

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

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

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

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

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

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

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

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

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

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

LEADERSHIP & MANAGEMENT Target	Implementation	Resources	Person(s) responsible and deadline
<p>2013-14 (continued) Develop and agree asset management and improvement plan which includes kitchen and dining room.</p> <p>Forward plan for declining income streams.</p> <p>Governance is robust, rigorous and holds the school to account.</p>	<p>Review current assets and future needs. Write and agree formal plan. Include whole campus development projects.</p> <p>Three year plan developed and written with key decisions points highlighted.</p> <p>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.</p>	<p>Time at £32 per hour</p> <p>Time at £32 per hour</p> <p>Time and use of external trainers. Cost £65 per Governor</p>	<p>MB and F&GP July 2014</p> <p>MB and F&GP July 2014</p> <p>JH ongoing through year</p>
<p>2014-15 100% of senior leaders network effectively externally on a termly basis with at least two other schools to find good practice.</p> <p>100% of middle managers network effectively externally at least 3 times a year to learn about and implement good practice.</p> <p>100% of middle and senior managers to have undertaken effective leadership development in last three years.</p> <p>Pay and performance linked for teachers.</p> <p>Support staff appraisal links to school development.</p>	<p>Review of the effectiveness of strategies undertaken in 2013 – 2014 to build on those that have impacted positively.</p>		<p>CMM September 2014</p>

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

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