



# Ulverston Victoria High School

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Inspire, Aspire, Excel

## **Strategic Improvement Plan 2022 Onwards**

## Ofsted Framework 2022



## Basic Principles

This document outlines the Key Strategic Objectives that will frame School improvement at UVHS in the next year and beyond. This is a live document and will be constantly updated over the coming year. A new version to be issued at the end of 2023. The objectives are categorised in two groups. The first group being seen as the most important. These have come from the School Strategic Vision and the School Self Evaluation Form (Which is based on the current OFSTED framework). This section will be closely monitored by the Governing Body and reviewed against the success criteria at regular defined intervals. The second group are the areas for strategic development across the school and have been developed from the SEF, Stakeholder Voices and outside pressures and opportunities. They will be monitored by the SLT and governor subject and strand links. The table below should be used as a Key, to explain the Objectives summarised in the “School Improvement Objectives table” below. The remainder of the document details all the School Improvement Objectives.

School Improvement Objectives: explained		
Area	Key Objectives	Key Priority Area
Section of the OFSTED Framework upon which the school will be assessed. The SEF and Department Improvement plans also follow this colour coded pattern.	<p>These are the overriding Key objectives for this academic year. They are rooted in one of two imperatives:</p> <ul style="list-style-type: none"> <li>The Vision is set by the governing body in consultation with the Headteacher and the Senior Leadership team following the carrying out of stakeholder voices.</li> <li>The School Improvement Priorities identified through the School Self-Assessment process and Strategic CPD.</li> </ul>	This column identifies the area of this Year’s Strategic Vision, if any, that each school improvement objective contributes to.
OFSTED Section	Objective	Key Priority Area
As Above	<p>School improvement priorities. These are generated from a number of areas:</p> <ul style="list-style-type: none"> <li>School Self-Assessment Form</li> <li>Stakeholder Voice</li> <li>OFSTED Framework and inspections</li> </ul>	As above

1 Overall Effectiveness					
<b>Core Objective</b>	We are dedicated to a continuing tradition of excellence and high standards in an ever-changing world. Within a safe and supportive environment, we provide a relevant, high-quality education and prepare our student body for their future in an ever-changing world. We honour achievement and promote pride in ourselves, in our school, in our community as well and as part of our global community.				
<b>Key School Improvement Objectives</b>	<b>Starting Date</b>	<b>Section of Improvement Plan</b>	<b>Leader</b>	<b>Success Criteria</b>	<b>Progress</b> Red: Not Started development Amber: On-going development Green: Completed
<b>2022 to 2023 School Vision Objective</b>					
These are the three areas that underpin school improvement in the coming year by analysis of Student, Staff and Parental Surveys. Objectives developed as a response to these are identified in the different sections of the improvement plan as key priority areas.					
To develop a culture of high-level communication in school improvement planning.	March 2022	Through out	SLT and GB	Survey shows greater satisfaction	Amber
To put student and staff welfare at heart of school improvement.	March 2022	Through out	SLT and GB	Survey shows greater satisfaction	Amber
To further develop the school systems and staffing to implement interventions to increase attendance amongst students whose attendance is below 90% due to anxiety and Mental Health Issues	March 2022	Through out	SLT and GB	Increase overall attendance and reduced priority attendance.	Amber
<b>2022 to 2023: Teaching and Learning Objective(s)</b>					
This objective is the school's priority for developing Teaching and Learning in the coming year. Internal CPD will be focussed on this in the coming year.					
To Further develop the school assessment system, embedded in the new schemes of work at KS3, KS4 and KS5 to increase consistency, validity and the quality of formative assessment.	September 2023	Quality of Education	LMu	Internal consistency of data is valid to track and predict performance	Amber
To review and develop the school marking policy with a view to enhancing its effectiveness and ensuring student progress whilst reducing workload and improving wellbeing of classroom teachers.	September 2023	Quality of Education	LMu	Marking is clearly effectively improving performance and workload is reduced.	Amber
<b>2022 to 2023: Teaching and Learning Objective to be implemented</b>					
This is last year's Teaching Learning Objective which will be embedded in the next academic year, before reviewing at the end of 2023 to be embedded in 2023 to 2024.					
Further develop the school curriculum to be ambitious and meet the needs of pupils including those with SEND, by developing their knowledge, skills and abilities to apply what they know and can do with increasing fluency and independence with all pupils having access to the full breadth of the curriculum. Intent, Implementation and Impact is clear through the whole school and subject curricula.	September 2023	Quality of Education	LMu	Long Term Medium Term Short Term Plans in place	Amber

## Summary of School Improvement Objectives

OFSTED Section	Key Objectives	Key Priority Area	
Quality of Education	To Further develop the school assessment system, embedded in the new schemes of work at KS3, KS4 and KS5 to increase consistency, validity and the quality of formative assessment.	Teaching and Learning	
Quality of Education	To review and develop the school marking policy with a view to enhancing its effectiveness and ensuring student progress whilst reducing workload and improving wellbeing of classroom teachers.	Wellbeing Teaching and Learning	
Quality of Education	Further develop the school curriculum to be ambitious and meet the needs of pupils including those with SEND, by developing their knowledge, skills and abilities to apply what they know and can do with increasing fluency and independence with all pupils having access to the full breadth of the curriculum. Intent, implementation and impact is clear through the whole school and subject curricula.	Teaching and Learning	
OFSTED Section	Strategic Objectives	Key Stages	Key Priority Area
Leadership and Management	To develop the Governing body in terms of membership, skill set, routines and procedures to ensure the effective strategic leadership of the school.	Whole School	Communication
Leadership and Management	To further empower and equip Leaders at all levels within school, through CPD, experience and the modelling of good practice to drive whole school improvement with greater confidence and develop the potential for leadership within the school.	Whole School	Wellbeing
Leadership and Management	To review and further develop the school wide monitoring of teaching and learning and appraisal systems so that they are firmly embedded in professionalism and professional standards. This will be clearly scheduled throughout the year and is based on clear, consistent methodologies.	Whole School	Communication
Leadership and Management	Develop the sporting facilities on UVHS site for student and community use.	Whole School	Wellbeing
Leadership and Management	Develop the parking and access to site to increase the safety for students and staff and improve the quality of life for local residents who are affected by parking issues.	Whole School	
Leadership and Management	Further develop staff involvement in strategic decision making in order to improve: the effectiveness of these decisions, the relationships between the staff and the leadership and governing body and to improve wellbeing of staff.	Whole School	Communication
Leadership and Management	To Secure Financial Security of UVHS	Whole School	
Leadership and Management	To Investigate future designation of UVHS in line with Government Policy: i.e., Academisation or Community School Status.	Whole School	
Leadership and Management	To further develop the staffing and knowledge base of all staff within UVHS to support students experiencing mental health issues and create a "Mental Health" awareness and supportive culture.	Whole School	Wellbeing
Leadership and Management	Increase the number of subjects on offer at Key Stage 5 to improve the quality of provision offered	KS5	

