Aspect	Key focus areas	Specific leadership actions	Staff professional	Impact measures, dates and RAG
			development	rating
Culture: Learning	Establish learning	 Ensure all stock and 	INSET Day 1:	By 13th September 2013:
Environment	environment expectations for	materials are ordered	 Establish expectations for 	• 100% of classrooms:
	whole school with regards to:	before end of week 1	quality learning environment	 Walls backed in hessian
Week 1: 7th	 Classroom organisation 	 SLT model teaching and 		 Contain examples of cursive
September 2013	 Displays of cursive 	learning display in entrance		handwriting modelled by adults
	handwriting in all areas of	 Publication of learning 		 Resources and learning areas
	settings	environment expectations		identified. Labels, key questions
	 Learning walls 	• End of week 2, SLT lead		displayed in cursive script
	 Reading corners 	learning walk to monitor		 Learning walls identified for
	 Topic tables 	impact of actions against		numeracy and literacy
		agreed priorities		 Examples of key vocabulary
		 SLT members identified 		displayed for topic areas
		to support any staff who		 Book corners are inviting and
		require additional support		contain core text focus
		in development of quality		 Topic tables are set up and contain
		learning environments		questions linked to new learning
Teaching and	 Peer critique and feedback 	 SLT create Expectations 	INSET Day 2:	By 13th September 2013:
Learning	expectations	Posters for Teaching and	 Teaching and Learning 	 Teaching and Learning Expectations
	 APP and learning intention 	Learning	Expectations	Posters published in all classrooms
Week 1	expectations	SLT publish new		 Planning formats amended to ensure
	Peer critique and feedback	'Teaching Matters'		teachers identify differentiated APP-
	expectations	document		linked learning tasks in maths and
	 APP and learning intention 	 SLT create model display 		English
	expectations	identifying key teaching and		 Planning linked to core text with
		learning sequences in		science being taught in discrete lessons
		visible area of school		 Learning walls being referred to and
				used to capture 'live learning'

Assessment:	Assessment of Tracking	Assessment leader to	INSET Day 2:	By 9th September 2013:
Data and	System in school: How	collect information on	Establish school	Pupil tracker purchased and set up
Tracking	effective is it? How is it used	assessment tracking system	progression rates	for whole school.
	by staff? What needs	and assessment calendar	Attainment expectations	 Pupil tracker identifies progress and
Week 1	changing? • Agree system • Leaders target staff to undertake Informal discussion with staff on assessment systems they use and how helpful they find the school system	Refer to: Woodhill Primary School Tracking Document Annual Assessment Calendar/Cycle: What is in place? What needs amending/adding? — Confirm school cycle	 Provide 'Big Picture' for assessment development Staff supported through leadership modelling of setting numerical targets in one subject Provide task to complete in preparation for Target 	attainment for all pupil groups including Pupil Premium, Looked After, Vulnerable Groups, SEN, Attendance by 13th September 2013 • All pupil targets and KPIs agreed, including SPAG, Y1 Spelling, EYFS GLD • Annual Assessment Calendar agreed and published
			setting meeting in week 3	
Assessment for	Audit impact of feedback	SLT agree feedback	INSET Day 2:	By September 13th 2013:
Learning	using books from previous term and recorded mark	marking expectations and share with staff	 Provide 'top level' highlights indicating 	 Feedback marking display completed in public space and being referred to by
Week 1	 making from EYFS Collate observations for individual staff and phases 	 SLT produce model display of feedback marking to share with staff and pupils SLT lead whole-school assembly to clarify feedback marking expectations as part of our Woodhill Rights and Responsibilities 	importance of developing quality feedback • Make links to learning intentions, success criteria and learning environment	 staff and pupils All pupils have 'presentation expectations' posters tacky backed into books New feedback marking policy agreed by staff Staff meeting schedule published including feedback marking PDM By September 20th All pupils have received and responded to a minimum of 1 in depth feedback marking session All EYFS pupils have completed a teaching and learning conference and verbally received feedback linked to learning

