

## The TBAP Trust Development Plan - Overview

<b>Mission</b>	<p>What the school is seeking to achieve in its day-to-day activity:</p> <p>TBAP Alternative Provision Academies and services need to be responsive, flexible, cross phase and of the highest quality. The academic and emotional needs of learners are constantly changing and TBAP should be in a position to provide the most effective, time limited support as quickly as possible.</p>
<b>Aims</b>	<p>How the school is planning to improve:</p> <p><b>TBAP Strategic Objectives</b></p> <p>To establish a network of outstanding cross-phase alternative provision academies that are world leaders in achieving the best possible outcomes for young people using the highest quality leadership, teaching and support in 21st century learning environments.</p> <p>To develop transferable leadership, delivery and infrastructure models for the delivery of learning in Alternative Provision that might also be appropriate for use in Secure Colleges and other organisations.</p> <p>To generate income through the trading of services such as knowledge, resources, training, support and expertise to other schools and organisations</p>
<b>Strategic Development Priorities</b>	<p>Overall priorities (i.e. across the 3 year plan) that have been identified to achieve the aims:</p> <p><b>Priority 1 Achievement</b> Using high quality and robust data to provide interventions that narrow the gap, deliver reintegration, raise achievement and aspirations and support all learners through a personalised curriculum which offers an entitlement of a minimum of 5 GCSEs or equivalent in the secondary phase.</p> <p><b>Priority 2 Teaching</b> Delivering outstanding academic, social and emotional learning which enables learners to become successful and thoughtful lifelong learners who are respectful of alternative viewpoints and ideas.</p> <p><b>Priority 3 Behaviour and Safety</b> Ensuring safe and stimulating learning environments across TBAP and using robust systems of behaviour and pastoral support to deliver effective well being for all.</p> <p><b>Priority 4 Leadership and Management</b> Building and supporting the capacity to raise standards of care, support and learning by developing and sharing the skills, knowledge and experience of all staff.</p>

# The TBAP Trust Development Plan

September 2014 to August 2015

SDP Project	Objective	Activities	Project Team	Resources & Costs
1. TBAP Achievement - Use of Data Due By: 10/05/2015	Synchronize assessment for and of learning across the partnership	<ul style="list-style-type: none"> <li>Update TBAP assessment cycle to include Primary assessment opportunities 28/05/2012 - 11/10/2013 - Completed</li> <li>Build primary data systems into TBAP assessment policy 28/05/2012 - 28/05/2014 - Started</li> <li>Create TBAP assessment protocols map to support introduction at partner schools 28/05/2012 - 28/09/2012 - Not Started</li> <li>Develop TBAP PiXL led cycle of assessment, intervention, accreditation 28/06/2012 - 28/05/2013 - Not Started</li> <li>Publish TBAP induction protocol 03/09/2012 - 11/09/2013 - Started</li> </ul>	Bailey, Andre (leader) 18 users	Total Cost: £0.00
Project Description	To use high quality and robust data to provide interventions that narrow the gap, raise achievement and aspirations and support all learners through a personalised curriculum, offering a minimum of 5 GCSEs or equivalent.			
Project Source	[None]			
Success Criteria	<p><b>2.5.1.1 Strategy for management information - 3</b> Schools new to the trust have a simple policy document that allows them to plan for the introduction of the TBAP assessment policy protocols</p> <p><b>2.5.5.1 Secure data collection, sharing data internally and with to other establishments - 3</b> All TBAP trust institutions have access to SIMS data transfer using CTF technology.</p> <p><b>4.1.1.1 Systems for monitoring attainment - 1</b> TBAP policies and protocols for induction and assessment are published and in use at TBAP sites</p> <p><b>4.2.2.1 Staff roles in raising achievement and accountability for learning outcomes - 3</b> Raising standards leader in place and supporting a team to deliver improved outcomes (20%) in core subjects</p>			
SDP Project	Objective	Activities	Project Team	Resources & Costs
2. TBAP Achievement - 100% Accreditation Due By: 27/06/2014	Every learner to achieve at least one accredited course at level one	<ul style="list-style-type: none"> <li>Establish a cycle of accreditation across TBAP 28/05/2012 - 19/07/2013 - Completed</li> <li>Publish list of staff certified to deliver or certify accredited courses. 28/05/2012 - 19/07/2013 - Started</li> <li>Publish accreditation policy and link to exam centre status.(TBAP as a consortium) 28/05/2012 - 19/07/2013 - Not Started</li> <li>Establish monitoring of accreditation in TBAP SIMS deployments 25/06/2013 - 28/09/2013 - Not Started</li> </ul>	Ballantine, Heather (leader) 18 users	Total Cost: £0.00
Project Description	To use high quality and robust data to provide interventions that narrow the gap, raise achievement and aspirations and support all learners through a personalised curriculum offering a minimum of 5 GCSEs or equivalent. Every learner in the TBAP partnership achieves recognised accreditation			
Project Source	[None]			
Success Criteria	<p><b>4.1.1.2 School targets for attainment - 2</b> Every learner leaves with a minimum of one accredited outcome which may be achieved with early entry.</p> <p><b>4.2.7.1 Systems for monitoring pupil achievement - 3</b> Every subject team reports on accreditation achievement 3x a year</p>			
SDP Project	Objective	Activities	Project Team	Resources & Costs
3. TBAP Achievement - Personalised Timetables Due By: 18/07/2014	To extend personalised timetables using bespoke provision.	<ul style="list-style-type: none"> <li>Carry out audit of learning provision beyond the main school timetables. 28/05/2012 - 19/07/2013 - Started</li> <li>To develop a TBAP policy for personalised timetables, and a directory of resources to access. 28/05/2012 - 01/01/2014 - Not Started</li> <li>To identify learners who need personalised timetables across TBAP.</li> </ul>	Crosbie, George (leader) 18 users	Total Cost: £0.00