<b>Quality of Education</b>	Further develop the school curriculum to be ambitious and meet the needs of pupils including those with SEND, by developing their knowledge, skills and abilities to apply what they know and can do with increasing fluency and independence with all pupils having access to the full breadth of the curriculum. Intent, implementation and impact is clear through the whole school and subject curricula.	Whole School	Teaching and Learning
<b>Quality of Education</b>	To develop the literacy of all students at UVHS, with particular reference to reading, not only as a goal in itself, but also in order to improve the access to examination papers for all students and improve attainment.	KS3 and KS4	
<b>Quality of Education</b>	To Further develop the school assessment system, embedded in the new schemes of work at KS3, KS4 and KS5 to increase consistency, validity and the quality of formative assessment.	Whole School	Teaching and Learning
<b>Quality of Education</b>	To review and develop the school marking policy with a view to enhancing its effectiveness and ensuring student progress whilst reducing workload and improving wellbeing of classroom teachers.	Whole School	Wellbeing Teaching and Learning
<b>Quality of Education</b>	To develop and embed systems to monitor the efficacy, cost effectiveness and equity of provision made strategically and tactically used to intervene and break down barriers to achievement for disadvantaged students.	KS3 and KS4	
<b>Quality of Education</b>	To ensure the quality of teaching and learning is in line with school policy and meets school standards by developing an effective monitoring system.	Whole School	
<b>Quality of Education</b>	To increase the take up of Languages at KS4 for all students and in particular disadvantages students.	KS3 and KS4	
<b>Behaviour and Attitudes</b>	Develop the role of Student Bodies such as The School Parliament, Sixth Form Council, Head Boy and Girl Team and Senior students to contribute to school medium- and long-term strategic development.	Whole School	Wellbeing
<b>Behaviour and Attitudes</b>	Develop a response to the Behaviour for Learning deficit caused by COVID	KS3 and KS4	Wellbeing
<b>Behaviour and Attitudes</b>	To further develop the school systems and staffing to implement interventions to increase attendance amongst students whose attendance is below 90% due to anxiety and Mental Health Issues	KS3 and KS4	Wellbeing
<b>Personal Development</b>	Create and develop the concept of a <b>UVHS Learner</b> and develop strategies to develop this in Year 7 to look at behaviour for learning, mindfulness and engagement to strengthen transition to secondary school.	KS3 and KS4	Wellbeing
<b>Personal Development</b>	Further develop the anti-racist culture at UVHS to promotes equality of opportunity and diversity effectively. As a result, pupils understand, appreciate and respect difference in the world and its people, celebrating the things we share in common across cultural, religious, ethnic and socio-economic communities.	Whole School	Wellbeing
<b>Personal Development</b>	Further develop positive attitude to gender (Gender equality, sexism and LGBTQ+ issues at UVHS to promotes equality of opportunity and diversity effectively. As a result, pupils understand, appreciate and respect difference in the world and its people. There is a culture of support and acceptance at UVHS.	Whole School	Wellbeing
<b>Personal Development</b>	To audit and further develop the PSHE curriculum to ensure that all students at UVHS receive all the necessary knowledge and skills to be rounded and informed young people ready to take their place in the real world.	KS3 and KS4	Wellbeing
<b>Personal Development</b>	Develop a "Life skills" programme for financial management to ensure UVHS are financially literate.	KS3 and KS4	

2 Effectiveness of leadership and management						
Core Objectives	The Leadership Team at UVHS has a clear and ambitious vision for providing high-quality education to all pupils. This is realised through strong, shared values, policies and practice. This vision has been maintained throughout the pandemic and beyond/during the transitional period.					
Key School Improvement Objectives	Current Strategic Vision Priority	Starting Date	Expected Timescale	Leader	Success Criteria	Progress Red: Not Started development Amber: On-going development Green: Completed
To develop the Governing body in terms of membership, skill set, routines and procedures to ensure the effective strategic leadership of the school.	Communication	Summer 2022	1 Year	GB/MHa	Clear organisation and structure created	Red
To further empower and equip Leaders at all levels within school, through CPD, experience and the modelling of good practice to drive whole school improvement with greater confidence and develop the potential for leadership within the school.		September 2022	Ongoing	LMu	Improved leadership and career progression within UVHS.	Red
To review and further develop the school wide monitoring of teaching and learning and appraisal systems so that they are firmly embedded in professionalism and professional standards. This will be clearly scheduled throughout the year and is based on clear, consistent methodologies.	Communication	Summer 2022	1 Year	LMu	Policy in place and clearly understood giving SLT and GB a clear understanding of the school.	Amber
Develop the sporting facilities on UVHS site for student and community use.		January 2022	Ongoing	RBu	Built	Amber
Develop the parking and access to site to increase the safety for students and staff and improve the quality of life for local residents who are affected by parking issues.		September 2023	Ongoing	RBu	Built	Red
Further develop staff involvement in strategic decision making in order to improve: the effectiveness of these decisions, the relationships between the staff and the leadership and governing body and to improve wellbeing of staff.	Wellbeing Communication	March 2022	Ongoing	MHa	Staff survey recognises increased involvement in school improvement.	Amber
To further improve the effectiveness of communication with parents and carers.	Communication	Summer 2022	1 Year then Ongoing	ADe	Surveys show improved satisfaction with communication.	Amber
To Secure Financial Security of UVHS		March 2022	Ongoing	RDe/MHa	Financial stability going forwards	Amber
To Investigate future designation of UVHS in line with Government Policy: i.e., Academisation or Community School Status.		March 2022	Ongoing	MHa	Prepared for any necessary change	Red

Further Develop the support to strengthen Mental Health at UVHS	Wellbeing	Summer 2022	Ongoing	SHe	Improved attendance	Red
Increase the number of subjects on offer at Key Stage 5 to improve the quality of provision offered		September 2022	Immediate	RRa/ANa		Green

2 Effectiveness of leadership and management							Communication	
Core Objectives		To develop the Governing body in terms of membership, skill set, routines and procedures to ensure the effective strategic leadership of the school.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							



