

Recruitment & Retention

Operational

Financial Stability

Co-ordinated CPD

Primary Writing

ATTAIN

DEVELOPMENT PRIORITIES 2016 - 2019

KS5 Outcomes

Pupils in Receipt of SEN Support

Leadership Development

Recruitment & Retention



Co-ordinated CPD



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Schools to have recruitment and retention strategies that enable them to recruit and retain teachers as well as they are able in the context of local and national difficulties in this area.	1. Bid for DfE funding for NLEs/LLEs to be able to provide schools with support with recruitment and retention	The Attain Board	April 2018	Nil	April 2018
	2. Develop use of DfE materials in schools	JW / TH / CD / MB / AJ / KD / JP	December 2018	TBC	February 2019
	3. Ensure head teacher representation at university recruitment events	Jon Pepper	July 2019	£500	February 2019
	4. Provide interviews for the Merton NQT pool	Ewan Morrison	April 2018	Nil	April 2019
	5. Embed use of Merton NQT pool	EM / JP	December 2018	Nil	March 2019



1. Bid for DfE funding for NLEs/LLEs to be able to provide schools with support with recruitment and retention

Step	Details	Date Completed
a.	Bid submitted and was successful.	April 2018



2. Develop use of DfE materials with Merton schools

Step	Details	Date Completed
a.	Julia Waters to attend meeting with DfE regarding expectations.	Summer 2018
b.	Reducing workload booklet circulated at board meeting.	July 2018
c.	Jon Pepper to make notes on sections of booklet most relevant to Merton.	July 2018
d.	Jon Pepper to attend LGA event on staff wellbeing.	September 2018
e.	Jon Pepper to contact head teachers to establish a teacher wellbeing working group.	October 2018
f.	Start a project group to develop plan for improving recruitment and retention.	October 2018



2. Develop use of DfE materials with Merton schools

Step	Details	Date Completed
g.	First meeting of the Workload and Wellbeing Project Group to analysis DfE 'Reducing Unnecessary Workload' Toolkit.	November 2018
h.	Jon Pepper to facilitate 4 pilot projects focusing on reducing unnecessary workload around data management, curriculum planning and resources, communication and feedback and marking.	January 2019
i.	Project group to decide on format and content for workload and wellbeing conference on 20th September	February 2019
j.	Jon Pepper to confirm date and keynote speaker, and meet with workshop leaders to confirm content for workshops	July 2019
k.	Conference delivered as planned	



3. Ensure head teacher representation at university recruitment events

Step	Details	Date Completed
a.	Jon Pepper to research dates of recruitment fairs and book a place for an Attain stands.	November 2018
b.	Jon Pepper to secure commitment from headteachers to attend events in advance.	November 2018
c.	Jon Pepper to design and purchase a banner and printed materials for Attain stands.	November 2018
d.	Jon Pepper to work with Derek Crabtree to ensure efficient collection of job-seekers' details when at recruitment events.	November 2018
e.	Jon Pepper and David Hennessey to attend St Mary's recruitment fair on November 16th.	November 2018



3. Ensure head teacher representation at university recruitment events

Step	Details	Date Completed
f.	Jon Pepper to attend University of East London university recruitment event	December 2018
g.	Jon Pepper to liaise with MSTA to organise attendance at Roehampton University Recruitment Event	December 2018
h.	Jon Pepper and Celia Dawson to attend Kingston University Recruitment Event	January 2019
i.	Jon Pepper and Anita Saville to attend London Metropolitan University Recruitment Event	January 2019
j.	Jon Pepper and Julia Waters to attend Institute of Education Secondary Recruitment Event at UCL	January 2019



