

# St Mary's School and College

## School Action Plan 2018-2019

**Purpose of Plan: to ensure that the school is firmly "Good" with elements of "Outstanding" by 01 Sep 2019**

(The original School Development Plan for 2018-2019 was suspended for 3 months following the Nov 2018 OFSTED inspection and the need to focus intensively upon improving Safeguarding. This Action Plan replaced the School Development Plan. This version (v1819-2e) received full governor approval on 18<sup>th</sup> Jan)

### Plan Monitoring

	01 Jan milestones	01 Mar milestones	End of Year Target
Headteacher	Key Safeguarding remedial actions are in place (ESTABLISHED) and are on track to be "Embedded" by the next milestone monitoring point.  Review of Action Plan progress due for middle of January.		

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## Key Priorities: Summaries, milestones and Targets

	Key Issues	1 <sup>st</sup> Jan milestone	1 <sup>st</sup> March milestone	End of Year Target
1	<p><b>Safeguarding:</b></p> <p>a) There are widespread and significant failings  b) Staff failed to report all concerns to the appropriate agencies.  c) Records do not provide a clear and concise evidence trail.  (OFS Key Find 1) See (NMS 11.1)(OFS Non comp 3)</p>	<p>NMS Audit &amp; remedial work completed,</p> <p>Concerns now evidenced as reported</p>	<p>S157 Audit and any remedial actions fully implemented.  Completion of External investigations for historical safeguarding cases.</p>	<p>SCCIF "good"</p>
2	<p><b>Admissions:</b> residential students were admitted to the school without thorough consideration of the school's ability to meet these students' needs. (OFS Key Find 2)</p>	<p>Failures in previous procedures eradicated.</p>	<p>External Review confirms 100% success.</p>	<p>SCCIF "good"</p>
3	<p><b>Risk Assessments &amp; plans</b></p> <p>a) are not updated &amp; do not detail what staff need to do to minimise and manage known risks. (OFS Key Find 3), (NMS 6.3) (OFS Non Com 1)</p>	<p>Risks and strategies fully &amp; precisely described (OFS Rec 1)</p>	<p>External Audit confirms compliance and identified further developmental recommendations.</p>	<p>SCCIF "good"</p>
4	<p><b>Behaviour Management:</b></p> <p>a) Staff do not consistently follow students' behaviour support plans &amp; implement the school's behaviour management approaches.  b) Records lack evidence that students are spoken to following an incident of restrictive physical intervention.  c) Leaders do not routinely review and monitor behaviour management, or amend plans following an incident. (OFS Key Fin 4) (NMS 12.4, 12.5) (OFS Non Com 4,5) (OFS Rec 4)  d) ) Ensure CCTV cameras or security patrolling does not intrude unreasonably on students' privacy (OFS Rec 6)</p>	<p>New Procedures implemented, former ineffective systems discontinued. Outcomes confirmed by sample audits</p>	<p>Procedures fully embedded.  Confirmed by external audit</p>	<p>SCCIF good</p>
5	<p><b>Fire Drills</b></p> <p>Fire drills occur as required but there is no evidence that staff have completed actions to address weaknesses identified in the fire risk assessment. (OFS Key Fin 5) (OFS Non Com 2)</p>	<p>School Complies with Regulatory Reform Fire Safety Order 2005 (NMS 7.1)</p>	<p>External Audit confirms Compliance</p>	<p>Compliant</p>