 • Identify key environments in shared spaces around school • Model setting up learning rich environment(s) around • Identify key environments in shared spaces around school • Model setting up learning rich environment(s) around school • Identify key environments in shared spaces around school • Model setting up learning rich environment(s) around school • Model setting up learning improvement of school • Task: Staff review model classroom and set up their own rooms • Published SLT rota for monitor pupil behaviour and wellbeing and responsibilities. 					 Feedback marking language is displayed using cursive handwriting in visible areas of classrooms (Please refer to monitoring schedule for dates of feedback marking learning walks)
• Identify key environments in shared spaces around school • Model setting up learning rich environment(s) around school • Introduce with pupils 'paper only' until expectations are established • Observe movement of children at start of day transitions, etc. • Identify key environments in classrooms to focused improvement for week 2: Each phase leaders has action points for improvement of school environment • Complete audit of how children move around opportunities for • Identify key environments in classrooms environments in classrooms oposters published and displayed every class • Published SLT rota for monitor own rooms • INSET Day 2: • Establish standard opportunities for how pupils move around school	Pupil Wellbeing	`		•	
and during transitions Order new lanyards and class passes for whole school and lunchtime HT and DHT lead Key Stage assemblies on pupil rights and responsibilities on 9th September 2013 (SLT and class teachers follow up)	Week 1	 Identify key environments in shared spaces around school Model setting up learning rich environment(s) around school Introduce with pupils 'paper only' until expectations are established Observe movement of children at start of day 	and cross phase challenge team leaders on areas of focused improvement for week 2: Each phase leaders has action points for improvement of school environment • Complete audit of how children move around school. Does this reflect our vision and high expectations? Agree stand opportunities for movement around school and during transitions • Order new lanyards and class passes for whole school and lunchtime • HT and DHT lead Key Stage assemblies on pupil rights and responsibilities on 9th September 2013 • (SLT and class teachers	operational procedures linked to learning environments in classrooms • Task: Staff review model classroom and set up their own rooms INSET Day 2: • Establish standard opportunities for how pupils	 All classrooms display class rules linked to rights and responsibilities Behaviour Rights and Responsibilities posters published and displayed in every class Published SLT rota for monitoring pupil behaviour and wellbeing at key transition times and lunch times

Pupil Wellbeing	• Establish systems leadership	• SLT visible at key times of	11th September 2013:	
Week 2	of rewards and consequences for pupil behaviour in school	transition: before school, lunch hall, break times and after school • SLT lead daily learning walks to monitor behaviour for learning in classrooms	PDM on pupils' rights, responsibilities and behaviour consequences	
Teaching and	Teaching and learning audit	Senior leaders contribute	INSET Day 2:	By September 13th 2013:
learning	of school (10th September	to teaching and learning	Learning intentions and	Audit of teaching and learning
Leadership	2013)	audit through shared lesson	success criteria	completed
	• Lesson observations: Post	observations and provision	Share standard operation	New teacher profile for school
Week 2	action planning, 1:1 and	of feedback to staff	procedures for teaching and	produced and shared with members of
	development of individual	 Teaching and Learning 	learning (See above)	Exec Governing Body
	action planning (3 week	profile: Share profile of	This will include:	Leadership Team have established
	coaching and development	teaching quality and	 Modelling effective 	core priorities for areas of
	plan with agreed areas for	support plans developed	questioning	responsibility
	improvement)	Confirm action plans and	 Collaborative learning 	Share with GB Exec Group By
	Targeting weakest teaching	who to provide agreed	 Effective feedback 	September 20th 2013:
	first (Ongoing for 3 weeks)	support	 Independent learning 	Leadership Team have produced
	All SLT sharing successes	 Agreed support to 		Rapid Impact Plans linked to their

	linked to key aspects of identified best practice • (On-going) Share in briefing notices and undertake informal learning walks to look for successes	 include: Planning support from LA (Jo and Lizzy) Establishing schedule of lesson observations at Compass Federation Schools 		areas of responsibility. Key actions and leadership activities are agreed Support plans for all teachers requiring improvement completed with key dates and actions agreed Dates for lesson observations/visits to schools and support plans for individual teachers agreed and completed Complete teacher data dashboard to include setting up files and whole
				school overview top level headlines
EYFS	Focus on quality of provision in EYFS	Within SLT or HT and EYFS lead:	Meeting with EYFS Team to review:	By September 20th 2013: • Learning walk completed to ensure:
Week 2	 Support team to identify which areas to be develop in week one Provide support in identifying resources and set up of areas Provide models of example learning areas Comment on learning areas established: What's working? What needs further development? 	 Review of EYFS environment: Agree learning areas for each foundation classroom Confirm Standard operating systems for each area for key teaching sequences based on model of:	 EYFS Teaching and learning model Areas of learning Standard opportunities for learning areas 	 All areas of learning are identified in setting through provision of resources Meaningful learning sequences planned carefully linked to development of pupils' needs Setting is clean, organized and accessible for pupils to learn independently Resources are labelled well Setting contains adult modelled cursive script and pre-cursive script for pupils to use and refer to Core text is visible in and across different areas of learning and learning environment EYFS leader has completed Rapid Impact Plan linked to core priorities

