

SUMMIT LEARNING TRUST Designation Criteria by directorate 2019/20 - September 2019

Area	Stabilise	Repair	Improve	Sustain
SCHOOL IMPROVEMENT	<ul style="list-style-type: none"> • Ofsted Special measures • Significant weakness or decline in quality of education, achievement, leadership, behaviour, safety/welfare of learners • Instability in staffing • Instability in leadership • Academy systems and processes not in place or embedded • Self-evaluation not accurate. • Attendance for all learners is consistently low and not improving • Exclusions are well above average and not improving • Major weaknesses in terms of leadership, coverage or progression of the curriculum 	<ul style="list-style-type: none"> • Leadership stable, and demonstrating capacity to improve • Sound improvement plans in place • Systems, structures and process are being built appropriately • Senior Leaders are clear about what needs to improve • Staff are clear about what needs to improve • Impact of actions can be seen in improving teaching and outcomes for groups of and all learners. • Attendance and behaviour for all and groups of learners is improving but not at national average. • Curriculum coverage is sufficient but there are some weaknesses overall in a number of areas (identified by leaders but not yet remedying) 	<ul style="list-style-type: none"> • Leaders consistently demonstrate the Summit Leadership Behaviours • Leaders at all levels demonstrate relentless curiosity and attention to detail • Leaders have implemented strong structures, systems and processes. Good teaching is impacting on better learning and outcomes • All groups of learners (SEND/DPs/HAPs) make good progress against national; gaps are closing against national • MER in place, rigorous and robust systems support continual improvement • Teacher and leaders support other staff in a continuous improvement cycle. • Approaching or achieving Ofsted 'good' judgement • Behaviour and attendance of pupils with particular needs is improving and at, or close to, national average • Broad curriculum is embedded with minor points for development (leaders are taking action to remedy minor shortfalls) 	<ul style="list-style-type: none"> • All staff consistently demonstrate the Summit Leadership Behaviours • All staff demonstrate relentless curiosity and attention to detail • Monitoring and review are accurate and precise and lead to constant improvement • Systems and processes are firmly embedded • Outcomes and progress are excellent for all learners and groups • Teachers and leaders support constantly improving teaching practice at own academy and in other academies • Good or Outstanding Ofsted judgement • Succession planning means stable high quality staffing. • Students self-regulate and demonstrate high standards of behaviour • Attendance of all groups of students is above average • Exceptional curriculum underpins the academy's work and is embedded in all areas

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FINANCE	<ul style="list-style-type: none"> • In year and overall deficit position • 3 year forecast predicts deficit reserves position • Greater than 5% fall in anticipated numbers on roll over time • Finance staff with basic knowledge of budgetary control and financial procedures 	<ul style="list-style-type: none"> • In year deficit less than 5% of income • 3 year forecast predicts breakeven or small deficit for that period • Stable (or less than 5% reduction) in numbers on roll over time but still significantly below PAN • Finance staff with basic knowledge of budgetary control, cashflow management, financial procedures and accruals accounting 	<ul style="list-style-type: none"> • In year surplus less than 5% of income • 3 year forecast predicts breakeven or small deficit for that period • Stable learner numbers over time at slightly below PAN • Finance staff with full knowledge of single year budgetary control, cashflow management, financial procedures and accruals accounting 	<ul style="list-style-type: none"> • In year surplus greater than 5% of income • 3 year forecast predicts overall surplus for that period • Either growth in pupil numbers anticipated that require extension of PAN or sustained intake at maximum capacity • Finance staff with full knowledge of multi-year budgetary control, cashflow management, financial procedures and accruals accounting
PROCUREMENT	<ul style="list-style-type: none"> • Develop a clear picture of how much is currently being spent with each supplier • Identify which contracts are in place and where are we lacking a contract • Identify and address any areas that risk non-compliance with EU procurement law. 	<ul style="list-style-type: none"> • Address poor quality suppliers and develop service level agreements for suppliers that currently lack these • Reduce excessive numbers of suppliers for the same goods or service at an individual school or college • Develop streamlined purchasing processes for low value, low risk spend that maximise the time available to control high value, high risk spends. 	<ul style="list-style-type: none"> • Introduce single suppliers or shared services for the same goods or service across the Trust • Negotiate contracts with improved terms and conditions, including price reductions or added value, for a range of goods and services • Introduce long term (3-5 year) deals to avoid future price rises for inflation. 	<ul style="list-style-type: none"> • Retender contracts that are due to end soon • Regular monitoring of current suppliers against their service level agreements and credit ratings. Nip any concerns in the bud before they become an issue • Build supplier loyalty through sponsorship of prizes and events.

