Support staff	Pupils	Parents	Governors/ Directors
<p><b>2. <u>Success - Ensure exceptional care based on Christ's teachings</u></b></p> <p><i>2.1 Develop staff and pupils understanding of Catholicism and the teaching of the Gospels.</i></p> <p><i>2.2 Continuously enhance the care, guidance and support for all pupils.</i></p> <p><i>2.3 Research and develop a clear and coherent articulation of the wider whole-school entitlement and expectation for all pupils.</i></p>	CCL/SSC/GDI	<ul style="list-style-type: none"> <li>• Become confident in helping pupils engage in Catholic act of worship</li> <li>• Be active in promoting effective care and discipleship.</li> <li>• Model Catholic social teaching and act in service to others</li> <li>• Offer pupils a range of opportunities</li> <li>• See all in our community as being made in the image of God</li> </ul>	<ul style="list-style-type: none"> <li>• Become confident in helping pupils engage in Catholic act of worship</li> <li>• Be active in promoting effective care and discipleship</li> <li>• Model Catholic social teaching and act in service to others</li> <li>• Offer pupils a range of opportunities</li> <li>• See all in our community as being made in the image of God</li> </ul>	<ul style="list-style-type: none"> <li>• Engage positively in Catholic acts of worship.</li> <li>• Recognise the need to 'pay it forward' and learn good discipleship and stewardship</li> <li>• To keep a record of experiences through the school</li> <li>• Model Catholic social teaching and act in service to others</li> <li>• See all in our community as being made in the image of God</li> </ul>	<ul style="list-style-type: none"> <li>• Engage positively with the Catholic ethos of the school.</li> <li>• Recognise how our Catholic ethos contributes to pupils' growth</li> <li>• To support your child(ren) in accessing wider opportunities</li> <li>• Model Catholic social teaching and act in service to others</li> <li>• See all in our community as being made in the image of God</li> </ul>	<ul style="list-style-type: none"> <li>• Offer support and advice for the school</li> <li>• Be challenging and supportive of the school</li> <li>• Make regular reviews of the actions to ensure that targets are being met</li> <li>• Allow for actions and targets to be reviewed as appropriate</li> </ul>



Our key whole-school priorities for improvement are as follows:	To be led by:	This change will require action by members of the community as follows:				
		Teachers	Support staff	Pupils	Parents	Governors/ Directors
<p><b>3. <u>Inspiration - A moral and responsive community, at all levels, that acts in service to our family</u></b></p> <p>3.1. <i>Strengthen and grow the vision, values and culture of All Saints Catholic College.</i></p> <p>3.2. <i>Create a structure of sustainable growth through governance, leadership, staffing, awards and marketing.</i></p> <p>3.3. <i>To manage risk and plan for whole school growth.</i></p> <p>3.4. <i>To be outward looking in gaining external support into All Saints through strategic links with external partners.</i></p> <p>3.5. <i>Share expertise and learn from others through the support for other schools.</i></p> <p>3.6. <i>Retain, develop and recruit excellent staff.</i></p> <p>3.7. <i>To grow leadership capacity. Ascertain funded leadership programmes for the school.</i></p> <p>3.8. <i>Develop pupil leadership across the school. To ascertain potential trust models going forward.</i></p>	GDI	<ul style="list-style-type: none"> <li>• Lead the positive, ethical ethos of the school in all aspects of daily school life.</li> <li>• Be open and supportive of others in and out of school.</li> <li>• Recognise their role in staff and pupil recruitment and retention.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the positive, ethical ethos of the school in all aspects of daily school life.</li> <li>• Be open and supportive of others in and out of school.</li> <li>• Recognise their role in staff and pupil recruitment and retention.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand their own role in recruiting and retaining great staff.</li> <li>• Recognise their own role in the ethical treatment of others.</li> <li>• Contribute actively to pupil leadership to help further improve the school.</li> </ul>	<ul style="list-style-type: none"> <li>• To be a voice in the community that promotes the positive ethos, values and experience of the school.</li> <li>• To be involved in the support and further improvement of the school.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer support and advice for the school</li> <li>• Be challenging and supportive of the school</li> <li>• Make regular reviews of the actions to ensure that targets are being met</li> <li>• Allow for actions and targets to be reviewed as appropriate</li> </ul>