Behaviour For	SLT to review provision for	Every day leadership team	Behaviour for Learning	By September 27th 2013:
Learning	break and playtimes	members visible around	PDM 11th September 2013	• 100% of classes using agreed system
		school before, during and		for recording behaviour incidents
Week 2		after school all of the time		 SLT report 'measurable
		to promote school's		improvement' in way in which pupils
		expectations and values		move around school building, manage
		Ongoing:		transitions and manage own behaviour
		 SLT to develop and 		at lunch time/during hall
		publish standard		• 100% of classes referring to Rights
		operational procedures		and Responsibilities structured system
		for break times and		for behaviour leadership conversations
		playtimes		
		 SLT feedback on 		
		behaviour review of		
		logged incidents		
		 Observe weakest 		
		lessons with weakest		
		behaviour leadership		
		and follow up with		
		coaching and support		
		plan. ABCD audit in		
		targeted classes		
		(Meetings and		
		observations on weekly		
		basis)		
		 Agree any modifications 		
		and SLT brief their teams		
Leadership	 Undertake review of 	SLT review structure of	SLT meeting Monday 9th	By September 27th 2013:
	leadership through 1:1	leadership team including:	September 2013	• Leadership Team profile is published
Week 2	meetings held with all SLT	 Roles & responsibilities 		and shared with staff, governors and
	members	o KPIs		parents
	 Establish protocols for line 	 Self-Evaluation Timeline 		 Teacher performance management

	management, leadership	 Monitoring Timeline 		targets are agreed for all teachers
	structure, roles and	o PDMs		Teacher performance management
	responsibilities	 Performance 		has begun for SLT
		Management of Team		
		Leaders		
Leadership /	Review school interventions	DHT and SENCo focus: All		By September 27th 2013:
Assessment	• Learning walk focus: All	staff on track in setting		HT/DHT has led governor training on
	staff on track in setting	progression targets looking		impact of PP and identification of
Week 2	progression targets	at vulnerable groups		priorities for 13/14
		DHT and SENCo complete		• 100% of teachers are aware of
		moderation of standards		specific interventions planned for term
		with focus on sampling all		linked to raising standards for PP and
		vulnerable groups using		vulnerable pupils
		previous years' pupil books:		SLT review impact of TAs on teaching
		Focus determined by lowest		and learning and produce standard
		attainment subject area		operational procedures for TAs
		 DHT to lead audit of 		
		impact on interventions/		
		strategies for raising		
		attainment for PP		
Leadership	GB Exec Team meets to	By September 27th 2013:		By September 27th 2013:
	review GB action plan and GB	GB Exec Team has agreed		 GB Exec Team has agreed 'sub
Week 3	priorities	'sub teams' with areas of		teams' with areas of responsibility
		responsibility		GB Exec Team has produced GB
		GB Exec Team has		Action Plan linked to school priorities
		produced GB Action Plan		
		linked to school priorities		
Leadership /	SLT agree structure of	SLT complete	Teaching and Learning	By September 27th 2013:
Teaching and	support for teachers based on	development plans for all	PDM based on priorities	HT/DHT has led governor training on
Learning	agreed principles for quality	teachers which include	identified (E.g. Modelling,	impact of PP and identification of
	teaching and learning (E.g.	agreed areas for	feedback, Cooperative	priorities for 13/14
Week 3	Modelling, feedback, Co-	improvement	learning, challenge,	• 100% of teachers are aware of