2 Effectiveness of leadership and management								
Core Objectives		To further empower and equip Leaders at all levels within school, through CPD, experience and the modelling of good practice to drive whole school improvement with greater confidence and develop the potential for leadership within the school.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Develop the concept of a "Career Development plan"	As a section of the Personal Profile of the Appraisal Process develop a CPD training record with completed training and aspirations	September 2022	October 2022	LMu	MHa	Time SOFTWARE LICENCE	Red	Concept realised and embedded
	Develop shadowing opportunities for aspirational middle leaders.	September 2022	Ongoing	LMu	MHa	Time	Red	Rolled Out
	Revisit short middle leader conferences as CPD development.	September 2022	Ongoing	LMu	MHa	Time	Red	Rolled Out
	Develop the concept of overnight middle leader conferences as CPD development.	September 2022	Ongoing	LMu	MHa	Time	Red	Rolled Out
	Increase the use of externally accredited Courses	September 2022	Ongoing	LMu	MHa	Time	Red	Rolled Out

2 Effectiveness of leadership and management							Wellbeing	
Core Objectives		Develop the sporting facilities on UVHS site for student and community use.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
To develop the tennis courts as all-weather pitches for the use of the school and community.	Secure funding	September 2021	December 2021	RBu	MHa	Time	Green	Achieved
	Develop service level agreement and memorandum of understanding with X Soccer	September 2021	December 2022	RBu	MHa	Time	Green	Produced
	Raise necessary funding	January 2022	Easter 2022	RBu	MHa	£10,000	Green	Fund secured
	Carryout planning architectural planning	January 2022	Easter 2022	RBu	MHa	Time	Green	Plans created
	Manage construction work and installation of power.	Summer 2022	September 2022	RBu	MHa	Time	Red	Construction completed
	Put into operation	Autumn 2022	Ongoing	RBu	MHa	Time	Red	Plan in place
To liaise with the scouts to develop a shared building as an additional PE/ space during the day and a community resource in the evening.	Develop service level agreement and memorandum of understanding with the scouts.	September 2021	December 2021	RBu	MHa	Time	Green	Produced
	Carryout planning architectural planning	January 2022	Easter 2022	RBu	MHa	Time	Green	Plans created
	Raise matched funding.	January 2022	September 2022	RBu	MHa	Time	Amber	Fund secured
	Manage construction work	2023	2024	RBu	MHa	Time	Red	Construction completed
	Put into operation	2024	2024	RBu	MHa	Time	Red	Plan in place
To develop the "middle pitch" as a full-size all-weather pitch for the use of the school and community.	Secure funding from the FA	2022	2023	RBu	MHa	Time	Red	Development occurs
	Develop service level agreement and memorandum of understanding with the FA	2023	2024	RBu	MHa	Time	Red	Development occurs

	Manage construction work and installation of power.	2024	2024	RBu	MHa	Time	<b>Red</b>	Development occurs
To develop a carpark and <i>cordon sanitaire</i> area to allow primary schools and community to use facilities when the school is in sessions.	Secure funding	2022	2023	RBu	MHa	Time	<b>Red</b>	Development occurs
	Attain planning permission	2023	2024	RBu	MHa	Time	<b>Red</b>	Development occurs
	Manage construction work and installation of power.	2024	2024	RBu	MHa	Time	<b>Red</b>	Development occurs

2 Effectiveness of leadership and management							Communication	
Core Objectives		Further develop staff involvement in strategic decision making in order to improve: the effectiveness of these decisions, the relationships between the staff and the leadership and governing body and to improve wellbeing of staff.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Develop a regular, twice a year, staff survey to look at staff Wellbeing and views on school development.	Calendar and carry out two surveys a year. The first with a specific focus and the second to review progress against findings.	January 2022	Immediate	ADe	MHa	Time	Green	Completed
	Analyse and develop action plans based on findings.	January 2022	Immediate	ADe	MHa	Time	Green	New objectives in the School Improvement Plan
Develop a “Headteachers Development Group” with representatives of each department to discuss School Improvement Priorities.	Develop constitution, purpose and membership of this group.	January 2022	Immediate	MHa	COG	Time	Green	Completed
	Calendar and hold meetings.	January 2022	Immediate	MHa	COG	Time	Green	Completed
	Review effectiveness after six months.	September 2022	Immediate	MHa	COG	Time	Red	Continued or abandoned
Develop a “Staff Wellbeing and Social Committee “with representatives from across the school to manage wellbeing activities.	Develop constitution, purpose and membership of this group.	January 2022	Immediate	ADe	MHa/C OG	Time	Green	Completed
	Calendar and hold meetings.	January 2022	Immediate	ADe	MHa/C OG	Time	Green	Completed
	Review effectiveness after six months.	September 2022	Immediate	ADe	MHa/C OG	Time	Red	Continued or abandoned
Lines of communication, with all members of staff are	Develop the Subject Leader Briefing	March 2022	Immediate	ADe	MHa	Time	Green	Completed

streamlined and made effective.	Alter the format of Subject Leader Meetings to be more effective at discussing and agreeing school policy and Improvement Planning.	January 2022	Immediate	ADe	MHa	Time	Green	Completed
	Review the whole school weekly "Bulletin" to be more relevant and Time effective in communicating weekly events.	March 2022	Immediate	ADe	MHa	Time	Amber	Completed
	Review the morning "Briefings" to improve effectiveness.	March 2022	Immediate	SLT	MHa	Time	Amber	Completed
School Improvement Schedule is clearly calendared, with review windows and School Improvement priorities clearly identified.	Calendar deadlines and review and issue proformas.	Easter 2022	Immediate	MHa	COG	Time	Amber	Completed
	Carry out CPD for Subject Leaders as part of the Subject Leaders Meeting.	Summer Term 2022	Immediate	MHa	COG	Time	Amber	Completed
	Headteacher to review progress of Department Improvement Plans	Summer Term 2022	Ongoing	MHa	COG	Time	Amber	Completed
	Department Improvement Plans are reviewed as part of Department Reviews by SLT Link and Link Governor.	Summer 2022	Ongoing	ADe	MHa	Time	Amber	Completed
Revert to the usual 1 to 1 meetings with the Headteacher with an open agenda.	Plan and implement sequence.	September 2022	2022 to 2023	AHe	MHa	Time	Amber	Completed
Review "E mail policy"	Develop a policy for the use of E Mails in school which is effective and takes account of staff wellbeing	Easter 2022	September 2022	Staff Wellbeing group	ADe	Time	Amber	New policy written and agreed.