## All Saints' Catholic College

1. Excellence				
Excellent outcomes for all and a tailored responsive curriculum from years 7-11.				
Outcomes <i>What will it look like?</i>	To raise the aspirations, achievements and all-round development of all our pupils and staff so that: <b>So that by July 2025:</b> <ol style="list-style-type: none"> <li>Our pupils will achieve examination results that are above the average in all progress 8 subjects and are benchmarked accordingly.</li> <li>Our pupils will gain the knowledge, skills, attitudes and behaviours that will enable them to become confident and successful adults, able to make a positive contribution to their community.</li> <li>Our teachers and support staff will regularly structure outstanding learning opportunities that build on the latest research evidence on how pupils learn and remember more, to enable them to make rapid and sustained progress and become independent learners.</li> <li>All of our staff will have the opportunity, support and encouragement to develop their skills, knowledge and understanding in order to make a more significant contribution at All Saints or beyond, this will lead to high staff morale and sustained retention.</li> </ol>			
Action strategy <i>What will we do? Who will do it? When will we do it?</i>	Who will lead it?	Who will monitor it?	Resources	
			Budget	Training/meeting time
<b>1.1. Establish excellence in teaching across the College</b>				
1.1.1 To ensure that outcomes are continuously improving and that pupils achieve the highest grades they are capable of	NGI	GDI	Intervention sessions Additional revision materials	Regular INSET time Additional meeting time
1.1.2 To use ensure that teaching quality improves every year based on the most up to date research and the most appropriate support	JDE/DBI	NGI	Coaches CPD Additional training as required	Regular INSET time Additional meeting time
1.1.3 To have a happy community based on the feeling of family who act in mutual service to each other	SLT	GDI	Additional materials All Saints Way Alternative provision budget (see below)	Regular INSET time Additional meeting time
<b>1.2. Develop a broad and balanced curriculum that ensures all pupils have the knowledge and skills to succeed.</b>				
1.2.1 To have in place a continuously reviewed curriculum which meets the needs of all pupils and is responsive to the changing needs of the community and wider world	NGI	GDI	Additional teaching materials	Regular INSET time Additional meeting time
<b>1.3. Develop strategies and systems to raise aspirations and attainment</b>				
1.3.1 To have the highest aspirations for all learners based on their needs	NGI	GDI	Additional materials All Saints Way	Regular INSET time Additional meeting time



Milestones		Evaluation	Monitoring and Challenge
Date	Expected Stage	What will be the product of the evaluation?	By whom? By when?
Sept 2022	Department review process planned and presented to staff so that all departments are reviewed within the academic year	All departments reviewed within the academic year and targets reviewed. All Staff 'observed' by an SLT member	T and L Committee - all year
Sept 2022	Develop CPD/MFA process based on 'i we you' target setting system - review throughout the year	All departments reviewed within the academic year and targets reviewed.	SLT all year T and L Committee - all year
Sept 2022	Calendarised coffee mornings for all year groups	Feedback from parents	SLT Oct Half Term
Sept 2022	Using exams analysis documents from the exam board to inform curriculum changes the following year	Impact on targeted strategies in class discussed at LM meetings	Meeting with HT/DHT/ LM meetings
Sept 2022	Revision strategies shared with children and parents.	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee/ LGB Autumn Term
Sept 2022	Calendarized meetings with HoDs/ HT / DHT to discuss GCSE results and interventions	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee/ LGB Autumn Term
Sept 2022	Plan for reviewing curriculum shared with HoDs and evaluation of current implementation.	Clear schedule in place to be followed by HoD and SLT	SLT Oct Half Term
Sept 2022	Calendarised MfA with a focus determined by HOD and SLT	Line Management/SLT/Teacher on a page/ Departmental review.	SLT Oct Half Term T and L Committee/ LGB Autumn Term
Sept 2022	Form time intervention and pastoral care planned.	Clear Tuesday - Thursday strategy in place for form time, and activities in place for Monday and Friday	SLT Oct Half Term T and L Committee/ LGB Autumn Term
Sept 2022	Punctuality strategy launched	Numbers of late arriving pupils will decrease	SLT for update LGB for update on impact
Oct 2022	To have a whole school focus on a commonality to revision and what works as revision for KS4 pupils	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term
Oct 2022	To have in place at least 1 assembly a half term linked to attendance, punctuality and aspirations	Pupil feedback will show that attendance is high on the mid ns of pupils and attendance data will be positive	SLT Oct Half Term T and L Committee/ LGB Autumn Term
Oct 2022	To review the Intervention strategies from 2021-22 and launch new strategy for 2022-23	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term
Oct 2022	Launch and continue to ensure throughout the academic year, pedagogy staff forum briefings on a Monday morning rather than notices	Teaching quality will develop for all staff	SLT - throughout the year T and L Committee end of year





