John Colet School Improvement Plan 2013-16

Mission

Through hard work, inspiration, mutual respect and enjoyment, we will achieve success together.

Strategic aims

At John Colet, we will:

- Embed student work ethic through a curriculum designed for success
- Have outstanding teaching, learning and support
- Notice and challenge any underperformance
- Work in celebrated partnerships both within and outside the school community.

Governors, Senior Leadership Team, a group of middle leaders and a working party of students have contributed to the development of this plan.

Feedback from parental questionnaires in October 2012 and June 2013 has been incorporated into this plan.

Abbreviations used

AHT Assistant Headteacher

CAPS Capped average points score at GCSE

EWO Education Welfare Officer

F&GP Finance and general purposes committee

FSM Free school meals

FSM6 Free school meals in the last six years

FT Form Tutor HOY Head of Year

IF Increased Flexibility Programme

SLT Senior Leadership Team STL Subject Team Leader

Staff codes used

AC Anne Cobley
AH Amy Hodson
AHO Amanda Housego
CJM Chris Measures
CMG Tina McGinnity
CMM Christine McLintock

IK lan King

IS Isabelle Simpson JC Julie Caplan JH Jeremy Hodge JDG Jon Goodman Mike Boyle MB PP Paul Phillips Sarah Gould SMG SG Suzanne Gibbs SJW Sandy Whitehouse

TEW Toby Wall

STUDENT ACHIEVEMENT	CRITICAL SUCCESS CRITERIA		
OTOBERT ACTIEVEMENT	Initiatives lead to outstanding student work ethic		
	and achievement		
Target	Implementation	Resources	Person(s) responsible and deadline
2013-14			
75% achieve at least 3 levels of progress in	See Departmental Improvement Plans.		STLs July 2014
Maths.	Improve the integrity of progress reporting and	Time –2 hours per STL at £40	STLs October 2013
	forecasting through audit of teacher forecasting against	per hour	
70% achieve at least 3 levels of progress in	actual.		
English.	Evaluate and implement enhanced data	£1500 software + £1000pa	CJM July 2014
	analysis/tracking systems to support progress and	licence, time at £40 per hour	
CAPS will be within 5% of target CAPS.	closing the gap.		071
December 2010 at all 0 at a section of	Develop a programme of internal assessment in each	Time – 10 hours per	STLs July 2014
Progress against all 3 above for each	subject area to inform progress reporting and set	department. Total cost £7000	
FSM6 year cohort will close to within 15%	individual student objectives for the next period for all		
of the whole cohort.	years.	C20 000 from 12 12 ournlug	C IM angaing through year
65% at AS and A2 students to meet or	Programme of1-to-1and/or intervention support in Maths, English and Science Years 7 to 11.	£30,000 from 12-13 surplus Level 4 catch up £9000	CJM ongoing through year
exceed targets including the FSM6	Provide additional support to FSM6 cohort.	Pupil Premium £34,000	CJM ongoing through year
students as a key sub-set.	Identify strategies to develop independent work ethic in	Time at £53 per hour	PP ongoing through year
Students as a key sub set.	students.	Time at 200 per flour	Tr origoning through your
	Campaign to increase the uptake of FSM from those	Total cost £300	CMM October 2013
	eligible but not applying by raising awareness of	10101 0001 2000	
	parents as to how they become eligible.		
	Hold to a floor of 8 GCSEs.		CMM ongoing through year
	Ensure IF programme satisfies new accountability		JDG July 2014
	measures.		
	Campaign to increase applications for the 16-19	Total cost £50	AC September 2013
	Bursary.		
	Parent sessions on how they can support learning.	Time at £53 per hour	PP ongoing through year

