



St Richard Gwyn Catholic High School
WHOLE SCHOOL DEVELOPMENT PRIORITIES
2017 - 2018

WHOLE SCHOOL DEVELOPMENT PRIORITIES 2017 - 2018

STANDARDS

Development Priority DP.S1	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To increase the achievement of MAT pupils to above family and national average	<ul style="list-style-type: none"> Identify MAT students in each year group based on ALPs A*/A target grades in Sixth Form and 5 x A*/A GCSE grades (DA/MCR) Curriculum Leaders confirm MAT cohort and shared with all staff (DA) Pupils and Parents informed and parents provided with guidance (PR/DA) Focus on challenge in classroom (see Teaching and Learning) {PR} Successful challenge activities and intervention strategies gathered and shared on INSET day 27 October 2017 Introduction of aspirational grades to raise achievement at A*/A and Level 7 (MCR) Provision of enrichment activities through participation in the Flintshire MAT Group and the Seren Network Post 16 (DA/TFJ) 	DA/PR	05/09/2017	Assessment Points See Quality Assurance Calendar (QA) 2017-2018 GwE Target & Projection Points 25/09/2017 27/11/2017 13/03/2018 External Exams Mock Exams Year 11 Dec 2017 Year 10 Jan 2018	W : Line Managers H : Analysis of data from APs External & Mock exams Lesson Observations - 10/17 and 06/18 Work scrutiny 09/10/2017 04/12/2017 05/02/2018 12/03/2018 04/06/2018 02/07/2018 W : Middle Manager meetings Dept Meetings Year Team meetings Support & Challenge meetings	Meeting time calendared Flintshire MAT Group & Seren meetings – calendared MAT budget (including enrichment activities) £500	20% A*/A grades at A Level (current 11%, Family 17.9%) 19.8% 5 x A*/A grades at GCSE (current 13.9%, Family 17.3%) All subjects at least Q2 against Level 7+ at the end of KS3 (current 6 of 12 subjects) % MAT students working at or above expected level in Y7 – 13 at least in line with other students

WHOLE SCHOOL DEVELOPMENT PRIORITIES 2017 - 2018

STANDARDS

Development Priority DP.S2	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To improve the achievement of FSM pupils and reduce the FSM gap to well below the family average	<ul style="list-style-type: none"> Identify the FSM students in each year group using the Flintshire list of eligible pupils. LAC and some students to be added on advice from Year Leaders (JG & YLs) FSM Cohort shared with all staff (MCR & CS) Pupil progress data from AP5 (June 2017) to be used as a baseline (MCR & CS) Partnership work (enhanced communication, meetings) to be used to engage families (CS) Interventions classroom based but will include a programme of enrichment activities (visits and in-school experiences) (CS) Successful strategies to be gathered and shared on INSET day - 27 October (PR/CS) Depts to ensure FSM students have extra learning resources (eg. Revision guides) Focus on improving attendance of FSM pupils (see Wellbeing section) 	CS/JG	05/09/2017	Assessment Points See QA Calendar 2017-2018 GwE Target & Projection Points 25/09/2017 27/11/2017 13/03/2018 External and Mock Exams	W : Line Managers H : Analysis of data from APs External & Mock exams Lesson Observations - 10/17 and 06/18 Work scrutiny 09/10/2017 04/12/2017 05/02/2018 12/03/2018 04/06/2018 02/07/2018 W : Middle Manager meetings Dept Meetings Year Team meetings Support & Challenge meetings	Budget of £1,000 from Pupil Deprivation Grant Meeting time as calendared	L2+ gap reduced to less than 15% (current 29.8%, Family 26.9%) L2+ National Minimum Threshold exceeded % FSM students working at or above expected level in Years 7 – 13 at least in line with non-FSM students Improved attendance by FSM students

