



School improvement plan 2021-22

Version 0.2, 12 October 2021
Russell Melhuish, Project Manager

Contents

Principal's summary	3
2020-21 achievements	4
2021-22 school improvement plan	5
Learning	7
People	11
Community	14
Appendix A – Projects calendar	17
Appendix B - Cost summary	18

Principal's summary

The school's strategic achievements during 2020-21 were highly influenced by the COVID 19 pandemic developments. New lockdowns, the introduction of on-site COVID testing and the shift to teacher assessed grades all took their share of leadership and staff attention, causing some strategic projects to remain unfinished at the end of the school year. Despite those disruptions, all five priorities made some meaningful progress.

In 2021-22, the school will adapt to changes in social distancing guidelines, which will require some work to help everyone settle in but will provide a stronger platform for teaching and learning delivery and will help the Leadership Team devote time to strategic priorities.

The Principal and Board of Trustees agreed to embark on a new strategic cycle with Leadership Team proposals presented to Trustees in July 2021. Work on this new strategy for 2021-25 will continue to be developed this year, working to the new strategic mission:

"By 2025, Caroline Chisholm School will be in the top 10% of schools nationally".

The first wave of new projects will be planned during 2021, and a second wave of new projects will begin at the start of 2022 after the school has completed its HPL World Class School accreditation. The top five strategic priorities for 2021-22 are:

1. Build on World Class School accreditation to begin taking HPL delivery to a top 10% level
2. Define the culture of high expectations and behaviours for students and staff
3. Develop a supportive wellbeing structure for students and staff
4. Complete transition to the effective new Leadership Team structure
5. Implement a new strategy and approach to school communications.

2020-21 achievements

The 2020-21 plan included five strategic priorities:

1. Sustain the safety and continuity of learning and operations through COVID-19
2. Embed consistent all-through school ethos, culture and curriculum
3. Embed high-performance learning through the school and gain the HPL Award
4. Develop highly effective leadership
5. Develop the effectiveness of the school's support services

The main successes and remaining work include:

Strategic priority	Successes	Remaining work
1. Sustain safety and continuity through COVID	<ul style="list-style-type: none"> • Contained spread of infection • Delivered effective live lessons during Jan-Mar lockdown • Successful COVID testing programme and inclusion in Government pilot schemes • Timely completion of Teacher Assessed Grades 	<ul style="list-style-type: none"> • Ongoing support of testing as directed by Government • Evaluate effectiveness of COVID Catch-up interventions
2. Embed consistent all-through	<ul style="list-style-type: none"> • Published curriculum vision statements for all subjects • Published curriculum learning journeys for all subjects 	<ul style="list-style-type: none"> • Update all-through content on the CCS website • Facilitate improved cross-phase working • Create opportunities for staff and student all-through work • Promote all-through benefits to all stakeholders • Continue work on all-through curriculum detail
3. Embed HPL and gain the HPL Award	<ul style="list-style-type: none"> • Sustained weekly HPL focus and increased good practice sharing amongst teachers • Integrated HPL content into parent reporting and engagement • Integrated HPL values into support staff appraisals 	<ul style="list-style-type: none"> • Finalise portfolio of evidence • Complete World Class School accreditation
4. Develop highly effective leadership	<ul style="list-style-type: none"> • Implemented staff wellbeing support and benefits package • Implemented Pastoral Team structure • Introduced working group for managing support services 	<ul style="list-style-type: none"> • Further develop performance management systems • Develop KPI reporting systems
5. Develop effectiveness of support services	<ul style="list-style-type: none"> • Implemented new Projects Framework • Rolled out devices for yr7-10 • Purchased devices for Primary 	<ul style="list-style-type: none"> • Roll out digital devices to Primary

2021-22 school improvement plan

Strategic landscape

CCS now has a projects framework that coordinates, supports and reports on the delivery of strategic projects.

During the first half of the Autumn term, the school will adapt to changes in social distancing guidelines, including the un-staggered timetable and removal of bubble restrictions. This will require some work to help everyone settle in but will provide a stronger platform for teaching and learning delivery and will help the Leadership Team devote time to strategic priorities by reducing their cover duty obligations.