6	<b>Facilities are not well maintained:</b> quality of the residential provision is not routinely monitored; development plans do not detail key issues that require improvement. (OFS Key Fin 7)	Maintenance issues completed to good standard (OFS Rec 2)	Proactive 3 Yr Development Plan produced and commenced	SCCIF Good
7	<b>Staff development</b> a) Staff are not supported to develop their skills.(OFS Key Fin 8) b) effective links are made between academic and residential staff. (NMS 13.2) (OFS Non Com 6) c) All Staff benefit from supervision and appraisal. (NMS 19.6) (OFS Non Comp 11)	New Training and Procedures implemented for beginning of Spring Term. Confirmed by auditing and sampling	External Audit confirms Training and Procedures are fully NMS compliant	SCCIF good
8	<b>Safer Recruitment</b> 8a) There is a lack of evidence that safer recruitment practices have been adhered to. (OFS Key Fin 9) (NMS 14.1) (OFS Non Com 10)	Former recording system discontinued, new evidence driven system in place.	Evidence fully compliant	SCCIF good.
9	<b>Leadership and Management</b> a) Leaders actively promote the well-being of pupils. (NMS 13.5) (OFS Non Com 8) b) Leaders are effective so that the standards are met. (NMS 13.4) (OFS Non Com 7) c) Leaders monitor and action NMS Appendix 3 issues to improve outcomes for children (NMS 13.9) (OFS Non Com 9) d) Refine recording of targets in the Residential Development Plan (OFS Rec 3)	New Procedures in place for the beginning of the term but slightly delayed for completion of appointment of new Headteacher process (01 Jan) and External Monitoring Board (07 Jan).	Review of Leadership reports and data confirms all systems are fully robust. Senior Leadership is fully effective and sustainable.	SCCIF good
10	<b>Student complaints</b> Ensure that all students have a good understanding about how to make a complaint or raise a concern. (OFS Rec 5)	New Complaint Procedure implemented (evidenced by booklets in pupil words)	Complaint procedure embedded (Children can explain how to complain)	SCCIF good

Priority 1 Safeguarding						
Senior Lead: DSL = Designated Safeguarding Lead (MB)			Line Manager: Headteacher			Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
1a Eradicate "Widespread and significant failings"	By 20 Nov <b>S175 (Part 1) Audit</b> carried out and implemented remedial actions (26-11-18)	DSL	By 01 Dec send completed Audit (part 1) and Record of remedial actions which have been implemented. (07-12-18)	n/a	HT-DSL line management	
	By 15 Jan Complete all of S175 Audit, with remedial actions in place by 20 Jan)	DSL	By 20 Jan, completed audit to Headteacher & record of remedial acts	n/a	Gov Body	
	By 30 Nov <b>Break Time Safety</b> to have assigned a SLT to each break and +1 to residential teams, and re-explained safety rules to pupils, to increase actual and perceived safety at break times. (01-12-18)	DSL	By 01 Dec to see SLT and +1 recorded on duty sheets, and in role. (03-12-18)	n/a	External Audits (External Reviewer)	
		DSL	By 01 Dec Assembly to have taken place, about break safety routines (Assembly 20-11-18)	n/a		
	15 Jan <b>External Review</b> of new procedures and impact commissioned for Spring Term	DSL	By 15 Jan, data available showing reduced incidents at break times.	n/a		
		DSL	By 01 Feb External Review completed, due to report by 15 Feb	£300		
		DSL	By 15 Mar revise action plan to incorporate developmental recommendations from external review	n/a		
		DSL	By End of Year, Safeguarding to be SCCIF Good with elements of Outstanding.	n/a		

Senior Lead: DSL = Designated Safeguarding Lead (MB)		Line Manager: Headteacher				Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
1b Ensure staff can and do report all Safe guarding concerns	By 15 Nov, <b>Needs Analysis</b> carried out re training and procedures to ensure staff “can and “do” report incidents (12-11-18)	DSL	By 01 Dec to present Needs Analysis Report to Headteacher, identifying specific needed improvements for all staff in Jan training (07-12-18)	n/a	HT-DSL line management	
	By 01 Dec <b>Action Plan</b> implemented in “Supervisions” to address specific weaknesses preventing “can” or “do” reporting. (07-12-18)	DSL	By 15 Dec new procedures publicised. Each member of staff needing support identified and addressed on whole-staff plan (for Jan training). (07-12-18)	n/a	HT – Sandi Buttrey (Ex Consultant)	
		DSL	By <b>01 Jan</b> School evidence sampling shows fully compliant, with all reporting procedures in place (03-01-19)	n/a	Gov Body	
	By 15 Dec <b>Whole Staff INSET</b> (3 days on Safeguarding) for Jan 3-6 planned	DSL	By 07 Jan, 3 days of training ensuring staff updated re reporting and dealing with Safeguarding issues. (07-01-19)	£3500	External Audits	
		DSL	By 01 Feb Evaluation Report (Staff “can” and “do” report concerns) to have been presented to Headteacher.	n/a	Training Records	
		DSL	By <b>01 March</b> External Audit to have been carried out and presented to Gov (School to be fully compliant)	£750		
	By 01 Feb, revise and republish the <b>Whistleblowing Policy</b> with training for staff.	DSL	By 01 Feb Policy published, staff training taken place and all staff are able to refer to the policy orally when asked.	n/a		