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STANDARDS

Development Priority	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
DP.S3							
Establish effective intervention strategies to support the progress of learners in each year group in the school (Years 7 – 13)	<ul style="list-style-type: none"> Introduce flight paths for each student based on FFT20 Introduce aspirational targets for each student based on FFT20 plus a minimum of 2 sub levels/grade Assessment point tracking based on four colour codes GREEN – working on or above aspirational target YELLOW – working to expected level AMBER – Working below expected target RED – significantly below expected target and is a concern Define intervention trigger as 3 or more red subjects. Fewer and student remains a department not a whole school priority Introduce a more detailed A to L follow up to identify reasons for under performance Year Leaders and CLs meeting after Assessment Points to focus on identified intervention cohort Develop role of Learning Coaches in supporting intervention students in their form groups Gather and share successful intervention strategies on INSET day – 27 October 	PR/JG	05/09/2017	Assessment Points See QA Calendar 2017-2018 External and Mock Exams	W : Line Managers H : Analysis of data from Assessment Points External & Mock Exams GwE target and projection points W : Middle Manager meetings Department Meetings DOL meetings Support & Challenge meetings	Meeting time calendared Dedicated Intervention time – Academic Review	Improved % of students at or above expected target using AP1 as a baseline Progressive reduction in the % of students working significantly below target using AP1 as a baseline School targets achieved

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STANDARDS

Development Priority DP.S4	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To further improve the accuracy and consistency of teacher assessments	<ul style="list-style-type: none"> • Increase the number of calendared departmental meetings • Standardisation to be a half termly item on department agendas ahead of Assessment Points • Flintshire networks to be used for cross-school standardisation, particularly single person departments 	CLs	05/09/2017	Assessment Points See QA Calendar 2017-2018	W : MCr/VC and Year Leaders H : Quality Assurance of reports W : prior to report dates	SIMS training for SIMS team and staff team	All school data systems (attendance, behaviour, APs) are linked and reports are of a consistent high quality

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STANDARDS

Development Priority DP.S5	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Ensure the effectiveness and consistency of whole school systems including reporting	<ul style="list-style-type: none"> Move to one management information system (SIMS) Appoint a SIMS/Data Manager with admin support Train staff in the full use of SIMS, including reporting <p>8 January 2018 Training day</p>	MC/VC	05/09/2017	Assessment Points See QA Calendar 2017-2018 Training Day	W : Line Managers H : Analysis of data from Assessment Points External & Mock Exams GwE target and projection points W : Middle Manager meetings Department Meetings DOL meetings Support & Challenge meetings	Meeting time calendared Dedicated Intervention time – Academic Review	Improved % of students at or above expected target using AP1 as a baseline Progressive reduction in the % of students working significantly below target using AP1 as a baseline School targets achieved

WELLBEING

Development Priority DP.W1	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To increase whole school attendance to above the family average of 94.6%	Establish a consistent whole school approach through:	JG	05/09/17	Half termly analysis	W: JG & HOY	Meeting time calendared	Increase in whole school attendance in line with family average of 94.6%
	<ul style="list-style-type: none"> Setting and communicating meaningful attendance targets for all year groups and form classes in line with the family average 	JG/HOY		October	H: Analysis of data and record of interventions	Admin Time	
	<ul style="list-style-type: none"> Develop consistent methods to monitor attendance data and trends across all year groups 	JG/HOY		December			
	<ul style="list-style-type: none"> Develop consistent methods to monitor attendance data and trends for groups of learners ie FSM, boys, Girls, EAL pupils 	JG		February	W: S & C meetings and IWO meetings	Rewards budget (?)	Increase in the attendance of specific groups of learners in line with published targets
	<ul style="list-style-type: none"> Agree and implement triggers for intervention and staged tracking 	JG/HOY		March			
	<ul style="list-style-type: none"> Standardisation of letters and other communications across all year groups 	JG/HOY	02/10/17	May	W : JG/HOY		
	<ul style="list-style-type: none"> Establish effective admin support in liaison with HOY for daily attendance monitoring 	JG/HOY		July	H : CPD session		
	<ul style="list-style-type: none"> Establish and implement a First Day Call/vulnerable student list for daily scrutiny and response 	JG/KFJ			W: Year Team meeting		
	<ul style="list-style-type: none"> Clarify attendance targets and protocols with all staff and provide CPD for Form Tutors as required 	JG/HOY	23/11/17		November		Published First Day Call List
	<ul style="list-style-type: none"> Clarify attendance protocols and targets with parents via the attendance section on the school website 	JG					
		JG/HOY	05/09/17				

