Cottesmore Millfield Academy (CMA): Re-Brokerage Grant

| **Deliverables** | **Costs** | **Impact/VfM** | **Timescales** |
| --- | --- | --- | --- |
| **Administrative costs** | | | |
| **Financial consultancy**   * Training * Support * Financial and business - due diligence | £8K fees  £3K  Salary uplift | * Secure financial consultancy, training and business support to establish sound financial administration systems and processes (three months intensive support). * A robust financial recovery plan is in place to secure the long-term sustainability and viability of the school. The SLT and Governors can accurately oversee the financial performance of the school and make sure its money is well spent in support of the strategic aims. * Strengthen/restructure the role of the CMA office manager to deal with the day-to-day administration of finance and management of ongoing business activities – changes to HR and Payroll providers. This post is required to ensure CMA complies with the Academies Financial Handbook 2017 whilst applying the RLTs financial systems effectively and implementing the agreed financial recovery plan. * This funding is needed to deal with the absence of effective business systems; poor financial management practice and oversight inherited prior to re-brokering. | November 2017  March 2018 |
| **Financial monitoring systems**   * deploying PS Financials MI system to enable offsite monitoring. * licenses | £7K | * Implementing PS Financials will enable the RLT Chief Finance Officer to ensure additional oversight and support as needed.   (Initial set up and license costs).   * Ensure the CMA financial recovery plan is executed effectively. | November 2017 |
| **Legal services** | £8K fees | * Re-brokerage and legal services to ensure a smooth transition of CMA into the RLT. * HR/TUPE advice and support- contractual disputes; re-structuring * External Review of Governance | November 2017 |
| **Facilities management** | £3K pa | * This funding will ensure that facilities are safe for pupils and staff and that maintenance spending is effectively prioritised to continue to ensure pupil and staff safety. * A restructured Premises Officer post is required to ensure statutory compliance and develop a proactive maintenance plan. This funding would be used to address any immediate health and safety issues and to develop urgent policies and guidance. | November 2017 3 years |
| **Leadership** | | | |
| **Executive Headteacher support**  £500 per day x 50 | £25, 000 | Undertake a full review of the school’s staffing structure and budget to secure the long-term sustainability and viability of the school.   A full staffing review will be undertaken within 6 months of CMA joining the RLT to:   * Ensure a sustainable staffing structure that is fit for purpose. * Provide executive support to a restructured leadership team. * Enhance the capacity and competence of the leadership team so that it can deliver improving and sustainable outcomes for all pupils: addressing underperformance and rapidly improve teaching. * Raise the aspirations and performance of remaining leaders through bespoke leadership development activities identified by the Executive Head teacher. * Ensure the school improvement plan is executed and the school makes progress against all set targets.   This post will be an appropriate level and self-funded by Cottesmore Millfield Academy from year 2 onwards, subject to a review of impact.  The staffing restructure will upskill the SLT so that they can independently and confidently:   * Improve the quality of teaching and learning so that Teacher Profiles show no inadequate teaching and most lessons are graded as securely good. * Demonstrate INSET and coaching is having a significant impact on pupil progress. * Create a monitoring schedule informed by rigorous self-evaluation and strategic planning. * Make reliable, valid and quality assured judgments about performance – and can identify specific actions for improvement. * Create a SDP sharply focused on specific actions to address planned and emerging key priorities. * Develop a coherent School Improvement Document, owned by all staff to drive performance improvement. * Introduce a clear assessment strategy and improved curriculum offer. * Ensure consistency of pedagogy and provision.   Weekly coaching and mentoring activities – support to implement the School Improvement Document (SID).  This funding will enable the school to create sustainable structures whilst it has an immature workforce and faces significant turbulence due to the battalion change.  Pupil mobility is likely to exceed 98% and the significance of this cannot be underestimated. | Nov – August 2019 |
| **Governor training:** to develop some newly appointed governors to realise their potential to provide good governance | £5K | Ensure Governors take full responsibility for these three key elements of governance:   * Ensuring clarity of vision, ethos and strategic direction of CMA. * Holding the head teacher to account for the educational performance of the school and its pupils, and the performance management of staff. * Overseeing the financial performance of the school and making sure its money is well spent in support of the strategic aims.   Training will increase the impact of governance on school improvement by ensuring:   * Governors fully understand their roles and responsibilities as a LGB * Governors fully understand all of the statutory duties required of a sponsored academy * Governors challenge school leaders about their actions and insist that there is good evidence to support the answers provided * Governors hold leaders and teachers to account for the progress of all pupils | September 2017 |
| **Teaching, Learning and Use of Assessment**  **SLE deployment – 3 days per week 75 Days** Strengthen the quality of teaching and learning to eradicate weak teaching.   * Introduce a new approach to planning and assessment strategy. | £26, 250 | **SLE deployment**   * Weekly coaching, planning clinics, team teaching, classroom demonstrations and mentoring activities by SLE (3 days per week) * Supervision and sustained training and development to embed a clear assessment strategy and improved curriculum offer. * There are currently weak data management systems and a restricted curriculum offer. The Head teacher will introduce and embed a new assessment strategy. She will have strategic responsibility for assessment so that data starts to be used effectively and assessment procedures are consistent throughout the school.  This is over and above the data management service funded through the RLT central service offer that will be provided as systems are developed and data starts to be effectively recorded. * Targeted support for leadership of English, Mathematics, EYFS, assessment and SEND. This support will target areas of particular weakness at CMA and deliver significant improvement in core subjects. * **Middle leadership development:** the aspirations and performance of middle leaders will be raised through a 12-month middle leader development programme: - RLT and RTSA Leadership networks - Maths hub projects - Mentoring by SLEs - Curriculum design and implementation - Monitoring and Evaluation; coaching | November 2017 |
| Curriculum re-design  **Schemes of learning: Resources** | £9,750 | * **Resources – teaching and learning; pupil and teachers.**   The school is significantly under resourced after a sustained period of neglect in this area. Resources must be purchased as a matter of urgency to support the teaching of:  English – Reading and Writing  English - Grammar, Punctuation and Spelling  Maths IT Science | November 2017 |
| **ICT infrastructure and e-safety:** | £15, 000 | * **Intensive support is required to address infrastructure deficiencies.** * A full IT infrastructure review/audit and action plan must be completed urgently. Following re-brokering the school will have no IT infrastructure or hardware in school at all. The children will have no access to any IT hardware as the school has previously leased all equipment – including cases and leads. | November 2017 |
|  | **Total: £110,000** |  |  |