	28/05/2012 - 31/12/2013 - Not Started		
Project Description	To use high quality and robust data to provide interventions that narrow the gap, raise achievement and aspirations and support all learners through a personalised curriculum, offering a minimum of 5 GCSEs or equivalent. Personalised timetables will be available to meet this vision.		
Project Source	[None]		
Success Criteria	<b>4.4.3.1 Promoting access and achievement through the curriculum - 1</b> All learners have a timetable that they can access and allows for achievement in line with own needs. TBAP has a centrally held directory of all alternative timetable options, within schools and outside of school.		

SDP Project	Objective	Activities	Project Team	Resources & Costs
4. TBAP Achievement - 100% Destinations Due By: 18/07/2015	Destinations are mapped for every school leaver at Year 11 (0% NEETs)	<ul style="list-style-type: none"> <li>Establish partnerships across the three LA's and publish new protocols to collect data. 06/06/2012 - 19/07/2014 - Started</li> <li>TBAP policy on advice and guidance published. 06/06/2012 - 19/07/2014 - Started</li> <li>Track destinations of all leavers 1 and 3 years on 06/06/2012 - 19/07/2014 - Started</li> </ul>	Saint Ruth, Jim (leader) 17 users	Total Cost: £0.00
Project Description	To use high quality and robust data to provide interventions that narrow the gap, raise achievement and aspirations and support all learners through personalised curriculum, offering a minimum of 5 GCSEs or equivalent. This should lead to no learner being left out of Post 16 opportunities.			
Project Source	[None]			
Success Criteria	<b>3.8.4.1 Age appropriate careers education and guidance - 2</b> Partnership with appropriate agencies in place Policy embedded and in use throughout TBAP			

SDP Project	Objective	Activities	Project Team	Resources & Costs
5. TBAP Achievement - Behaviour & Attitudes to Learning Due By: 31/07/2015	Routine data collection informs planned interventions to improve behaviour for and attitudes to learning.	<ul style="list-style-type: none"> <li>Establish TBAP policies for recording and monitoring behaviour for learning. 06/06/2012 - 30/11/2012 - Completed</li> <li>Establish TBAP protocol for recording and monitoring ATL 06/06/2012 - 31/12/2013 - Started</li> <li>Embed behaviour and ATL policy outcomes in the TBAP assessment cycle. 06/06/2012 - 31/12/2013 - Started</li> </ul>	Augustine, Peter (leader) 18 users	Total Cost: £0.00
Project Description	To use high quality and robust data to provide interventions that narrow the gap, raise achievement and aspirations and support all learners through a personalised curriculum offering a minimum of 5 GCSEs or equivalent. Behaviour for learning and attitudes to learning are routinely measured and data is used to justify interventions.			
Project Source	[None]			
Success Criteria	<b>4.5.1.1 Promoting improving pupil attitudes - 3</b> Data is routinely used to identify under performance. A threshold for intervention is introduced and plans are in place to support 90% of learners who meet the threshold. <b>4.6.4.1 Differentiated support strategies for behaviour - 3</b> Clear thresholds are used to identify learners who display consistently poor behaviour. Personalised behaviour interventions are planned and published in IEPs <b>4.6.5.1 Support systems for managing behaviour in classrooms - 2</b> Data is routinely used (through line management) to assess performance and intervene when learners or groups consistently under perform.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
6. TBAP Achievement - Literacy & Numeracy Due By: 19/07/2014	Establish levels of literacy and numeracy for every learner at induction and provide appropriate interventions.	<ul style="list-style-type: none"> <li>Produce a TBAP policy on strategies to promote literacy and numeracy across the curriculum 06/06/2012 - 20/12/2013 - Started</li> <li>A co-ordinator for literacy and a co-ordinator for numeracy to be identified across TBAP 06/06/2012 - 19/07/2013 - Completed</li> <li>Deliver opportunities for staff training at tri-borough to allow the same quality of interventions at each provision 06/06/2012 - 19/07/2014 - Started</li> </ul>	Rogerson , Rita (leader) 18 users	Total Cost: £0.00

Project Description	To use high quality and robust data to provide interventions that narrow the gap, raise achievement and aspirations and support all learners through a personalised curriculum offering a minimum of 5 GCSEs or equivalent.
Project Source	[None]
Success Criteria	<b>4.2.1.1 Systems for monitoring achievement - 2</b> All learners make at least 1.5 years progress following intervention.