Oct 2022	Walk Thru training to support coaching throughout the school. Creating clusters specific to each teacher to support their CPD.	Departmental reviews, Teacher on a page	T and L committee/ SLT
Oct 2022	Revisit Curriculum intent/implementation/impact in all areas to include school values and symbolism.	All stakeholders clear on the vision of the school	SLT Oct Half Term T and L Committee/ LGB Autumn Term
Oct 2022	To have a whole school focus on a commonality to revision and what works as revision for KS4 pupils.	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term SLT meeting
Oct 2022	Revisit the instructional coaching model with key staff	Departmental reviews. Teacher on a page.	T and L Committee Autumn Term SLT meeting
Oct 2022	Differentiate CPD to identify misconceptions with current staff knowledge of science of Learning.	Staff feedback more positive linked to CPD, impact of new strategies seen in class	T and L Committee Autumn Term SLT meeting
Nov 2022	To review and reassess the role of the Middle Leader with HODs and other middle leaders to ensure consistency across all areas	Department review, development process much sharper	T and L Committee Autumn Term SLT meeting
Nov 2022	Use of Year 10 PR3 data to include effort and target grade for the start of year 11. Use of quadrants for Wave 1 of year 11.	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	SLT Oct Half Term T and L Committee/ LGB Autumn Term
Dec 2022	INSET for middle Leaders to use data strategically following data drops	HODs departmental meeting/twilight	LM meetings/ SLT meeting
Dec 2022	Curriculum coffee mornings to support progress in targeted areas.	Parent feedback more positive for supporting their child	SLT meeting feedback
Jan 2023	To review the subject offer at KS4 to look at the addition of GCSEs ie. DANCE	Broad and Balanced curriculum in place for all pupils	T and L Committee Spring Term
Jan 2023	Start the options process	Broad and Balanced curriculum in place for all pupils	T and L Committee Spring Term
Jan 2023	Target pupils to enter for EBACC to increase %tage from 30% each year	Broad and Balanced and ambitious curriculum in place for all pupils	SLT March 2023
Feb 2023	Calendarized meetings with HoDs/ HT / DHT to discuss mock results and interventions	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee/ Spring Term Term
Feb 2023	To map IT/computing across the curriculum at KS4 and review the curriculum offer with the possibility of at introducing a KS4 lesson on IT/ computing related skills	Broad and Balanced curriculum in place for all pupils	T and L Committee Spring Term
Feb 2023	To have completed attendance challenge competition	Pupil feedback will show that attendance is high on the mid ns of pupils and attendance data will be positive	SLT Feb Half Term T and L Committee/ LGB Spring Term
March 2023	Plan for the implementation of a parent communication tool and roll out the test with key staff	Parents will feel more confident in the performance of their child	SLT Feb 2022
March 2023	Review the curriculum model to ensure it continues to offer a broad and balanced curriculum	Curriculum is broad and balanced, staff costs remain below 80%	SLT feedback T and L summer term
April 2023	Work with the new MAT to review the school day in line with expectations to move to 32.5 hours as per DfE expectations	To ensure that the school day is in line with DfE expectations	LGB March 2023



April 2023	Calendarized meetings with HoDs/ HT / DHT to discuss GCSE results and interventions	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee/ LGB Autumn Term
April 2023	To have completed attendance challenge competition	Pupil feedback will show that attendance is high on the mid ns of pupils and attendance data will be positive	SLT Spring Half Term T and L Committee/ LGB Spring Term
May 2023	Implement a parent communication tool	Parents will feel more confident in the performance of their child	May 2023 Parent Survey - summer term
May 2023	Calendarized meetings with HODs to discuss curriculums and adaptations	HoDs can show an intimate and highly detailed knowledge of their curriculum	SLT meeting feedback
May 2023	Presentations of curriculum review annually and shared with governors	Curriculums are responsive to the changing needs and progress of pupils	LGD Spring Term
May - July 2023	GDI/NGI to visit all 5 main feeder primaries and observe Year 6 lessons	Curriculums are responsive to the incoming needs of the new Year 7s	SLT Summer Term
June - July 2023	Primary subject leads for literacy numeracy science and RE to meet with HoDs at ASCC	Curriculums are responsive to the incoming needs of the new Year 7s	SLT Summer Term
July 2023	A selection of HoDs (Core definitely) have meet with Governors at the T and L committee to discuss their curriculum and assessment models	HoDs can show an intimate and highly detailed knowledge of their curriculum	T and L Committee Summer Term/ Feedback from Committees to LGB Summer Term
July 2023	Walk Thru training to support coaching throughout the school. Creating clusters specific to each teacher to support their CPD.	Departmental reviews, Teacher on a page	T and L committee/ SLT
July 2023	Tailored approach to CPD for different members of staff.	Staff feedback more positive linked to CPD, impact of new strategies seen in class	T and L Committee Summer Term/ Feedback from Committees to LGB Summer Term
July 2023	Review of new staff CPD	Staff feedback more positive linked to CPD, impact of new strategies seen in class	T and L Committee Summer Term/ Feedback from Committees to LGB Summer Term
July 2023	Review of assessment process at KS3/identification of areas of strength and weakness/ teacher CPD need to facilitate improved outcomes.	Parental feedback	SLT meeting feedback
Dec 2022	INSET for middle Leaders to use data strategically following data drops	HODs departmental meeting/twilight	LM meetings/ SLT meeting
August 2023	To review the Intervention strategies from 2022-23 and launch new strategy for 2023-24	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term
Sept 2023	Differentiate CPD using a menu of the Science of Learning strategies	Staff feedback more positive linked to CPD, impact of new strategies seen in class	SLT meeting feedback T and L meeting Autumn Term/ LGB Autumn Term
Sept 2023	Launch electronics as part of DT unit	Technology will develop to have full broad and balanced curriculum	DBI to feedback to SLT in line management
Oct 2023	Using PR1 of year ten has the KS3 curriculum and assessment model adequately prepared year 10 for KS4 two year model	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	SLT meeting feedback T and L meeting Autumn Term/ LGB Autumn Term