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WELLBEING

Development Priority	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
DP.W1 CONTINUED							
	<ul style="list-style-type: none"> Liaise effectively with IWO and other agencies to support targeted pupils Develop effective strategies to celebrate and reward good attendance across all year groups Ensure that attendance data is scrutinised in S & C meetings for HOYs Include evaluation of attendance data in the whole school SER calendar 	JG/HOY JG/HOY JG SLT	05/09/17 05/09/17	Half termly analysis October December February March May July	W: JG & HOY H: Analysis of data and record of interventions W: S & C meetings and IWO meetings W : JG/HOY H : CPD session W: Year Team meeting November		

WHOLE SCHOOL DEVELOPMENT PRIORITIES 2017 - 2018

WELLBEING

Development Priority DP.W2	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To increase the attendance of FSM pupils to above the family average of above 89%	<ul style="list-style-type: none"> Set and communicate meaningful attendance targets for FSM Pupils in all year groups and form classes in line with the family average Develop consistent methods to monitor attendance data and trends for FSM pupils and across all year groups Agree and implement interventions as required Highlight attendance issues regarding FSM pupils with all staff Liaise effectively with IWO and other agencies to support FSM targeted pupils Ensure that attendance data for FSM pupils is scrutinised in S & C meetings for HOYs Include evaluation of attendance data for FSM pupils in the whole school SER calendar 	<p>JG/HOY</p> <p>JG/HOY</p> <p>JG/HOY</p> <p>JG/HOY</p> <p>JG/HOY</p> <p>JG/HOY</p> <p>SLT</p>	05/09/17	<p>Half termly analysis</p> <p>October December February March May July</p>	<p>W: JG & CS</p> <p>H: Analysis of data and record of interventions</p> <p>W: S & C meetings and IWO meetings</p> <p>W : JG/CS</p> <p>H : CPD session</p> <p>W: Year Team meeting November</p>	<p>Meeting time calendared</p> <p>Admin Time</p> <p>Rewards budget (?)</p>	Increase in attendance of FSM pupils in line with the family average of 89%

WHOLE SCHOOL DEVELOPMENT PRIORITIES 2017 - 2018	
1	Improve the quality of teaching and learning
2	Improve the quality of leadership and management
3	Improve the quality of the curriculum
4	Improve the quality of the school environment
5	Improve the quality of the school's contribution to the community
6	Improve the quality of the school's financial management
7	Improve the quality of the school's governance
8	Improve the quality of the school's health and safety
9	Improve the quality of the school's ICT
10	Improve the quality of the school's communication
11	Improve the quality of the school's data management
12	Improve the quality of the school's staff development
13	Improve the quality of the school's facilities
14	Improve the quality of the school's transport
15	Improve the quality of the school's catering
16	Improve the quality of the school's security
17	Improve the quality of the school's energy efficiency
18	Improve the quality of the school's environmental management
19	Improve the quality of the school's equality and diversity
20	Improve the quality of the school's compliance

TEACHING AND LEARNING

Development Priority DP.TL1	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To develop strategies to enable the consistent assessment of progress in core skills	<ul style="list-style-type: none">To further embed the assessments of literacy and numeracy skills through half termly literacy and or numeracy tasks	IG/TD	05/09/17	After each Assessment point (see QA Calendar)	W : PR H : Support & Challenge meetings	Meeting time as stated on calendar	All departments have their half termly literacy and or numeracy assessment tasks that are undertaken half termly by students, quality assured.
	<ul style="list-style-type: none">To quality assure the literacy and or numeracy tasks that are undertaken as assessed tasks	IG/TD	05/09/17	Half termly – ongoing	Work scrutiny		There is a consistently used methodology of tracking progress of students in literacy and or numeracy at department level.
	<ul style="list-style-type: none">To develop further the strategies that departments use for recording the progress of these skills for individual students	IG/TD	05/09/17	Ongoing	W : Calendared S & C meetings Work Scrutiny 09/10/2017 04/12/2017 05/02/2018 12/03/2018 04/06/2018 02/07/2018		Strategies to track progress of students in Digital Competency are developed and implemented as appropriate.
	<ul style="list-style-type: none">Develop strategies to measure progress in Digital Competency at departmental level	KGS	06/11/17	Review Progress by 21/12/17			Students will ultimately make the required/expected progress measured against the LNF.