SDP Project	Objective	Activities	Project Team	Resources & Costs
7. TBAP Achievement - Establish Progress Over Time Due By: 18/07/2014	Synchronise cycle of progress monitoring & intervention.	<ul style="list-style-type: none"> <li>Establish TBAP protocols for measuring progress and publish in the assessment policy. 06/06/2012 - 01/01/2014 - Started</li> <li>Agree intervention &amp; monitoring protocols (including intervention thresholds) and embed in line management systems. 06/06/2012 - 01/01/2013 - Started</li> </ul>	Hardy, Sarah (leader) 18 users	Total Cost: £0.00
Project Description	To use high quality and robust data to provide interventions that narrow the gap, raise achievement and aspirations and support all learners through a personalised curriculum offering a minimum of 5 GCSEs or equivalent. Under-performing groups are identified and supported routinely			
Project Source	[None]			
Success Criteria	<b>4.2.1.1 Systems for monitoring achievement - 3</b> Routine, accurate data collection leads to identification of under performing individuals/ groups. <b>4.2.4.3 Consistency of achievement over time - 3</b> Learner performance data demonstrates three years of improvement across the partnership.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
8. TBAP Teaching - The Offer (Learner Entitlement) Due By: 25/07/2014	To provide a high quality tri-borough curriculum offer.	<ul style="list-style-type: none"> <li>To synchronize exam boards and accreditation offer across TBAP 06/06/2012 - 20/12/2013 - Started</li> <li>To introduce ICT as a core subject across all schools in TBAP 06/06/2012 - 19/07/2013 - Completed</li> <li>Development of MFL and drama across TBAP schools 06/06/2012 - 20/12/2013 - Started</li> <li>To synchronize delivery of BTEC offer (including sport) across TBAP 06/06/2012 - 25/04/2014 - Started</li> <li>Investigate the possibility of extending the vocational offer across all TBAP schools. 06/06/2012 - 20/12/2013 - Not Started</li> <li>To investigate the Level 2 offer across TBAP for the more able 06/06/2012 - 20/12/2013 - Not Started</li> </ul>	Maidment, Kate (leader) 17 users	Total Cost: £0.00
Project Description	To provide equality of opportunity for all learners to achieve an appropriate level of accreditation that will allow them to move onto suitable employment, education or training.			
Project Source	[None]			
Success Criteria	<b>3.1.5.1 Curriculum provision and delivery ensure progress - 2</b> Learners are able to access and achieve in a broad range of subject areas at multiple sites where necessary. Teaching resources are shared tri-borough.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
9. TBAP Teaching - Post 16 Offer Due By: 25/07/2014	To formalise KS 5 transition and support offer across TBAP.	<ul style="list-style-type: none"> <li>Identify funding opportunities and draft development plan 06/06/2012 - 25/07/2014 - Not Started</li> <li>Timetable taster days and open days/evenings at post 16 provision. 06/06/2012 - 25/07/2014 - Not Started</li> </ul>	Marecheau, Suneeta (leader) 17 users	Total Cost: £0.00
Project Description	To investigate extended learning opportunities within TBAP for KS5			
Project Source	[None]			
Success Criteria	<b>7.1.3.1 Advice and guidance in the sixth form - 2</b>			

SDP Project	Objective	Activities	Project Team	Resources & Costs
10. TBAP Teaching - Cross Curricular Development Due By: 01/01/2014	To provide quality thematic learning opportunities for all learners at KS 2 & 3.	<ul style="list-style-type: none"> <li>Review existing practice.</li> </ul> 06/06/2012 - 17/10/2012 - Started <ul style="list-style-type: none"> <li>Agree all through thematic curriculum content.</li> </ul> 06/06/2012 - 21/12/2012 - Started <ul style="list-style-type: none"> <li>Plan for delivery and evaluation of delivered scheme.</li> </ul> 06/06/2012 - 19/07/2013 - Started	McLean, Dawn (leader) 17 users	Total Cost: £0.00
Project Description	The development of cross curricular learning			
Project Source	[None]			
Success Criteria	<b>3.1.2.1 Extending learning opportunities - 1</b> At least 1 term of thematic learning has been delivered at KS 2 and 3 across TBAP.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
11. TBAP Teaching - Use & Development of Support Staff Due By: 19/07/2014	To develop an outstanding team of highly trained support staff able to deliver across TBAP and outreach services.	<ul style="list-style-type: none"> <li>Agree a career structure for support staff which includes clear line management protocols.</li> </ul> 06/06/2012 - 19/12/2013 - Started <ul style="list-style-type: none"> <li>Create a robust CPD package for support staff that can be shared with mainstream schools.</li> </ul> 06/06/2012 - 19/01/2014 - Started <ul style="list-style-type: none"> <li>To develop opportunities for outstanding TBAP support staff to share expertise with mainstream colleagues</li> </ul> 06/06/2012 - 19/07/2013 - Started	Browne, Ruth (leader) 18 users	Total Cost: £0.00
Project Description	Raising and sustaining excellent practice for and by Support Staff			
Project Source	[None]			
Success Criteria	<b>3.2.2.1 Teachers and teaching assistants as positive role models - 1</b> Support staff career structure established across TBAP and CPD opportunities are identified in performance management.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
12. TBAP Teaching - Life Skills Due By: 30/07/2014	Develop a TBAP life skills curriculum.	<ul style="list-style-type: none"> <li>Set up a working party to consider how Life Skills can be incorporated into the wider curriculum</li> </ul> 06/06/2012 - 19/07/2013 - Not Started <ul style="list-style-type: none"> <li>Create a Life Skills module that can be used across TBAP</li> </ul> 06/06/2012 - 19/07/2013 - Not Started <ul style="list-style-type: none"> <li>Create a Year 11 residential independent living skills programme</li> </ul> 06/06/2012 - 19/07/2013 - Not Started	Sacks, Graham (leader) 17 users	Total Cost: £0.00
Project Description	Enabling students to build and develop independent living skills			
Project Source	[None]			
Success Criteria	<b>3.1.2.1 Extending learning opportunities - 1</b> 80% of targeted learners successfully complete the Life Skills curriculum and are accredited accordingly.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
13. TBAP Teaching - Transference to Mainstream Due By: 19/07/2014	Extend the CPD offer to schools	<ul style="list-style-type: none"> <li>Provide schools with structured placements for identified staff in TBAP settings</li> </ul> 06/06/2012 - 19/07/2013 - Not Started <ul style="list-style-type: none"> <li>Undertake a skills and accreditation audit of TBAP staff and associated support services.</li> </ul> 06/06/2012 - 19/07/2014 - Started <ul style="list-style-type: none"> <li>Publish a directory of CPD</li> </ul> 06/06/2012 - 19/07/2014 - Started	Crosbie, George (leader) 17 users	Total Cost: £0.00
Project Description	Sharing skills with mainstream schools to promote inclusion			
Project Source	[None]			
Success Criteria	<b>1.10.3.2 Links supporting professional development and curriculum enrichment - 1</b>			