Oct 2023	To review the Intervention strategies from 2022-23 and launch new strategy for 2023-24	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term
Jan 2024	Review Department development plans and impact of CPD - target CPD for staff	Staff feedback more positive linked to CPD, impact of new strategies seen in class	SLT feedback T and L Spring Term
May 2024	Review the whole school curriculum model and staffing levels to ensure the curriculum is broad and balanced but staffing is not excessive	Curriculum is broad and balanced, staff costs remain below 80%	SLT feedback T and L summer term
Jan 2024	Review the position of computer science to be offered to all years	Options provision broad and balanced	SLT feedback T and L Spring Term
Jan 2024	Review staffing for the new PAN	Options provision broad and balanced	SLT feedback T and L Spring Term
May 2024	Review Department development plans and impact of CPD - target CPD for staff	Staff feedback more positive linked to CPD, impact of new strategies seen in class	SLT feedback T and L Spring Term
June 2024	Review whole staff CPD and MFA process as well department development plans for preparedness for September 2024	Staff feedback more positive linked to CPD, impact of new strategies seen in class	SLT feedback T and L Summer Term
July 2024	Plan 2024-25 CPD cycle with staff voice used to determine next steps	Staff feedback more positive linked to CPD, impact of new strategies seen in class	SLT feedback T and L Spring Term
August 2024	To review the Intervention strategies from 2023-24 and launch new strategy for 2024-25	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term
September 2024	Launch in school base alternative provision	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term
October 2024	To review the Intervention strategies from 2023-24 and launch new strategy for 2024-25	Outcomes will improve and data drops, as well as August results will see the College achieve results above P8 0	T and L Committee Autumn Term
Jan 2025	Review the whole school curriculum model and staffing levels to ensure the curriculum is broad and balanced but staffing is not excessive	Curriculum is broad and balanced, staff costs remain below 80%	SLT feedback T and L summer term
Feb 2025	Review staffing levels in all areas in regard to PAN and projected income as well as curriculum model	Curriculum is broad and balanced, staff costs remain below 80%	SLT feedback T and L summer term



## All Saints' Catholic College

2. Success					Ensure exceptional care based on Christ's teachings					
<b>Outcomes</b> <i>What will it look like?</i>		To create a unique Catholic ethos that enriches our pupils, staff and the wider community. <b>So that by July 2025:</b> <ol style="list-style-type: none"> <li>Our pupils, their families and our staff will have grown in understanding of the meaning of Catholicism and the teachings of the Gospels.</li> <li>Our provision for the care, guidance and support of our pupils is exemplary and responsive to change.</li> <li>Our pupils will follow the All Saints Way which develops the character of every child and allows them access to cultural experiences so that they can fulfil the gifts and talents given to them by God at birth.</li> <li>Pupils will be supported to strive to achieve their aspirations and beyond.</li> </ol>								
Action strategy <i>What will we do? Who will do it? When will we do it?</i>				Who will lead it?	Who will monitor it?	Resources				
				Budget		Training/meeting time				
<b>2.1. Develop staff and pupils understanding of Catholicism and the teaching of the Gospels.</b>										
2.1.1 To continuously generate and witness the growth of the Catholic life of the school, including everyone's understanding of catholic identity, liturgy, prayer, worship etc				MTI/KRU/GDI	GDI/Governors	Training time INSET Chaplaincy time	Dedicated chaplaincy time on timetables			
<b>2.2. Enhance the Care, guidance and support for our pupils</b>										
2.2.1 To ensure that the pastoral care we provide remains the highest level of care and is driven by seeing Christ in the face of all involved with ASCC				SSC/CCL	GDI	Payment for services	HOY/PSO time Pupils' curriculum time			
2.2.2 To ensure that we grow our pastoral care, in response to need appropriately supplement it from outside of in line with our ethos and has the children's needs				SSC/CCL	GDI	Payment for services	HOY/PSO time Pupils' curriculum time			
2.2.3 To ensure that our pupils are proud happy fulfilled members of the ASCC community and beyond				CCL	GDI	Development of resources Training INSET time	INSET time Training for SLT lead HOY/PSO time			



2.3. Research and develop a clear and coherent articulation of the wider whole-school entitlement and expectation for all pupils.				
2.3.1 To ensure that all pupils follow the right curriculum and education pathway for their time with us	SENDCO/ CCL	NGI	Access to alternative pathways Development of resources in learning support Staffing	Release of SENDCo/CCL to develop these alternative pathways
2.3.2 To ensure that all of our children access appropriate education routes and attend these to achieve the highest outcomes	SSC	GDI	Attendance strategies Tameside EWM Access to alternative pathways Development of resources in learning support Staffing	Staff training Training for attendance staff