STUDENT ACHIEVEMENT Target	Implementation	Resources	Person(s) responsible and deadline
2014-15 More than 75% achieve at least 3 levels of progress in Maths as well the minimum being the 2014 percentage plus 2%.	Review of the effectiveness of strategies undertaken in 2013 – 2014 to build on those that have impacted positively.		CMM September 2014
More than 70% achieve at least 3 levels of progress in English as well the minimum being the 2014 percentage plus 2%.	Move to 3 times a year reporting and synchronise with internal assessment programme.	Time at £53 per hour	CJM September 2014
CAPS will be within 2% of target CAPS			
Progress against all 3 above for each FSM6 year cohort will close to within 7% of the whole cohort.			
65% at AS and A2 students to meet or exceed targets including the FSM6 students as a key sub-set.			
2015-16 More than 75% achieve at least 3 levels of progress in Maths as well the minimum being the 2015 percentage plus 2%.	Review of the effectiveness of strategies undertaken in 2014 – 2015 to build on those that have impacted positively.		CMM September 2015
More than 70% achieve at least 3 levels of progress in English as well the minimum being the 2015 percentage plus 2%.			
CAPS will meet or exceed target CAPS Progress against all 3 above for each FSM6 year cohort will close to 0% of the whole cohort.			
Progress against 3 above for each FSM6 year cohort will 0% of the whole cohort.			
At least 65% at AS and A2 students to meet or exceed targets as well as being the 2015 percentage plus 5%.			

QUALITY OF TEACHING	CRITICAL SUCCESS CRITERIA 100% of teaching is good with the majority		
	outstanding		
Target	Implementation	Resources	Person(s) responsible and deadline
2013-14			
100% of teaching is good or above. Increase percentage of outstanding	Robust action plans for teachers requiring improvement.	Time –as required	PP ongoing through year
teaching by 10% on the 2013 figure.	Behaviour management training for teachers where behaviour management is not consistently applied.	Time – as required	CMG ongoing through year
Increase the number of trained mentors/coaches by 3 on 2013.	Appraisals focus on improvement of teaching.	Time –cost of £37 per hour	All line managers of teachers October 2013
Every meeting in the school includes the	Ensure consistent setting and marking of homework as school policy.	Time – as required	All STLs
sharing of good practice.	Implement new lesson observation feedback form		PP September 2013
	which includes student feedback and evidence that	£400 per mentor	SMG/IK July 2014
	targets are acted on.	INSET day and 6 twilight	
	Training for coaches and mentors on teaching staff.	sessions. Total cost £3000	
	Good to outstanding teaching programme.	Peer observations. Cost £37	PP ongoing through year
	Davidon apportunities to share good topobing both	per period	DD engeing through year
	Develop opportunities to share good teaching both internal and external to school.	Use of team meeting time	PP ongoing through year
	Line managers identify, share and ensure		Line Managers ongoing through
	implementation of good practice both within team and school.		year
	Continue research projects on teaching and learning.	£800 plus 3 x £20 per person per session for travel and time	PP July 2014
	Investigate "outstanding subject mentor" scheme.	Time – 10 hours at £53 hour	PP December 2013
2014-15	Review of the effectiveness of strategies undertaken in		CMM September 2014
100% of teaching is good or above.	2013 – 2014 to build on those that have impacted		
	positively.		
Increase percentage of outstanding teaching by 10% on the 2014 figure.			
Increase the number of trained			
mentors/coaches by 3 on 2014.			
Every meeting in the school includes the sharing of good practice.			

QUALITY OF TEACHING Target	Implementation	Resources	Person(s) responsible and deadline
2015-16	Review of the effectiveness of strategies undertaken in		CMM September 2015
100% of teaching is good or above.	2014 – 2015 to build on those that have impacted positively.		
Majority of teaching is outstanding.			
Increase the number of trained			
mentors/coaches by 3 on 2015.			
Every meeting in the school includes the			
sharing of good practice.			