2 Effectiveness of leadership and management							Communication	
Core Objectives		To further improve the effectiveness of communication with parents and carers.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Develop a regular, twice a year, Parental survey to look at staff Wellbeing and views on school development.	Calendar and carry out two surveys a year. The first with a specific focus and the second to review progress against findings.	January 2022	Immediate	ADe	MHa	Time	Green	Completed
	Analyse and develop action plans based on findings.	January 2022	Immediate	ADe	MHa	Time	Amber	New objectives in the School Improvement Plan
Develop the "Parents' Evening" surveys to be focussed on the parents' evening and the feedback parents are receiving about their children.	Rewrite surveys and roll out each parents' evening	September 2022	2022 to 2023	CBI	ADe	Time	Amber	Happen at each parents' Evening
Reintroduce, following a COVID enforced hiatus, the Parents' Council	Develop constitution, purpose and membership of this group.	Easter 2022	Immediate	MHa	COG	Time	Amber	Completed
	Calendar and hold meetings.	Easter 2022	Immediate	MHa	COG	Time	Amber	Completed
	Review effectiveness after six months.	September 2022	Immediate	MHa	COG	Time	Red	Continued or abandoned
Reintroduce, following a COVID enforced hiatus, the involvement of parents in the interview process	Refresh the process and recruit a group of parents to be involved in this	September 2022	Ongoing	AHe	MHa	Time	Red	Parental involvement at all levels of appointment
Lines of communication, with parents are	Review lines of factual communication (Letters, E Mails, Texts and the Website)	Summer Term 2022	September 2022	SLT	MHa	Time	Red	New policy written

streamlined and made effective.	Review and strengthen Termly Newsletters	Summer Term 2022	September 2022	SLT	MHa	Time	<b>Red</b>	New Newsletter written
	Introduce a half termly "Headteachers School Priority" Briefing	Summer Term 2022	Immediate	MHa	COG	Time	<b>Red</b>	Regularly sent out

## 2 Effectiveness of leadership and management

<b>Core Objectives</b>	To Secure Financial Security of UVHS.							
<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 Amber: On-going development Green: Completed	<b>Success Criteria</b>
<b>Key Objectives</b>	<b>Short Term Actions</b>							
To maintain the financial viability of the school and investigate different management models to ensure this.	To analyse the curriculum for cost saving opportunities.	January 2022	Ongoing	ANa	MHa	Time	<b>Amber</b>	Financial Savings made
	To carry out a financial review of the school staffing costs to identify possible savings and produce a SWOT analysis.	January 2022	September 2022	RDe	MHa	Time	<b>Amber</b>	Financial Savings made
	To carry out a financial review of the school system costs to identify possible savings and produce a SWOT analysis.	January 2022	September 2022	RDe	MHa	Time	<b>Amber</b>	Financial Savings made
	To research trends and gain a complete as possible insight into the financial landscape in Year 1, 2 and 3 going forwards	January 2022	Ongoing	RDe	MHa	Time	<b>Amber</b>	Financial Savings made

2. Quality of education								
Core Objectives		To Investigate future designation of UVHS in line with Government Policy: i.e., Academisation or Community School Status.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Research different options available to UVHS>	Discuss with CCC the possible educational landscape following the Government White Paper and the reorganisation of Cumbria	January 2022	Ongoing	SLT	Governing body	Time	Amber	Clear picture gained.
	Examine the process and feasibility of creating a MAT with UVHS at the heart of its educational community.	January 2022	Ongoing	SLT	Governing body	Time	Amber	Clear picture gained.
	Examine the process and feasibility of UVHS joining an existing MAT	January 2022	Ongoing	SLT	Governing body	Time	Amber	Clear picture gained.



2 Effectiveness of leadership and management							Wellbeing	
Core Objectives	To further develop the staffing and knowledge base of all staff within UVHS to support students experiencing mental health issues and create a "Mental Health" awareness and supportive culture.							
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Develop the Role of "School Mental Health League" in the Sixth Form	Alter the job role of a member of the Sixth Form team to become the school "Champion" for mental health.	January 2022	Immediate	MHa	GB	Time	Green	Role defined
	"Champion" to receive training to become knowledgeable in their role.	February 2022	Immediate	MHa	GB	Time	Green	Initial training undertaken
To develop a programme to educate the student body about all aspects of Mental Health and develop peer to peer support capacity	Students to receive planned and regular assemblies on mental health awareness and well-being including the Time to Change Ask Twice Campaign. CAMHS, Barnardo's, Mind and University students.	September 2022	Ongoing	JEg	RRa	Time	Red	Ask it Twice campaign launched & promoted in first assemblies in September.  Questionnaires completed by students after Assemblies to measure information gained.
	Form time and tutorial discussions on mental health to include Strategies, Apps & organisations to be sign posted to.	October 2022	Ongoing	JEg	RRa	Time	Red	Medium Term: Questionnaires on understanding of Mental Health at the

								beginning and end of term.  Long Term: Completion of questionnaire at the beginning of yr12 and end of yr13 to show improved understanding.
	Create Sixth Form Mental wellbeing page with links to local and national organisations. Mental Health APPs and Wellbeing toolkit.	February 2022	Immediate	JEg	RRa	Time	Green	Completion of page & feedback from parents' survey
	Peer support Mentors to be appointed and trained as part of a student wellbeing group.	November 2022	Ongoing	JEg	RRa	Time	Amber	Reduction in low level Mental Health Issues being dealt with/brought to the Pastoral Team.
Develop transition process to inform support for students joining UVHS in the Sixth Form	Pastoral team to collate information sent through from schools asap. Upload to CPOMS and check if any further information is available in the first instance.	June 2022	July 2022	Sixth Form Team	RRa	Time	Amber	CPOMS records will be updated regularly to show action taken to address emotional needs.
	Display table at open evenings to promote schools' approach to Mental Health and challenges	November 2022	Immediate	Sixth Form Team	RRa	Time	Red	Feedback from parents' survey.