Milestones		Evaluation	Monitoring and Challenge
Date	Expected Stage	<i>What will be the product of the evaluation?</i>	<i>By whom? By when?</i>
Sept 2022	Roll out new whole school rewards system linked to the 6 core values	Key behaviour statistics will reduce during the year	SLT (half termly) LGB July 2023
Sept 2022	To relaunch the escalation behaviour system for the whole school	Key behaviour statistics will reduce during the year	SLT (half termly) LGB July 2023
Sept 2022	Training in place for all staff on behaviour management and de-escalation	Key behaviour statistics will reduce during the year	SLT (half termly) LGB July 2023
Sept 2022	To roll out the national character education information linked to the school's catholic virtues - link this into form time	Pupils will be able to log how they are accessing the character education	SLT Oct 2022,
Oct 2022	To have an induction programme for new staff on behaviour, culture, rewards	Key behaviour statistics will reduce during the year	SLT (half termly)
Oct 2022	To plot all pupils in need of alternative pathway and develop the links to these to ensure they are accessing the right pathway	Pupil voice will show they are happy access their alternative routes, and behaviour statistics will show the impact of this	SLT Oct 2022
Nov 2022	To launch the whole school anti bullying strategy	Pupil voice will show they are happy and feel safe in school	SLT Sept 2022
Nov 2022	To have completed attendance challenge competition	Pupil feedback will show that attendance is high on the mid ns of	SLT Oct Half Term T and L Committee/ LGB Autumn Term



		pupils and attendance data will be positive	
Dec 2022	To have completed attendance challenge competition	Pupil feedback will show that attendance is high on the mid ns of pupils and attendance data will be positive	SLT Dec Half Term T and L Committee/ LGB Autumn Term
March 2023	Review all strategies linked to attendance and begin planning process for attendance strategy for 2023-24	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed	SLT March 2023 T and L Committee June 023
March - April 2023	To review the entire pastoral structure regarding PSOs roles and HOY roles	To have all roles reviewed and new roles given out (if applicable)	LGB July 2023
May 2023	To have ensured that a number of periods of INSET have been devoted to the Catholic life of the school and the training of staff to widen their understanding	From staff voice, staff feel more confident in their delivery of key catholic aspects	LGB July 2023
May 2023	CPD opportunities for identified staff needing behaviour management strategies	Key behaviour statistics will reduce during the year	SLT (half termly) LGB July 2023
May 2023	Launch working party for Healthy Schools initiative (SSC/ACH/ DBI / NKL/ MCR/ NHE/ new catering manager)	To look at whole school initiative for September 2023	SLT June 2023
May 2023	To have completed attendance challenge competition	Pupil feedback will show that attendance is high on the mid ns of pupils and attendance data will be positive	SLT May Half Term T and L Committee/ LGB Spring Term
June 2023	Launch attendance strategies for 2023-24	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed	SLT May 2023 T and L Committee June 023
June 2023	Punctuality Strategy reviewed and relaunched		SLT June 2023
June 2023	To use the TPRS EP link to train staff in specific SEND needs	Key behaviour statistics will reduce during the year	SLT (half termly) LGB July 2023
June 2023	To review the whole school anti bullying strategies and to conduct pupil voice linked to how they feel within school	Pupils will feel safe in school and happy and pupil voice will continue to acknowledge this	SLT June 2023
July 2023	To review the whole school rewards and behaviour structure to determine any next steps	To have a clear concise behaviour structure in place for all lessons	LGB July 2023
July 2023	To have ensured that all year groups have had access to a retreat programme	All year groups will have been offered and undertaken a catholic retreat	SLT July 2023
July 2023	To review the alternative provision in place from the last academic year and plot the pathways of pupils (as well as most suitable provision) for Sept 2023	Pupils will have access the best sourced alternative provision we can access	SLT July 2023
July 2023	To have completed attendance challenge competition	Pupil feedback will show that attendance is high on the mid ns of	SLT July Half Term T and L Committee/ LGB Spring Term