<p>90% of evaluations from schools are good or better</p> <p><b>4.8.5.1 Staff role in reducing exclusions and supporting policy - 1</b></p> <p>Following intervention school exclusion rates fall by at least 10%. LA rates fall by at least 10% in all phases.</p> <p><b>4.8.5.2 Safeguarding excluded pupils - 1</b></p> <p>100% of excluded learners receive full time and appropriate education.</p> <p><b>4.8.5.3 Working with outside agencies to retain pupils at risk of exclusion - 1</b></p> <p>Commissioned services meet TBAP 100% of QA criteria and deliver effective support to all learners as measured by TBAP outcome criteria. .</p> <p><b>4.8.5.4 Avoiding exclusions for SEN and vulnerable pupils - 1</b></p>
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SEN exclusions from TBAP sites are reduced by at least 50%.

SDP Project	Objective	Activities	Project Team	Resources & Costs
14. TBAP Teaching - Outdoor Learning Due By: 19/07/2014	Further develop the use of outdoor learning spaces	<ul style="list-style-type: none"> <li>Extend use of garden areas to include both curriculum and therapeutic opportunities 06/06/2012 - 19/07/2014 - Not Started</li> <li>Identify areas of good practice and share across TBAP 06/06/2012 - 31/12/2013 - Not Started</li> <li>Plan and publish a TBAP offer of residential and outward bound activities 06/06/2012 - 31/12/2013 - Not Started</li> </ul>	Oates, Seamus (leader) 17 users	Total Cost: £0.00
Project Description	To provide opportunities for learners to engage in outdoor learning			
Project Source	[None]			
Success Criteria	<p><b>3.1.2.1 Extending learning opportunities - 2</b></p> <p>Residential and outward bound cycle published and in use across TBAP. Garden areas being used for teaching and therapy across TBAP</p>			

SDP Project	Objective	Activities	Project Team	Resources & Costs
15. TBAP Teaching - Towards Outstanding Due By: 25/07/2014	To establish a TBAP model of PM observation based on the new OFSTED criteria	<ul style="list-style-type: none"> <li>Publish the TBAP PM Observation cycle within a TBAP teaching and learning policy. 11/06/2012 - 19/07/2013 - Completed</li> <li>Deliver paired SLT/ML observations. 11/06/2012 - 19/07/2013 - Completed</li> <li>Use data to plan CPD to move all teachers to outstanding. 11/06/2012 - 25/07/2014 - Started</li> <li>Working group to review the lesson observation protocol, and observation form. 11/06/2012 - 20/12/2013 - Started</li> </ul>	Hardy, Sarah (leader) 17 users	Total Cost: £0.00
Project Description	All teaching judged as good or outstanding			
Project Source	[None]			
Success Criteria	<p><b>3.2.1.1 Expectation of senior staff for the quality of teaching and learning - 1</b></p> <p>100% of teaching is judged to be good or better with a significant proportion being outstanding.</p> <p><b>3.2.5.1 Quality of teaching and support for teaching from lesson observation records and performance management outcomes - 2</b></p> <p>All PM lesson observations judged as good or outstanding across all subject areas</p> <p><b>3.2.8.1 Monitoring of teaching through performance management including support staff - 1</b></p> <p><b>3.2.8.2 Records of lesson monitoring - 1</b></p> <p><b>3.2.8.3 Evaluating teaching to improve standards - 1</b></p>			

SDP Project	Objective	Activities	Project Team	Resources & Costs
16. TBAP Behaviour & Safety - Managing and Leading Behaviour Due By: 19/07/2014	To develop a comprehensive behaviour management strategy which outlines the behaviour expectations of learners and related CPD needs of staff.	<ul style="list-style-type: none"> <li>Develop standard behavior expectations across TBAP 06/06/2012 - 19/07/2014 - Started</li> <li>Develop internal/external CPD offer around managing behaviour. 06/06/2012 - 19/07/2014 - Started</li> <li>Synchronize TBAP CPD calendar. 06/06/2012 - 19/07/2014 - Started</li> <li>Establish TBAP behaviour management CPD coordinator role 06/06/2012 - 19/07/2014 - Not Started</li> </ul>	Halliburton, Everol (leader) 17 users	Total Cost: £0.00

Project Description	The mission of the TBAP Behaviour and Safety strategy is to develop robust systems of behaviour support and development, support of staff and learners which will contribute to a positive academic experience. Managing and Leading Behaviour
Project Source	[None]
Success Criteria	<b>4.6.1.1 Policy documentation for a positive approach to behaviour - 1</b> Behaviour management policy published and in use across TBAP <b>4.6.5.3 Behaviour for learning in-service training for staff - 2</b> TBAP behaviour management CPD delivered. At least 80% of staff rate it as good or better.