4. Provide interviews for the Merton NQT pool

Step	Details	Date Completed
a.	Jon Pepper and Ewan Morrison to approach Shirley Chittock and ask for her to manage the Eteach platform, matching applicants to schools and inviting them to mock interviews.	February 2019
b.	Jon Pepper to send NQT talent pool contact list through to Shirley Chittock for the coordination of invitation emails.	February 2019
c.	Ewan Morrison and Shirley Chittock to select appropriate dates for practice interviews	February 2019
d.	Ewan Morrison to seek support from headteachers for conducting the interview process	March 2019
e.	Practice interviews completed and specific trainees recommended to schools by Ewan Morrison based on the information gathered	April 2019



5. Embed use of Merton NQT pool

Step	Details	Date Completed
a.	Jon Pepper to create a link on Attain website for joining NQT pool.	August 2018
b.	Jon Pepper and Ewan Morrison to meet Christine Longsdale from Croydon for general advice and to note down key recruitment fair dates.	October 2018
c.	Jon Pepper to print leaflets for recruitment events with a link to the Merton NQT Pool.	November 2018
d.	Jon Pepper to liaise with schools to coordinate visits at the request of trainees who were spoken to at recruitment events.	February 2019
e.	Jon Pepper to visit clusters to re-emphasise the importance of the NQT Talent Pool to headteachers	April 2019



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
A coherent offer of CPD is in place, addressing local priorities, bringing together the strengths of all local partners.	1. Map the current CPD offer in place	Ewan Morrison	April 2018	Nil	July 2018
	2. Identify gaps and overlaps	Jon Pepper	September 2018	Nil	May 2019
	3. Work with partners to identify how gaps might be filled to address local priorities	Jon Pepper	December 2018	Nil	June 2019
	4. Develop marketing of co-ordinated CPD offer	Jon Pepper	December 2018	£2500	Ongoing



1. Map the current CPD offer in place

Step	Details	Date Completed
a.	Ewan Morrison to prepare and present current offer at board meeting in July for review.	July 2018
b.	Jon Pepper to create integrated CPD offer for the Attain website.	October 2018
c.	Jon Pepper to add all Teach Wimbledon 'booking by request' events as pages on the Attain website.	December 2018



2. Identify gaps and overlaps

Step	Details	Date Completed
a.	Jon Pepper to develop master spreadsheet for all CPD opportunities.	August 2018
b.	Jon Pepper to create interactive mapping of CPD for website.	August 2018
c.	Jon Pepper and Ewan Morrison to create gaps and overlaps spreadsheet in response to emerging priorities for CPD from all partners	May 2019



3. Work with partners to identify how gaps might be filled to address local priorities

Step	Details	Date Completed
a.	Jon Pepper to meet with Merton CPD strategy group to consider how Merton might be able to fill the current gaps.	October 2018
b.	Jon Pepper to advise partners on bidding for areas where gaps exist in the CPD programme.	December 2019
c.	Elizabeth Fitzpatrick, Jon Pepper and Mike Ross to meet with Merton HR to discuss the use of The Apprenticeship Levy for Merton schools	April 2019
d.	Board members representing all CPD partners to meet and propose how satisfying the emerging CPD needs can be shared, taking into account capacity, expertise and prior successes.	June 2019



4. Develop marketing of co-ordinated CPD offer

Step	Details	Date Completed
a.	Jon Pepper to design and build an Attain website for marketing of CPD offer.	September 2018
b.	Jon Pepper to draft a overall marketing strategy for discussion with the board.	October 2018
c.	Jon Pepper to create online and printed Attain CPD offer for marketing to schools for 2019-20	



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Strong and coherent leadership development offer is in place for leaders at all levels in Merton. Systems leadership is strong in the Borough, and enables best practice to be shared.	1. Update and distribute 'leadership ladder'	Ewan Morrison	September 2018	Nil	July 2018
	2. Identify gaps and overlaps in leadership development offer	Jon Pepper	September 2018	Nil	September 2018
	3. Work with partners to identify how gaps might be filled	Jon Pepper	December 2018	Nil	December 2019
	4. Assistant and deputy heads peer-to-peer support project	Ewan Morrison	July 2019	£5000	Ongoing