WHOLE SCHOOL DEVELOPMENT PRIORITIES 2017 - 2018

TEACHING AND LEARNING

Development Priority DP.TL2	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To implement the Digital Competency Framework	<ul style="list-style-type: none"> To present an overview of DCF to all colleagues DCF guidance document to be distributed to middle leaders DCF Curriculum Mapping tool to be used to audit departmental aspects of the framework that are currently being taught Audit to be collated and analysed Invite Allen Heard DCF Pioneer at Ysgol Bryn Elia to run a session for all staff on October 27 training day Following CPD, MLs to update the Curriculum mapping tool to show where they intend to use the ideas/teaching activities for developing skills To consistently monitor and assess progress of students in this area. DCF to be initially implemented with Year 7. 	<p>KGS</p> <p>DA</p> <p>KGS</p> <p>KGS</p> <p>KGS</p> <p>KGS</p> <p>KGS</p> <p>KGS</p>	<p>10/10/17</p> <p>10/10/17</p> <p>10/10/17</p> <p>10/10/17</p> <p>27/10/17</p> <p>27/10/17</p> <p>27/10/17</p> <p>27/10/17</p>	<p>10 October</p> <p>10 October</p> <p>Completed by 2 October 2017</p> <p>Completed by 23 October</p> <p>27 October</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>W: PR</p> <p>H: SLT Feedback meetings – minutes of DCF team meetings, SOW</p> <p>W: At weekly SLT meetings as appropriate after DCF meetings</p> <p>W: PR</p> <p>H: Evaluation of 27 October training day</p> <p>W: 6 Nov 2017</p> <p>W: PR</p> <p>H: SOW Lesson observation and Work Scrutiny</p> <p>W: As QA Calendar</p>	<p>Cover, as appropriate for meetings</p> <p>Time allocation on 27 October Training Day</p> <p>CPD as appropriate</p>	<p>All colleagues become familiar with the Digital Competency Framework and how it should be administered in each area of the Curriculum</p> <p>Curriculum mapping influences the development of all Schemes of Work in the area of digital competency</p> <p>Students will ultimately make required/expected progress against the DCF</p>

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TEACHING AND LEARNING

Development Priority DP.TL3	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To further develop classroom practice in meeting the needs of MAT students.	<p>To develop and implement the following strategies to challenge MAT students through the following:</p> <ul style="list-style-type: none"> The use of higher order questioning e.g. Bloom's Taxonomy and the use of open questions which encourage debate Students being provided with A* model answers as exemplars to examination questions Planning for differentiated learning outcomes e.g. the use of extension tasks. Using Middle Leader meetings, department meetings, CPD and peer observations to gather and share good practice. To gather best practice from across all subject areas being used with MAT students. To share this with all colleagues on 27 October CPD. <p>Please see Standards DP1 for further details on provision for MAT students</p>	JT/CLs	05/09/17	<p>Ongoing throughout the year</p> <p>27 October whole school staff training day</p> <p>Assessment Point Data (see QA Calendar)</p> <p>Twilight CPD 12/9/17 20/2/18 19/6/18</p> <p>Middle Leader meetings (fortnightly as calendar)</p>	<p>W: PR</p> <p>H: Assessment Point Data to be analysed</p> <p>Lesson Observations</p> <p>Work Scrutiny</p> <p>CPD Evaluation</p> <p>W: After each assessment point</p> <p>W: PR</p> <p>H: CPD Programme and Evaluation</p> <p>W: As designated on CPD overview</p>	<p>CPD</p> <p>Meeting time calendared</p> <p>MAT budget including enrichment activities £500</p> <p>Dedicated Intervention Time eg Academic Review</p>	<p>Awareness is raised further with regard to the needs of MAT students</p> <p>A variety of strategies are fully implemented to meet the needs of these learners</p> <p>20% A*/A grades at A Level (current 11%, Family 17.9%)</p> <p>19.8% 5 x A*/A grades at GCSE (current 13.9%, Family 17.3%)</p> <p>All subjects at least Q2 against Level 7+ at the end of KS3 (current 6 of 12 subjects)</p> <p>% MAT students working at or above expected level in Y7 – 13 at least in line with other students</p> <p>Best practice is shared across all subject areas enabling students to meet the above targets</p>