Of the 2020-21 projects that did not finish before the end of term, HPL and All Through School will continue into the new school year while other unfinished projects will be closed down and activities moved across to new projects where appropriate.

The first wave of new projects will be planned during the first half of the Autumn term, with the Project Manager facilitating kick-off meetings with each project lead and the Principal to ensure all plans are defined, aligned and complimentary to the overall 2021-25 strategy. A second wave of new projects will begin at the start of 2022 after the school has completed its HPL World Class School accreditation.

2021-25 strategy

Caroline Chisholm School's strategic mission for 2021 to 2025 is:

"By 2025, Caroline Chisholm School will be in the top 10% of schools nationally".

This helps realise the school's vision statement of *"a safe, secure and inspirational learning environment at the heart of our community where everyone is equally valued and respected – a community build on ambition, confidence and success"*.

Strategic objectives are grouped into three delivery hubs:



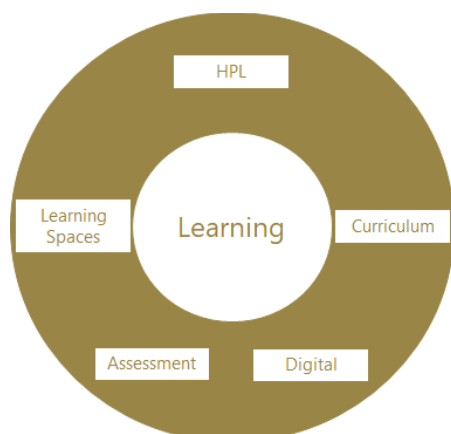
School leaders will deliver the strategic objectives with a combination of strategic projects managed using the CCS projects framework and operational-level activities managed within established teams. The full strategy will be presented for Trustee approval in February 2022.

2021-22 strategic priorities

The top five strategic priorities for 2021-22 are:

1. Build on World Class School accreditation to begin taking HPL delivery to a top 10% level
2. Define the culture of high expectations and behaviours for students and staff
3. Develop a supportive wellbeing structure for students and staff
4. Complete transition to the effective new Leadership Team structure
5. Implement a new strategy and approach to school communications.

Learning



The Learning Hub will be led by the Learning Vice Principal, with support from Assistant Principals in the Learning team and TLR3 contributors, including:

- Assistant Principal (Curriculum)
- Assistant Principal (Assessment)
- Assistant Principal (Digital)
- £7k TLR3 budget (HPL, Curriculum, Digital, Assessment)
- £9.5k budget (HPL)

The Learning hub includes the following strategic objectives for 2021-22:

High Performance Learning

What are we trying to achieve and why?	Complete accreditation for the HPL World Class School award. This will enable the school to become part of the international network of HPL schools, creating ongoing CPD opportunities for all staff and opportunities for students to collaborate with students around the globe. The accreditation will provide an opportunity for everyone to celebrate success and offer a boost to the school's reputation in the community. The award will then set the focus for the next three years as we look towards the re-accreditation process.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Completion of the portfolio of evidence • Support through the accreditation assessment • Communication of the outcome.
When will the project run?	Sep - Dec 2021
Who will lead the project delivery?	Andy Fisher
How much money is needed in 2021-22?	£9.5k total (accreditation costs) 2x TLR3 holders Sep-Dec 2021

High Performance Learning II

What are we trying to achieve and why?	<p>Establish HPL as the single vehicle for delivery of high-quality learning, expectations and outcomes for everyone in every lesson.</p> <p>The <i>“strong learning culture”</i> and <i>“Consistently great teaching for everyone in every lesson”</i> are central to the inspirational learning environment. Building on HPL accreditation to make further improvements in teaching and learning will be the main enabler for achieving the top 10% aim.</p>
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Research pedagogies of other educators worldwide to help define what top 10% means to CCS and what this looks like • Transform T&L expectations for teachers’ consistent top 10% delivery of HPL • Performance management for teachers includes HPL targets • Ensure all HPL practices reflect a top 10% school (e.g. curriculum, schemes of work, QA, assessment, etc) • Invest in training and development of top 10% teachers • Develop good practice networks • Strong leadership of top 10% HPL delivery across senior leaders, faculty/phase leaders, leaders, subject leaders and teachers • Strong systems for effective QA that includes ... student voice, parent voice, learning survey, QA, inspection.... • Strengthen student and parent understanding of HPL through effective communication and consistent use of HPL language
When will the project run?	Jan 2022 – Sep 2023
Who will lead the project delivery?	Andy Fisher
How much money is needed in 2021-22?	£0 TLR3 holders TBC (dependant on other strategy budget savings)