Senior Lead: DSL = Designated Safeguarding Lead (MB)		Line Manager: Headteacher				Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
1c Safe guarding records provide a clear and concise evidence trail ensuring all systems are effective.	By 15 Nov <b>New Data System</b> identified to eradicate current confusions between Sleuth and POMS systems. (17-11-18)	DSL	By 01 Dec New system identified and timeline for implementation by Jan 1 <sup>st</sup> in place) (07-12-18 – “My concern”)	n/a	Head-DSL line management	
		DSL	By <b>01 Jan My concern system</b> installed on school network (07-01-19)	n/a	CoG-Head Mtg	
	By 15 Dec <b>staff INSET for Jan</b> , is planned on use of new systems (Slides available for review) (18-12-18)	DSL	By 07 Jan 90% staff trained on new systems. Survey of staff (at end of training) confirms all clear about how to use new evidence systems. <i>(NB follow up questions to be addressed by 15 Jan</i>	n/a	Training Records	
	By 15 Jan <b>New recording system</b> Fully operational with all evidence and records in a single place to eradicate confusions. (12-12-18)	DSL	By 15 Jan, audits show that <b>My Concern</b> records are complete with a single audit trail of information about incidents.	n/a	Staff survey	
	By 01 Jan External HR Company in place to review historical incidents and investigations and report on any cases where matters were not reported appropriately.	CoG	By 18 Jan Review completed and report to CoG.	£1000		
	CoG	By 15 Feb, any necessary follow up investigations to be completed.	? £1000			

Priority 2 Ensuring Residential Pupil Admissions are Appropriate						
Lead: AP		Line manager				Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
1a Ensure Residential Pupil admissions are appropriate in terms of the school's expertise	By 10 Nov carry review, improve Admissions Policy and Procedure with new Post-Admissions Review to involve more professionals. (Document) (06-12-18)	AP	By 15 Nov send Reviewed Policy and Procedure to Headteacher for approval and implementation (06-12-18) <i>(Policy changes not needed in short term, but there is a longer term need to review the vision and Mission of the school in the light of patterns of referrals and national developments. Referred to Governors for Summer Term)</i>	n/a	HT line management	
	By 15 Jan to <b>Research extended</b> admissions process, report to look at other similar schools and make recommendations. Report to include draft revision of "Statement of Purpose"	AP	By 01 Jan to have eradicated procedural flaws in admissions process. (03-01-19)	n/a	Gov	
		AP	By 1 <sup>st</sup> Feb Research Report received by Headteacher	Admissions records & Behaviour logs		
		AP	By 15 <sup>th</sup> Feb Policy and Procedures updated to reflect research and consultation (and external Professional Advice)	£750		



Priority 3 Risk Assessments and Plans						
Senior Lead: HoC Head of Care (Heather Noble)			Line Manager: Headteacher			Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (to be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
3a) All Risk Assessments to be updated with risk reduction strategies fully and precisely described	By 7 Nov audit all risk assessments and compile register of which are out of date. (09-11-18)	HoC	By 15 Nov to send to Headteacher results of audit and itemised list of risk assessments which need improvement (1255 Risk Assessments) (18-11-18)	n/a	HT -HoC line management	
	By 30 Nov all risk assessments to be reviewed and Placed in Update Schedule. Old ones no longer applicable to be archived. (05-12-18)	HoC	Risk Assessment Update Schedule: Risk Ass 1 – 500 by 01 Dec (07-12-18) Risk Ass 501 – 1000 by 01 Jan (07-01) Risk Ass 1001 – 1500 by 20 Jan Risk Ass 1501 – ALL by 01 Feb	n/a	Gov visits External Report	
		HoC	<b>By 01 Jan</b> Risks and strategies on Update Schedule, fully & precisely described (OFS Rec 1) (03-01-19, sampling)	n/a		
	By 01 Feb commission an external audit of risk assessments to take place by 15 Feb.	HoC	<b>By 01 Mar</b> External Audit confirms 100% compliance (and identifies further developmental recommendations to take provision from good to Outstanding)	£750		