SDP Project	Objective	Activities	Project Team	Resources & Costs
17. TBAP Behaviour & Safety - Staff Well being Due By: 19/07/2014	Establish a cycle of staff wellbeing protocols across TBAP	<ul style="list-style-type: none"> <li>Develop TBAP CPD offer around personal resilience, health and wellbeing. 06/06/2012 - 19/07/2013 - Not Started</li> <li>Develop TBAP peer mentoring, supervision and buddy protocols 06/06/2012 - 19/07/2013 - Not Started</li> </ul>	Bell, Davina (leader) 17 users	Total Cost: £0.00

Project Description	The mission of the TBAP Behaviour and Safety strategy is to develop robust systems of behaviour support and development, support of staff and learners which will contribute to a positive academic experience. Staff wellbeing
Project Source	[None]
Success Criteria	<b>1.7.5.3 Managing workloads and securing high staff moral with low turnover and absence. - 2</b> Staff satisfaction survey demonstrates at least 10% improvement. <b>1.7.5.4 Supporting the health and well being of staff - 1</b> TBAP staff well-being opportunities developed and delivered. 10% improvement reflected through staff satisfaction survey.

SDP Project	Objective	Activities	Project Team	Resources & Costs
18. TBAP Behaviour & Safety - Working with Families Due By: 18/07/2014	Family support and group work available at all TBAP schools	<ul style="list-style-type: none"> <li>Establish the role of Families Network Coordinator to manage home school links 06/06/2012 - 19/07/2014 - Started</li> <li>Deliver CPD programme to develop the Marlborough model of family support across TBAP 06/06/2012 - 18/10/2013 - Started</li> </ul>	Marecheau, Suneeta (leader) 17 users	Total Cost: £0.00

Project Description	The mission of the TBAP Behaviour and Safety strategy is to develop robust systems of behaviour support and development, support of staff and learners which will contribute to a positive academic experience. Working with families
Project Source	[None]
Success Criteria	<b>1.9.1.1 Policy and practice for involving and communicating with parents - 1</b> Family support policy published and at least 3 families at each TBAP site engage. <b>1.9.5.2 Parents, carers and family involvement with school - 3</b> A parent/ school group is established. <b>1.9.5.3 Involving parents in supporting their child's learning and setting boundaries for acceptable behaviour - 2</b> A tri-borough Families Network Coordinator is in post and parent training opportunities are available across TBAP

SDP Project	Objective	Activities	Project Team	Resources & Costs
19. TBAP Behaviour & Safety - Mentoring Due By: 18/07/2014	Broaden the skill-set of the existing mentor role for inclusion in career graded support staff. Design TBAP accredited CPD modules.	<ul style="list-style-type: none"> <li>Identify CPD structure required to deliver desired interventions. 06/06/2012 - 19/07/2013 - Started</li> <li>Review existing mentor skill-set and identify desired behaviour and attendance/ safety related enhancements. 20/06/2012 - 13/12/2013 - Started</li> <li>Agree desired therapeutic and behavioural framework for the extended role (e.g. Marlborough or Cambridge Models). 20/06/2012 - 13/12/2013 - Started</li> </ul>	Augustine, Peter (leader) 17 users	Total Cost: £0.00

Project Description	The mission of the TBAP Behaviour and Safety strategy is to develop robust systems of behaviour support and development, support of staff and learners which will contribute to a positive academic experience. Mentoring
Project Source	[None]
Success Criteria	<b>1.11.4.4 Meeting individual, emotional, physical and intellectual needs of pupils - 1</b> TBAP support staff are using skilled and defined behavioural, social and emotional interventions to support learners. PASS surveys show 20% improvements in learner well being over the year. CPD modules in aspects of mentoring on offer as part of TBAP CPD offer.

SDP Project	Objective	Activities	Project Team	Resources & Costs
20. TBAP Behaviour & Safety - Improving Attendance Due By: 18/07/2014	Develop consistent systems to support and monitor improvements in attendance across TBAP.	<ul style="list-style-type: none"> <li>• Agree and publish TBAP/ EWA service protocols to deal with absence across TBAP</li> </ul> 06/06/2012 - 19/07/2013 - Completed <ul style="list-style-type: none"> <li>• Publish a TBAP attendance policy.</li> </ul> 06/06/2012 - 19/07/2013 - Completed <ul style="list-style-type: none"> <li>• Establish the role of Families Network Coordinator.</li> </ul> 06/06/2012 - 14/02/2014 - Started	Marecheau, Suneeta (leader) 17 users	Total Cost: £0.00
Project Description	The mission of the TBAP Behaviour and Safety strategy is to develop robust systems of behaviour support and development, support of staff and learners which will contribute to a positive academic experience. Attendance			
Project Source	[None]			
Success Criteria	<b>4.7.1.1 Written policy documents for attendance - 2</b> Tri-borough attendance policy published and in use across TBAP. <b>4.7.7.1 Pastoral support systems for punctuality and attendance - 1</b> TBAP Attendance policies and protocols in operation. TBAP Families Network Coordinator is on place.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
21. TBAP Behaviour & Safety - Early Intervention Due By: 19/07/2014	Further develop high quality early interventions across TBAP schools	<ul style="list-style-type: none"> <li>• To provide a coherent offer of managed interventions to primary and secondary schools across tri-borough through the TBAT SLA.</li> </ul> 13/06/2012 - 01/07/2014 - Started <ul style="list-style-type: none"> <li>• To sustain and further develop the current range of managed interventions in response to the identified needs of learners and in consultation with tri-borough schools.</li> </ul> 13/06/2012 - 31/07/2014 - Started <ul style="list-style-type: none"> <li>• To identify the CPD needs of staff delivering managed interventions to further enhance the quality and range of interventions offered and to plan and deliver that programme of CPD.</li> </ul> 13/06/2012 - 31/07/2014 - Started <ul style="list-style-type: none"> <li>• To restructure the current provision making up CSS to create a high quality, responsive and coherent service best able to meet the diverse needs of learners across tri-borough.</li> </ul> 13/06/2012 - 30/04/2013 - Completed	Packer, Janet (leader) 17 users	Total Cost: £0.00
Project Description	To support learners in tri-borough schools through a range of managed interventions provided at an early stage.			
Project Source	[None]			
Success Criteria	<b>2.7.6.1 Commitment to continuous professional development - 3</b> Completed audit of CPD need informs planning for early intervention team. 80% of staff rate CPC as good or better. <b>3.1.5.1 Curriculum provision and delivery ensure progress - 2</b> An early intervention curriculum offer is published and in place. <b>3.2.2.2 Teachers setting and agreeing learning and behaviour targets with learners - 3</b> Individual behaviour plans in place for learners across TBAP schools and in mainstream settings.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
22. TBAP Behaviour & Safety - Therapeutic Services Due By: 18/07/2014	Develop a comprehensive therapeutic offer across TBAP	<ul style="list-style-type: none"> <li>• To map available therapeutic services across TBAP</li> </ul> 13/06/2012 - 14/06/2012 - Started <ul style="list-style-type: none"> <li>• Identify CAMHS support available to learners in TBAP</li> </ul> 13/06/2012 - 19/07/2013 - Not Started <ul style="list-style-type: none"> <li>• Publish a TBAP therapeutic offer.</li> </ul> 13/06/2012 - 21/12/2012 - Started <ul style="list-style-type: none"> <li>• Identify the therapeutic leads in each of the settings.</li> </ul> 03/09/2012 - 14/03/2013 - Started	Rogerson , Rita (leader) 17 users	Total Cost: £0.00
Project Description	The mission of the TBAP Behaviour and Safety strategy is to develop robust systems of behaviour support and development, support of staff and learners which will contribute to a positive academic experience.			
Project Source	[None]			



