



SCHOOL DEVELOPMENT PLAN 2019-20 - EXECUTIVE SUMMARY

QUALITY OF EDUCATION

- To sustain GCSE progress for all above national average and improve towards significantly positive
- To sustain A level progress at national average and improve towards significantly positive
- To embed teaching and learning development through the CPD programme
- To review and explicitly establish curriculum Intent to inform changes to existing curriculum
- To further develop whole school approach to literacy
- To investigate and implement better data presentation to Middle Leaders leading to more effective use
- To embed new approach to homework and evaluate impact
- To provide students opportunities to gain knowledge of global and cultural awareness

LEADERSHIP AND MANAGEMENT

- To further embed the role of Middle Leaders within school development
- To continue the process of effective resource management and use, working towards a balanced budget
- To investigate and implement an effective support staff appraisal system
- To move towards full achievement of Gatsby benchmarks
- To explore effective marketing of school and continue to increase the proportion of applications from disadvantaged families
- To continue to prioritise staff wellbeing

BEHAVIOUR AND ATTITUDES

- To review and develop the rewards system leading to improved use and effectiveness throughout the school
- To update attendance protocols and their application
- To ensure that the behaviour policy is consistently applied

SIXTH FORM

- To explore the possible expansion of Sixth Form curriculum subjects
- To ensure that students have excellent information available to them to make appropriate and ambitious destination choices
- To expand the marketing of the Sixth Form to increase student numbers

PERSONAL DEVELOPMENT

- To review and evaluate effectiveness of current student support structures and implement identified changes
- To investigate and implement an in-house system to ensure our students wellbeing and mental health is best provided for
- To expand student leadership opportunities for all
- To ensure safeguarding is proactively part of the curriculum



QUALITY OF EDUCATION				
OUTCOME	IMPROVEMENT ACTIVITIES	TIMEFRAME	KEY STAFF	GOVERNOR MONITORING
To sustain GCSE progress for all above national average and improve towards significantly positive	<p>HOY project on specific students to develop T&L strategies trialled</p> <p>Tracking Point analysis – department action plan for students of concern</p>	<p>Initial group term one – focus on wider group if successful term two.</p> <p>At each Tracking Point, identify with HOY students of concern and tailor support via tutor, HOY, KS Manager, KS pastoral co-ordinator as appropriate.</p>	<p>JWG/MAC</p> <p>JWG/SLI MAC</p>	Report to C&SM Committee
To sustain A level progress at national average and improve towards significantly positive	<p>To ensure all Tracking Point data is based on timed assessments</p> <p>To further develop independent study support materials and opportunities</p> <p>To empower tutors and HODs to act when student progress is concerning</p>	<p>Autumn term have a full review of A Level assessments via Line Management structure.</p> <p>Launch at the beginning of the academic year and revisit periodically in assemblies and via tutor time activities.</p> <p>Pre-TP1 academic monitoring period and develop after each TP.</p>	SLI	Report to C&SM Committee
To embed teaching and learning developments through the CPD programme.	<p>LG to identify key T&L themes</p> <p>All teachers to follow leading lights or learning communities pathway</p> <p>New/aspirant MLs to be offered leadership development practice</p>	<p>Summer term 2019 – LG agree dates, priorities & group leads.</p> <p>Autumn term launch to teaching staff.</p> <p>Summer term – presentations.</p>	JAS	<p>P&T Committee</p> <p>Invitation to attend Autumn/Spring workshops and presentation day in summer term</p>

