The Chase

A SCHOOL OF EXCELLENCE

School Development Plan

2017-18

V1 Oct 2017

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SCHOOL DEVELOPMENT PLAN 2017-18

SUMMARY

Target	Success Criteria
Student Outcomes- Academic Performance	
Improve GCSE performance	Attainment 8 score of at least 52.0 Progress 8 score of at least 0.1 for all students Progress 8 scores for each basket to be at least 0 75% of students achieving Level 4+ in English & Maths 60% of students achieving Level 5+ in English & Maths Closure of Gender gap in English P8 < 0.5
Improved academic outcomes for Disadvantaged students	Attainment 8 score of at least 40.0 Progress 8 score > -0.1 Closure of Disadvantaged v non- Disadvantaged Progress 8 score <0.5
Quality of Teaching, Learning & Assessment	
Improve staff practice and teaching and learning through rigorous performance management and appropriate professional development	Increase number of 'Outstanding' teachers – 98% of teaching to be judged 'good' or better
Develop partnerships with Initial Teacher Training Providers.	Successful introduction of ITT across the school
Personal Development, Behaviour & Welfare	

Embedding of new Safeguarding systems within school and developing a 'safeguarding culture' of outstanding practice	Safeguarding rated 'outstanding' using the OFSTED criteria All staff are trained to the appropriate level
Improve overall school attendance	Overall attendance at least 95% Persistent absence rate below 10%
Embed the House System and further develop and enhance the school's pastoral support	Pastoral care is rated as at least Good using OFSTED criteria
Leadership & Management	
Effective Financial and Resource Management to enable future financial security	Reduce in-year deficit for 2017-18
Improve the popularity of the school with increased student numbers in Year 7 from September 2018	At least 200 students in Year 7
Sixth Form	
Increase overall sixth form numbers by targeting an increase in Year 12 students for September 2018	Target figure is 130 in Year 12
Continued drive to improve Sixth Form Outcomes	ALPs single year T score to improve to at least a score of 3 APS per entry C+; Best 3 subjects B-; %3 A*-E 80% & AAB in 2+ facilitating subjects 15%
To have succession planning in place to help safeguard the vulnerability of the Head of Sixth Form position	Senior Sixth Form Tutors identified and trained

Student Outcomes-
Academic Performance

TARGET **Success Criteria**	**Improve GCSE performance** *Attainment 8 score of at least 52.0* *Progress 8 score of at least 0.1 for all students* *Progress 8 scores for each basket to be at least 0* *75% of students achieving Level 4+ in English & Maths, 60% of students achieving Level 5+ in English & Maths* *Closure of Gender gap in English P8 < 0.5*	**LEAD PERSON**	M Fieldhouse SLT
		MONITORING AND EVALUATION	Line Management meetings Termly report to Governors curriculum committee

Strategy	ACTIONS Autumn Term 2017	Staff	Resources
Review of 2017 examination performance, specifically in English & Maths- to complete a WWW/EBI exercise. Analysis will lead to a clear Faculty Action Plan for improved subject performance in 2018.	Exam Analysis undertaken- WWW/EBI discussed at Line Management meetings. Faculty Development Plans completed as a result of these discussions. 4matrix (data tracking system) training carried out at CPD weekly evening sessions for all Faculty & Subject Leaders Faculty & Subject Leaders to undertake a data analysis performance review at Christmas- based on the end of Autumn term data collection. Feedback to Line Managers & Link Governors Faculty Development Plans with clearly identified and specific action plans agreed with Line Managers Further review of action plans as a result of mid-Autumn Term Y11/Y13 progress check	All Faculty & Subject Leaders	Meeting time
	Spring Term 2018		
	Review of FDP with Line Manager Continued implementation of action plans		
	Summer Term 2018		
	Review of FDP with Line Manager Continued implementation of action plans		

TARGET Success Criteria	**Improved academic outcomes for Disadvantaged students** *Attainment 8 score of at least 40.0 and Progress 8 score > -0.1* *Closure of Disadvantaged v non- Disadvantaged Progress 8 score <0.5*	**LEAD PERSON**	M Fieldhouse & New Assistant HT (appointed January 2018)
		MONITORING AND EVALUATION	Line Management meetings Termly report to Governors curriculum committee