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Strong and coherent leadership development offer is in place for leaders at all levels in Merton. Systems leadership is strong in the Borough, and enables best practice to be shared.	5. Provide £250 subsidy for each attendee on an accredited NPQML course hosted by MSTA	MSTA	July 2019	£8000	Ongoing
	6. Provide a subsidy of £495 per attendee to support the ITP Developing Teachers Programme at Poplar School (max. 6 schools)	Katharine Davies	March 2019	£2970	N/A



1. Update and distribute 'leadership ladder'

Step	Details	Date Completed
a.	Ewan Morrison to update and present leadership ladder at board meeting in July.	July 2018
b.	EM and JP to discuss and map leadership ladder in the same format as CPD offer, categorised primarily by phase and subject, for uploading onto Attain website.	September 2018



2. Identify gaps and overlaps in leadership development offer

Step	Details	Date Completed
a.	Jon Pepper to develop master spreadsheet for all leadership development opportunities available to Merton teachers.	September 2018
b.	Jon Pepper to create interactive mapping of leadership development opportunities for the Attain website.	September 2018
c.	Jon Pepper to present a short report with a summary of leadership development gaps and overlaps at the October board meeting.	October 2018



3. Work with partners to identify how gaps might be filled

Step	Details	Date Completed
a.	Jon Pepper to meet with partners to identify how gaps in early leadership development can be met.	December 2018



4. Implement Deputy Head peer-to-peer support project

Step	Details	Date Completed
a.	Ewan Morrison to contact Davina Salmon at Wandsworth LA to agree application template and process.	October 2018
b.	Ewan Morrison to identify appropriate Merton Deputy Headteachers to pair with Wandsworth colleagues.	October 2018
c.	Ewan Morrison to organise launch twilight event, with selected staff directly invited.	February 2019
d.	Ewan Morrison to send Jon Pepper list of Merton participants.	February 2019
e.	Jon Pepper to liaise with Amanda Stone to support the refunding of £500 per teacher for release time	February 2019
f.	Ewan Morrison to provide the board with an evaluation of the project upon its conclusion in spring 2020	



5. Provide £250 subsidy for each attendee on an accredited NPQML course hosted by MSTA

Step	Details	Date Completed
a.	NPQML course to be organised and delivered by MSTA and promoted on the Attain website.	December 2018
b.	Jon Pepper to arrange for subsidy costs to be paid upon the presentation of an invoice from MSTA	March 2019
b.	Full evaluation of the course to be provided to The Attain Board in autumn 2019	



6. Provide a subsidy of £495 per attendee to support the ITP Developing Teachers Programme at Poplar School (max. 6 schools)

Step	Details	Date Completed
a.	Jon Pepper to liaise with Katharine Davies to ensure that the Attain subsidy is advertised to all schools who are not receiving support and challenge resources.	Course cancelled



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Head teachers and School Business Managers have access to supportive peer-review of finances.	1. Establish a working party to develop the process of peer-review	Elizabeth Fitzpatrick	April 2019	Nil	Ongoing
	2. Gather views from clusters regarding their needs for the support of financial stability	Jon Pepper	April 2019	Nil	April 2019
	3. Ensure that schools are able to access training funded through The Apprenticeship Levy	Jon Pepper	September 2019	Nil	Ongoing



1. Establish a working party to develop the process of peer-review

Step	Details	Date Completed
a.	Elizabeth Fitzpatrick, Julia Waters, Paul Lufkin and Katherine Davies to meet as the working party to set up a pilot for financial peer-review.	August 2018
b.	Pilot school to be contacted and dates arranged for a financial review.	