Success Criteria	<b>1.11.4.4 Meeting individual, emotional, physical and intellectual needs of pupils - 2</b> TBAP therapeutic interventions policy in place. Timetabled therapeutic interventions delivered to TBAP learners and their families across the provision.
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SDP Project	Objective	Activities	Project Team	Resources & Costs
23. TBAP Behaviour & Safety - Love for Learning Due By: 27/12/2013	Research and develop a Learning to Learn programme tailored to meet the needs of TBAP learners. (such as Building Learning Power)	<ul style="list-style-type: none"> <li>Develop strategic presentation of intervention with clear aims, objectives and costing. 25/06/2012 - 19/07/2013 - Started</li> <li>Identify initial training cohort 25/06/2012 - 19/07/2013 - Not Started</li> <li>Establish working parties across TBAP 25/06/2012 - 19/07/2013 - Not Started</li> </ul>	Meehan, Tony (leader) 17 users	Total Cost: £0.00
Project Description	The mission of the TBAP Behaviour and Safety strategy is to develop robust systems of behaviour support and development, support of staff and learners which will contribute to a positive academic experience. Love for Learning.			
Project Source	[None]			
Success Criteria	<b>3.3.3.1 Learners' have a desire to learn and high expectations - 2</b> At least 15 learners complete the program and have a clear understanding of their own capacity to learn (love of learning for the sake of learning's)			

SDP Project	Objective	Activities	Project Team	Resources & Costs
24. TBAP Leadership and Management - Outstanding Provision Due By: 31/07/2015	For all TBAP schools and services to be judged as outstanding.	<ul style="list-style-type: none"> <li>Ensure a programme of annual reviews through Challenge partnership across TBAP 06/06/2012 - 21/12/2012 - Completed</li> <li>Synchronize Self Evaluation and Review cycles of TBAP schools 06/06/2012 - 19/07/2013 - Completed</li> <li>Synchronize performance management of all staff across TBAP. 06/06/2012 - 31/12/2012 - Completed</li> <li>Continue with the programme of annual reviews through Challenge partnership across TBAP moving all judgements forward. 19/06/2013 - 31/07/2014 - Not Started</li> </ul>	Oates, Seamus (leader) 18 users	Total Cost: £0.00
Project Description	To build and support our capacity to raise standards of care, support and learning by developing and sharing the skills, knowledge and experience of all staff in outstanding provision.			
Project Source	[None]			
Success Criteria	<b>2.3.2.1 Leadership and change - 1</b> All TBAP schools publish a local develop plan and SEF which reflects top level TBAP priorities. <b>2.7.1.2 Impact of performance management policy on school improvement - 1</b> All TBAP staff have agreed performance and CPD targets.			

SDP Project	Objective	Activities	Project Team	Resources & Costs
25. TBAP Leadership and Management - Multi Academy Trust Status Due By: 01/04/2014	For all TBAP schools to become Alternative Provision Academies and the TBAP trust to become an academy sponsor.	<ul style="list-style-type: none"> <li>Form Trust and manage conversion process 06/10/2012 - 01/09/2013 - Completed</li> <li>Complete academy conversion of Beachcroft and LEC 19/06/2013 - 01/04/2014 - Started</li> <li>Apply to become a sponsor and bid for capacity funding 19/06/2013 - 01/04/2014 - Started</li> <li>Obtain DfE approval for academy conversion. 28/06/2013 - 01/04/2014 - Started</li> <li>Carry out full consultation exercise 28/06/2013 - 01/01/2014 - Started</li> </ul>	Oates, Seamus (leader) 18 users	Total Cost: £0.00
Project Description	To build and support our capacity to raise standards of care, support and learning by developing and sharing the skills, knowledge and experience of all staff.			
Project Source	[None]			
Success Criteria	<b>2.1.2.3 Involving all staff in development policy and development planning - 1</b> Full consultation with staff takes place. <b>2.12.1.2 Leaderships' role in change - 1</b>			

A clear strategy is in place which results in conversion following full consultation.