Priority 4 Improve Behaviour Management						
Senior Lead: HoC (Head of Care)			Line Manager: Headteacher			Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
4a) Ensure all staff follow behaviour support plans, and implement the school's behaviour management approaches	By 01 Dec ensure that "paper" copies of plans are available in folders for use by agency/ cover staff (03-12-18)	HoC	By 07 Dec handovers to include copies of student plans, to ensure all staff have access to all information. (12-12-18)	n/a	HT – HoC line management	
	By 15 Dec a new system of Key Worker Briefings introduced, to ensure information is rapidly updated and communicated to all staff (15-12-18)	HoC	By 15 Dec "Supervisions" to include explicit focus on use of behaviour support plans. Notes audited (15-12-18)	n/a	Staff supervision notes Gov visits	
	BY 07 Jan 90% of staff to have completed De-escalation and management behaviour by Team teach	HoC	By the 18 <sup>th</sup> Feb (Half Term) Spring data to show a 50% reduction in use of force incidents, as compared to Autumn	£2500	SIP & External Visitor	
	By 1 <sup>st</sup> Feb to research alternative models with a view to simplify plans (in conjunction with Education).	HoC	By 1 <sup>st</sup> Feb costed proposal for new (simpler) model to be presented to Headteacher.	to be proposed		
4b) Ensure all pupils have evidenced opportunity to discuss after restrictive behaviour incidents	By 01 Dec republish staff instructions re <b>post incident de-escalation</b> , Mtgs, Email, line management) (04-12-18)	HoC	By 01 Dec to see notes of oral briefings, emails and drop in discussions with staff to confirm individuals understand what is required. (Residential Managers mtg 19-11-18, SIP review 16-12-18 (of sleuths between 03 to 20-11-18 )	n/a	HT – HoC line management	
	By 01 Dec Supervisions, explicitly include review of post-incident actions and events. (04-12-18)	HoC			Staff supervision notes Gov visits SIP & External Visitor	

Senior Lead: HoC (Head of Care)		Line Manager: Headteacher				Jan 2019
Objectives	Actions (To be marked complete by Lead)	Lead	Milestones/Success Criteria and Outcomes (to be marked complete by Line Manager)	Resources	Progress Monitoring	Impact Review
4c) Ensure leaders review and amend behaviour plans after incidents	By 15 Nov Individual <b>Behaviour Support Plans</b> to be reviewed, including records of annotations (17-11-18)	HoC	By 01 Dec, each pupil plan involving an incident, will record updates after the incident (14-11-18) (Sampling in Jan 07-07-19 each incident led to an update)	n/a	HT HoC line management	
	By 01 Dec, new <b>Undirected Time Procedures</b> drawn up and published, to identify & engage students less able to cope with undirected time	HoC	By 01 Jan behaviour statistics to show a 50% reduction in incidents since Nov. (03-01-19)	n/a	Behaviour statistics.	
4d) Ensure use of CCTV and staff patrolling is proportionate and non obtrusive	By 15 Nov to re-write the CCTV Policy in "Pupil friendly" language (clarifying, who to view, why to view, periods of storage) and add to "Pupil Passport" (11-09-18)	HoC	By 15 Nov each pupil to have pupil friendly version of policy. (01-12-18)	n/a	HT – HoC line management	
	By 15 Nov to amend House Rules to clarify who will be patrolling, when and why. (11-09-18)	HoC	By 15 Nov to see copies of House Rules displayed in houses with information. (01-12-18)	n/a	SLT Strategic Meeting	
	By 15 Nov to sign post CCTV areas on maps in each house (11-09-18)	HoC	By 20 Nov CCTV maps to be displayed in boarding houses	n/a	Gov Policy Review	