CURRICULUM	CRITICAL SUCCESS CRITERIA A strategy is in place for curriculum change so that		
Target	all students achieve Implementation	Resources	Person(s) responsible and
rarget	implementation	Resources	deadline
2013-14 100% of staff are teachers of literacy and numeracy.	Literacy and numeracy policies implemented and monitored.	Time – 5 hours per fortnight at £33 per hour	AH/IS July 2014
Prepare a forward three year plan of curriculum and assessment changes by year group; plan is discussed and agreed.	All STLs and SLT Links have a 3 year horizon plan by cohort of what is being taught and what examinations are being taken by that cohort and when.	Time – as needed at £40 per hour	All STLs and SLT Link
Agreed curriculum strategy that is affordable, deliverable, meets student needs and is linked to any time critical events and competition from other providers.	Review curriculum plan in light of external changes and student need. Review Sixth Form strategy.	Time at £70 per hour Time at £70 per hour	CMM & Curriculum Committee April 2014 CMM & Curriculum Committee April 2104
Review objectives of tutor period.	Audit the quality of content and outcomes via input from teachers delivering courses and students' experiences.	Time – as needed at £37 per hour	SG July 2014
Increase by 10% on 2013 participation in post-16 collaboration.	Attend consortium partner parent evenings. Review collaborative curriculum offer.	Time – as needed at £32 plus per hour	AC July 2014
All school trips include specific impact statements positive outcomes followed by evaluation.	Audit aims, take-up including by subgroup and outcomes of each trip.	Time – as needed at £40 per hour	MB and trip leaders

CURRICULUM Target	Implementation	Resources	Person(s) responsible and deadline
2014-15 100% of staff are competent teachers of literacy and numeracy.	Review of the effectiveness of strategies undertaken in 2013 – 2014 to build on those that have impacted positively.		CMM September 2014
Prepare a forward three year plan of curriculum and assessment changes by year group from 2014; plan is discussed and agreed. Increase by 10% on 2014 participation in post-16 collaboration. All school trips to impact on outcomes.	All Schemes of Work to be rewritten for relevant year groups ready for implementation in September 2016. Priority for external INSET given to September 2016 changes.	Two INSET days plus gained time. Cost – relevant hourly rates per teacher. New resources for relevant departments. Cost – unknown.	All STLs, SLT Link and IK ongoing through year MB June 2015
2015-16 Prepare a forward three year plan of curriculum and assessment changes by year group from 2015; plan is discussed and agreed. Increase on 2015 participation in post-16 collaboration by 10%.	Review of the effectiveness of strategies undertaken in 2014 – 2015 to build on those that have impacted positively. All Schemes of Work to be rewritten for relevant year groups ready for implementation in September 2015. Priority for external INSET given to September 2015 changes.		CMM September 2015

BEHAVIOUR AND SAFETY	CRITICAL SUCCESS CRITERIA Everyone feels safe and behaviour supports learning		
Target	Implementation	Resources	Person(s) responsible and deadline
2013-14 Attendance to exceed 94.5%	Maintaining robust approach to student attendance and celebrating 100% attendance. Buy in EWO time.	Time – cost of £13 per hour in school. EWO cost £7000	CMG July 2014
Reduce fixed term exclusions by 10% on 2013.	Optimise use of SIMS to support monitoring of behaviour and reinforcing positive behaviour. Proactive approach on Inclusion.	Inclusion Unit time at £25 per hour. AHT time at £53 per hour	CMG ongoing through year
100% of students to be aware of e-safety.	Develop an e-safety policy with e-safety incorporated into the ICT Curriculum in Years 7 to 10 and into the tutor programme in Years 11 to 13. Parents' awareness session in November 2013.	Resources £500	IK/TEW/SG November 2013
100% of departments to incorporate student voice into their planning.	All staff and students aware through year assemblies. All departments to have a method for hearing student voice. Actions and outcomes to be clear and publicised to students by STLs.	Assembly time Time at £53 per hour	CMG ongoing through year SMG and all STLs ongoing through year
100% of departments to have a consistently applied rewards system in place.	Clear rewards system which is monitored by each STL to ensure parity across all classes and subgroups.	Time at £53 an hour	All STLs and CMG ongoing through year
Each tutor group to "Make a difference".	Introduce "Make a difference day" – charity, community participation, team working.	Tutor time	All FTs and SMG July 2014
2014-15 Attendance to exceed 94.5% and be 0.1% above 2014.	Review of the effectiveness of strategies undertaken in 2013 – 2014 to build on those that have impacted positively.		CMM September 2014
Reduce fixed term exclusions by 10% on 2014.			
Majority of parents/carers to be aware of esafety.	Further training linked to subject/tutor parents' evenings.	Time at £29 per hour	IK July 2015