Curriculum Redesign

What are we trying to achieve and why?	<p>Redesign the curriculum to support delivery of the school’s HPL, all-through and digital principles.</p> <p>The All Through School project will have provided a baseline view of each subject’s curriculum. This project will ensure the curriculum reflects the school’s ambitions and supports student outcomes and skill development.</p>
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Start work to create inspirational and global curriculums (aim, scope, impact), seamless from 3-19 • Complete a comprehensive review and improvement of the Sixth Form curriculum offer
When will the project run?	<p>Phase One: Jan 2022 – Aug 2023</p> <p>Phase Two: Sep 2023 – Jan 2024</p>
Who will lead the project delivery?	Assistant Principal (Curriculum)
How much money is needed in 2021-22?	<p>£0 budget</p> <p>1x TLR3 holder (Sep-Dec 2021) – preliminary work on All Through School</p> <p>1x TLR3 holder (Jan-Aug 2022)</p>

Digital Learning

What are we trying to achieve and why?	Develop digital learning into a fully-integrated part of the school's HPL curriculum delivery. This will help students make the best use of the technology at their disposal, integrated with traditional methods.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Implement consistent use of Winbooks as a digital 'exercise book' • Incorporate digital content into teachers' training & development to reach top 10% level • Adopt digital enquiry-based learning approaches
When will the project run?	Phase One: Jan 2022 – Aug 2023 Phase Two: Sep 2023 – Aug 2024
Who will lead the project delivery?	Assistant Principal (Digital)
How much money is needed in 2021-22?	£0 budget 1x TLR3 holder (Jan-Aug 2022)

Assessment

What are we trying to achieve and why?	Redesign assessment practices to reflect top 10% HPL practice. This will provide a balanced approach to formative and summative assessment providing quality timely feedback that helps students continuously develop their knowledge and skills.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Develop HPL assessment practices including: training teachers on practices & expectations, ensuring effective assessment feedback loops • Develop HPL reporting structures (link to People) • Redesign formative assessment • Introduce consistently effective use of rubrics in assessment • Strengthen parents' understanding and proactive response to HPL assessment
When will the project run?	Jan – Aug 2022
Who will lead the project delivery?	Assistant Principal (Assessment)
How much money is needed in 2021-22?	1x TLR3 holder (Jan-Aug 2022)

Learning Spaces

What are we trying to achieve and why?	<p>Reimagine the uses and facilities for indoor learning spaces to reflect top 10% HPL learning.</p> <p>Flexible learning spaces will help enable a blend of group work, seminar and traditional classroom styles to provide a mixed diet that allows students to thrive and the development of blended learning approaches at Post 16, enabling highly effective deployment of specialist staff in heavily subscribed subjects.</p>
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Research and explore opportunities for use of building facilities to deliver top 10% HPL • Audit and review existing spaces • Evaluate options and costs and determine key performance indicators for utilisation / benefits • Specify and implement agreed changes to maximise the impact on HPL of: Lecture Theatre, Sixth Form Centre, E13-14, Wedge areas, IT spaces, Learning Resources Centre(s) • Review of timetabling models to accommodate more flexible subject delivery at Post 16.
When will the project run?	<p>Phase One (recommendations) Nov 2021 – Feb 2022</p> <p>Phase Two (implementation) Mar – Aug 2022</p> <p>Additional phases during Sep 2023 - 2025</p>
Who will lead the project delivery?	TBC
How much money is needed in 2021-22?	Phase Two budget to be determined as part of Phase One.