Priority 5 Fire Drills						
Lead: SM:		Line Manager: Headteacher				Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
5a) Ensure that all actions to address weaknesses in the Fire Risk Assessment are completed	By 15 Nov to complete the Compliance Checklist, identifying and planning any needed remedial acts (Fire Works Checklist). (15-11-18)	SM	By 20 Nov to give Principal annotated Compliance checklist and list of all remedial work completed to ensure compliance. (01-12-18)	n/a	LM (SM-HT)  Fire Site team notes	
	By 01 Dec to ensure all Fire Maintenance & Practices completed & Annual schedule of checks updated (07-12-18)	SM	By 01 Dec Site Records to indicate maintenances and Practices completed (15-12-18)	n/a	Gov visits	
	By 10 Jan to carry out "creative Fire Drill" to check contingencies (07-01-18)	SM	By 10 Jan Records indicate Fire Drill took place and feedback. (07-01-19)	n/a		
	By 01 Feb to review and revise the Fire Policy in the light of feedback from creative Fire drills	SM	By 20 Feb Gov Body to approve new Fire Policy and Procedures for next academic year.	n/a		

Priority 6 Improve Residential Facilities						
Senior Lead: HoC (Head of Care)			Line Manager: Headteacher			Jan 2019
Objectives	Actions (to be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
6a) Ensure the quality of the residential provision is routinely monitored and development plans detail key issues which require improvement	By 15 Nov All boarding houses (including Krever) to have Key Pads fitted at entries. (14-11-18)	HoC	By 20 Nov all Key Pads fully operational (including Krever) (01-12-18)	£5k	HT – HoC line management	
	By 15 Nov, list of all outstanding key issues identified on itemised work plan scheduling all urgent work to be completed by 01 Jan (01-12-18)	HoC	By 01 Jan all urgent facilities improvements completed and buildings ready for use in new term. (07-12-18) NB – all original works carried out and additional works planned for Wet areas. <b>Review again 15 Jan</b>	£30,000	Estates Contract management  Gov visits	

Priority 7 Staff Development						
Senior Lead: C McDonald		Line Manager: Headteacher				Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
7a) Ensure all staff are supported to develop their skills	By 01 Dec schedule & Complete training to increase number of trained DSO from 2 to 10 (01-12-18)	CM	By 01 Dec 10 fully trained staff (evidenced by certificates) (07-12-18)	n/a	HT – CM line management	
	By 01 Jan, CPD Lead role to be clarified and whole-staff work commenced to map training needs. (Due to report by 01 Feb). (02-01-19)	CM	01 Feb report to HT on whole-staff training needs and indicative use of INSET days for next year.	n/a	Report Gov Body	
		CM	<b>By 1<sup>st</sup> March</b> External Audit confirms Training and Procedures are NMS compliant	n/a		
7b Ensure effective links between academic and residential staff	By 01 Dec Handover procedures to be redesigned to ensure all information is communicated orally and in writing between teams (01-12-18)	CM	By 01 Dec Observation of a handover must show all info communicated orally, and in writing (07-12-18)	n/a	HT line management Observation	
7c Ensure all staff benefit from supervision and appraisal	By 01 Dec <b>Supervisions</b> , will be up to date for all staff (~hour per staff per term), identifying and planning individual training needs. (01-12-18)	CM	By 01 Dec Supervision notes will confirm all supervisions have taken place (Sampled 07-12-18)	n/a	Line Management	
		CM	By 01 Mar supervision notes will confirm all Spring Supervisions have taken place (to be reviewed in HT line management meeting)	n/a		

Priority 8 Safer Recruitment						
Senior Lead: HR Manager		Line Manager: Headteacher				Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
8a) Ensure Safer recruitment fully embedded and evidenced	By 15 Nov to carry out full audit of staff lists/pay role/visitors to identify any missing evidence of safe recruitment. "Evidence lacking" report to be given to HT (15-11-18)	HR	By 15 Nov Missing Evidence report given to HT. (20-11-18)	n/a	HT- HR line management	
	By 01 Dec external support commissioned to identify and generate all missing evidence. (01-12-18)	HR	By 01 Dec external clerical support in place working on evidence issues (07-12-18)	£2500	Single Central Record  Interview/ Appointment Records	
	By 15 Dec New Single Central Record format to be completed with full evidence. (Software Problem led to loss of data. Urgent re-enter data by hand. Deadline 01-01-19)	HR	By 01 Jan new Single Central Record format with all evidence available for review (01-01-19) NB Yes all data now present– but merging data fields has led to formatting errors in the spreadsheet. <b>Review again 15 Jan</b> , by when all formatting issues to be eradicated	n/a		