BEHAVIOUR AND SAFETY Target	Implementation	Resources	Person(s) responsible and deadline
2015-16 Attendance to exceed 94.5% and be 0.1% above 2015.	Review of the effectiveness of strategies undertaken in 2014 – 2015 to build on those that have impacted positively.		CMM September 2015
Reduce fixed term exclusions by 10% on 2015.	Review Behaviour for Learning policy.	Time at £53 per hour	CMG July 2016
All parents/carers to be aware of e-safety.			

COMMUNITY	CRITICAL SUCCESS CRITERIA Effective partnerships support learning		
Target	Implementation	Resources	Person(s) responsible and deadline
2013-14 40% of students to achieve at least Bronze level 1 of the John Colet Community Award.	Extend Community Award to all year groups, monitored by subgroup. Broaden student involvement in community groups.	Time at £53 per hour	SMG July 2014
Increase the number of primary schools involved in Primary Liaison activities by 3 on 2013.	Extend numbers based on the profile of Year 6 feeder schools in 2013.	Time at £53 per hour	SMG/SJW/JC July 2014
Increase on 2013 by 1 the links with overseas' schools.	Develop link with Danish School and ARLA in Sixth Form. Work towards International School status.	Time at £53 per hour	SMG/AC July 2014
Increase the number of former students in school to talk about their careers by 100% on 2013.	Publicise Alumni email address. Create database and invite in alumni as speakers in careers programme.	Time at £12 per hour Time at £40 per hour	AHO ongoing through year JDG July 2014
Have 1 session of parental involvement in learning.	Create an event during the school day where parents experience learning in 2014.	Time at £53 per hour	SMG July 2014
Formalise the remit of the School Council	Review and rewrite the remit of the School Council to include behaviour and safety.	Time at £53 per hour	SMG December 2013
Increase lettings income by 5% on 2013.	Promote the facilities of the school for community use.	Time at £32 per hour	MB August 2014

COMMUNITY Target	Implementation	Resources	Person(s) responsible and deadline
2014-15 80% of students to achieve a certification of the John Colet Community Award.	100% participation in Sixth Form Community Service. Review and evaluate 2013-2014.	£50 per external placement	AC/SMG July 2015
Increase the number of primary schools involved in Primary Liaison activities by 2 on 2013.	Extend numbers based on the profile of Year 6 feeder schools in 2014.	Time at £53 per hour	SMG/JC/SJW July 2015
Develop links with a contrasting school in the UK.	Use contacts to find a link and have one joint curriculum project.	Time at £53 per hour	SMG July 2015
Increase the number of former students in school to talk about their careers by 25% on 2014.	Review and evaluate 2013-2014.	Time at £40 per hour	JDG July 2015
Have 2 sessions of parental involvement in learning.	Review and evaluate 2013-2014.	Time at £53 per hour	SMG July 2015
Increase lettings income by 5% on 2014. 2015-16 100% of students to achieve a certification of the John Colet Community Award. Have 4 sessions of parental involvement in learning.	Review and evaluate 2013-2014. Review of the effectiveness of strategies undertaken in 2014 – 2015 to build on those that have impacted positively.	Time at £32 per hour	MB July 2015 CMM September 2015
Become an International School. Increase lettings income by 5% on 2015.	Self-assess against criteria and apply for status.	Time at £40 per hour	SMG August 2016