2. Gather views from clusters regarding their needs for the support of financial stability

Step	Details	Date Completed
a.	Jon Pepper to visit clusters in order to ask for ideas around improving financial stability	April 2019



3. Ensure that schools are able to access appropriate training funded through The Apprenticeship Levy

Step	Details	Date Completed
a.	Jon Pepper to investigate suitable courses available and send through to schools	March 2019
b.	Elizabeth Fitzpatrick, Jon Pepper and Mike Ross to meet with Merton HR to discuss the use of The Apprenticeship Levy for Merton schools	April 2019
c.	Jon Pepper to re-draft guide for schools to factor in time-constraints associated with LBM procurement processes	May 2019
d.	Tendering process complete to allow leadership courses to be advertised as part of Attain CPD offer for 2019-20	



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Outcomes, particularly academic outcomes improve at KS5.	1. Partners on the Board bid with Southfields Teaching School Alliance for SSIF funding	JW / AJ	April 2018	Nil	April 2018
	2. Data analysis of areas of strengths and relative weakness across schools	Merton School Improvement	May 2018	Nil	May 2018
	3. Identify and share good practice between departments via senior leader meetings	Schools / Merton School Improvement	July 2018	Nil	July 2018



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Outcomes, particularly academic outcomes improve at KS5.	4. 'Raising Standards in the Sixth Form' Project	Jon Pepper / Paul McGivern / Steve Williams	July 2019	£17,350	Ongoing



1. Partners on the Board bid with Southfields Teaching School Alliance for SSIF funding

Step	Details	Date Completed
a.	JW and AJ to submit SSIF bid.	April 2018



2. Data analysis of areas of strengths and relative weakness across schools

Step	Details	Date Completed
a.	MSI to analyse data and share with head teachers.	May 2018
b.	Steve Williams, Paul McGivern and Jon Pepper to formulate a plan and proposal for how to deliver the action points raised at September Secondary Heads Meeting.	October 2018



3. Identify and share good practice between departments via senior leader meetings

Step	Details	Date Completed
a.	Senior leader meetings to identify opportunities for sharing examiner expertise (see step b in Action 2).	July 2018
b.	Jon Pepper, Paul McGivern and Steve Williams to develop a proposal concerning a number of areas for supporting good practice and development of sixth form teaching staff in seven key subjects.	October 2018



4. 'Raising Standards in the Sixth Form' Project

Step	Details	Date Completed
a.	Jon Pepper to create booking pages online for chief examiner training sessions hosted by UHS and MSI.	October 2018
b.	Jon Pepper to develop a proforma document for heads of sixth forms to input details of project participants.	November 2018
c.	Jon Pepper to attend secondary senior leader and heads of sixth form meeting to update attendees on the progress of the project.	December 2018
d.	Jon Pepper to proforma to send heads of sixth forms, asking for details of the participating teachers.	December 2018
g.	Chief Examiner events to take place in conjunction with Ursuline High School	January 2019
h.	Payments made to schools that have returned relevant proforma	February 2019



4. 'Raising Standards in the Sixth Form' Project

Step	Details	Date Completed
e.	Paul McGivern to ensure that sharing of best practice relating to monitoring, target setting, use of data and CIAG is no the agenda for forthcoming heads of sixth forms meetings.	July 2019
f.	Jon Pepper to establish online teacher networks in 7 key A-level subjects (art & design, biology, business studies, chemistry, economics, psychology and sociology)	Untenable (decided via Ho6 meetings)
g.	Partial evaluation sent to secondary headteachers	June 2019
h.	Full evaluation completed and shared with all secondary headteachers, senior leaders and heads of sixth forms	



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Outcomes improve at both KS1 and KS2, particularly in relation to statistical and outer London quartile performance.	1. Provide schools with specialist INSET	Merton School Improvement	July 2018	Nil	-
	2. Develop materials to support teaching of writing	Merton School Improvement	July 2018	Nil	-
	3. 'Making Accurate Teacher Assessments in Writing' Project	George Hopson / Sigi Leigh	July 2019	£22,545	Ongoing



1. Provide schools with specialist INSET

Step	Details	Date Completed
a.	George Hopson to develop bid for training and support with moderation of primary writing	September 2018



2. Develop materials to support teaching of writing

Step	Details	Date Completed
a.	Guidance on teacher assessment of writing.	See Action 4