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TEACHING AND LEARNING

Development Priority DP.TL4	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To ensure that the school marking and assessment policy is fully implemented	<ul style="list-style-type: none"> Launch the revised version of the Marking and Assessment Policy Embed the use of the policy alongside Literacy Policy, Numeracy Policy, Digital Competency Policy and Learning and Teaching Policy Embed further the practice of departmental, year based and whole school work scrutinies to enable consistency in marking and assessment. Embed further the practise of Literacy and Numeracy work scrutinies To monitor marking and assessment through lesson observation To further embed the practice of students responding to teacher feedback To introduce and embed Literacy and Numeracy feedback sheets across all subjects 	PR	05/09/17	Ongoing through the school year	W: CL'S, DOL's & SLT	Calendared meeting time	<p>All colleagues fully embrace and implement the Marking and Assessment Policy, reflecting consistent feedback that students respond to fully</p> <p>Ultimately the full implementation of the policy will be central to students making progress against expected outcomes through the guidance that is given and their response to it</p>
		PR		Please see dates in QA Calendar	H: Work scrutinies	Time allocation CPD 05/09/17	
		PR			W: As calendared Work Scrutiny 09/10/2017 04/12/2017 05/02/2018 12/03/2018 04/06/2018 02/07/2018		
		IG/TD			W: Line Managers		
		PR			H: S & C Meetings		
		PR			W: As stated in QA Calendar		
		IG/TD	05/09/17		W: Line Managers		
					H: Lesson Observation		
					W: 10/17 and 06/18		

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TEACHING AND LEARNING

Development Priority DP.TL5	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To research and develop teacher coaching and support programmes	<ul style="list-style-type: none"> Research Olevi Teacher Coaching Programme (PR) Invite colleagues to undertake training in this area Trained colleagues to implement the coaching in school 	PR	January 2018	Report to SLT January 22 2018	W: PH H: Key staff trained to deliver the programme W: From Spring Term 2018	Training course fee and possible cover £2,000	Improving teacher programme will enable teachers to move from adequate to good Outstanding teachers programme will support teachers to move from good to excellent

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CARE, SUPPORT AND GUIDANCE

Development Priority DP.CSG1	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
To fully implement the results of the whole school review of collective worship and the religious and spiritual development of our community	<ul style="list-style-type: none"> To develop and implement a Staff Chaplaincy Team who will organise, prepare and develop the religious, spiritual and liturgical life of the school 	PR	03/10/17	Chaplaincy Team meeting dates	W : JG	After school meetings	All Students and staff will have opportunities to participate in a variety of activities/liturgies that enable them to develop their faith
		Fr Fretch	03/10/17	03/10/17 21/11/17 12/12/17 30/01/18 20/02/18 13/03/18 17/04/18 08/05/18 12/06/18 10/07/18	H : Review of Chaplaincy Team meetings W : Meeting dates	Chaplaincy Budget	All in the school community have the necessary support to do this
	<ul style="list-style-type: none"> To develop and implement a Student Chaplaincy Team to work alongside the Staff Chaplaincy Team 	PR/Fr Fretch	05/09/17		_____		Collective Worship is vibrant in all aspects of school practice
	<ul style="list-style-type: none"> To provide worship resources for the revised weekly theme schedule 	PR	05/09/17		W : PR H : S & C meetings with Chaplain		The school community feels supported at times of specific need
	<ul style="list-style-type: none"> Establish a revised weekly assembly plan following a rota of HT/AHT/HOY/Chaplain-RE Dept/Form Group 	PR	05/09/17		W : Weekly meetings with Chaplain		
	<ul style="list-style-type: none"> To ensure that all assemblies and worship during Academic Review follow an agreed framework of content and that all prayer reflects our weekly theme 	Fr Fretch	05/09/17				
	<ul style="list-style-type: none"> Embed a weekly form rota for leading the celebration of Mass each Friday 	PR/PH	04/10/17				
	<ul style="list-style-type: none"> To encourage staff to lead prayer at staff events/meetings To develop Marian devotion 	Fr Fretch	03/10/17				