	operative learning, challenge, independent learning), teaching profile and teacher data dashboard)	 Establish minimum expectations for quality of teaching for all levels of teachers: NQTs 25 years TLRs, middle and senior teachers Develop bespoke INSET for teaching and learning based on identified priorities from lesson observations, (E.g. Modelling, feedback, Co-operative learning, challenge, independent learning), teaching profile and teacher data dashboard 	independent learning) • PDM for TAs in best practice linked to quality first teaching and their role in securing good progress for all pupils	specific interventions planned for term linked to raising standards for PP and vulnerable pupils • SLT review impact of TAs on teaching and learning and produce standard
Leadership	Self-Evaluation Cycle to	Establish a cycle of	• SLT Focus Phase Leaders	By October 4th 2013:
Wook 2	include:	review, monitoring and	share agreed protocols with	Teacher performance management bas begun for all teachers
Week 3	 Assessment cycle Monitoring and evaluation timeline Progress Review Meetings Moderation of pupil standards Subject leadership reporting framework 	reporting processes for the school. To include: O Quality of teaching and learning, feedback, behaviour and progress review meetings. Establish clear expectations for teacher performance management. To include links to pupil progress measures, teaching standards and expectations and quality of teaching	staff in Phase Team Leadership Meetings	 has begun for all teachers HT and DHT have provided feedback on structures and processes to GB HT provides verbal report on progress against action plan to date at LASM By October 25th 2013: Teacher performance management has been completed SEF reviewed and updated. Shared with GB Exec Group

Teaching and Learning Week 4	Review successes and further areas of development linked to improving quality of teaching and learning	 Complete leadership audit of leadership skills. Identify areas of strength amongst leadership team and areas for development (Could use UL 360 tool?) Staff on formal procedures for improvement provided with opportunities to examples to good practice linked to areas of development identified All staff NOT on formal procedures provided with weekly 15 minutes focused T&L coaching opportunities linked to teaching and learning CPD programme 	 Teaching and Learning PDMs to focus on: Quality Feedback and	By October 4th 2013: • SLT publish example of successes linked to PDM focus areas to share with staff: Learning walks, pupil interviews, book looks, observations, etc. Examples shared with GB Exec Group and used in preparation of SEF and HT Report • Successes linked to feedback marking shared with staff and published around school on table displays
Leadership, Culture and Pupil Wellbeing: Communication including Safeguarding Arrangements Week 4	 Undertake review of communication systems across the school Develop standard operational procedures linked to: briefing meetings, leadership presence across the school, newsletters, dress code, and any other miscellaneous parental specific communication systems Publish communication 	 AHT to leave review with DHT and HT LA to lead commissioned safeguarding audit across school Review and agree safeguarding practices across the school: Ensure all staff receive core safeguarding training and identified safeguarding officers have undertaken safeguarding training. 	 Safeguarding audit findings shared with SLT and all staff (Action Plan produced following findings) 	By October 4th 2013: • School has obtained quotes from 3 providers for new website • 100% of staff are linked to school group information sharing network • New weekly staff bulletin has been introduced • Weekly newsletter for parents has been reviewed, revised and updated • AHT has met with revised Parent Forum to outline school priorities and begin process of developing new home school agreement

Culture: Learning	 systems for staff and parents Complete revisions to 	Publish standard operational procedures linked to safeguarding. SLT write to parents	• Learning Environment	By October 11th: • Dates for progress review meetings and parent interviews have been agreed • Dates for rest of term published • Date agreed for school open afternoon for parents to see new classroom learning environments • Safeguarding audit has been completed with standard operational procedures linked to safeguarding published By 25h October:
Environment	learning environment	inviting them to attend	Expectations PDM 16th	Parents have attended celebration
Livitoimient	Agree dates and deadlines	celebration event where	October 2013	event linked to quality of learning
Week 4	for:	parents can see the impact	Organise late night for 17th	environment
	 Shared area displays Celebration of learning environment event Monitoring timeline to ensure all classrooms represent school expectations 	of learning environment on pupils learning outcomes	October	School monitoring identifies learning environments are consistently 'good' and making significant contribution to quality of learning taking place