		pupils and attendance data will be positive	
Aug 2023	To offer summer school for targeted group intervention ie. SEND/ Catch Up	Pupils will have access the best sourced alternative provision we can access	SLT Sept 2023
Sept 2023	New Pastoral system launched	Pupil and parent feedback continues to remain positive regarding pastoral support	SLT Oct / LGB Autumn Term
Sept 2023	Attendance and punctuality strategies relaunched	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed	SLT Oct/T and L Autumn Term
Sept 2023	Launch Healthy schools initiative	Pupils will gain knowledge of Healthier eating and lifestyles	SLT Oct/T and L Autumn Term
Oct 2023	To review the curriculum offer to ensure it is broad and balanced and to resolve the IT offer in the school to ensure that the opportunity to study aspects of information technology and computer science at sufficient depth to allow them to progress to higher levels of study or to a professional career.	Pupil and parent feedback continues to remain positive regarding pastoral support	SLT Oct / LGB Autumn Term
Dec 2023	Attendance and punctuality challenges completed and reviewed - impact discussed at SLT	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed	SLT Dec / LGB Spring Term
March 2024	Pastoral system further reviewed and staffing restructured as appropriate and if necessary	Pupil and parent feedback continues to remain positive regarding pastoral support	SLT April / LGB Spring Term
April 2024	Attendance and punctuality challenges completed and reviewed - impact discussed at SLT	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed	SLT April / LGB Summer Term
April 2024	Review chaplaincy provision	Learning walks, stakeholder voices continue to show positive feedback in terms of Catholic life	LGB Summer Term
May 2024	Review all strategies linked to attendance and begin planning process for attendance strategy for 2024-25	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed	SLT May2024 T and L Committee June 23
July 2024	Attendance and punctuality challenges completed and reviewed - impact discussed at SLT	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed	SLT July / LGB Autumn Term
Aug 2024	To offer summer school for targeted group intervention ie. SEND/ Catch Up	Pupils will have access the best sourced alternative provision we can access	SLT Sept 2024



September 2024	RE PoS throughout KS3 in line with Diocesan expectations	Feedback from Head of RE and Diocese positive	T and L Autumn Half Term
September 2024	Relaunch all attendance, punctuality, behaviour strategies as reviewed in Summer term 2024	Stakeholder feedback and key data all positive	SLT Oct / T and L Autumn Half term
May 2025	Rewrite DSEF for proposed DI in 2025-26	DSEF written and shows key areas/targets of DSEF 2022 met and achieved	Summer 2025
July 2025	To have embedded aspects of the prayer and liturgy directory released in January 2022	All key aspects are part of the school calendar, policies and embedded into our shared language	LGB July 2025

<b>All Saints' Catholic College</b>	
<b>3. Inspiration</b>	<b>A moral and responsive community, at all levels, that acts in service to our family</b>





<b>Outcomes</b> <i>What will it look like?</i>	<p>To grow the skills and wisdom of leadership at all levels</p> <p><b>So that by July 2025:</b></p> <ol style="list-style-type: none"> <li>1. <i>Retain a culture of ethical leadership at all levels that is sustained and has meaningful impact on the whole school community. Ethical leadership at All Saints means putting Christ at the centre of what we do through serving, rather than expecting to be served, being humble, honest, trusting, kind and respectful.</i></li> <li>2. <i>Establish an academy trust structure that will promote an inspirational Catholic vision for education that is unrelenting in its pursuit of excellence for all pupils and can support the growth of the school in order to secure its long-term future.</i></li> <li>3. <i>Staff holding leadership responsibilities will be outstanding in their commitment, their passion to make a difference in the skills they are able to bring to their roles. Excellent leadership will exist, at all levels, consistently across the school.</i></li> <li>4. <i>Staff choosing to work at All Saints will be eager and well-prepared to provide an excellent education and move in to leadership roles themselves if they choose to do so.</i></li> <li>5. <i>Pupils are encouraged to become independent in their learning and future leaders in society.</i></li> <li>6. <i>The school becomes outward looking and generous in its leadership and support for other schools. The school will continue to retain an external eye on its provision.</i></li> <li>7. <i>The buildings and facilities of All Saints will provide an inspirational context for learning.</i></li> <li>8. <i>The school will grow and provide an excellent education for more pupils in the local community. The school will also provide employment opportunities for more staff with the moral purpose to give of their all to provide an outstanding education to pupils from Tameside.</i></li> </ol>
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<b>Action strategy</b> <i>What will we do? Who will do it? When will we do it?</i>	Who will lead it?	Who will monitor it?	<b>Resources</b>	
			<b>Budget</b>	<b>Training/meeting time</b>
<b>3.1. Strengthen and grow the vision, values and culture of All Saints Catholic College.</b>				
3.1.1 To develop and grow the MAT in accordance with wider plans	GDI	MAT Directors/ Diocese	Initial set up of MAT	To be determined
3.1.2 To ensure that the vision of the school continues to be shared, embedded, reviewed, and acted upon at all levels	SLT	GDI/Diocese	Meeting time Assembly Time INSET	INSET training
3.1.3 To develop different strategies of growing the All Saints identity	GDI	Governors	Production of signage	N/A
3.1.4 To act morally and responsibly with the well being of all members of the All Saints family paramount in our actions	All Staff	GDI	Materials to promote the All Saints family	Meeting with in school and local Union / professional body personnel



