

# Ulverston Victoria High School

## Strategic Improvement Plan

2019 to 2020

Our Vision

Inspire, Aspire, Excel





## This plan is set against the following OFSTED criteria

### Objectives

#### Core Objectives

These are the over-riding objectives which are drawn from our belief as to what we would like our school to be like and the OFSTED inspection framework; which underpin the school improvement agenda and will appear as **Core Objectives** on the School Improvement Plan, Department Improvement Plans, Pastoral Improvement Plan, Department Green Cards (Department SEFs), School Green Card (SEF) and as part of the Appraisal system.

#### Key School Improvement Objectives

These are the objectives which are important to the school improvement agenda, based on our vision and will appear as **Objectives** on the School Strategic Improvement Plan and the School Green Card (SEF). They **may** appear on Subject Improvement Plans, Pastoral Improvement Plan, Department Green Cards (Department SEFs), and as part of the Appraisal system where they are appropriate to an individual or an individual Department.

These will be broken down to short term objectives which will be further broken down into actions on Action Plans.

#### Specific Department Improvement Objectives

These are the objectives which underpin the Department improvement and will appear as **Objectives** on individual Department Improvement Plans and on the Department Green Card (SEF) and as part of the Appraisal system where they are appropriate to an individual or an individual Department.


### Review


**Red:** Not Started


**Pink:** Building on previous development


**Amber:** On-going development

**Green:** Completed

1 Overall Effectiveness						
Core Objective	To ensure that as an exceptional school we aspire to provide the security and ethos in which all students can develop the confidence, skills and resilience to enable them to be the authors of their own life stories, whilst sustaining our core values and moving forward dynamically and collaboratively to become a school of local, national and international repute in 21st Century Britain.					
Key School Improvement Objectives 		Starting Date	Section of Improvement Plan	Leader	Success Criteria	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Further develop the Key Stage 3 provision so that it creates a seamless flow into the KS4 curriculum, increasing the challenge and quality of classroom delivery.		2018	Quality of Education	ADe	Improved outcomes in assessment windows	Amber
Further develop the school assessment system at KS3, KS4 and KS5 to increase consistency, validity and the quality of formative assessment.		2019	Quality of Education	ANa	Increased accuracy of outcomes in assessment windows	Amber
Continue to develop the School Curriculum to empower the UVHS learner to have the best possible life chances whilst returning value for money with particular reference to changes to the National Curriculum, relevant qualifications and the changes to the assessment systems.		2018	Quality of Education	ANa	Improved destinations	Amber
To review and redevelop the school wide monitoring of teaching and learning and appraisal systems so that they are firmly embedded in professionalism and professional standards, changing the emphasis from top down to collegiate responsibility.		2018	Effectiveness of leadership and management	ADe	Improved outcomes in assessment windows	Amber
To review current practice and develop a new Homework Policy in terms of quantity, relevance, time and consistency of homework set.		2018	Quality of Education	ADe	Completed and used	Amber
To further develop the effectiveness and monitoring, of this effectiveness of the strategies developed and employed to secure the necessary progress of "Groups" where data analysis shows they are achieving less well than "All Students" when compared to national averages.		2018	Quality of Education	ACo	Improved outcomes in assessment windows	Amber
To develop the exam preparation process for final examinations		2018	Quality of Education	ADe	Improved outcomes in assessment windows	Amber
To further develop quality of literacy at UVHS and thus the achievement of students in all subject areas.		2018	Quality of Education	ADe	Improved outcomes in assessment windows	Amber

1 Overall Effectiveness						
Core Objective	To ensure that as an exceptional school we aspire to provide the security and ethos in which all students can develop the confidence, skills and resilience to enable them to be the authors of their own life stories, whilst sustaining our core values and moving forward dynamically and collaboratively to become a school of local, national and international repute in 21st Century Britain.					
Key School Improvement Objectives	Starting Date	Section of Improvement Plan	Leader	Success Criteria	Progress	
					<b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed	
Review current practice and develop a new VLE to increase parental engagement and the effectiveness of support for learners.	2018	Quality of Education	ANa	Improved outcomes in assessment windows	Amber	
To review and redevelop the school wide monitoring of teaching and learning and appraisal systems so that they are firmly embedded in professionalism and professional standards, changing the emphasis from top down to collegiate responsibility.	2018	Effectiveness of leadership and management	ADe	Improved outcomes in assessment windows	Amber	
To maintain the financial viability of the school and investigate different management models to ensure this	2019	Effectiveness of leadership and management	ANa	Reduced deficit	Amber	
To continue to develop a clear vision for students with high academic potential, this is articulated with objectives, task, milestones and success criteria and which identifies, develops the raising of aspiration, challenges, and supports students with high academic potential within and outside the classroom.	2018	Effectiveness of leadership and management	ACo	Improved outcomes: Destinations.	Amber	
Develop the role of Coordinator of School and Community voice to produce a 360 understanding of the school by the leadership team and the valid and effective contribution of all stake holders.	2018	Effectiveness of leadership and management	ADe	Greater satisfaction amongst stakeholders	Amber	
To further develop staff Welfare and job satisfaction.	2018	Effectiveness of leadership and management	ADe	Greater satisfaction amongst teachers	Amber	
To further develop the working relationships with feeder schools at Key Stage 3 and Key Stage 5 and explore the possibility of Federations.	2018	Effectiveness of leadership and management	RBu	Increased numbers	Amber	