		classroom displays linked to		
		key areas		
Assessment	Complete interim review of	Moderation of standards using pupil backs. Focus	Ensure findings of review	By October 25th:
Week 5	pupil progress and attainment using teacher	using pupil books: Focus determined by ongoing	are identified as area of focus for pupil progress	 Interim findings are shared with Exec GB group
	assessment	monitoring of subject areas	meetings (November 13)	Pupil tracker updated and next steps
	Process led by SLT and	• Identify priorities,		identified with class teachers, SENCo
	linked to pupil progress and	provide clear feedback for		and Inclusion Leader
	attainment targets	phase teams and revise 10		• Structure for PDMs revised in light of
		week transformation plan in light of review		findingsPupil progress meeting format
		Identify dates and areas		agreed and meetings scheduled for
		of focus		second week in November 2013
		• Revise pupil interventions		Parents receive letters from school
		and provision in light of		informing them of pupil progress
		review		
Teaching and	Review quality of teaching	• See earlier sections	Refer to PDM programme	By October 25th 2013:
Learning	profile with all staff	• SLT to ensure all processes linked to quality	and monitoring programme	 Teaching and learning profile updated and shared with GB Exec
Week 5	 Review Rapid Impact Plans produced by SLT 	of teaching and learning are		Group
WEEK 5	• Introduce Personal	being followed		Rapid Impact Plan Reviews are
	Development Leadership	SLT continues to provide		completed and new plans written
	Plans	rich menu of opportunity		• 100% meetings for SLT linked to
		for teachers to observe		PDLPs have been completed
		lessons in school and		
		through focused visits		
		• SLT continues to monitor quality of teaching and		
		learning through informal		
		drop ins, focused		

Woodhill Primary School Ten Week Transformation Plan

		monitoring programme, learning walks and book looks (See monitoring timeline) • Provide each member of SLT with PDLP with clear, measurable targets and impact timescales		
Leadership	Introduce subject	Establish common	• Focus of SLT meeting 7th	By November 15th 2013:
Week 6	leadership and middle leadership evaluation report schedule	expectations for development of subject leadership, middle leadership and phase leadership. To include: Agreeing format of report summaries linked to headteacher reports Expectations for leadership files and evidence trails Expectations for monitoring activities within subjects and phases Leadership team to produce model subject/phase leadership file containing exemplar materials linked to agreed expectations. Leadership team to	October 2013	 Subject leadership monitoring cycle has been reviewed and updated SEF reviewed and updated Subject leadership reports have been drafted and submitted to HT By November 29th 2013: Subject leadership reports have been submitted as part of HT Report to Governors

			T	
Culture: Learning Environment Week 6	Undertake leadership learning walks and monitoring activities linked to learning environment expectations (See self-evaluation and monitoring timeline for Autumn Term)	produce a calendar of self-evaluation for middle leadership, phase leadership, subject leadership expectations post Transformation Plan • Leadership focus on: • Pupil presentation in books including handwriting • Quality of publishing and pupil outcomes for display • Quality of book corners, topic tables and shared learning spaces • Quality of learning environment in EYFS and continued provision for independent learning in setting	Refer to monitoring timeline for Autumn Term Learning Environment Expectations revisited again in PDM on 16th October 2013	By November 3rd 2013: • New round of school visits with focus on learning environment and expectations established for teachers still failing to meet agreed expectations. Visits linked to monitoring of quality of teaching and learning
Teaching and	Focus on provision of	SLT lead observations of	PDM: All teachers bring	By November 3rd 2013:
Learning:	quality feedback in lessons	feedback in action in	examples of pupil responses	SLT report that 100% of teachers
Feedback		lessons. Focus on pupil	to written feedback marking	following feedback marking guidance
Marking		responses to feedback	in maths and English for	and 100% of pupils responding in
Maral C		SLT find best practice	teacher reviews	agreed format
Week 6		examples of peer to peer	PDM for teaching	Publish standard operational
		feedback to share	assistants linked to provision	procedures linked to planning and
		SLT lead observations of feedback in action in	of quality feedback and roles	impact of mini plenaries/plenaries and
			in supporting pupils with	exit ticket strategies
		lessons. Focus on mini	feedback marking	

Woodhill Primary School Ten Week Transformation Plan

		plenaries/plenaries/exit					
		ticket strategies and pupil					
		involvement in self-directed					
		learning					
		Ongoing focus on seeking					
		out and sharing successes					
Review		See below					
		See pelow					
Successes and							
areas for							
development:							
Week 7							
Teaching and	Revisit core teaching						
Learning	sequences and review how						
	teachers are using APP to						
Week 7	assess pupil progress and						
Trock 7	plan quality learning						
	sequences						
	Review midterm planning						
	for 2nd half term						
Observations:							
Pupil, staff, community response to developments?							
What has been a challenge?							
Where has progress been easily won?							
What next?							
WHICH HOAD							