3. 'Making Accurate Teacher Assessments in Writing' Project

Step	Details	Date Completed
a.	George Hopson and Sigi Leigh to contact 12 schools who will lead on the moderation in writing project.	November 2018
b.	George Hopson to present to primary headteachers to outline the project actions and aims.	November 2018
c.	Jon Pepper to make payments to schools for the release time of key staff who will deliver training at cluster and school level	February 2019
d.	George Hopson and Sigi Leigh to host training throughout the year with school leaders and class teachers	



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Outcomes improve for pupils in receipt of SEN support, particularly in the primary phase.	1. Partners on the Board submit bid for SSIF funding	Merton Special Teaching Alliance	April 2018	Nil	April 2018
	2. Nick Flesher to develop a project proposal to address the needs of pupils in receipt of SEN support	Nick Flesher	December 2018	Nil	December 2018
	3. 'Measuring Progress for Pupils Requiring SEN Support' Project	Nick Flesher	July 2019	£12,584	Ongoing
	4. Thrive for SENCos course	Merton Special Teaching Alliance	July 2020	£21,864	Ongoing

Pupils in Receipt of SEN Support

Progress



1. Partners on the Board submit bid for SSIF funding

Step	Details	Date Completed
a.	SSIF bid to be submitted.	April 2018
b.	SSIF bid was unsuccessful.	July 2018



2. Nick Flesher to develop a project proposal to address the needs of pupils in receipt of SEN support

Step	Details	Date Completed
a.	Jon Pepper and Nick Flesher to meet and discuss the vision for the project proposal.	November 2018
b.	Nick Flesher to draft a bid document for review prior to the next Attain board meeting.	December 2018



3. 'Measuring Progress for Pupils Requiring SEN Support' Project

Step	Details	Date Completed
a.	Nick Flesher to meet with Denise Dyer and plan the first stage of the project.	January 2019
b.	Nick Flesher to induct new SEN adviser.	December 2019
c.	Nick Flesher and Denise Dyer to recruit schools into the project, ensuring all clusters are represented.	April 2019
d.	First half day session to take place in first half of summer term.	June 2019
e.	Remaining sessions planned for summer and autumn terms	
f.	Project evaluation to be completed by end of autumn term	

Pupils in Receipt of SEN Support

Progress



4. Thrive for SENCOs course

Step	Details	Date Completed
a.	Thrive proposal discussed at meeting of The Attain Board	December 2018
b.	Clusters consulted on their interest and need for course	February 2019
c.	Funding approved by The Attain Board	April 2019
d.	Jon Pepper to release funding	June 2019
e.	Course completed	



Intended Outcomes	Action Monitoring				Date Completed
	Action	Leader(s)	Deadline	Cost	
Advance the overall success of the partnership through developing systems which embed previous work, support present work, and prepare for future work.	<u>1. Marketing and communications strategy</u>	Jon Pepper	July 2019	£2500	



1. Marketing and communications strategy

Step	Details	Date Completed
a.	Jon Pepper to attend cluster meetings to promote the work of the partnership to headteachers and to encourage them to create web links from school websites to the Attain website.	December 2018
b.	Jon Pepper to place article in MSI termly newsletter outlining the priorities of Attain.	December 2018
c.	Jon Pepper to liaise with the web team at Merton to ensure that the Attain website complies with regulations in order to be linked to from the council pages.	November 2018
d.	Jon Pepper to contact an external web marketing company to set up search engine optimisation for the Attain website.	February 2019



1. Marketing and communications strategy

Step	Details	Date Completed
f.	Jon Pepper to set up social media accounts on LinkedIn and Twitter to establish better public face of Attain	February 2019
g.	Jon Pepper to establish Google Ads for targeting those using specific search terms within South London	February 2019
h.	Jon Pepper to initiate e-marketing through social media platforms	March 2019
i.	Jon Pepper to submit proposal to The Attain Board following consultation with clusters for the employment of a marketing professional to take forward the marketing of Attain and ITT partners	April 2019