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CARE, SUPPORT AND GUIDANCE

Development Priority	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
DP.CSG1 CONTINUED	<ul style="list-style-type: none"> To develop the outreach work of the school through enabling students to put their faith into action through charity work with groups such as SVP/TCC/CAFOD To establish support mechanisms for those in our community who are bereaved 	<p>MOR</p> <p>PR/Fr Fretch</p>	<p>03/10/17</p> <p>03/10/17</p>				

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LEADERSHIP AND MANAGEMENT

Development Priority DP.LM1	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Implement a new Quality Assurance Calendar to ensure QA of all aspects of the school using a full range of methodologies	<ul style="list-style-type: none"> Work with Middle Leaders to agree new Quality Assurance Calendar 2017-18 and methodologies (PH) QA activities completed and immediately used by Senior and Middle Leaders to inform self evaluation and planning QA outcomes recorded in Middle and Senior Leader SER Folders 	PH	June 2017	See Quality Assurance Calendar 2017-18 for key dates and activities	<p>W: PH and Middle Leaders</p> <p>H: Support and Challenge meetings and Middle Leaders Meetings</p> <p>W: As calendared</p>	Time for calendared Senior, Middle Leader, department and year meetings	<p>Quality Assurance Calendar agreed, implemented and outcomes immediately used</p> <p>Improved self evaluation and planning by Senior and Middle Leaders</p>

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LEADERSHIP AND MANAGEMENT

Development Priority DP.LM2	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Move to one School Improvement Plan based on the new Estyn Framework to include school priorities, Estyn recommendations and Section 50 planning	<ul style="list-style-type: none"> Format and approach to the School Improvement Plan agreed by Interim Executive Board School Improvement Plan completed (October 2017) 	PH	05/09/17	<p>IEB approves format and priorities (September 2017) and final plan (October 2017)</p> <p>IEB Updated on progress at subsequent meetings across the year</p>	<p>W: PH and IEB</p> <p>H: IEB Meetings</p> <p>W: As calendared</p>	Calendared IEB Meetings	<p>Quality School Improvement Plan completed with approved priorities and format</p> <p>Plan regularly reviewed and updated</p>

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LEADERSHIP AND MANAGEMENT

Development Priority DP.LM3	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Improve Middle Leaders development planning	<ul style="list-style-type: none"> Format and content of plans agreed with Middle Leaders Ensure clear links between whole school plan priorities, department and year plans and performance management targets Ensure new Self Evaluation Reviews inform department priorities Middle Leader planning sessions led by HT HT Quality assures plans and ensures good practice is shared 	PH	June 2017	Department and year plans completed October 2017	W: PH and SLT Links H: Support and Challenge Meetings Middle Leader Meetings W: Calendared meetings assessment points QA Calendar activities Exam outcomes	Time for calendared meetings	Department and year plans completed to a consistent high quality Plans regularly updated across the year with clear links to updated SER's and new Quality Assurance information School and departmental/ year development targets achieved

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LEADERSHIP AND MANAGEMENT

Development Priority DP.LM4	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Improve Middle Leader Self Evaluation	<ul style="list-style-type: none"> New format and approach to Middle Leader Self Evaluation reviews agreed Middle Leader Self Evaluation Sessions led by head teacher Self evaluation based on three year trends in quantitative data, particularly external exam outcomes and all Wales/Family benchmarks Self evaluation also based on full range of qualitative information from Quality Assurance activities across the school year Ensure self evaluation informs Middle Leader plans HT quality assures Self Evaluation Reviews and ensures good practice is shared SERs updated across the school year based on updated data and QA Calendar information 	PH	June 2017	Department and year Self Evaluation Reviews completed (October 2017)	W: PH and SLT Links H: Support and Challenge Meetings W: Calendared Meetings Assessment points QA Calendar activities Exam outcomes	Time for calendared meetings	Self Evaluation Reviews completed to a consistent high quality-clear links to student outcomes SERs regularly updated across the year linked to new QA information and student outcomes SERs clearly linked to Department and Year Improvement plan School and department/year development targets achieved