Strategy	**ACTIONS** **Autumn Term 2017**	Staff	Resources
Differentiated intervention & support in place for DA students Clear tracking of all DA students in all Year Groups	Ensure CIPs in place for all classes- with all DA students highlighted Faculty Development Plans have clear actions in place for the progress of DA students- with Line Management discussions having a specific focus on this group Use of latest 4Matrix data to inform Line Management discussions about DA student progress Close monitoring of DA students through SLT Learning Walks and Work Scrutinies Case reviews of all underachieving DA students during the Autumn term- meeting with students and parents. Action plans put in place with agreed targets Year 10 & Year 11 DA students who are underachieving to be identified and assigned an Academic Progress Mentor (APM)- to meet on a regular basis to review academic performance	All teachers Faculty & Subject Leaders	
	Spring Term 2018		
	Ensure CIPs are updated for all classes- with all DA students highlighted Use of latest 4Matrix data to inform Line Management discussions about DA student progress Continued monitoring and review of DA student performance through Faculty meetings and Line Management discussions. 7		
	Summer Term 2018		
	Ensure CIPs are updated for all classes- with all DA students highlighted. Use of latest 4Matrix data to inform Line Management discussions about DA student progress Continued monitoring and review of DA student performance through Faculty meetings and Line Management discussions.		

Quality of Teaching, Learning & Assessment

TARGET Success Criteria	**Improve staff practice and teaching and learning through rigorous performance management and appropriate professional development** • *Increase number of 'Outstanding' teachers – 98% of teaching to be judged 'good' or better* • *PM leads to professional development that encourages, challenges and supports teachers improvement*	**LEAD PERSON**	HN
		MONITORING AND EVALUATION	FH

Strategy	**ACTIONS** **Autumn Term 2017**	Staff	Resources
Revised Performance Management System introduced and understood by all which is supported by effective Continuing Professional Development Programme.	Following consultations with staff Union Representatives in the Summer Term (2017) seek ratification from Governors on the new Appraisal Policy.	HN	
	Staff Guidance on Performance Management procedures disseminated during September training.	HN	
	All teaching staff to complete audit against the Teacher Standards on BlueSky. This will provide the focus for departmental CPD – directed by the Curriculum Leader which informs the CPD Calendar.	HN	
	CPD Programme to be devised based on audit of staff skills. Programme published. Identified members of staff to attend compulsory sessions.	HN	
	Identify best practice and colleagues to act as Coaches as part of the Coaching4Excellence Team. Identify suitable colleague to lead the coaching team based on audit. Identification of Middle Leaders with competency and drive for further Leadership experience to lead on key Teaching and Learning initiatives. Judith Hunt, MFL – Continued development of Growth Mindset; Gemma Ingram, Psychology – Coaching4Exellence; Chris Smy, Science – Peer-to-Peer Review and Iris Connect.	HN	
	Peer – to – peer review established in Faculties with staff at appropriate Career Entry Point. CPD for colleagues on GROW Coaching Model.	Faculty Leads HN/FH	

	Signing off of PM Objectives from 2016-17. Pay recommendations made on the basis of satisfactory performance during the first Half Term.	Faculty Leads/HN/FH	
	Performance Management Targets established in line with school priorities (progress of all groups and especially DA, SEN students) Performance Management meetings and targets to be set before October Half Term. PM targets to be quality assured by FH and HN after October Half Term.	HN	
	Investigate viability of investing in IRIS Connect as a platform for coaching, Peer–to–Peer review, reflective practice and research projects. This will include a visit to Dene Magna, an outstanding school in Gloucestershire, who use the system to establish WWW and EBI.	HN	
	Year 7 and 8 Work Scrutiny (October) results to inform Performance Management progress. Feedback to staff should include WWW and EBI. Appropriate supportive measures to be put in place following this initial review of outcomes for staff who may need additional guidance.	HN	
	Year 10 and Year 11 Work Scrutiny (November/December) results to inform Performance Management progress. Feedback to staff should include WWW and EBI. Appropriate supportive measures to be put in place following this initial review of outcomes for staff who may need additional guidance.	HN	
	Results of Learning Walks (wb: 09/10/2017 – we: 22/10/2017) with a focus on DA and SEN students to feed into Performance Management. WWW and EBI feedback to staff. Areas of best practice identified and shared with the Coaching4Excellence Team so as to enable continued professional development and awareness of areas of excellence throughout the school to ensure sharing of beat practice.	HN	
	Need for coaching identified and Coaching4Excellence Team utilised based on all evidence including formal Lesson Observation which need to be completed before 18 December 2017. See subsections of SDP	HN/IM/Faculty Leads	
	Spring Term 2018		
	Review of CPD Programme based on analysis of outcomes to date. Any new areas of need addressed.	HN	
	Purchase IRIS Connect. Science Faculty to trail Peer-to-Peer reviews using this platform. Science Faculty to feedback to whole staff. CPD Training provided for all teaching staff.	HN/SE	