People



The People Hub will be led by the Principal, with support from Leadership colleagues and TLR3 contributors, including:

- Assistant Principal (People)
- Assistant Principal (Inclusion)
- £12k budget
- £4k TLR allocation (People Culture, Performance Management)

The People hub includes the following strategic objectives for 2021-22:

People Structure

What are we trying to achieve and why?	Complete transition to the effective new Leadership Team structure. This will align Leadership Team roles to specific delivery hubs, providing a focus on strategic development and strong ownership for the projects each team member is leading.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Consultation with affected staff and confirmation of new structure • Selection process for new roles • Transition to the new structure, with direction and support for all affected team members
When will the project run?	Phase One: Sep 2021 – Sep 2022 Phase Two: Sep 2022 – Aug 2023
Who will lead the project delivery?	Sarah Stowey
How much money is needed in 2021-22?	Cost to be determined separately with Trustees

Student Leadership

What are we trying to achieve and why?	Develop student leadership and participation. The new framework will compliment the People Culture project, providing opportunities for students to develop leadership skills and to build the school's reputation for volunteer work in the local community.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Develop framework for student leadership • Develop expectation all engage in voluntary work • Develop expectation all take part in extra-curricular • Develop student democracy and political literacy • Improve house system
When will the project run?	Jan – Aug 2022
Who will lead the project delivery?	Assistant Principal (People)
How much money is needed in 2021-22?	£1 budget (subscription fees)

People Culture

What are we trying to achieve and why?	Develop the culture of high expectations and effective behaviours for students and staff. Strong teams, role models, exemplary conduct and challenging each other on behaviour standards all help make the school's vision and values a day-to-day reality with everyone showing ambition, confidence and success.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Define highly effective staff and student behaviours • Develop ECT programme • Leadership development programme • Develop staff toolkit for key behaviours and culture • Develop development opportunities programme • Develop 'rising stars' programme (future leaders) • Embed ethos and culture with new induction programme for staff • Create framework for leaders to gain accreditation of HPL world class leader programme • Create framework of autonomous senior leaders • Align staff comms with school's high expectations and values • Develop expectation all issues are promptly followed up by leaders and colleagues • Develop and implement new staff recognition approach • Establish 'performance-v-potential' programme • Develop cover supervisor team capacity to support teacher development • Create framework where UPR teachers take on additional responsibilities (voluntarily) • Create student charter outlining expectations for all students
When will the project run?	Jan 2022 – Aug 2023
Who will lead the project delivery?	David James
How much money is needed in 2021-22?	£4k budget (training costs) 1x TLR3 holder (Jan-Aug 2022)

Performance Management

What are we trying to achieve and why?	Effectively track the performance of students and the quality of T&L. Strong performance management systems with robust data and tracking mechanisms will help identify staff high performers (and development opportunities) and will encourage students to strive to succeed.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Implement system to track progress & attainment • Implement system to track teacher quality & impact • Develop processes for systematic progress review • Develop performance management system for staff, linked with HPL and whole school performance • Develop reporting systems for parents, leaders and trustees
When will the project run?	Jan – Aug 2022
Who will lead the project delivery?	Sarah Stowey
How much money is needed in 2021-22?	£0 budget 1x TLR3 holder (Jan-Aug 2022)

People Wellbeing

What are we trying to achieve and why?	Develop a wellbeing and supportive culture. The strengthened wellbeing and support framework will reinforce the vision of “ <i>everyone is equally valued and respected</i> ” with staff and students effectively educated and supported with wellbeing and inclusion matters.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Develop wellbeing programme for staff • Develop wellbeing programme for students • Develop anti-bullying • Develop inclusive school (all equally valued) • Develop student PSHE to include wellbeing programme
When will the project run?	Jan – Aug 2022
Who will lead the project delivery?	Yasmin Gill
How much money is needed in 2021-22?	£2k budget

Community



The Community Hub will be led by the Community Vice Principal, with support from Leadership colleagues and TLR3 contributors, including:

- Assistant Principal (Community)
- £4k TLR3 allocation (All Through School, Effective Communication)
- £10k budget

The Community hub includes the following strategic objectives for 2021-22:

