

Wemms Education Centre

Transforming Tomorrow

“An executive summary to address concerns raised by Ofsted at the inspection 10 to 15 May 2023”

Introduction

This paper is intended to be used as a summary of the full improvement plan written to support the improvements at Wemms Education Centre. It includes an overview of the improvement plan. It does not include the detailed strategy for improvement but is intended to give an overview of how the leaders, trustees and staff will facilitate change.

In the heart of our community lies Wemms Education Centre, a beacon of hope and learning for some of the most vulnerable students in the country. However, as we reflect on its journey, it becomes evident that our beloved institution has faced its share of challenges. It is with a deep sense of purpose and determination that we present the "Transforming Tomorrow" development plan – a visionary blueprint designed to uplift Wemms from its current inadequacies and propel it towards a future of excellence. We also know many of the issues raised by Ofsted were already part of our development plan and we were already on the road to improvement. We understand our very rapid growth is partly the reason for the Ofsted report and we are confident that we can put Wemms back on the map as one of the best institutions in the country.

Education is the cornerstone of progress, and every child deserves an environment that nurtures their potential, inspires their dreams, and equips them for the opportunities of a dynamic world. The challenges that Wemms faces today, whether they be policy change, improved governance, better safeguarding, bullying, attendance, culture, leadership or teacher development are not insurmountable obstacles, but rather the stepping stones upon which we shall build a revitalised foundation.

This development plan is not just about addressing shortcomings; it's about envisioning a transformation that will empower our students to shine brightly on the global stage whatever their need. It is a commitment to harness the collective energy of our educators, parents, community leaders, and students themselves to create a school that is not only adequate but exceptional.

"Transforming Tomorrow" is not a mere wish; it is a strategic roadmap that will guide us through a journey of deliberate change. This plan outlines a series of carefully considered steps that encompasses policy change, improved governance, better safeguarding, bullying, attendance, culture, leadership and teacher development. By focusing on these key areas, we are confident that Wemms will not only overcome its present challenges but also emerge as a model of educational innovation and excellence.

As we embark on this ambitious venture, we invite all stakeholders to join hands and contribute their ideas, passion, and expertise. The transformation of Wemms is not the responsibility of a few, but the shared mission of an entire community that believes in the

limitless potential of students. Together, we can create an environment where students are not limited by circumstances, but are empowered to soar to new heights.

In the pages that follow, we will delve into the intricate details of the "Transforming Tomorrow" development plan, outlining our goals, strategies, and the timeline for execution. We believe that every challenge is an opportunity in disguise, and with unwavering dedication, we are poised to turn Wemms into a beacon of educational excellence that will light up the path to a brighter future for all.

The journey ahead is exciting, and our destination is clear – a transformed Wemms that stands as a testament to the indomitable spirit of our community and the boundless potential of our students. Welcome to a future of possibilities, welcome to "Transforming Tomorrow."

Overview of improvement plan

The improvement plan includes separate action plans for the following areas:

- Safeguarding
- Leadership and management
- Personal development
- Behaviour and attitudes
- The quality of education

Each plan includes objectives, actions, dates for implementation, monitoring, lead person responsible for the action, success criteria and milestones. All objectives and actions are carefully aligned to the Ofsted report and linked to the independent school standards.

The plan also includes suggested questions which can be used with stakeholders to ensure their engagement and collaboration with the process. While some of the questions may be uncomfortable to hear, leaders are not shying away from the issues and are determined to make the school great again!

Examples may include questions like:

- What do you believe are root causes of the problems facing Wemms Education Centre?
- How do you think we could improve the culture of the school?
- Do you think the Ofsted report reflects the practices in Wemms Education Centre?
- Can you elaborate on the concerns raised by staff and parents? What were the most common negative experiences and issues they highlighted? Could they have been avoided?
- Despite the overall lack of trust in leadership, around two-thirds of staff remain happy to work at the school. What factors contribute to their satisfaction and belief that leaders are considerate of their workload?

The improvement plan covers a period of one academic year from September 2023 to July 2024 and will be a working document, subject to change or variation as required, as determined by the CEO, Exec Team and Trustees:

Safeguarding - action plan

The detailed action plan outlines a comprehensive strategy for addressing safeguarding concerns and improving the overall safety and well-being of students at Wemms Education Centre, which has been identified as inadequate in terms of safeguarding. The plan is designed to be a roadmap for the school's leadership, staff and stakeholders to collaboratively work towards creating a safer and more nurturing learning environment.

Areas of focus:

- Establishing clear safeguarding policies and procedures.
- Developing a robust safeguarding training programme.
- Strengthening leadership understanding.
- Improvement in communication and information sharing.
- Enhanced referral procedures.
- Identification and support for vulnerable students.
- Strengthening recruitment and induction.
- Continual Improvement of culture.
- Parent and community involvement

Leadership and management

The leadership and management action plan details how all aspects of leadership and management will strengthen, leading to rapid improvements across all aspects of the school. It is clearly focused on engaging with all stakeholders, holding relevant staff to account and bringing change for the benefit of the students we serve.

Areas of focus:

- Strengthening leadership across the school with experienced, qualified individuals who understand special educational needs and independent school standards.
- Improving communication.
- Developing the medical needs policy / first aid training and record keeping.
- Monitoring duties for those responsible for medical needs.
- Addressing negative culture and promoting a collaborative, supportive environment
- Establishing support mechanisms.
- Developing collaborative projects.
- Improving accountability and transparency.
- Continuous evaluation and long-term sustainability.
- Celebrating progress.

Personal development

The main focus of the personal development plan is on tackling discrimination and inequality. It will also link together all aspects of personal development, including SMSC and PSHE. It is intended that personal development of all students will benefit from a robust plan that leaves nothing to chance but instead carefully and sensitively inter-twines all aspects of student's personal development in an age appropriate way.

Areas of focus:

- Addressing discrimination and inequality through awareness and training.
- Curriculum enhancement.
- Equality and Inclusion: Enhancement.
- Addressing discrimination and inequality.
- Continuous monitoring and improvement.

Behaviour and attitudes

The behaviour and attitudes action plan includes the school's behaviour expectations including bullying and anti-bullying strategies. It will outline how Wemms' consistent approach will ensure student's understand our expectations and know the consequences of their action if they deviate from the required standard. It will also tackle attendance as we believe regular attendance is an important goal to maintain. We believe that students need to be regularly in school to benefit from the personalised approach to their development.

Areas of focus:

- Reviewing and strengthening policies.
- Reporting, interventions and support.
- Behaviour improvement strategies.
- Pupil attendance improvements.
- Early intervention.
- Parental engagement.

The quality of education

Wemms is proud of the academic successes of all our students, especially as education has often failed our students prior to their experiences at Wemms. We know that academic success is due to the fact that we know every student very well. We take time to understand them and work to deliver a personalised approach to help them succeed. This is because of the high quality of education delivered by our highly experienced team. However, we have outlined a plan which will further enhance the quality of education.

The areas of focus:

- Reviewing and revising the curriculum policy.
- Curriculum development in Key Stage 5 and the 6th form.
- Establishing a policy review mechanism.
- Enhancing communication with staff.
- Aligning curriculum with policy.
- Strengthening professional development.
- Implement effective MIS.
- Foster collaborative learning communities.
- Monitoring and evaluating progress.
- Developing a learning culture.

END