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LEADERSHIP AND MANAGEMENT

Development Priority DP.LM5	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Link Performance Management to students progress and school priorities	<p>Agree with staff for 2017-18 cycle:</p> <ul style="list-style-type: none"> Student progress target Classroom progress target Role related target <p>Performance Management targets; quality assured by head teacher</p>	PH	September 2017	<p>Performance Management reviews, target setting and lesson observations completed (26 October 2017)</p> <p>Second PM lesson observations completed (June 2018)</p>	<p>W: PH/PR</p> <p>H: Completed documentation</p> <p>W: October/ November 2017</p>	Teacher time and some cover costs	HT Quality Assurance shows consistently challenging PM targets linked to student progress and school priorities

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LEADERSHIP AND MANAGEMENT

Development Priority DP.LM6	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Increase the school's capacity to improve by developing Middle Managers in Senior and whole school roles	<ul style="list-style-type: none"> Extend the Senior Leadership Team to include three Core Curriculum Leaders within responsibility for Curriculum development, timetable and options and student progress data and target setting Middle Leaders to Lead on seven of the key priorities in the School Improvement Plan, linked to a member of SLT SLT links to mentor and support, particularly through support and challenge meetings 	PH/SLT	September 2017	Review of School Improvement Plan progress linked to calendared IEB meetings	<p>W: PH and IEB</p> <p>H: IEB, SLT and Support and Challenge meetings</p> <p>W: IEB and other calendared meetings</p>	Teacher time and allocated SiP resources	<p>School improvement targets achieved</p> <p>Middle Leader development increases the school's capacity to improve as judged by Estyn, GWE and the Local Authority</p>

WHOLE SCHOOL DEVELOPMENT PRIORITIES 2017 - 2018

LEADERSHIP AND MANAGEMENT

Development Priority DP.LM7	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Balance the school budget within five years	<ul style="list-style-type: none"> Complete the support staff review Ongoing review of budget headings to control costs Increase student numbers in year 7 by ten per year (baseline 110 in 2018) and maintain Sixth Form numbers at 130 Develop the full range of marketing strategies to ensure school improvement results in increased student numbers and success celebrated Manage the transport threat so the impact on the school budget is minimised 	PH/Business Manager/IEB	April 2017	Budget updates linked calendared IEB Meetings	W: PH, Business Manager, IEB H: IEB meeting, budget updates W: Calendared IEB meetings	Leadership time	Reducing deficit in three year budget projections Budget balanced 2021-22 financial year

WHOLE SCHOOL DEVELOPMENT PRIORITIES 2017 - 2018

LEADERSHIP AND MANAGEMENT

Development Priority DP.LM8	Actions	Lead	Start Date	Milestones	Monitoring Who? How? When?	Resources, Budget Centre & Codes	Success Criteria Measurable Impact
Improve the use of Pupil and Parent Voice	<ul style="list-style-type: none"> Include Pupil and Parent Voice activities in the 2017-18 QA Calendar Use parent questionnaires at each parents evening to ensure regular, easily analysed feedback Develop Pupil Voice activity for use alongside work scrutiny Use pupil questionnaires based on Estyn format to ensure regular feedback Review the effectiveness of the school council and implement recommendations 	<p>PH/SLT</p> <p>JG</p> <p>JG/Year Leaders</p> <p>JG/Year Leaders</p> <p>JG</p>	Sept 2017	<p>QA Calendar dates</p> <p>Parents' Evenings</p>	<p>W: JG</p> <p>H: Completed activities</p> <p>W: QA dates and review completion</p>	Photocopying costs	<p>Clear reference to pupil and parent voice in whole school and Middle Leader evaluation and planning</p> <p>Improve quality of self evaluation and improvement planning</p>