All Through School

What are we trying to achieve and why?	Fully exploit the opportunities of an all-through school culture. This will help everyone understand, truly experience and value those opportunities, which will in turn help develop the CCS reputation in our local community.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Promote the benefits of all-through (to staff, students, parents, community) • Ensure all transitions are seamless and maintain continuity of learning • Integrate effective cross-phase working into a whole school timetable • Adopt ongoing all-through responsibilities, routines and reviews • Develop connections with nurseries, pre-schools and feeders (applications) • Develop connections with higher education providers and businesses (opportunities post-CCS)
When will the project run?	Oct 2021 – Aug 2022
Who will lead the project delivery?	Katherine Patterson
How much money is needed in 2021-22?	£1k budget 1x TLR holder (Sep 2021 – Aug 2022)

Effective Communication

What are we trying to achieve and why?	Establish an effective communication approach that helps us understand and engage our community stakeholders. By understanding our community stakeholder perspectives and needs better, the school will develop a well-informed approach to communications that meets those needs and strengthens our reputation.
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Analyse stakeholders • Develop communications strategy • Communications processes & guidance • Review website content • Review social media approach • Review approach to Parent Voice engagement
When will the project run?	Phase One: Sep 2021 – Aug 2022 Phase Two: Sep – Dec 2022
Who will lead the project delivery?	Kunjan Sembhi
How much money is needed in 2021-22?	£5k budget (consultancy fees) 1x TLR holder (Nov 2021 – Aug 2022)

Strategic Partnerships

What are we trying to achieve and why?	Develop connections with potential strategic partners. This will help the school develop connections while also preparing to mitigate the risk of an imposed MAT.
What work will this include in 2021-22?	Identify and engage like-minded schools and trusts
When will the project run?	Nov 2021 – 2025
Who will lead the project delivery?	David James
How much money is needed in 2021-22?	None