	All teaching staff to record one of their lessons during this term using this platform. INSET March 29 2018 to be utilised to review lesson focussing on WWW and EBI. Use IRIS Connect as CPD tool to support identified members of staff to improve professional practice. Review of Coaching4Excellence. Year 9 and Year 12 Work Scrutiny (January/February) results to inform Performance Management progress. Feedback to staff should include WWW and EBI. Appropriate supportive measures to be put in place following this initial review of outcomes for staff who may need additional guidance. Results of Learning Walks (wb: 05/02/2018 – we: 16/02/2018) with a focus on DA and SEN students to feed into Performance Management. WWW and EBI feedback to staff. Areas of best practice identified and shared with the Coaching4Excellence Team so as to enable continued professional development and awareness of areas of excellence throughout the school to ensure sharing of beat practice. April – Mid Term Performance Management Review of targets.	HN HN/IM HN HN HN/Faculty Leads	
	Summer Term 2018		
	All Faculties engaged in Peer-to-Peer review. Results of Learning Walks (wb: 11/06/2018 – we: 22/06/2018) with a focus on DA and SEN students to feed into Performance Management. WWW and EBI feedback to staff. Areas of best practice identified and shared with the Coaching4Excellence Team so as to enable continued professional development and awareness of areas of excellence throughout the school to ensure sharing of best practice.	Faculty Leads HN	

TARGET Success Criteria	**Develop partnerships with Initial Teacher Training Providers. (Worcester University and Gloucestershire University)** • *Successful introduction of ITT across the school* • *First cohort of student teachers in school*	**LEAD PERSON**	HN
		MONITORING AND EVALUATION	FH

Strategy	ACTIONS Autumn Term 2017	Staff	Resources
Strengthen the quality of school partnerships by providing high quality school placements for ITT. UPR teaching staff to be utilised to support ITT across the school, developing their pedagogy further and enhancing their leadership skills.	Mentor Training for identified staff.	HN/UoW	
	HN to develop partnership with ITT Manager for Pershore High School (Helen Witherick) in sharing of good practice and quality assurance of The Chase ITT Programme.	HN	
	ITT Programme created for ITT Students and Chase Staff.	HN	
	First tranche of students in school in October (PE/DT/English/MFL) HN to oversee Induction Programme to include: Safeguarding/Health and Safety/Role of Senco/Pupil Tracking/ TA shadowing/Procedures for Sixth Form/Pastoral Care/ Pupil Premium/Communicating with Parents/Professional Values/ Data/ Curriculum Development/Sims and Assessment/Marking and Homework/Behaviour Management/Differentiation/Theorists/Lesson Planning/Assessment for Learning/Developing a Classroom Persona/Phonics/Job Applications.	HN	
	Jodie Smith to liaise with Prince Henry's High School, Evesham, to develop SCITT Programme. First SCITT trainee in school in September (Maths)	SI	
	HN to liaise with Gloucester University (Professor Hazel Bryan and Fiona Hunt) to consider potential relationship with Gloucester University – specifically in supporting them create their ITT Programme.	HN	
	Working with University of Gloucester in developing guidelines for school based research. The Chase would become part of the steering group for this project. (British Educational Research Association).	HN	
	Spring Term 2018		
	Continue to review provision for ITT students. Seek feedback on the support that they have received	HN	

	and make appropriate amendments to further provision. Preparations for second tranche of trainees in the Summer. Review of SCITT provision.	 HN SI	
	Summer Term 2018		