LEADERSHIP &MANAGEMENT	CRITICAL SUCCESS CRITERIA Everyone wants excellence and there are clearly		
Target	defined expectations and accountabilities for all Implementation	Resources	Person(s) responsible and deadline
2013-14 100% of senior leaders network effectively externally on a termly basis with at least two other schools to find good practice.	Senior leaders to develop networks both face to face and online. To share with SLT, implement strategies and feedback on outcomes.	Time at £53/£40/£32/£28 per hour	All SLT ongoing through year
100% of middle managers network effectively externally at least 3 times a year to learn about and implement good practice.	Middle leaders to join or develop networks either face to face or online.	Time at £40 per hour	All middle managers ongoing through year
100% of middle and senior managers to have undertaken effective leadership development in last three years.	Use of effective external leadership courses. Introduction of internal course for new middle managers. Sharing of good practice at internal middle/senior manager meetings.	As required	IK ongoing through year
Pay and performance linked for teachers.	New teachers' pay policy implemented.		CMM September 2013
Support staff appraisal links to school development.	Implement new support staff appraisal system.	Time at £29 per hour	IK April 2014
100% of Line Managers have training and/or the Human Resource aspects of the role.	Internal training on appraisal interviews and holding challenging conversations.	Time – according to post	IK ongoing through year
Host 2 trainee teachers under Schools Direct.	Be a partner in the Aylesbury Vale Schools Direct Consortium.	Time - £35 per hour per subject mentor, £53 per hour for Professional Mentor	SMG ongoing through year
Year 7 holds a waiting list.	Promote work of the school.	Time – various costs	All staff/CMM/AHO
Develop and agree whole school ICT strategy	Review student and staff use of ICT. Write a whole school development plan for ICT with key decision points incorporated.	according to post Time – various according to post	MB/PP July 2014
Undertake a full uniform review	Seek feedback from parents, students and staff.	Time – as required	JH December 2013

LEADERSHIP & MANAGEMENT Target	Implementation	Resources	Person(s) responsible and deadline
2013-14 (continued) Develop and agree asset management and improvement plan which includes kitchen and dining room.	Review current assets and future needs. Write and agree formal plan. Include whole campus development projects.	Time at £32 per hour	MB and F&GP July 2014
Forward plan for declining income streams.	Three year plan developed and written with key decisions points highlighted.	Time at £32 per hour	MB and F&GP July 2014
Governance is robust, rigorous and holds the school to account.	Within a wide range of stakeholders, promotion of school's achievements and activities. Skills audit completed with action plan created. Clear minutes of meetings which show that Governors challenge the Head and other staff in the school. Annual Governing Body training session on a key focus of the school. Monitoring reports from governors with nominated responsibilities test school judgements. Visiting Governors include student feedback in their reports.	Time and use of external trainers. Cost £65 per Governor	JH ongoing through year
2014-15 100% of senior leaders network effectively externally on a termly basis with at least two other schools to find good practice.	Review of the effectiveness of strategies undertaken in 2013 – 2014 to build on those that have impacted positively.		CMM September 2014
100% of middle managers network effectively externally at least 3 times a year to learn about and implement good practice.			
100% of middle and senior managers to have undertaken effective leadership development in last three years.			
Pay and performance linked for teachers.			
Support staff appraisal links to school development.			

LEADERSHIP & MANAGEMENT Target	Implementation	Resources	Person(s) responsible and deadline
2014-2015 (continued) 100% of Line Managers have training and/or the Human Resource aspects of the role.			
Host 3 trainee teachers under Schools Direct.			
Year 7 holds a waiting list.			
Governance is robust, rigorous and holds the school to account.			
2015-16 100% of senior leaders network effectively externally on a termly basis with at least two other schools to find good practice.	Review of the effectiveness of strategies undertaken in 2014 – 2015 to build on those that have impacted positively.		CMM September 2015
100% of middle managers network effectively externally at least 3 times a year to learn about and implement good practice.			
100% of middle and senior managers to have undertaken effective leadership development in last three years.			
Host at least 3 trainee teachers under Schools Direct.			
Years 7 and 8 hold a waiting list.			
Pay and performance linked for teachers.			
Support staff appraisal links to school development.			

LEADERSHIP & MANAGEMENT Target	Implementation	Resources	Person(s) responsible and deadline
2015-16 (continued) 100% of Line Managers have had training and/or the Human Resource aspects of the role in the last two years. Governance is robust, rigorous and holds the school to account.			