	Existing MLs to be follow specific leadership themes e.g. coaching or Dept/Pastoral research projects Feedback to all staff to be developed through more regular updates? e.g. T&L website, staff feedback sessions. Staff feedback on CD day to be developed further.			
To review and explicitly establish curriculum Intent to inform changes to existing curriculum	To communicate whole school curriculum aims to staff. To continue the review of Key Stage 3 curriculum in line with whole school aims. To review the curriculum at Key Stage 4 & 5 to ensure it meets whole school aims at a year group and subject level.	Communication to happen in September 2019 and review to be completed by the Summer Term 2020.	DSW	Report to C&SM Committee
To further develop whole school approach to literacy	To relaunch literacy feedback & monitor its usage. To launch two whole school literacy initiatives.	All to be launched in September 2019. Monitoring and usage to take place throughout the year.	DSW	Report to C&SM Committee
To investigate and implement better data presentation to Middle Leaders leading to more effective use	To research data use in other schools, develop format and content using Middle Leader feedback and review impact after each Tracking Point. To identify relevant training courses.	Review 2018-19 format with Middle Leader feedback in order to refine for Tracking Point 1 2019-20. Visit other schools and attend possible course(s) before the spring term.	SLI	Report to C&SM Committee
To embed new approach to homework and evaluate impact	To monitor and evaluate the new approach to homework.	Evaluation report in Summer Term 2020.	DSW	Report to C&SM Committee

To provide students opportunities to gain knowledge of global and cultural awareness	Liaise with Assemblies co-ordinator and HOY to develop half termly 'culture' assemblies with specific focus on wider cultural festivals/events.	September 2019	JWG/SLI/HOY	Report to C&SM Committee
	Audit department work to identify and make explicit wider cultural knowledge.	Easter 2020	JWG	
	DFTW cultural reflection based around key religious festivals.	Christmas 2019	JWG/SLI	

LEADERSHIP AND MANAGEMENT				
OUTCOME	IMPROVEMENT ACTIVITIES	TIMEFRAME	KEY STAFF	GOVERNOR MONITORING
To further embed the role of Middle Leaders within school development	HOY project – empowering pastoral leaders to affect change in T&L to improve outcomes for students. Empowering subject leaders to affect change in T&L to improve outcomes.	Termly focus on specific groups, with review at end of each term. Project completed by end of academic year. Through CPD Programme.	JWG/ Leadership Team	Report to P&T Committee
To continue the process of effective resource management and use, working towards a balanced budget	Review of in house school budgets to identify any potential cost savings through amended practice. Continued lobbying to BCP Forum and EFSA in relation to pupil funding. Monitoring of in-year budget and 5 year projections.	Ongoing through 2019/20	DMH/AA	Report to F&P Committee
To investigate and implement an effective support staff appraisal system	Support staff working party to collate views and make recommendations. Review of possible systems. Clearer link to CPD identified. New system launched.	Autumn Term – Working party and review of system. Consultation of staff. Spring term – launch of new system.	JAS	Report to P&T Committee
Move towards full achievement of Gatsby benchmarks	Ensure that ‘careers pilot’ is actively used in wellbeing lessons. Trial a career related report for parents once a year. Department development plans to outline specific careers related Learning.	Review termly Easter 2020 Christmas 2019	JWG/JW JW JWG/JW	Report to P&T Committee

	Audit opportunities for students across the curriculum to track school offer accurately.	July 2020	JW	
To explore effective marketing of school and continue to increase the proportion of applications from disadvantaged families from 2018/19 levels	To review the school application form including the description of PP criteria to ensure all eligible students are identified and aware of support available.	Spring 2020	SLI/DMH	Report to C&SM Committee/ F&P Committee
	To further develop relationships with feeder schools.	Spring 2020		
	To identify marketing opportunities using social media.	Autumn 2019		
To continue to prioritise staff wellbeing	Ensure the wellbeing of staff is considered in all school development and policy decisions.	Ongoing 2019/20	DMH	Report to P&T Committee
	Continue to hold staff wellbeing and workload meetings termly.			