**2.12.1.3 Establishing systems and structures for change - 2**

The Multi Academy Trust implements sustainable systems and structures that facilitate the sponsorship of other PRU's.

SDP Project	Objective	Activities	Project Team	Resources & Costs
26. TBAP Leadership and Management - CPD, Capacity Building and Teaching School Due By: 19/07/2015	Staff CPD plans are linked to TBAP priorities and capacity is built across TBAP.	<ul style="list-style-type: none"> <li>All TBAP provisions have development plans that reflect TBAP development plan</li> </ul> <p>All TBAP provisions have development plans that include staff CPD</p> <p>All TBAP staff have training development plans that reflect provision development plan 06/06/2012 - 01/08/2013 - Started</p> <ul style="list-style-type: none"> <li>Develop co-ordination of CPD across TBAP. 06/06/2012 - 01/08/2013 - Started</li> <li>Develop a TBAP CPD programmes that can be offered to internal and external clients The offer should include Team Teach and Behaviour Management. 06/06/2012 - 01/08/2014 - Started</li> <li>Build capacity through secondment of staff, additional leadership CPD and use of TLR 3 19/06/2013 - 24/07/2014 - Started</li> <li>Apply to become a Teaching School 19/06/2013 - 30/12/2013 - Started</li> <li>Deliver an ITT school direct programme 19/06/2013 - 25/07/2013 - Not Started</li> </ul>	Ballantine, Heather (leader) 18 users	Total Cost: £0.00
Project Description	To ensure all TBAP staff CPD is effective, personalised and supports both staff and TBAP aspirations to improve standards of care, teaching and learning and support. To build capacity within TBAP.			
Project Source	[None]			
Success Criteria	<b>2.7.6.1 Commitment to continuous professional development - 1</b> A CPD programme is in place. Evaluations indicate 90% or more participants rate delivery as good or better .			

SDP Project	Objective	Activities	Project Team	Resources & Costs
27. TBAP Leadership and Management - 21st Century Learning Environments Due By: 31/07/2014	To provide a safe, stimulating and practical learning environments.	<ul style="list-style-type: none"> <li>Analyse the information gathered from the survey and to feed back to TBAP SLT. 06/06/2012 - 31/07/2013 - Started</li> <li>Facilitate the move of Beachcroft School into the BSF new build at Marlborough Hill 06/06/2012 - 01/01/2013 - Completed</li> <li>Develop a design brief for a TBAP hub school which will include The Bridge Academy, Latimer Education Centre and parts of the CSS. 06/06/2012 - 01/09/2012 - Completed</li> <li>Confirm Capital funding options and identify site. 06/06/2012 - 31/12/2013 - Started</li> <li>Develop spoke provision in schools for parts of CSS 06/06/2012 - 19/06/2014 - Not Started</li> <li>Complete a survey of the current provision and areas for development 08/11/2013 - 20/06/2014 - Completed</li> </ul>	Oates, Seamus (leader) 18 users	Total Cost: £0.00
Project Description	To build and support our capacity to raise standards of care, support and learning in Alternative Provision across TBAP by developing the skills, knowledge and experience of all staff.			
Project Source	[None]			
Success Criteria	<b>2.10.5.2 Indoor and outdoor teaching and social areas - 1</b> All TBAP learning takes place in 21st century learning environments			

SDP Project	Objective	Activities	Project Team	Resources & Costs
28. TBAP Leadership and Management -	Recruit and retain high quality staff in all areas of work	<ul style="list-style-type: none"> <li>To agree TBAP recruitment procedures including: Recruitment procedures in the three authorities</li> </ul>	Aller, Moira (leader) 18 users	Total Cost: £0.00

Recruitment & Retention Due By: 19/07/2014	across TBAP.	TBAP Person Specifications TBAP Job description format TBAP Terms & Conditions Interview procedures 06/06/2012 - 01/12/2013 - Started • Explore possibility of TBAP appointments that may involve multi-site work; short term contracts across TBAP and report back to SLT 06/06/2012 - 30/07/2014 - Started • Ensure that every TBAP staff member has a CPD plan reviewed as part of Performance Mangement  06/06/2012 - 01/01/2013 - Completed		
Project Description	To recruit and retain high quality staff.			
Project Source	[None]			
Success Criteria	<p><b>2.6.2.1 Commitment to developing all staff to meet the schools objectives - 1</b> All staff have a performance management plan which included CPD. Staff survey indicates that 100% of staff understand the TBAP vision</p> <p><b>2.6.2.2 Links between CPD and the school development/improvement plan - 1</b> All CPD is clearly linked to the school development plan. The staff survey indicates that at least 90% of staff feel that CPD opportunities are good or better.</p> <p><b>2.6.2.3 All staff have the opportunity for development and training - 1</b> All staff have a clear CPD plan developed as a part of performance management.</p> <p><b>2.6.2.4 Evaluating the staff development programme - 1</b> The CPD plan is evaluated and impact is measured by the TBAP SLT.</p>			