<p>There is ongoing and effective communication so that issues are picked up quickly and acted upon effectively and in a timely manner</p> <p>Questionnaires for students to complete &amp; prearranged drop in lunchtimes to discuss issues.</p>	<p>Use Sixth Form pastoral meetings to inform team concerns and follow up with student check ins to assess the need.</p>	<p>September 2022</p>	<p>Ongoing</p>	<p>Pastoral Team</p>	<p>RRa</p>	<p>Time</p>	<p>Amber</p>	<p>Short Term: Fortnightly reviews with Pastoral team</p> <p>Medium term: Term Reviews with Pastoral team</p> <p>Long term: End of year reviews with Pastoral team</p>
	<p>All Sixth Form Leader Team to be given mental health training to develop an understanding, common approach &amp; language.</p>	<p>April 2022</p>	<p>Immediate</p>	<p>JEg</p>	<p>RRa</p>	<p>Time</p>	<p>Green</p>	<p>Staff feel that they have an understanding of resilience and mental health and will use the knowledge to spot the signs of mental health difficulties &amp; know how to deal with it.</p>
	<p>Pastoral team to meet fortnightly to discuss levels of need, processes in place and how any gaps can be filled with student mentors and external agencies.</p>	<p>September 2022</p>	<p>Ongoing</p>	<p>Sixth Form Pastoral Team</p>	<p>RRa</p>	<p>Time</p>	<p>Red</p>	<p>Communication ii frequent and timely.</p>
	<p>Questionnaires for students to complete &amp; prearranged drop in lunchtimes to discuss issues.</p>	<p>November 2022</p>	<p>Immediate</p>	<p>JEg</p>	<p>RRa</p>	<p>Time</p>	<p>Red</p>	<p>Fewer mental health issues. Issues dealt with early before they become more serious</p>
	<p>Timely training to be added for CPD</p>	<p>September 2022</p>	<p>Ongoing</p>	<p>JEg</p>	<p>ADe</p>		<p>Red</p>	<p>Better understanding of Mental Health, how</p>

	For Sixth Form Tutors							to spot poor Mental Health and strategies to deal with it.
	SMHL will attend local mental health groups/meet with other SMHLs to share information.	July 2022	Ongoing	JEg	SHe	Time	Red	Attendance and exchange of ideas occurs
	CPD for SMHL to keep UpToDate with MHFA. & Suicide Intervention training.	February 2022	Ongoing	JEg	MHa	Time	Amber	Completion of Courses with improved understanding
	Suicide Intervention training for Pastoral Leaders and Assistant Pastoral Leader.	September 2022	Ongoing	JEg	MHa	Time	Red	Improved understanding and early identification
Increase mental health awareness of all at UVHS	Develop the Assembly and Form term activities to increase awareness and knowledge of all students.	September 2022	July 2023	SHe	MHa	Time	Amber	Fewer students requiring Risk assessments Improved attendance.
	Engage with external providers who will work with staff and students to increase knowledge, build resilience and develop skills	September 2022	July 2023	SHe	MHa	Time	Amber	Fewer students requiring Risk assessments Improved attendance.
Develop the role of "Mental Health Champion" in the Main School	Develop a well-trained and skilled leader of mental health for Students in the main school	January 2022	Ongoing	SHe	MHa	Time Training	Amber	Fewer students requiring Risk assessments Improved attendance.
Strengthen the Role of the Learning Mentor "Wellbeing and Mental Health to increase capacity	Explore different working methodologies	September 2022	September 2023	BMo	NHi	Meeting Time	Amber	Improved attendance

3. Quality of Education						
Core Objectives	That the Quality of educational is exceptional for all students, where lessons are well planned, differentiated and delivered, the curriculum is well planned, sequenced and ambitious, assessment is valid, rigorous where summative and furthers learning where formative. In addition, knowledge acquisition and consequential outcomes are excellent and progression routes reflect this. Behaviour for learning is exceptional with a positive learning environment is created.					
Key School Improvement Objectives	Current Strategic Vision Priority	Starting Date	Expected Timescale	Leader	Success Criteria	Progress Red: Not Started Amber: On-going development Green: Completed
Further develop the school curriculum to be ambitious and meet the needs of pupils including those with SEND, by developing their knowledge, skills and abilities to apply what they know and can do with increasing fluency and independence with all pupils having access to the full breadth of the curriculum. Intent, implementation and impact is clear through the whole school and subject curricula.		September 2021 (relaunched)	July 2023 to be complete	LMu	Long Term Medium Term Short Term Plans in place	Amber
To develop the literacy of all students at UVHS, with particular reference to reading, not only as a goal in itself, but also in order to improve the access to examination papers for all students and improve attainment.		September 2021 (relaunched)	July 2023 to be complete	ADe	Percentage increase in reading ages	Amber
To Further develop the school assessment system, embedded in the new schemes of work at KS3, KS4 and KS5 to increase consistency, validity and the quality of formative assessment.		September 2021 (relaunched)	July 2023 to be complete	LMu/ANa	Internal consistency of data is valid to track and predict performance	Amber
To review and develop the school marking policy with a view to enhancing its effectiveness and ensuring student progress whilst reducing workload and improving wellbeing of classroom teachers.	Wellbeing	September 2022	July 2023 to be complete	LMu	Marking is clearly effectively improving performance and workload is reduced.	Amber
To review and further develop the school wide monitoring of teaching and learning and appraisal systems so that they are firmly embedded in professionalism and professional standards. This will be clearly scheduled throughout the year and is based on clear, consistent methodologies.	Communication	Summer 2022	1 Year	LMu	Policy in place and clearly understood giving SLT and GB a clear understanding of the school.	Amber

To develop and embed systems to monitor the efficacy, cost effectiveness and equity of provision made strategically and tactically used to intervene and break down barriers to achievement for disadvantaged students.	Wellbeing	September 2021 (relaunched)	Ongoing	ADe	Achievement increased and "Achievement Gap" reduced.	Amber
To increase the take up of Languages at KS4 for all students and in particular disadvantaged students.		Summer 2022	1 Year	JBa	Uptake increased by 100%	Amber

3. Quality of education								
Core Objectives		Further develop the school curriculum to be ambitious and meet the needs of pupils including those with SEND, by developing their knowledge, skills and abilities to apply what they know and can do with increasing fluency and independence with all pupils having access to the full breadth of the curriculum. Intent, implementation and impact is clear through the whole school and subject curricula.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
The whole School offer is reviewed and amended, and a "Curriculum Statement" is written and published.	The school "Curriculum Statement" is redeveloped	September 2021	By Christmas	LMu	MHa	None	Green	Draft produced
	The new Curriculum statement is reviewed by the SLT and adopted	December 2021	By February Half Term 2022	SLT	Governors	None	Green	Curriculum statement is published