Priority 9 Leadership and Management						
Senior Lead: Head of Care		Line Manager Headteacher				Jan 2019
Objectives	Actions (To be marked completed by Lead)	Lead	Milestones/Success Criteria and Outcomes (To be marked completed by Line Manager)	Resources	Progress Monitoring	Impact Review
9a) Ensure Leaders are effectively promoting the well being of pupils	By 20 Nov to do new <b>handover routines</b> from Education to Residential. Info sheets to contain actions (distributed to SLT) and afternoon handover attended by residential staff. (25-11-18)	HoC	By 01 Dec routines to be visible on drop in, and notes to be sent to headteacher to ensure rigour of information. (07-12-18)	n/a	HT HoC line management	
	By 01 Dec improve rigour of <b>Class Folders</b> , with all welfare & Educational info for each pupil easily accessible. (12-11-18)	HoC	By 05 Dec Folders available in each classroom for review during drop in. (07-12-18)	n/a	Independent Advocate Governor Visits	
	By 01 Dec carry out <b>Student Questionnaire</b> (How I feel at St Marys) across school and in therapy groups. All data analysed. (03-12-18)	HoC	By 05 Dec give data and Plans based on data to Headteacher (10-12-18)	n/a	Estates Works Plans	
	By 01 Dec to ensure <b>Student Voice Boards</b> are installed (15-12-18)	HoC	By 05 Dec Student Voice Boards visible with info in all houses "You said, we did" (10-12-18)	£500		
	By 01 Dec to have arranged urgent " <b>Independent Advocate</b> " visit to occur. (Occurred 13-11-18)	HoC	By 15 Dec Notes from Independent Advocate available to Headteacher. (15-12-18)	n/a		
	By 15 Dec re-establish <b>Student Council</b> (Terms of reference, elections held). (Change of Plan to link Residential Council and Whole School Council. Revisit terms of reference by 10 Jan	HoC	By 15 Jan 1 <sup>st</sup> Meeting to have taken place of New constituted Student Council	n/a		



Senior Lead: Headteacher		Line Manager:				Jan 2019
Objectives	Actions	Lead	Milestones/Success Criteria and Outcomes	Resources	Progress Monitoring	Impact Review
9b Ensure all leaders are effective so that all NMS are met	By 01 Dec, SLT <b>Organisation, Responsibilities</b> and Line Management to be reviewed, clarified and republished to all staff so it is clear who precisely is responsible for each of the NMS. (01-12-18 On Hold, pending Headteacher appointment)	HT	By 01 Dec, SLT responsibilities clarified and communicated to all Staff LATE – Due to appointment of new headteacher. Now shared with staff (07-01-19)	n/a	Published SLT responsibilities table  CoG-HT meeting notes	
9c Ensure Leaders monitor and Action NMS Appendix 3	By 15 Jan re-publish Line Management programme so that all NMS (including appendix 3) are being monitored actively in meetings.	HT	By 15 Jan review of line management notes will ensure effective monitoring of NMS is secure.	n/a		
9d) Refine recording of targets in Residential Development Plans	By 15 Jan Care Team to complete training on writing SMART targets and plans  By 01 Feb to re-write the Residential Development Plan	HT  HT	By 15 Jan, notes of training available  By 01 Feb New Residential Development Plan, completed and available with refined targets.	n/a  n/a	HT – HoC line management	

Priority 10 Student Complaints Policy						
Senior Lead: Head of Care (HoC)			Line Manager: Headteacher			Jan 2019
Objectives	Actions	Lead	Milestones/Success Criteria and Outcomes	Resources	Progress Monitoring	Impact Review
Ensure that all students have a good understanding about how to make a complaint or raise a concern. (OFS Rec 5)	By 15 Dec "Complaints" discussed with residential working group and a child friendly explanation produced and placed on notice boards (18-12-18)	HoC	<b>By 01 Jan</b> Complaint Procedure published to pupils (Sampling, Pupils aware (07-07-19))	n/a	HT – HoC line management	
		HoC	<b>By 01 Mar</b> all pupils able to explain orally how to make a complaint, upon request.	n/a	HT drop in Gov Visits	