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<p>HR</p>	<ul style="list-style-type: none"> • Ofsted special measures • Lack of adherence to safeguarding procedures and processes e.g. incomplete SCR; lack of adherence to safer recruitment procedures • • Leadership is unstable • Reactive and delayed approach to staffing issues • No evidence of performance management measures and processes • Performance Reviews incomplete, with a lack of demonstrable evidence of effective CPD • Significant weaknesses in identifying and supporting staff with well-being issues • High levels of sickness absence 	<ul style="list-style-type: none"> • Clear improvement plans are in place to address safeguarding e.g. complete audit of the SCR and reconciliation of appropriate documentation • Improving stability of the leadership team • Improvements being made in addressing staffing issues in a timely manner • Review of the current Performance Review process is being actioned and systems improved • On-going developments in improving systems for supporting staff with well-being issues • Improvements being made in reducing sickness absence levels 	<ul style="list-style-type: none"> • Effective safeguarding processes and procedures are in place with a complete SCR audit and full reconciliation of appropriate documentation • Leadership is stable • Effective systems are in place to identify staffing issues and address in a timely manner • Performance Review process now in place with demonstrable evidence of effective CPD • Effective systems in place for supporting staff with well-being issues • Sickness absence levels are good 	<ul style="list-style-type: none"> • School has highly effective safeguarding measures in place e.g. fully compliant SCR and safer recruitment procedures are firmly embedded • Strong and stable leadership • Leadership is highly effective in identifying staffing issues, and when identified, they are consistently dealt with appropriately and quickly • Highly effective support for staff with well-being issues with levels of engagement • Highly effective Performance Review process in place with demonstrable evidence of effective CPD • Sick absence levels are within or below the sector norm
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<p>ESTATES & FACILITIES</p>	<ul style="list-style-type: none"> • Lack of adherence to statutory compliance for servicing, testing, asbestos & GDPR management • No risk assessments in place. • No evidence of fire action plan or emergency procedure planning. • Accident reporting not completed. • Lack of evidence that staff receive health and safety training and induction as appropriate to their role. • No evidence of monitoring of building condition, site hazards or cleanliness. • No evidence of recycling • No evidence of energy efficiency 	<ul style="list-style-type: none"> • Statutory testing undertaken but not all evidence of servicing is available. • GDPR management in place but with gaps and not followed up. • Fire risk assessment and action plan in place but regular drills and reviews of emergency procedures are not actioned. • Generic Risk assessments are in place but not communicated or reviewed. • Accident reporting undertaken but not reviewed and reported onwards. • Some health and safety training and inductions undertaken. • Occasional building reviews, hazard reporting and cleaning checks undertaken • No evidence of monitoring of building condition, site hazards or cleanliness. • Recycling systems in place. • Utility bills monitored and monthly meter reading recorded 	<ul style="list-style-type: none"> • All statutory servicing and testing is undertaken with supporting evidence. • GDPR management system in place, communicated to staff and followed up. • Fire risk assessment, action plans and emergency plans in place and reviewed and effectively communicated. Regular drills and training undertaken. • All accidents are reported, recorded, reviewed and reported onwards if necessary. • Generic and specific activity risk assessments are in place, reviewed and accessible to staff. • All staff receive health and safety induction, training and refresh training as appropriate to their role. • Hazard reporting system in place and reviewed • Buildings are reviewed periodically for condition and cleanliness • Recycling systems in place and communicated. • Utility bills monitored and monthly meter reading recorded/some evidence of energy efficiency. 	