Personal Development, Behaviour & Welfare

TARGET Success Criteria	**Embedding of new Safeguarding systems within school and developing a 'safeguarding culture' of outstanding practice** *Safeguarding rated 'outstanding' using the OFSTED criteria* *All staff are trained to the appropriate level*	**LEAD PERSON**	H Pugh (DSL)
		MONITORING AND EVALUATION	Safeguarding Team Pastoral Governors Committee

Strategy	ACTIONS Autumn Term 2017	Staff	Resources
Ensure that safeguarding young people is embedded in practice of all staff so that the school meets and exceeds statutory requirement. Safeguarding the welfare of young people is part of core business and all staff members must be aware of their responsibilities in this regard. Ensure staff Safeguarding training and development is robust and that all staff understand their responsibilities in this area.	• Use of Safeguard to record and monitor safeguarding and light touch issues. • Ensure supervision units for House Leaders and DSL. • Ensure all interventions and vulnerable pupils are identified on Safeguard. • Upload chronology logs for all students with safeguarding paper records. • Create a safeguarding committee to meet termly to review plans and steer development. • Develop 'Safeguarding Team' to meet on a half termly basis • Complete safeguarding audits including evidence. • Ensure policies are up to date. • Invite Create Safer Organisations to audit Safeguarding to ensure outside scrutiny. • Deliver Key Safeguarding training to all staff • Ensure all staff complete quiz and have read part 1 of KCSiE – complete Safeguard quiz to satisfactory level. • Update and audit the whole staff training record and ensure all staff are trained to an appropriate level. • Internal policy review and ensure all documents available to staff (including volunteers) and parents. • Create regular Safeguarding newsletter for staff , parents and pupils • Use briefing time to update staff awareness on 'Safeguarding matters' • Develop new staff induction programme. • Ensure all governor training is up-to-date (see sections 2 of audit) •	PH,WM, FH, HN, House Leaders	
	Spring Term 2018		
	• Create role of ambassador for safeguarding • Ensure staff receive a safeguarding briefing containing additional advice and hot topics • Make good use of House and School Council to ensure Student Voice with regards to feeling safe and pupil/staff relationships. • Audit types of safeguarding issues to inform training necessary. • CSE training for staff • Safeguarding training to Governing Body		

	Summer Term 2018		
	• Complete WSCB audit.		

Leadership & Management

TARGET Success Criteria	**Effective Financial and Resource Management to enable future financial security** *Reduce in-year deficit for 2017-18*	**LEAD PERSON**	Brian Howell, School Business Manager
		MONITORING AND EVALUATION	Finance Team Finance & Premises Governor Committee

Strategy	ACTIONS Autumn Term 2017	Staff	Resources
To continually review, plan ahead and challenge what we do in order to adapt to the ever changing educational landscape. To provide the best services and facilities to students	Robust and effective financial system in place Effective deployment of resources (review of Cleaners and School Lettings) Review external opportunities i.e. bids (including CIF) and other income Ensure value for money (review of energy consumption and absence management) Implement new Data Protection action plan (in line with GDPR)	BH BH BH See Plan All	
	Spring Term 2018		
	Effective deployment of resources (review of Finance, HR and Site Team) Continue to review external opportunities i.e. bids and other income Re-tendering of catering contract Develop three year ICT replacement strategy Ensure value for money (review of all suppliers and negotiation of discounts with preferred suppliers, review of exam policy and associated costs)	BH All BH NC BH/JN	
	Summer Term 2018		
	Continue to review external opportunities i.e. bids and other income Ensure value for money (review of all Service Level Agreements and Contracts) Review recruitment process and effectiveness	BH BH BH/ LC	

TARGET Success Criteria	**Improve the popularity of the school with increased student numbers** *At least 200 students in Year 7 and 130 in Year 12 in 2018*	**LEAD PERSON**	FH All
		MONITORING AND EVALUATION	SLT half termly review meetings Governor meetings

Strategy	ACTIONS **Autumn Term 2017**	Staff	Resources
Marketing strategy in place- detailing Primary Liaison work together with comprehensive transition and induction programmes for new students. Strategies also include improved communication and engagement with parents through a variety of mediums	Marketing strategy in place and discussed with governors- implementation of all strategies outlined in the plan Improved parental communication through the bulletin, correspondence from school, headteacher's blog Primary Liaison booklet published and circulated to Primary Schools Introduction of online electronic booking system for parent consultation evenings Reinstatement of annual Awards Evening in December	BH, FH All SI NC LB	
	Spring Term 2018		
	Continued implementation of marketing strategy Improved parental communication through the bulletin, correspondence from school, headteacher's blog	All All	
	Summer Term 2018		
	Continued implementation of marketing strategy Improved parental communication through the bulletin, correspondence from school, headteacher's blog	All All	