<p>Subject areas: Develop an ambitious “Spiral Curriculum” which is well sequenced and identifies clearly:</p> <ul style="list-style-type: none"> <li>• Prior learning</li> <li>• Future links</li> <li>• Core knowledge</li> <li>• Component and composite tasks and assessment</li> <li>• Tier 3 vocabulary</li> <li>• Cultural Capital</li> <li>• Diversity</li> </ul>	<p>Subjects produce curriculum vision and values statements</p>	<p>September 2021</p>	<p>Easter 2022</p>	<p>LMu</p>	<p>SLT links and LMu</p>	<p>None</p>	<p><b>Green</b></p>	<p>Completed Vision and Values statements which underpin the curriculum offer in each subject.</p>
	<p>Long Term Plan: subjects review current plan and develop a five-year plan on a common template. Template to include themes/threads which run through the curriculum and include the Vision statement.</p>	<p>January 2022</p>	<p>March 2022</p>	<p>LMu</p>	<p>SLT links</p>	<p>New plan template agreed and produced</p> <p>Glossary of terms for establishing a common language when talking about the curriculum</p>	<p><b>Amber</b></p>	<p>Completed five-year plans for each curriculum area.</p>
	<p>Re-establish common format for Medium and short-term plans Depts to adapt current schemes of learning (short term lesson plans) to include the following information:</p> <ul style="list-style-type: none"> <li>• Prior learning</li> <li>• Core knowledge</li> <li>• Future links</li> <li>• Tier 3 vocabulary</li> </ul>	<p>March 2022</p>	<p>July 2022 (for completion of Autumn term 2022 plans)</p>	<p>LMu and SLT</p>	<p>SLT links</p>	<p>New short/medium term plan template to be agreed by SLT before going to subject leaders.</p> <p>Shared with subject leaders at</p>	<p><b>Amber</b></p>	<p>Completed by July 2022</p>

	<ul style="list-style-type: none"> <li>• Component/composite assessment</li> <li>• Cultural capital</li> <li>• Diversity</li> </ul>					meeting and discussion of content.		
	Medium and short-term plans for Autumn 2023	September 2022	December 2022 (for completion of Spring Term 2023 plans)	LMu and SLT	SLT links		<b>Red</b>	Completed start of Autumn term plans for 2022
	Medium and short-term plans for Spring 2023	September 2022	December 2022 (for completion of Spring Term 2023 plans)	LMu and SLT	SLT links		<b>Red</b>	Completed start of Spring term plans 2023
	Medium and short-term plans for Summer 2023	January 2023	March 2023 (for completion of Summer Term 2023 plans)	LMu and SLT	SLT links		<b>Red</b>	Completed start of Summer Term plans for 2023



	Student learning Journey	April 2023	July 2023	LMu and SLT	SLT links	Learning journey (common template) Student-friendly language.	<b>Red</b>	Completed learning journeys for distribution to students in September 2023.
Evaluation of schemes of learning	Review schemes of learning through pupil voice and discussion at dept meeting.	Autumn 2022	July 2023	Subject Leaders	SLT links	Focused questions for pupils to elicit information required.	<b>Red</b>	Ongoing academic year 2022-2023

3 Quality of education							Wellbeing	
Core Objectives		To develop the literacy of all students at UVHS, with particular reference to reading, not only as a goal in itself, but also in order to improve the access to examination papers for all students and improve attainment.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress <b>Red:</b> Not Started <b>Amber:</b> On-going development <b>Green:</b> Completed	Success Criteria
Key Objectives	Short Term Actions							
Develop a clear development plan. Develop a baseline testing system that will enable students to be tested on entry and thence annually to track progress and allow precise targeting of intervention.	Write plan and issue to relevant staff.	January 2022	January 2022	ASM	LMu	Time	<b>Green</b>	Completed
Develop interventions focussed on small groups of students	Identify Students and level of need.	February 2022	September 2022	ASm	LMu	Time	<b>Amber</b>	Completed

such as literacy groups focussing on basic reading and comprehension.	Timetable and staff groups.	March 2022	September 2022	ASm	LMu	Time	Amber	Completed
	Develop Schemes of Work.	February 2022	September 2022	ASm	LMu	Time	Amber	Completed
	Communicate with students and parents.	February 2022	September 2022	ASm	LMu	Time	Amber	Completed
Development of schemes of work for form periods aimed at raising the amount and level of reading of individuals.	Develop Schemes of Work.	February 2022	September 2022	ASm	LMu	Time	Amber	Completed
Development of schemes of work for form periods aimed at raising the general literacy of all students.	Develop Schemes of Work.	February 2022	September 2022	ASm	LMu	Time	Amber	Completed
Develop schemes of work across the school to increase the focus on literacy and to identify opportunities for reading and writing to be developed as part of the acquisition of knowledge, understanding and skill in all subject areas.	Develop the literacy element of the schemes of Work in all subjects as part of the Curriculum Development Review.	February 2022	September 2023	ASm	LMu	Time	Amber	Completed
Revisit and strengthen the whole school marking policy and monitor to ensure compliance and consistency.	Review the literacy aspect of the whole school marking policy.	February 2022	September 2023	ASm	LMu	Time	Amber	Completed
	Embed the monitoring of the literacy marking policy in the whole school monitoring policy	February 2022	September 2023	LMu	MHa	Time	Amber	Completed

Continue to develop pedagogy in the classroom to support literacy.	Develop internal and external CPD to develop pedagogy in all classrooms	February 2022	Ongoing	ASm	LMu	Time	Amber	Completed
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3 Quality of education								
Core Objectives		To Further develop the school assessment system, embedded in the new schemes of work at KS3, KS4 and KS5 to increase consistency, validity and the quality of formative assessment.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Embed the assessment calendar for each subject with clear formal assessment windows.	Carry out a review with Subject Leaders as to the efficiency of the Assessment Calendar	Easter 2022	July 2022	ANa	MHa	Time SL Meeting	Red	Assessment System manageable and fit for purpose
	Add Fixed Assessment Windows to the Assessment Calendar	July 2022	Immediate	ANa	MHa	Time SL Meeting	Red	Assessment System manageable and fit for purpose
Develop assessments in each subject and schedule on schemes of work.	Each subject to write and schedule assessments	Easter 2022	July 2022	SL	ANa	Time Department Meetings	Red	Assessment System manageable and fit for purpose
	SIMs Markbooks are updated with all assessments.	July 2022	Immediate	DSt	ANa	Time SL Meeting	Red	Assessment System manageable and fit for purpose
Develop a clear moderation and standardisation policy in each subject to ensure validity of data based on the	Use twilight Time and Subject Leader meeting Time to develop a whole school moderation policy.	Easter 2022	July 2022	ANa	MHa	Time SL Meeting	Red	Assessment System manageable and fit for purpose

percentage of UVHS students expected to achieve each grade.	Policy is rolled out for all Formal Assessments	September 2022	July 2022	SLs	ANa	Time SL Meeting	<b>Red</b>	Assessment System manageable and fit for purpose
To develop monitoring systems to ensure consistency and rigour in all aspects of summative assessment at UVHS.	Moderation is included in the Department Review aspect of the school Monitoring policy.	September 2022	July 2022	LMu	ANa	Time	<b>Red</b>	Assessment System manageable and fit for purpose