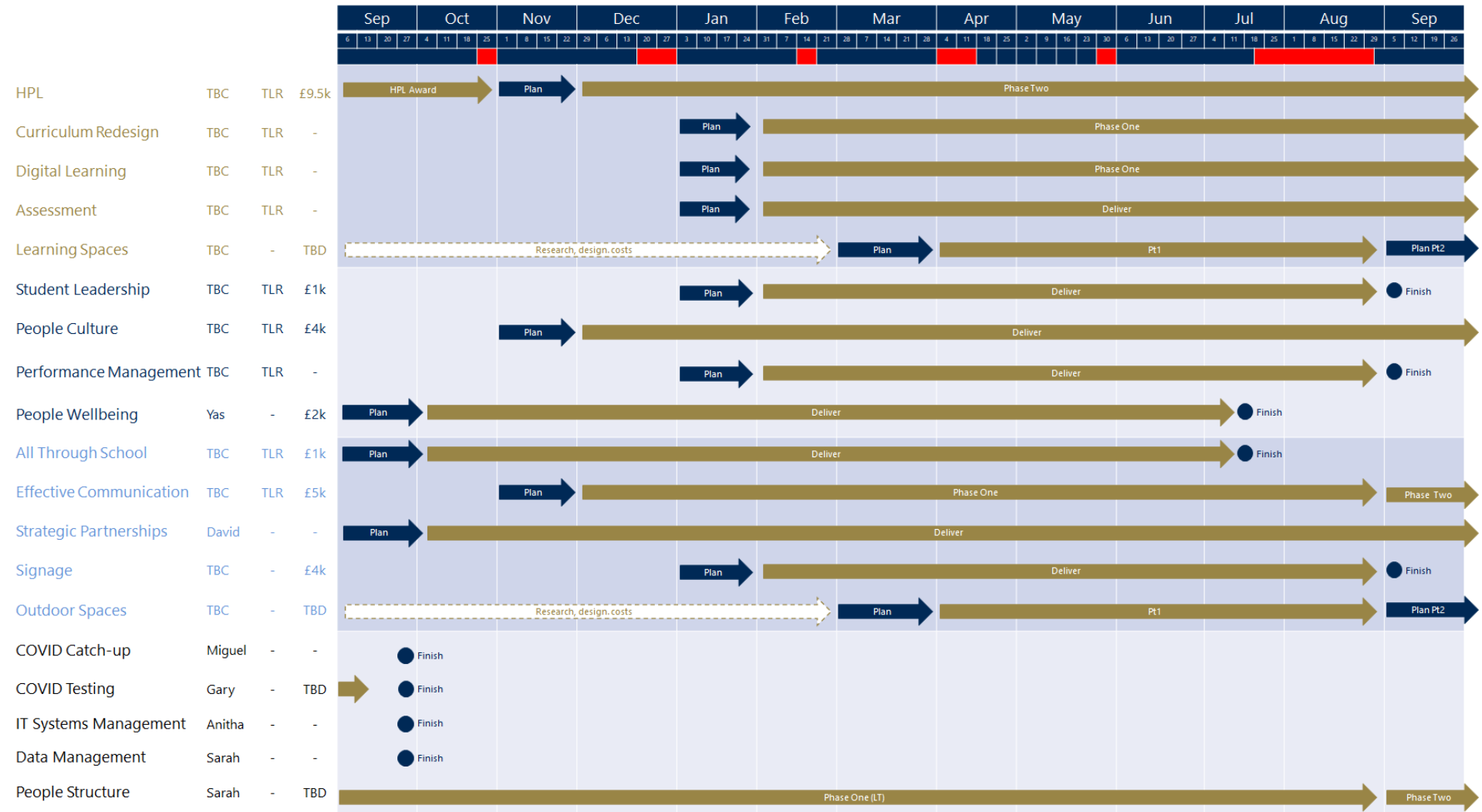
Signage

What are we trying to achieve and why?	Continue work to improve the school's physical appearance. This will develop the inspirational learning environment by displaying new inspirational content and showcasing our best student creations.
What work will this include in 2021-22?	Deliver wall art, displays and student creations
When will the project run?	Jan – Aug 2022
Who will lead the project delivery?	TBC
How much money is needed in 2021-22?	£4k budget (supplier and material costs)

Outdoor Spaces

What are we trying to achieve and why?	<p>Introduce new outdoor spaces for learning, socialising, prayer, reflection, leisure & wellbeing.</p> <p>This will complement the People Wellbeing project by providing facilities staff and students can go to mentally and physically refresh outside the classroom.</p>
What work will this include in 2021-22?	<ul style="list-style-type: none"> • Research and explore opportunities for use of outdoor facilities • Audit and review existing spaces • Evaluate options and costs and determine key performance indicators for utilisation / benefits • Specify and implement agreed changes to maximise the impact on wellbeing
When will the project run?	<p>Phase One (recommendations) Nov 2021 – Feb 2022</p> <p>Phase Two (implementation) Mar – Aug 2022</p> <p>Additional phases during Sep 2023 - 2025</p>
Who will lead the project delivery?	TBC
How much money is needed in 2021-22?	Phase Two budget to be determined as part of Phase One.

Appendix A – Projects calendar



Appendix B - Cost summary

The strategic development budget for 2021-22 is £37,000, which is allocated as follows:

Project	Item	Amount
High Performance Learning	£9.5k budget for accreditation, separate from this budget	-
Student Leadership	Project budget for subscription fees	£1k
Learning Spaces	Project budget for implementation TBD (additional cost)	TBD
People Culture	Project budget for training costs	£4k
Wellbeing	Project budget for general expenditure	£2k
All Through School	Project budget for general expenditure	£1k
Effective Communication	Project budget for communications consultancy	£5k
Signage Phase Two	Project budget for signage delivery and resource overtime	£4k
Outdoor Spaces	Project budget for implementation TBD (additional cost)	TBD
People Structure	Project budget for leadership consultancy	£5k
All Through School	Project budget for implementation TBD (additional cost)	TBD
TLR3	TLR3 posts to support strategic projects, including: <i>HPL, Curriculum Redesign, Digital Learning, Assessment, People Culture, Performance Management, All Through School, Effective Communication.</i>	£15k
Total		£37k

Other school improvement costs captured in separate existing budgets, but not necessarily all attributed to specific projects, include:

General improvement costs	Allocated cost
HPL Award	£10k (Coach and accreditation costs)
Consultancy	£4k (DW LT coaching)
Staff training	£17k
LT salary cost	£668k (avg 50% of time is spent on strategic work)
Cover supervisor	£28k (2 additional to free teacher development time)
Total	£727k