1 Overall Effectiveness					
Core Objective	To ensure that as an exceptional school we aspire to provide the security and ethos in which all students can develop the confidence, skills and resilience to enable them to be the authors of their own life stories, whilst sustaining our core values and moving forward dynamically and collaboratively to become a school of local, national and international repute in 21st Century Britain.				
Key School Improvement Objectives 	Starting Date	Section of Improvement Plan	Leader	Success Criteria	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Explore the possibility of developing the sporting facilities on UVHS site for student and community use.	2018	Effectiveness of leadership and management	RBu	Project built	Amber
To further develop the intervention system within the school to ensure that the barriers to achievement are minimised and the achievement and aspirations of all groups of students including those identified as disadvantaged and more able is maximised.	2018	Behaviour and Attitudes	SHe	Improved outcomes in assessment windows	Amber
To review and further develop the organisation, monitoring and effectiveness of the pastoral system in response to changing personnel and priorities.	2018	Behaviour and Attitudes	SHe	Reduce behaviour incidents, increase attendance	Amber
Review and develop the role of the Engagement Centre.	2018	Behaviour and Attitudes	SHe	Reduce behaviour incidents, increase attendance	Amber
Continue to drive to increase the overall attendance with a target of 97%, with its inherent achievement advantages.	2018	Behaviour and Attitudes	SHe	Improved attendance	Amber
Investigate a strategic response to the growing challenges presented by mental health and anxiety in UVHS school community.	2018	Behaviour and Attitudes	SHe	Improved outcomes in assessment windows Increased attendance	Amber
Review and develop behaviour management strategies at UVHS.	2018	Behaviour and Attitudes	SHe	Reduce behaviour incidents	Amber
To further develop the citizenship and PSHSE delivery	2018	Behaviour and Attitudes	SHe	Meet statutory requirements	Amber
Develop the "Enrichment" week concept to be linked clearly to personal development.	2018	Behaviour and Attitudes	SHe	Takes place. Survey Stakeholders	Amber

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Key School Improvement Objectives	Starting Date	Section of Improvement Plan	Leader	Success Criteria	Progress	
					<b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed	
To continue to develop and enhance Teaching and Learning by embedding 'outstanding' practice to ensure Student achievement continues the upward trend with particular reference to assessment for learning.	2018	Effectiveness of Post Sixteen provision	RRa	Improved outcomes in assessment windows	Amber	
Continue to develop procedures to develop attendance, punctuality and further strengthen safeguarding processes within the sixth form and consequently support employability and life skills.	2018	Effectiveness of Post Sixteen provision	RRa	Improved attendance	Amber	
To continue to develop a clear More Able vision for students in the sixth form, that is articulated with objectives, task, milestones and success criteria and which identifies, develops the raising of aspiration, challenges, and supports gifted and talented students within and outside the classroom.	2018	Effectiveness of Post Sixteen provision	RRa	Improved outcomes Improved destination data	Amber	
To continue to develop a clear vision for disadvantaged students in the sixth form, that is articulated with objectives, task, milestones and success criteria and which develops the raising of aspiration, challenges, and supports disadvantaged students within and outside the classroom and to develop a system to track the progress of disadvantaged students.	2018	Effectiveness of Post Sixteen provision	RRa	Improved outcomes in assessment windows Increased attendance	Amber	
To review existing policy for moderation of assessments at Key Stage 5.	2018	Effectiveness of Post Sixteen provision	RRa	Improved outcomes in final exams	Amber	
To develop the exam preparation process for final examinations in Key Stage 5 based on a review of last year's experience.	2018	Effectiveness of Post Sixteen provision	RRa	Improved outcomes in final exams	Amber	
Develop the process of recruitment so that UVHS becomes the destination of choice for students wanting a high academic direction such as towards the professions, Oxbridge and Russell group universities.	2018	Effectiveness of Post Sixteen provision	RRa	Increased numbers	Amber	