3Quality of education							Wellbeing	
Core Objectives		To review and further develop the school wide monitoring of teaching and learning and appraisal systems so that they are firmly embedded in professionalism and professional standards. This will be clearly scheduled throughout the year and is based on clear, consistent methodologies.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
To define a clear monitoring system for summer 2022.	Review, discuss and develop the school monitoring of teaching and learning policy	February 2022	Easter 2022	LMu	MHa	Time	<b>Amber</b>	Policy is discussed at SLT and then ratified by the Governing body
	Add 'health check' fortnight to the school calendar for the summer term 2022.	February 2022	Immediate effect	LMu	MHa	Time	<b>Green</b>	Date added to calendar and staff made aware.
	Set clear rationale and focus for the 'health check' and create a quick system to give an overview of feedback.	February 2022	Friday 22 <sup>nd</sup> April	LMu	MHa	Time	<b>Amber</b>	Health check takes place. Information gathered via MSForms.

								Subject leaders clear on the process Subject leaders are clear on their role in giving feedback.
	Develop the departmental review process and use with the science dept	February 2022	Friday April 1st	LMu	MHa	Time	Red	Departmental review complete for science (Summer term 2022) Evaluate documents and amend as necessary for academic year 2022-2023
To monitor Teaching and Learning in departments ensuring transparency with subject leaders.	Add Monitoring policy to the Teaching and Learning policy.	July 2022	September 2022	LMu	MHa	Time	Amber	Included and shared with subject leaders.
	Add dates for 'Health Check' fortnights on the school calendar for 2022-2023 academic year	July 2022	September 2022	ANA	MHA	Time	Red	Dates added and Subject Leaders aware.
	Create a Timetable for departmental reviews for 2022-2023 academic year	July 2022	September 2022	LMU and ANA	MHA	Time	Red	Dates added to school calendar.
	Ensure link governors understand the rationale and process for departmental reviews. Inform link governors of the dates for their departmental review.	February 2022	Full governors' meeting (summer term 2022)	LMU	MHA	Time	Red	Link governors understand the rationale and process and are involved in the departmental review process.
	Meet with Professional associations and staff as a	Easter 2022	May 2022	LMU	MHA	Time	Red	Clear rational established

Further develop the concept of an individual "Teacher's Profile" as a record of career development.	whole to discuss the concept.							
	Research and develop an IT based "Vehicle" to record and maintain the individual "Professional Profile"	July 2022	September 2022	LMU	MHA	Time Possible resource purchased	<b>Red</b>	Profile rolled out

3 Quality of education							Wellbeing	
Core Objectives		To review and develop the school marking policy with a view to enhancing its effectiveness and ensuring student progress whilst reducing workload and improving wellbeing of classroom teachers.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Develop a consultation programme with all stakeholders and research current educational thinking.	Carry out stakeholder voice about assessment and marking.	September 2022	October 2022	LMu	MHa	Time	<b>Red</b>	Done and analysed
	Investigate and summarise latest research.	September 2022	October 2022	LMu	MHa	Time	<b>Red</b>	Done and presented
	Staff twilight to review research and feedback and discuss the best way forward.	October 2022	Immediate	LMu	MHa	Time	<b>Red</b>	Takes place and feedback collated and presented to SLT
Develop a policy in Whole School Twilight	Senior Leadership Team to produce draft policy to work through in whole school twilight.	October 2022	November 2022	LMu	MHa	Time	<b>Red</b>	Policy produced and discussed by teaching staff
Roll out new policy	New policy is published and used.	January 2023	June 2023	LMu	MHa	Time	<b>Red</b>	Marking system used

Review, adapt and embed.	Feedback from stakeholders is taken, collated and used to modify system	July 2023	July 2024	LMu	MHa	Time	<b>Red</b>	Marking and assessment system embedded and used consistently. It is effective and workload is reduced.
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3 Quality of education							Wellbeing	
Core Objectives		To develop and embed systems to monitor the efficacy, cost effectiveness and equity of provision made strategically and tactically used to intervene and break down barriers to achievement for disadvantaged students.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
To develop a methodology and technology to track provision and impact of strategic and tactical intervention, for ALL children at UVHS.	Strengthen the "Intervention Meetings" to manage the progress of ALL students with particular reference to Disadvantaged.	January 2022	February 2022	ADe	MHa	Time	<b>Green</b>	Focus on academic intervention and constant focus on progress with the individual/
	Develop the SIMs data management system to develop individual Student Intervention plans to track and evaluate intervention.	January 2022	February 2022	ADe	MHa	Time	<b>Green</b>	In place and used.
	Develop bespoke documented and reviewed packages for all students requiring intervention.	January 2022	Ongoing	ADe	MHa	Time TEACHING RESOURCE	<b>Amber</b>	Outcomes improved
	Further develop the paperwork and Time scales behind students whose provision includes offsite a	January 2022	Easter 2022	ADe	MHa	Time	<b>Green</b>	Outcomes improved



	transition/reengagement Timetable.							
To review Key Stage 4 intervention in the context of (i) Efficacy, (ii) Methodology and (iii) Cost effectiveness evidenced by the Disadvantaged Matrix and the Disadvantaged Strategic analysis.	Complete Pupil premium strategy statement.	December 2022	Immediate	ADe	MHa	Time	Green	Published on Website
	Develop a process to review the Disadvantage Matrix at fixed points in the assessment calendar.	January 2022	July 2022	DSt/ANa	ADe	Time	Amber	Effectiveness of Intervention can be established as a report.
To review Key Stage 3 embryonic strategic Intervention with the view to expanding as a medium-term development.	Complete Pupil premium strategy statement.	December 2022	Immediate	ADe	MHa	Time	Green	Published on Website
	Develop a process to review the Disadvantage Matrix at fixed points in the assessment calendar.	January 2022	July 2022	DSt/ANa	ADe	Time	Amber	Effectiveness of Intervention can be established as a report.
To have a robust system to identify cost of disadvantaged methodology (i) Per student, (ii) Per intervention and consequential impact per pound of investment	Complete Pupil premium strategy statement.	December 2022	Immediate	ADe	MHa	Time	Green	Published on Website
	Develop a spreadsheet with cost of each intervention for each child	Easter 2022	July 2022	Ade/DSt	MHa	Time	Amber	Published
To review strategic intervention and develop the curriculum and Timetable as appropriate.	Put intervention groups into the Curriculum model.	Easter 2022	July 2022	Ade/ANa	MHa	Time	Amber	Published
Where feasible to minimise the impact of socio-economic factors to achievement	Develop the use of Pupil Premium funding to support curriculum	September 2021	Ongoing	ADe	MHa	Pupil Premium Funding	Green	No student has a lack of opportunity due to funding.