SDP Project	Objective	Activities	Project Team	Resources & Costs
29. TBAP Leadership and Management - ICT Systems Development Due By: 01/04/2014	To produce integrated ICT systems across TBAP to include administration, school data and tracking, and teaching and learning systems, including VLEs.	<ul style="list-style-type: none"> <li>Survey the current administration, data and tracking, and teaching and learning ICT systems in use across TBAP. 06/06/2012 - 31/10/2012 - Started</li> <li>Identify areas of strength and best practice across TBAP, and areas for development. 06/06/2012 - 21/12/2012 - Started</li> <li>Pool ICT budgets 06/06/2012 - 19/07/2013 - Completed</li> <li>Create and implement TBAP asset management policy 19/06/2012 - 28/09/2013 - Not Started</li> <li>Carry out a review of spending to generate TBAP ICT infrastructure model that includes upgrade to lines equipment and routine software 24/06/2013 - 30/09/2013 - Not Started</li> <li>Write TBAP online curriculum development plan 30/06/2013 - 20/11/2013 - Not Started</li> </ul>	Bailey, Andre (leader) 19 users	Total Cost: £0.00
Project Description	Something about ICT Systems Development			
Project Source	[None]			
Success Criteria	<p><b>2.5.1.1 Strategy for management information - 1</b> The ICT development plan delivers integrated systems across TBAP</p> <p><b>2.5.1.3 Effective use of ICT for management information systems - 1</b> MIS systems are robust and in place across TBAP</p> <p><b>2.5.5.1 Secure data collection, sharing data internally and with to other establishments - 1</b> Learner data is routinely shared across TBAP.</p> <p><b>2.5.6.1 Deployment of resources - 3</b> Trust institutions have uniform access to secure ICT systems and centralised technical support</p>			

SDP Project	Objective	Activities	Project Team	Resources & Costs
30. TBAP Leadership and Management - Capacity Building	To develop an effective system to provide mutual support and identify	<ul style="list-style-type: none"> <li>Develop the skills and qualifications database. 06/06/2012 - 26/10/2012 - Not Started</li> <li>Use existing systems to identify gaps and areas for</li> </ul>	Sacks, Graham (leader) 18 users	Total Cost: £0.00

Due By: 20/07/2015	and deliver relevant training.	development. 06/06/2012 - 25/12/2012 - Not Started • Develop the relevant training programmes to meet the needs of TBAP. 06/06/2012 - 25/12/2012 - Not Started		
Project Description	To build and support our capacity to raise standards of care, support and learning in Alternative Provision across TBAP by developing the skills, knowledge and experience of all staff.			
Project Source	[None]			
Success Criteria	[None]			

SDP Project	Objective	Activities	Project Team	Resources & Costs
31. TBAP Leadership and Management - Quality Assurance of Commissioned AP Due By: 01/04/2014	Ensure that all alternative provision commissioned by TBAP provides a safe, secure, purposeful learning environment which meets the needs of learners.	<ul style="list-style-type: none"> <li>Develop a quality monitoring and evaluation framework 06/06/2012 - 20/07/2012 - Completed</li> <li>Create and train a team to carry out the quality monitoring and evaluation. 06/06/2012 - 28/09/2012 - Not Started</li> <li>All alternative providers complete quality monitoring and evaluation framework. 06/06/2012 - 28/09/2012 - Not Started</li> <li>QMET to visit each alternative provider to assess provision against the framework. 06/06/2012 - 29/03/2013 - Started</li> </ul>	Crosbie, George (leader) 18 users	Total Cost: £200,000.00
Project Description	Something about Quality Assurance of Commissioned AP			
Project Source	[None]			
Success Criteria	<p><b>1.2.2.2 Promoting positive images - 1</b> All providers are judged to promote positive images following TBAP QA.</p> <p><b>1.2.4.2 Allocating resources to ensure curriculum access for all - 1</b> All learners are able to access the most appropriate provision easily and swiftly.</p> <p><b>1.5.3.2 Allocating human resources to meet learner needs - 1</b></p> <p><b>1.6.2.3 Understanding the importance of partnerships - 1</b> All providers are judged as delivering outstanding safeguarding following TBAP QA.</p>			

SDP Project	Objective	Activities	Project Team	Resources & Costs
32. TBAP Leadership and Management - Administration Services Due By: 30/07/2014	Develop efficient and effective administration systems across TBAP.	<ul style="list-style-type: none"> <li>Develop the skills and qualifications database 06/06/2012 - 31/12/2013 - Started</li> <li>Identify areas for collaboration and support in admin' services across TBAP. 06/06/2012 - 31/12/2013 - Started</li> <li>Harmonise IT, HR and finance policies, procedures and systems across TBAP 06/06/2012 - 31/08/2014 - Started</li> <li>Further develop the relationship between TBAP Business Manager and service admin' processes and procedures to reflect changes implemented following admin structure review. 06/06/2012 - 31/08/2014 - Started</li> <li>Complete a admin work audit across TBAP sites 06/06/2012 - 06/09/2013 - Started</li> <li>Draft TBAP administrative job descriptions based on trust-wide administrative protocols 06/06/2013 - 06/10/2013 - Not Started</li> </ul>	Aller, Moira (leader) 18 users	Total Cost: £0.00
Project Description	To build and support our capacity to raise standards of care, support and learning in Alternative Provision across TBAP by developing and sharing the skills knowledge and experience of all staff.			
Project Source	[None]			
Success Criteria	<p><b>2.5.4.2 Staff training for technical developments - 2</b> All staff able to access and use appropriate administration systems.</p> <p><b>2.5.4.3 Training for new applications - 2</b> Staff evaluations indicate 90% or more satisfaction with Admin system CPD.m</p> <p><b>2.12.2.1 Roles of key staff in change - 3</b> At least 3 TBAP administrative posts are established and filled.</p>			