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Key School Improvement Objectives	Starting Date	Section of Improvement Plan	Leader	Success Criteria	Progress	
Further develop the communication with the Governing body.	2018	Effectiveness of leadership and management	MHa	Clear understanding	Amber	



2 Effectiveness of leadership and management							
Core Objectives		To ensure that leadership and management is typified by the pursuit of excellence in all of the school's activities. To ensure that school improvement planning is driven by a clear vision and pursuit of excellence which is typified by the school ethos. To ensure that the exceptional achievement and experience of children in the school is at the heart of the school and that the safeguarding and wellbeing of students is fundamental and embedded in the school. To ensure that the governing body has an effective oversight of the operations of the school based on the effective flow of information and clear channels of accountability. To ensure that the welfare and workload of staff is carefully managed and that Continual Professional Development is effective in making staff effective in their current roles and prepares them for the next stage of their careers.					
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
To review and redevelop the school wide monitoring of teaching and learning and appraisal systems so that they are firmly embedded in professionalism and professional standards, changing the emphasis from top down to collegiate responsibility.	To review the current procedures and paperwork	2018	1 Year	ADe	MHa	Time	Amber
	To carry out a "Staff Voice" concerning the appraisal System.	2018	1 Year	ADe	MHa	Time	Amber
	To embed the new appraisal system.	2018	2 Year	ADe	MHa	Time	Amber
	To review and embed the Subject Leader led monitoring of teaching and learning procedures.	2018	1 Year	ADe	MHa	Time	Amber
	To review and embed department review monitoring of teaching and learning procedures.	2018	1 Year	ADe	MHa	Time	Amber
To maintain the financial viability of the school and investigate different management models to ensure this.	To analyse the curriculum for cost saving opportunities.	2019	1 Year	ANa	MHa	Time	Amber
	To carry out a financial review of the school staffing costs to identify possible savings and produce a SWOT analysis.	2019	1 Year	JBo	MHa	Time	Amber
	To carry out a financial review of the school system costs to identify possible savings and produce a SWOT analysis.	2019	1 Year	JBo	MHa	Time	Amber

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<b>School Improvement Objectives</b>		<b>Starting Date</b>	<b>Expected Timescale</b>	<b>Leader</b>	<b>QA</b>	<b>Resources and staff development implications</b>	<b>Progress</b> Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
<b>Key Objectives</b>	<b>Short term objectives</b>						
	To research trends and gain a complete as possible insight into the financial landscape in Year 1, 2 and 3 going forwards	2019	1 Year	JBo	MHa	Time	Amber
	To develop a financial development plan to maintain the school's financial stability.	2019	1 Year	JBo	MHa	Time	Amber
To continue to develop a clear vision for students with high academic potential, this is articulated with objectives, task, milestones and success criteria and which identifies, develops the raising of aspiration, challenges, and supports students with high academic potential within and outside the classroom.	To develop High Aspirational Support Plans to promote, support and challenge children in order for them to reach their potential.	2019	3 Year	ACo	MHa	Time	Amber
	Develop a programme of opportunities for students with high academic potential to gain experience, be academically challenged and to gain the necessary skills and knowledge to progress.	2019	3 Year	ACo	MHa	Time Transport Cost	Amber
	To raise the profile of students with high academic potential in classrooms to increase the challenge and attainment of these students.	2019	3 Year	ACo	MHa	Time	Amber

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School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
	To develop a team of teachers and support staff to work with students with high academic potential in order to expose students to as many opportunities and different experiences as possible.	2019	3 Year	ACo	MHa	Time	Amber
Develop the role of Coordinator of School and Community voice to produce a 360 understanding of the school by the leadership team and the valid and effective contribution of all stake holders.	To develop a clear plan with timescales and for the whole year for Parent, Student and staff voice..	2019	1 Year	ADe	MHa	Time	Amber
	To coalesce the current divergent parts of the student voice.	2019	1 Year	ADe	MHa	Time	Amber
	To develop a clear communication process to the Headteacher.	2019	1 Year	ADe	MHa	Time	Amber
	To develop the School Parliament so that personnel change and are accountable to the student body.	2019	1 Year	ADe	MHa	Time	Amber
	To develop a system of feedback to the student body.	2019	1 Year	ADe	MHa	Time	Amber
	To embed the Parent Council.	2019	1 Year	ADe	MHa	Time	Amber