<b>3.2 . Create a structure of sustainable growth through governance, leadership, staffing, awards and marketing.</b>				
3.2.1 Responsibly assess pupil numbers as part of a wider need but with an understanding of the set parameters of All Saints	SLT	GDI	Loss of 30 pupils funding from Sept 2025	LGB/MAT Directors
3.2.2 Responsibly assess staffing capacity to ensure that we able to deliver excellence	DBI/NHE	GDI	Increased pupil funding 2022-2025 Loss of 30 pupil funding from Sept 2025	LGB/MAT Directors
<b>3.3 To manage risk and plan for whole school growth.</b>				
3.3.1 To respond to the growing needs of the Tameside community and be a 'great' school for its young people.	NHE	GDI	Building work costs Cover Meeting time	Regular feedback to the MAT directors and LGB, and F and P committee
3.3.2 To have a vision of pupils from Primary to Secondary so that growing numbers of catholic families chose All Saints	SLT	GDI	Cover Promotional materials Meeting times	Regular feedback to the MAT directors and LGB, and F and P committee
3.3.3 Develop and implement a strategic marketing strategy so as the school becomes first choice, finances remain secure, the school can grow and learning environment will improve.	SLT	GDI	Cover Promotional materials Meeting times	Regular feedback to the MAT directors and LGB, and F and P committee
<b>3.4 To be outward looking in gaining external support into All Saints through strategic links with external partners.</b>				
3.4.1 To respond appropriately and actively seek out ways to support other schools in our development journey and theirs	SLT	GDI/Governors	Cover	To be determined as opportunities arise
3.4.2 To identify and access appropriate external bodies who can support the growth of All Saints from Good to Great	SLT	GDI Governors	Cover Cost of links to external bodies	To be determined as opportunities arise



<p><b>3.5 Share expertise and learn from others through the support for other schools.</b></p>				
<p>3.5.1 To join, and where appropriate, take the leadership of new or existing bodies</p>	SLT	GDI	<p>Time to access meeting and training Appropriate materials</p>	<p>To be determined by the demands of the group</p>
<p>3.5.2 To ensure robustly planned, rigorous and supportive training and induction package is in place for ECTs and new staff</p>	JDE/DBI	NGI	<p>Time to access meeting and training Appropriate materials</p>	<p>To be determined</p>



<b>3.6 Retain, develop and recruit excellent staff.</b>				
3.6.1 Develop leadership capacity and sustained ethical leadership through external leadership training programmes that ensure our best staff can move forward at All Saints if they choose to do so.	NGI	GDI	NPQ and alternative training packages Time for access to training Cover costs	To be determined by number and choice of NPQ
3.6.2 Prepare a coherent Talent Management programme, to develop and retain staff who are fully committed to the All Saints vision to provide equality of opportunities for all students.	NGI	GDI	Meeting time Training opportunities CPD packages Cover costs	To be determined by availability of activities
3.6.2 To continuously keep the wellbeing of all staff at the forefront of our minds at all levels of planning	SLT	GDI	Meeting time Training opportunities CPD packages Cover costs	Staff Surveys Staff voice
<b>3.7 To grow leadership capacity. Ascertain funded leadership programmes for the school.</b>				
3.7.1 Review all positions on the leadership team and review the capacity of the leadership team in relation to the growth of the school	GDI	Finance Governors	AAHT salary converted to Leadership spine salary	Leadership development opportunities for AAHT on becoming AHT
3.7.2 Identify and implement an appropriate coaching course for the leadership team to develop leadership skills and strategies	GDI	GDI	Cost of Coach Leadership meeting time	To be determined by choice of coach and the needs of the coaching sessions
<b>3.8 Develop pupil leadership across the school. To ascertain potential trust models going forward.</b>				



3.8.1 To ensure that pupil voice is always considered and that there are opportunities for all pupils, especially those from the protected characteristics, to feel represented and their voices heard.	HOY/CC L/JDE/S SC	GDI	CCL time from timetable	Half termly meeting with pupil council from lessons
Milestones		Evaluation		Monitoring and Challenge
Date	Expected Stage	What will be the product of the evaluation?		By whom? By when
School Leadership				
Sept 2022	Identify an appropriate external coach for the SLT	All SLT will have access to a coach to support them in developing their leadership experience		GDI to source coach with advice from external providers. - report to Dec 2022 LGB
Oct 2022	Finalise the presentation of the All Saints Way and have proper signage across the site by Oct 2022	Pupils will recognise the terminology of the All Saints Way		SLT meetings, FTE data, LGB meetings
Oct 2022	Identify staff and appropriate NPQ/ other appropriate CPD aware and ensure application (By Jan 2023)	Key staff will have accessed appropriate NPQ/other appropriate CPD		NGI/GDI to identify key staff and appropriate external course - report to LGB Dec 2022
Dec 2022	Pupil Councils in place for all year groups and links to whole school Junior Leadership	Pupils feel that they have a voice and that their views (in all year groups) are heard and acted upon		SLT to have half termly feedback from Pupil Council at meetings
Dec 2022	Diversity Council or different groups of pupils (identified from POC POV or protected characteristics) set up to be able to voice opinions and views	Pupil voice is clear and well heard and all pupil groups feel represented		SLT to have regular feedback from different groups in the school
Dec 2022/ July 2022	Ensure that the whole staff survey has been sent out to all staff and reviewed by SLT with individual meetings scheduled where issues have arisen	SLT have a sound and true sense of the feeling amongst staff as well as identifying any issues linked to well being		Governors/Directors at LGB and MAT meeting Results of staff survey
Feb 2023	To review the provision and Impact of the Tameside EWM service for a continuation 2023-24	Attendance will have increased and from line management minutes, SLT discussion, a proper assessment of the strategies can be completed		SLT/ Finance Directors/ GDI and CEO
April 2023	To plan a whole staff retreat day experience that incorporates training relating to Catholicism and the All Saints Way	Staff feedback indicates high levels of happiness and pride in being part of the All Saints Family		Governors/Directors at LGB and MAT meeting Exec Head reviewing staff wellbeing Results of staff survey