<ul style="list-style-type: none"> • All statutory servicing and testing is undertaken with supporting evidence • Fire risk assessment, action plans and emergency plans in place, reviewed and effectively communicated. Regular drills and training undertaken. • All accidents are reported, recorded, reviewed and reported onwards if necessary. Near misses are recorded. • Generic and specific activity risk assessments are in place, reviewed and accessible to staff. • All staff receive health and safety induction, training and refresh training as appropriate to their role. This is recorded. • Hazard reporting system in place and reviewed • GDPR management system in place, communicated, followed up and adopted by Staff • Buildings are regularly monitored for condition and cleanliness. • Principal/SLT carries out Tours of site and follows up on findings/issues. • Budget planning for maintenance, repairs and improvements in place. • Recycling systems in place, communicated and adopted • Utility bills monitored and monthly meter reading recorded • Energy efficiency part of culture
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<p>IT</p>	<ul style="list-style-type: none"> • Lack of a strategic approach to the management, development and implementation of ICT systems • Frequent losses of connectivity to network and cloud resources • Unreliable and outdated IT hardware equipment • Inadequate IT Support provision and lack of facility for staff to report IT hardware/software problems • No IT risk assessment in place • Lack of support, training and development of internal ICT teams. Significant decline in terms of staff training on existing and newly acquired software • No safeguarding and monitoring software in place • No GDPR compliance policies in place • Inadequate Backup and Disaster recovery procedures of IT systems 	<ul style="list-style-type: none"> • ICT policies have been introduced but not fully implemented • Intermittent losses of connectivity to network and cloud resources • Equipment replaced on an ad-hoc basis • Adequate IT Support provision and the facility for staff to report IT hardware/software problems • Register of IT risk assessment has been introduced • Training and development needs for ICT staff have been identified. Training on existing and newly acquired software is being provided to all staff on an ad hoc basis • Incomplete coverage of safeguarding and monitoring software across the Academies • A GDPR readiness document has been produced and required actions have been identified • Backup and Disaster recovery needs have been identified but not fully actioned 	<ul style="list-style-type: none"> • ICT policies have been implemented and communicated to staff • Reliable ICT infrastructures and systems are in place to ensure connectivity and accessibility to IT resources • A central procurement and replacement policy of all IT equipment is in place and in accordance with the Trust IT strategic plan • Enhanced IT Support provision in place, enabled with the introduction of a centrally managed IT HelpDesk. • IT risk assessment register has been completed and IT security vulnerabilities have been identified • Training for ICT staff has been introduced. Training on existing and newly acquired software is being provided to all staff on a regular basis • Trust-wide safeguarding and monitoring solution in place requiring internal staff resources to manage • Actions to ensure IT systems and services are GDPR compliant have been taken • Backup and Disaster recovery systems have been setup and documented 	<ul style="list-style-type: none"> • A strategic plan with clearly defined policies for the management, development, maintenance and support of ICT technologies is in place and has been fully implemented • Robust and resilient ICT infrastructures and systems are in place to ensure connectivity and accessibility to IT resources • Proactive planning and individual consultation with Academies for centrally procuring IT equipment to ensure budget approval, Trust-wide bid pricing and installation scheduling in place • Excellent Support provided with all support requests efficiently managed via a centralised cloud-based ICT HelpDesk system that enables users to report issues via multiple channels and be updated electronically with progress and resolution information. • Internal controls, evidence and detailed actions are in place to minimise IT risks highlighted by the risk assessment register • Training and development of ICT staff is delivered either in-house or by certified trainers. Excellent support and training provided to all staff on existing and newly acquired software • A Proactive and fully managed Trust-wide safeguarding and monitoring solution is in place, not requiring any internal staff resources. • GDPR policies have been written and communicated to all staff. All systems and services are GDPR compliant • Scheduled On-site and Off-site Backup and Disaster recovery procedures are fully implemented, automated and up to date.
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