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School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
To further develop staff Welfare and job satisfaction.	Develop the Staff Voice so that there are obvious outcomes to strengthen staff welfare and job satisfaction.	2019	1 Year	ADe	MHa	Time	Amber
	Examine carefully any cost saving measures do not adversely affect the welfare and job satisfaction of staff.	2019	1 Year	ADe	MHa	Time	Amber
	Develop a series of welfare events.	2019	1 Year	ADe	MHa	Time Outside provider costs Transport	Amber
	Investigate different "staff welfare regime" models.	2019	1 Year	ADe	MHa	Time	Amber
To further develop the working relationships with feeder schools at Key Stage 3 and Key Stage 5 and explore the possibility of Federations.	Continue to develop links with feeder schools, both at KS2 into KS3 and KS4 into KS5 to ease transition to UVHS.	2019	1 Year	RBu	MHa	Time	Amber
	Continue a programme of sample lessons and master classes at KS3 and KS5.	2019	1 Year	RBu	MHa	Time	Amber
	Explore the different versions of formalised relationships with local schools.	2019	1 Year	RBu	MHa	Time	Amber

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School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
	Continue to develop the close relationships with local schools through UDEC.	2019	1 Year	RBu	MHa	Time	Amber
Explore the possibility of developing the sporting facilities on UVHS site for student and community use.	To have explored methods of securing funding with the aim of developing the gym, tennis courts and bottom field to be all weather.	2019	5 Year	RBu	MHa	Time	Amber
	To have created a "community" working group to generate momentum for the project.	2019	5 Year	RBu	MHa	Time	Amber
	To have liaised with SDLA to develop consensus.	2019	5 Year	RBu	MHa	Time	Amber
	To develop a carpark and sanitised area to allow primary schools and community to use facilities when the school is in sessions.	2019	5 Year	RBu	MHa	Time	Amber
	To develop formal plans for the new facilities.	2019	5 Year	RBu	MHa	Time	Amber
Further develop the safeguarding systems in the school.	Develop and train the Senior Pastoral Leader to take a role in the day to day safeguarding process.	2018	1 Year	SHe	MHa	Time Training cost	Amber

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School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
	Develop the processes and record keeping so that Safeguarding is not reliant on the DSL.	2018	1 Year	SHe	MHa	Time	Amber
Further develop the communication with the Governing body.	To have standardised, clear, accurate but accessible date for governors.	2018	1 Year	ANa	MHa	Time	Amber
	To have rewritten the School Strategic Improvement Plan in a simpler more accessible format.	2018	1 Year	MHa	JWi	Time	Amber
	To have reinvigorated the Governors' working party, based on the School Strategic Improvement Plan and the School's Evaluation Form, as part of Governors' oversight.	2018	1 Year	MHa	JWi	Time	Amber
	To have reinvigorated the Headteacher's report to governors to be informative about the life of the school.	2018	1 Year	MHa	JWi	Time	Green
	To have produced an end of Year governor's report based on the School Strategic Improvement Plan to be submitted at the first Full governors' meeting of the academic year	2018	1 Year	MHa	JWi	Time	Amber

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School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
To further develop induction programmes for new staff, newly qualified staff and middle leaders	To plan, deliver and review a personalised development plan for newly qualified teachers.	September 2019	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
	To plan, deliver and review a personalised development plan for new staff.	September 2019	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
	To plan, deliver and review a personalised development plan for middle leaders.	September 2019	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
To contribute to the development of Teaching and Learning and the consequential improvement of the quality of education and outcomes at UVHS by developing a comprehensive in house CPD Programme: (see next column)	To use CPD to as a tool to "close the gap in the rate of progress between disadvantaged students and other students".	September 2018	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
	To use CPD to as a tool to "move teaching to outstanding".	September 2018	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
	To use CPD to as a tool to "further develop key stage 3 provision".	September 2018	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
	To use CPD to as a tool to "review and redevelop the school monitoring of	September 2018	2019 to 2020	ADe	MHa	Twilight time External CPD	Amber

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School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress
Key Objectives	Short term objectives						<b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
	teaching and learning and appraisal system so that they are firmly embedded in professionalism and professional standards".					Lunchtime	
	To use CPD to as a tool to "review current practice and develop a new homework policy".	September 2018	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
	To use CPD to as a tool to "further embed and invigorate literacy and numeracy across the curriculum".	September 2018	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber
	To use CPD to as a tool to "review and further develop classroom pedagogy with a view to raising engagement and outcomes".	September 2018	2019 to 2020	ADe	MHa	Twilight time External CPD Lunchtime	Amber



### 3. Quality of Education

**Core Objective** To move all teaching to outstanding and that all lessons are an inspiring and create positive outcomes for all students. To ensure that all teachers have high expectations of all students in their groups and have an excellent understanding of how students are performing against personalised targets and how they can improve in order to fully achieve or exceed their potential. To continue to develop good practice is maintained across the school so that students are engaged with their learning, are keen to progress and have a clear idea as to how to achieve this. The school will engage with all stake holders to ensure the best outcomes for children and prepare them for a successful role in 21st century Britain.

Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
Further develop the Key Stage 3 provision so that it creates a seamless flow into the KS4 curriculum, increasing the challenge and quality of classroom delivery.	To review current teaching and learning practice.	2018	1 Year	ADe	MHa	Time	Amber
	To lead CPD targeted at developing and ensuring consistency of good practice in Key Stage 3 classrooms.	2018	3 Year	ADe	MHa	Time Outside speakers	Amber
	To develop a process for teachers to share good practice.	2018	3 Year	ADe	MHa	Time	Amber
	Review and develop a new Teaching and Learning policy.	2018	1 Year	ADe	MHa	Time	Amber
	Introduce, develop and embed the concept of "Teaching for understanding"	2018	3 Year	ADe	MHa	Time	Amber
	To review and further develop the classroom pedagogy with a view to raising engagement and outcomes.	2018	3 Year	ADe	MHa	Time	Amber
	To embed "Teaching for understanding"	2018	3 Year	ADe	MHa	Time	Amber
Further develop the school assessment system at KS3, KS4 and KS5 to increase consistency, validity and the quality of formative assessment.	To Further develop the school assessment system at KS3 to increase consistency, validity and the quality of formative assessment.	2019	1 Year	ANa	MHa	Time	Amber
	Further develop the school assessment system at KS4 to increase consistency,	2019	1 Year	ANa	MHa	Time	Amber

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Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
	validity and the quality of formative assessment.						
	Further develop the school assessment system at KS5 to increase consistency, validity and the quality of formative assessment.	2019	1 Year	MSi	ANa	Time	Amber
	To develop monitoring systems to ensure consistency and rigour in all aspects of summative assessment at UVHS.	2019	1 Year	ANa	MHa	Time	Amber
	Analyse and simplify the school summative assessment system at all key stages to bring it in line with external examination systems	2019	1 Year	ANa	MHa	Time	Amber
	Develop a system, in each department, to ensure validity of data based on the percentage of <b>UVHS</b> students expected to achieve each grade.	2019	1 Year	ANa	MHa	Time	Amber
Continue to develop the School Curriculum to empower the UVHS learner to have the best possible life	To review and develop curriculum at KS3 in response to the change in qualifications.	2018	1 Year	ANa	MHa	Time	Amber

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Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
chances whilst returning value for money with particular reference to changes to the National Curriculum, relevant qualifications and the changes to the assessment systems.	To review and develop curriculum at KS4 in response to the change in qualifications.	2018	1 Year	ANa	MHa	Time	Amber
	To review and develop curriculum at KS5 in response to the change in qualifications.	2018	1 Year	RRa	MSi	Time	Amber
	To develop the timetable to meet the demands of the new curriculum whilst maintaining cost effectiveness.	2018	1 Year	ANa	MHa	Time	Amber
	To review Schemes of work in order to meet the demands of the new curriculum and teaching and learning methodology.	2018	3 Year	ANa	MHa	Time	Amber
To review current practice and develop a new Homework Policy in terms of quantity, relevance, time and consistency of homework set.	To review and rewrite the school homework policy.	2018	1 Year	ADe	MHa	Time	Amber
	To embed the new homework policy.	2018	1 Year	ADe	MHa	Time	Amber
To further develop the effectiveness and monitoring, of this effectiveness of the strategies developed and employed to secure the necessary progress of	To investigate reasons for, and develop strategies to reduce, the attainment gap between the attainment of all students and disadvantaged students.	2018	1 Year	ACo	MHa	Time	Amber

### 3. Quality of Education

**Core Objective** To move all teaching to outstanding and that all lessons are an inspiring and create positive outcomes for all students. To ensure that all teachers have high expectations of all students in their groups and have an excellent understanding of how students are performing against personalised targets and how they can improve in order to fully achieve or exceed their potential. To continue to develop good practice is maintained across the school so that students are engaged with their learning, are keen to progress and have a clear idea as to how to achieve this. The school will engage with all stake holders to ensure the best outcomes for children and prepare them for a successful role in 21st century Britain.

Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
"Groups" where data analysis shows they are achieving less well than "All Students" when compared to national averages.	To investigate reasons for, and develop strategies to reduce, the attainment gap between the attainment of boys and girls.	2018	1 Year	ACo	MHa	Time	Amber
	To investigate reasons for, and develop strategies to reduce, the attainment gap between the attainment of middle and lower students and all students.	2018	1 Year	ACo	MHa	Time	Amber
	To develop a methodology to track action and impact of strategic and tactical intervention.	2018	1 Year	ACo	MHa	Time	Amber
	To review Key Stage 4 intervention in the context of (i) Efficacy, (ii) Methodology and (iii) Cost effectiveness	2018	1 Year	ACo	MHa	Time	Amber
	To review Key Stage 3 embryonic Intervention with the view to expanding as a medium term development.	2018	1 Year	ACo	MHa	Time	Amber
	To have a robust system to identify cost of disadvantaged methodology (i) Per student, (ii) Per intervention and	2018	1 Year	ACo	MHa	Time	Amber