TARGET Success Criteria		LEAD PERSON	
		MONITORING AND EVALUATION	

Strategy	ACTIONS Autumn Term 2017	Staff	Resources
	Spring Term 2018		
	Summer Term 2018		

Sixth Form

TARGET Success Criteria	**To increase overall sixth form numbers by targeting an increase in Year 12 for 2018-19** *Target figure is 130 for September 2018*	**LEAD PERSON**	WM
		MONITORING AND EVALUATION	FH

Strategy	**ACTIONS** **Autumn Term 2017**	**Staff**	**Resources**
To further develop the marketing and advertising for the sixth from	• Completion of the prospectus in paper copy and on the HUB- amending from previous versions so that it will only require amendments as circumstances dictate and not annually. This has the potential to save money and time. • Review of Sixth Form Curriculum offer • Early tutor survey to assess demand • Departmental time in lessons to promote subjects- Psy and Bus to offer lunch time drop in info sessions • Year 11 assembly –prior to Sixth Form Open Evening in November • Email to all Year 11 parents inviting them to Open Evening • Open Evening – reinforcement of key points – preview talk with FH • Use of social media to promote the open evening to external candidates • Initial interview targeting students identified from the early trawl	WM	Mustard agency – prospectus Brian to manage social media purchase
	Spring Term 2018		
	• Promotion chats during the exam week for Year 11 to show them the Sixth Form Centre and spend time with current Sixth Form students. • Hold Interviews • External Candidate taster sessions	wm	
	Summer Term 2018		
	• Year 10 taster day • Review of prospectus	wm	

TARGET Success Criteria	**Continued drive to improve Sixth Form Outcomes** *ALPs single year T score to improve to at least a score of 3* *APS per entry C+; Best 3 subjects B-;* *%3 A*-E 80% & AAB in 2+ facilitating subjects 15%*	**LEAD PERSON**	WM
		MONITORING AND EVALUATION	FH

Strategy	**ACTIONS** **Autumn Term 2017**	**Staff**	**Resources**
Targeted intervention highlighting students who are below their MTG in two or more subjects. Work with CL and FL to identify areas for improvement within depts. And where possible offer support	• Use of Year 13 Autumn Progress Check two grades below MTG to identify students. • Identify staff keen on mentoring sixth formers • Interview identified underachieving students and develop Individual Development Plans (IDPs) which will be shared with parents by email. • Xmas review and possible increase number of interventions. • Provide SLT with ALPs report review to help with Line Management meetings • Review departmental development plans and identify sixth from targets and support the monitoring system to insure objectives are being met.	All WM	
	Spring Term 2018		
	• Internal exams and review of performance to see if any other students need to be added to scheme • Parents evening for all IDP students • Revision planning sessions with mentors • Identify underperforming Year 12 students- IDP for these students and meeting with WM at Y12 parents evening		
	Summer Term 2018		
	• Review of IDP scheme and identify areas for improvement • Year 12 students to be reviewed post exams to start Yr13 with an IDP		

TARGET Success Criteria	**To have succession planning in place to help safeguard the vulnerability of the Head of Sixth Form position** *Senior Sixth Form Tutors identified and trained*	**LEAD PERSON**	WM
		MONITORING AND EVALUATION	FH

Strategy	ACTIONS Autumn Term 2017	Staff	Resources
To produce a review and proposal of an extended Sixth Form management system that will have minimal financial cost but will allow a robust infrastructure to support the Head of Sixth	• Produce a review of the current Job description and identify all areas covered by the Head of Sixth Form • Consult with Jason Howell at Pershore HS and visit Prince Henry's to look at alternative providers and how they cover the key requirements of the position	WM	
	Spring Term 2018		
	• Write a job description for Senior Sixth Form tutors • Interview for Senior Sixth Form Tutor	WM and FH	
	Summer Term 2018		
	• Set up management meeting and conduct training and induction as well as senior sixth from tutors to have CPD for the role	WM	