BEHAVIOUR AND ATTITUDES				
OUTCOME	IMPROVEMENT ACTIVITIES	TIMEFRAME	KEY STAFF	GOVERNOR MONITORING
To review and develop the rewards system leading to improved use and effectiveness throughout the school	Use student voice to identify improvements to the school rewards system. Investigate ways to increase the use of House Points in Key Stage 3 and 4.	Autumn Term New approaches to be trialled in Spring Term.	DSW	Report to C&SM Committee
To update attendance protocols and their application	Introduce fining for absence into school policy and procedure. Review attendance policy and procedures after first year of use. Update attendance report for LG and ensure follow up actions via Line management.	From September 2019 By Christmas 2019 New report – September 2019. Review of impact of line management meetings July 2020.	JWG	Report to C&SM Committee
To ensure that the behaviour policy is consistently applied	Monitor its usage and anomalies in data. Provide individual or department staff training where inconsistencies exist. Provide individual and whole staff training on different approaches to behaviour management.	Data Review in Autumn Term. Monitoring and training to be addressed throughout the year.	DSW	Report to C&SM Committee

SIXTH FORM				
OUTCOME	IMPROVEMENT ACTIVITIES	TIMEFRAME	KEY STAFF	GOVERNOR MONITORING
To explore the possible expansion of Sixth Form curriculum subjects	To research and identify courses our year 11s enrolled on with other providers.	Autumn 2019	SLI	Report to C&SM Committee
	To identify any other potential shared courses with Poole Grammar.	Autumn 2019		
	To identify any relevant experience and qualifications in existing staff.	Spring 2020		
To ensure that students have excellent information available to them to make appropriate and ambitious destination choices.	To review the student experience in terms of careers IAG, including student feedback.	Autumn 2019	SLI	Report to C&SM Committee
	To review the impact of existing providers, external speakers and support materials.	Autumn 2019		
	To utilise Alumnae as a community of careers IAG and work experience.	Spring 2020		
To expand the marketing of Sixth Form to increase student numbers	To enhance our social media presence by formalising the responsibility to upload and monitor information.	Autumn 2019	SLI/DMH	Report to F&P Committee/P&T Committee
	To research the possibility of a promotional video.	Autumn 2019		
	To increase our attendance at feeder school events and maintain consistent communication with interested applicants.	Throughout the academic year		

PERSONAL DEVELOPMENT				
OUTCOME	IMPROVEMENT ACTIVITIES	TIMEFRAME	KEY STAFF	GOVERNOR MONITORING
To review and evaluate effectiveness of current student support structures and implement identified changes.	Interview pastoral coordinators, HOY and SENDCO to identify strengths and areas for development.	September 2019	JWG	Report to C&SM Committee/ F&P Committee
	Write action plan to improve areas for development and introduce to staff.	November 2019	JWG	
	Evaluate and review changes termly to assess impact.	Christmas 2019, Easter 2020, July 2020	JWG	
To investigate and implement an in house system to ensure our students wellbeing and mental health is best provided for	Formation of task and finish group.	Christmas 2019 Ongoing throughout 2019/20	JWG DMH/AF	Report to C&SM Committee/ F&P Committee
	Carry out audit and evaluation of current provision and staffing.			
	Investigate and visit schools with exemplar provision. Report back to working group/LG Draw up proposal for in house provision and present to Governors for approval.			
	Begin the implementation of the provision ready for September 2020.			
To expand student leadership opportunities for all	Review membership of Student Leadership team.	Summer term 2019	JAS	Report to P&T Committee
	Provision of regular training sessions. Establish regular team meetings to encourage group ethos.	Autumn term 2019		
	Further develop project approach e.g. review of the rewards system.			

To ensure safeguarding is proactively part of the curriculum	Audit safeguarding opportunities across departments.	Christmas 2019	JWG/ SG team	Report to C&SM Committee/ P&T Committee
	Create safeguarding curriculum map and share with staff.	January 2020	JWG/ SG team	
	Build safeguarding questions/review into the Area Review programme.	Easter 2020	JWG/LG	
	Develop Safeguarding Governor Learning Walks.	Trial in Spring Term 2020	JWG/ SG Governor	