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Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
	consequential impact per pound of investment						
	To develop the understanding and good practice in terms of analysis of data and action for different groups of Disadvantaged Students.	2018	1 Year	ACo	MHa	Time	Amber
	To review strategic intervention and develop the curriculum and timetable as appropriate.	2018	3 Year	ACo	MHa	Time	Amber
	Where feasible to minimise the impact of socio economic factors to achievement	2018	Ongoing	ACo	MHa	Time	Amber
To develop the exam preparation process for final examinations.	To develop a policy, based on good practice, for the preparation of students in KS4 and KS5 for examinations in terms of revision, long term and short term structural planning and methodology for students	2018	1 Year	ACo	MHa	Time	Amber
	To further develop the pedagogy and teaching processes employed in the	2018	1 Year	ACo	MHa	Time	Amber

### 3. Quality of Education

#### Core Objective

To move all teaching to outstanding and that all lessons are an inspiring and create positive outcomes for all students. To ensure that all teachers have high expectations of all students in their groups and have an excellent understanding of how students are performing against personalised targets and how they can improve in order to fully achieve or exceed their potential. To continue to develop good practice is maintained across the school so that students are engaged with their learning, are keen to progress and have a clear idea as to how to achieve this. The school will engage with all stake holders to ensure the best outcomes for children and prepare them for a successful role in 21st century Britain.

Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
	classroom and in extra revision sessions by class teachers.						
	To further develop the methodologies employed by learning mentors in intervention lessons.	2018	1 Year	ACo	MHa	Time	Amber
	To develop methodologies to make the maximum use of time gained in the curriculum and during form periods to support the revision process for students.	2018	1 Year	ACo	MHa	Time	Amber
	To embed examination best practice.	2019	2 Year	ACo	MHa	Time	Amber
Review current practice and develop a new VLE to increase parental engagement and the effectiveness of support for learners.	To have a clear specification of requirements at UVHS.	2018	1 Year	ANa	MHa	Time	Amber
	To research and investigate possible solutions to the requirements of UVHS and decide upon the best solution.	2018	1 Year	ANa	MHa	Time	Amber
	To implement the solution so that its use becomes intrinsic to UVHS.	2018	1 Year	ANa	MHa	Time	Amber
	To have in place a "Literacy Leader" to drive literacy across the curriculum.	2018	2 Year	Literacy Leader	ADe	Time TLR and Noncontact time	Amber

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Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
To further develop quality of literacy at UVHS and thus the achievement of students in all subject areas.	To develop and implement a strategy for the closing of the literacy “gap” for all students.	2018	2 Year	Literacy Leader	ADe	Time	Amber
	To further develop the strategic approach to literacy intervention.	2018	2 Year	Literacy Leader	ADe	Time	Amber
	To develop, maintain and monitor a whole school literacy framework/policy to provide consistency across the school.	2018	2 Year	Literacy Leader	ADe	Time	Amber
	To further develop classroom pedagogy to raise the literacy of students across the school.	2018	2 Year	Literacy Leader	ADe	Time	Amber
	To develop closer links with primary schools to improve transition and reduce the perceived “drop off” off literacy on arrival at UVHS.	2018	2 Year	Literacy Leader	ADe	Time	Amber
	To develop a series of literacy based events to raise the profile of literacy and increase reading.	2018	2 Year	Literacy Leader	ADe	Time	Amber
	To develop a monitoring system to check student’s literacy and impact of strategies.	2018	2 Year	Literacy Leader	ADe	Time	Amber

### 3. Quality of Education

**Core Objective** To move all teaching to outstanding and that all lessons are an inspiring and create positive outcomes for all students. To ensure that all teachers have high expectations of all students in their groups and have an excellent understanding of how students are performing against personalised targets and how they can improve in order to fully achieve or exceed their potential. To continue to develop good practice is maintained across the school so that students are engaged with their learning, are keen to progress and have a clear idea as to how to achieve this. The school will engage with all stake holders to ensure the best outcomes for children and prepare them for a successful role in 21st century Britain.

Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
	Investigate the development of a reading tool to be used to raise the literacy of disadvantaged students, particularly boys.	2018	2 Year	Literacy Leader	ADe	Time Possible purchase of package	<b>Amber</b>
Ensure that the SEN provision in lessons at UVHS makes the most use of available resources to best meet the needs of the individual.	Investigate the possibility	2018	Ongoing	SENCO	SHe	Time	<b>Amber</b>



#### 4. Behaviour and Attitudes

**Core Objective** To use Victoria Values to support excellent attitudes to learning, pride in achievement; and in Ulverston Victoria High School. To continue to develop the values needed to be a positive citizen in the 21st century United Kingdom such as respect and tolerance for other points of view. To promote aspiration and provide impartial guidance for employability.

Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
To further develop the intervention system within the school to ensure that the barriers to achievement are minimised and the achievement and aspirations of all groups of students including those identified as disadvantaged and more able is maximised.	Where feasible to minimise the impact of socio economic factors to achievement	2018	Ongoing	ACo	SHe	Time	Amber
	To further reduce the gap between the percentage of students excluded from school who are disadvantaged and those who aren't.	2018	Ongoing	ACo	SHe	Time	Amber
	To further reduce the gap between the percentage of students with persistent absence from school who are disadvantaged and those who aren't.	2018	Ongoing	ACo	SHe	Time	Amber
	To further reduce the gap between the percentage of students excluded from school who are disadvantaged and those who aren't.	2018	Ongoing	ACo	SHe	Time	Amber
To review and further develop the organisation, monitoring and effectiveness of the pastoral system in response to changing personnel and priorities.	To review and develop the breadth and capacity of the ancillary pastoral support services.	2018	1 Year	SHe	MHa	Time	Amber
	Develop the appraisal system to include SMART targets for pastoral leaders	2018	1 Year	SHe	MHa	Time	Amber
	To develop the monitoring of the pastoral system to include a series of Pastoral Reviews, similar in nature to Department reviews.	2018	1 Year	SHe	MHa	Time	Amber

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Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
	To review the pastoral system and increase where necessary the number of Assistant Heads of Year.	2018	1 Year	SHe	MHa	Time	Amber
Review and develop the role of the Engagement Centre.	Carryout a time and motion study for the Engagement Centre.	2018	1 Year	SHe	MHa	Time	Amber
	Develop a new behaviour support role for the Engagement Centre.	2018	1 Year	SHe	MHa	Time	Amber
	Increase the contact time that the engagement centre has with students depending on the review	2018	1 Year	SHe	MHa	Time	Amber
Continue to drive to increase the overall attendance with a target of 97%, with its inherent achievement advantages.	Develop a “soft” integration strategy for reengaging students with anxiety related absenteeism.	2018	1 Year	SHe	MHa	Time	Amber
	Further develop AAPs	2018	1 Year	SHe	MHa	Time	Amber
	Continue to develop strategies to keep good attendance as high profile as possible.	2018	Ongoing	SHe	MHa	Time	Amber
Investigate a strategic response to the growing challenges presented by mental health and anxiety in UVHS school community.	Review current provision and develop an action plan on which to base our strategic response.	2018	1 Year	SHe	MHa	Time	Amber
	Investigate the possibility of developing an in house “unit” to respond to early signs of anxiety and support the reintegration of students who have	2018	1 Year	SHe	MHa	Time	Amber

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Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
	significant absences due to anxiety related issues.						
	Develop a programme of “Mental Health” awareness for all stakeholders.	2018	1 Year	SHe	MHa	Time	Amber
	Train a team of “Mental Health” champions.	2018	1 Year	SHe	MHa	Time	Amber
Review and develop behaviour management strategies at UVHS.	Develop the role of the Senior Pastoral Leader to develop new refined Behavioural Reengagement schemes.	2018	1 Year	SHe	MHa	Time	Amber
	Develop the role of the Engagement Centre in managing the behaviour of individuals.	2018	1 Year	SHe	MHa	Time	Amber
	Continue to increase the awareness of “Little Brick”, being interventionist and responsibility of whole staff.	2018	1 Year	SHe	MHa	Time	Amber
	Develop the role of Subject Leaders in the behaviour management of the school.	2018	1 Year	SHe	MHa	Time	Amber

## 5. Personal development

**Core Objective** As an exceptional school we aspire to provide the security and ethos in which all students can develop the confidence, skills and resilience to enable them to be the authors of their own life stories, whilst sustaining our core values and moving forward dynamically and collaboratively to become a school of local, national and international repute in 21st Century Britain.

Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Pink:</b> Building on previous development <b>Amber:</b> On-going development <b>Green:</b> Completed
Key Objectives	Short term objectives						
To further develop the citizenship and PHSE delivery	Develop the role "British Values Coordinator" to embrace PHSE	2018	2 Year	BWa	SHe	Time	Amber
	Further develop the programme of "Events": drop down days, workshops and assemblies to support the delivery of citizenship and PHSE.	2018	2 Year	BWa	SHe	Time	Amber
	To develop a programme of "lessons" for form time to include all aspects of personal development.	2018	2 Year	BWa	SHe	Time	Amber
To further develop the citizenship and PHSE delivery	Develop the role "Employability Leader".	2018	2 Year	KHe	ACo	Time	Amber
	Further develop the programme of "Events": drop down days, workshops and assemblies to support the delivery of IAG.	2018	2 Year	KHe	ACo	Time	Amber
	To develop a programme of "lessons" for form time to include all aspects of Employability.	2018	2 Year	KHe	ACo	Time	Amber
Develop the "Enrichment" week concept to be linked clearly to personal development.	Develop a year by Year strategy.	2018	1 Year	SLT	MHa	Time	Amber
	Develop a clear programme for last week of term 2019	2018	1 Year	SLT	MHa	Time	Amber

## 6. Post 16

**Core Objective** To ensure that as an exceptional sixth form we are the most distinguished provider of the highest quality education in the Furness area. We have high expectations and aspirations for all our students who are supported within a lively, caring and ambitious community where all individuals feel valued and challenged. We equip our students with the qualifications, skills and personal attributes required to move successfully into higher education, employment and a positive future life in 21st century Britain and the International stage.

Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
To continue to develop and enhance Teaching and Learning by embedding 'outstanding' practice to ensure Student achievement continues the upward trend with particular reference to assessment for learning.	To use the school's monitoring systems to identify and share good practice in teaching and learning.	2018	Ongoing	MSi	RRa	Time	Amber
	To use the school's monitoring systems to identify, challenge and develop support plans to tackle poor practice.	2018	2 Year	MSi	RRa	Time	Amber
	To contribute to whole school CPD to develop pedagogy in KS5 lessons.	2018	Ongoing	MSi	RRa	Time	Amber
Continue to develop procedures to develop attendance, punctuality and further strengthen safeguarding processes within the sixth form and consequently support employability and life skills.	Ensure that all students attend all lessons and form periods.	2018	Ongoing	Sixth Form Team	RRa	Time	Amber
	Monitor and make recommendations concerning students' absence from the school site during the school day.	2018	Ongoing	Sixth Form Team	RRa	Time	Amber
	Use the school's attendance systems in an age appropriate way to increase attendance and punctuality rates.	2018	Ongoing	Sixth Form Team	RRa	Time	Amber
To continue to develop a clear More Able vision for students in the sixth form, that is articulated with objectives, task, milestones and success criteria and	Develop a programme of events to raise the aspirations of high achievers	2018	Ongoing	BWa	RRa	Time	Amber
	Further develop the programme of University preparation workshops.	2018	Ongoing	BWa	RRa	Time	Amber

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Objectives		Starting Date	Expected Timescale	Action Plan Manager	QA	Resources and staff development implications	Progress Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
Key Objectives	Short term objectives						
which identifies, develops the raising of aspiration, challenges, and supports gifted and talented students within and outside the classroom.	Further develop the quality of teaching and learning in lessons in order to raise the challenge for more able students.	2018	Ongoing	BWa	RRa	Time	Amber
To continue to develop a clear vision for disadvantaged students in the sixth form, that is articulated with objectives, task, milestones and success criteria and which develops the raising of aspiration, challenges, and supports disadvantaged students within and outside the classroom and to develop a system to track the progress of disadvantaged students.	See Quality of Education above	2018	Ongoing	Sixth Form Team	ACo	Time	Amber
To review existing policy for moderation of assessments at Key Stage 5.	See Quality of Education above	2018	Ongoing	Sixth Form Team	ADe	Time	Amber
To develop the exam preparation process for final examinations in Key Stage 5 based on a review of last year's experience.	See Quality of Education above	2018	Ongoing	Sixth Form Team	ACo	Time	Amber
Develop the process of recruitment so that UVHS becomes the destination of	Develop and focus the marketing policies.	2018	2 Years	BWa and Sixth	MHa	Time	Amber

6. Post 16

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<b>Objectives</b>		<b>Starting Date</b>	<b>Expected Timescale</b>	<b>Action Plan Manager</b>	<b>QA</b>	<b>Resources and staff development implications</b>	<b>Progress</b> Red: Not Started Pink: Building on previous development Amber: On-going development Green: Completed
<b>Key Objectives</b>	<b>Short term objectives</b>						
choice for students wanting a high academic direction such as towards the professions, Oxbridge and Russell group universities.	Review presentation at Sixth Form Open evening and to Year 11s in feeder schools.	2018	2 Years	Sixth Form Team	MHa	Time	Amber
	Develop a programme of taster lessons, master classes and joint high aspirational events with feeder schools.	2018	2 Years	BWa and Sixth	MHa	Time	Amber
	Develop a programme of taster lessons, master classes and joint high aspirational events with feeder schools.	2018	2 Years	BWa and Sixth	MHa	Time	Amber