July 2023	Ensure that there has been half termly meetings with the in school union/ professional association representatives	SLT have a sound and true sense of the issues that staff are raising and are acting to promote staff wellbeing	Governors/Directors at LGB and MAT meeting Results of staff survey
July 2023	To conduct a whole scale review of the pastoral team and positions within it to look at the possibility of non-teaching HOY, and Heads of Key Stage	That the pastoral systems are strategically developing and responsive to the needs of the community	LGB/ MAT Spring
March 2025	Agree new SIP format for 2025-2027	School improvement process is complete by September 2025	LGB Spring 2024
<b>Governance/ MAT development</b>			
Dec 2022	Review of the position of the merger of the MATs (see above for details)	Determine state of the merger future needs of the merger process linked to contracts/ policies/ expenditure/ leadership	MAT meeting - Dec 2022
<b>Growth of the School</b>			
April 2023	To have in place a planned budgeted strategic marketing strategy for 2022-23, 23-24	To have a marketing strategy that incorporates pupil transition, work with primaries, social media, work with local press, awards and other identified opportunities	LGB April 2023
April 2023	To begin the process of offering primary liaison within core subjects to our main catholic feeder primary schools	To trial staff visiting primary schools and begin to plan for timetabled sessions with All Saints staff supporting teaching in primary schools	SLT to review July 2023
July 2023	To review the pupil admission numbers and determine to either continue at 180 or reduce to 150 based on staffing, rooming, and an assessment of the impact of the 3-year bulge on school.	To finalise the PAN for Year 7 for entry in September 2024	MAT meeting July 2023
July 2023	All key building work completed and signed off	All agreed building works that were planned from Sept 2020 will finally be completed and will be fit for purpose, high quality and in usage	LGB meeting summer term 2023
September 2023	To have a primary liaison timetable with core subjects visiting and supporting teaching in main catholic feeder primary schools	To have staff from at least 2 core subjects supporting teaching in at least 2 identified main feeder primary schools	SLT to review July 2024
January 2024	To determine the possibility of offering a SEND resource unit linked to Tameside's needs and capacity within the school	Full review including SLT/ Tameside/ MAT as to the possibility and appropriateness of offering a suitable SEND resource unit	SLT/MAT Directors/ Governors/ SENDCO
Jan 2024	Review the position of computer science to be offered to all years	Options provision broad and balanced	SLT feedback T and L Spring Term
Jan 2024	Review staffing for the new PAN	Options provision broad and balanced	SLT feedback T and L Spring Term



February 2024	Plan and launch a new website with up to date imagery	Full review of website with new one launch	SLT/ MAT staff
April 2024	To review the ability of ASCC to continue to offer primary liaison to main feeder Catholic primary schools	To either continue and grow the primary liaison offer or reduce and end the offer based on budgets, success, and staff availability	SLT to review April 2024
Jan 2025	Review the whole school curriculum model and staffing levels to ensure the curriculum is broad and balanced but staffing is not excessive	Curriculum is broad and balanced; staff costs remain below 80%	SLT feedback T and L summer term
Feb 2025	Review staffing levels in all areas in regard to PAN and projected income as well as curriculum model	Curriculum is broad and balanced; staff costs remain below 80%	SLT feedback T and L summer term
Sept 2022	To have the leadership working with other Tameside school leaders in key areas i.e. attendance, behaviour	SLT members to attend or host meetings within Tameside	Regular feedback to SLT
Sept 2022	To have leadership and key personnel attending all Diocesan meetings	SLT members to attend or host meetings within the Diocese	Regular feedback to SLT
Dec 2022	Identify and access appropriate forms of external support including SIP, coaching for SLT, ECT support	All members of the SLT will have accessed or represent the school at external levels (i.e. DADAH)	Regular feedback to the SLT
May 2023	To review links and support and target areas that we need to work on with external support	All members of the SLT will have accessed or represent the school at external levels (i.e. DADAH)	Regular feedback SLT
May 2024	To review links and support and target areas that we need to work on with external support	All members of the SLT will have accessed or represent the school at external levels (i.e. DADAH)	Regular feedback SLT