	demands for disadvantaged students.							
	Develop the use of Pupil Premium funding to support extracurricular activities for disadvantaged students.	September 2021	Ongoing	ADe	MHa	Pupil Premium Funding	Green	No student has a lack of opportunity due to funding.
	Further develop the effectiveness of the Engagement Centre to minimise the socio-economic development gap.	September 2021	Ongoing	VDo	ADe	Pupil Premium Funding	Green	No student has a lack of opportunity due to funding.

3 Quality of education								
Core Objectives		To increase the take up of Languages at KS4 for all students and in particular disadvantages students.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Reduce the number of languages in Year 7 to one (Spanish, as it is viewed the most accessible) and increase the number of lessons from 2 to 3 in order to increase attainment and confidence of all students.	Appoint a Spanish Coordinator	Easter 2022	May 2022	JBa	MHa	TLR	Amber	Appointed
	Develop the new curriculum	Easter 2022	July 2022	JBa	MHa	Time	Amber	Scheme of work produced
	Upskill existing language staff to deliver Year 7 Spanish	Easter 2022	July 2022	JBa	MHa	Time	Amber	Staff timetabled

Develop the accessibility of the KS3 curriculum, particularly in Year 9, to increase the appeal of languages at KS4	Review curriculum for all three languages			JBa	MHa	Time	Amber	Increased uptake
	Tweak schemes of work and spiral curriculum as part of the ongoing			JBa	MHa	Time	Amber	
	Develop a “languages” recruitment programme to raise the profile and breadth of appeal.			JBa	MHa	Time	Amber	
Add a lower school Spanish trip to the calendar to broaden the appeal of Spanish.	Develop a trip proposition for an appropriate year group with a bespoke programme.			NBe	JBa	Time	Amber	Increased uptake
	Calendar and staff trip.			NBe	JBa	Time	Amber	
	Review effectiveness			NBe	JBa	Time	Amber	

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.					
Key School Improvement Objectives	Current Strategic Vision Priority	Starting Date	Expected Timescale	Leader	Success Criteria	Progress Red: Not Started development Amber: On-going development Green: Completed
Develop the role of Student Bodies such as The School Parliament, Sixth Form Council, Head Boy and Girl Team and Senior students to contribute to school medium- and long-term strategic development.	Wellbeing and Communication	Jan 2022	Initial stages completed by September 2022	ADe	Student survey responses show increased engagement	Amber
To determine the extent of and develop strategic responses to the deficits with all students, starting with Year 8, in terms of: <ul style="list-style-type: none"> <li>Literacy</li> <li>Behaviour for Learning</li> <li>Curriculum deficit</li> <li>Behaviour</li> </ul>	Wellbeing	October 2021	Initial stages completed by September 2022	ADe	Behaviour records show improvement.	Amber

4 Behaviour and Attitudes						Wellbeing and Communication		
Core Objectives	Develop the role of Student Bodies such as The School Parliament, Sixth Form Council, Head Boy and Girl Team and Senior students to contribute to school medium- and long-term strategic development.							
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started development Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions	Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started development Amber: On-going development Green: Completed	Success Criteria
Develop a new constitution with recruitment/election and remit for the school parliament.	Research and similar constitutions	Easter 2022	May Half term	CBI	ADe	Time	Red	Wide variety of examples presented
	Discuss with a focus group of students	Easter 2022	May Half term	CBI	ADe	Time	Red	Conclusions summarised
	Draft policy and present to SLT	May 2022	June	CBI	ADe	Time	Red	Drafted

	Publish to all students and parents	May 2022	July	CBI	ADe	Time	Red	Published
Develop a new constitution with recruitment/election and remit for the Sixth Form Council.	Research and similar constitutions	Easter 2022	May Half term	JEg	RRa	Time	Red	Wide variety of examples presented
	Discuss with a focus group of students	Easter 2022	May Half term	JEg	RRa	Time	Red	Conclusions summarised
	Draft policy and present to SLT	May 2022	June	JEg	RRa	Time	Red	Drafted
	Publish to all students and parents	May 2022	July	JEg	RRa	Time	Red	Published
Develop a protocol for each year to enable these bodies to bring student issues and concerns to discuss as part of school strategic improvement.	Develop, as part of the new constitution, a regular system to allow students who are not part of the School Parliament/Sixth Form Council to communicate through the representatives.	Easter 2022	May Half term	Cba/JEg	Ade/RRa	Time	Red	Part of Constitution
Develop a regular, twice a year, Student survey to look at staff Wellbeing and views on school development.	Calendar and carry out two surveys a year. The first with a specific focus and the second to review progress against findings.	January 2022	Immediate	ADe	MHa	Time	Green	Completed
	Analyse and develop action plans based on findings.	January 2022	Immediate	ADe	MHa	Time	Amber	New objectives in the School Improvement Plan

<b>4 Behaviour and Attitudes</b>							<b>Wellbeing</b>	
<b>Core Objectives</b>	To determine the extent of and develop strategic responses to the deficits with all students, starting with Year 8, in terms of: <ul style="list-style-type: none"> <li>Literacy</li> <li>Behaviour for Learning</li> <li>Curriculum deficit</li> <li>Behaviour</li> </ul>							
<b>School Improvement Objectives</b>							<b>Progress</b>	
<b>Key Objectives</b>	<b>Short Term Actions</b>	<b>Starting Date</b>	<b>Expected Timescale</b>	<b>Leader</b>	<b>QA</b>	<b>Resources and staff development implications</b>	<b>Red:</b> Not Started <b>Amber:</b> On-going development <b>Green:</b> Completed	<b>Success Criteria</b>

Improve reading skills of Year 8 pupils with reading age below chronological age	Reading assessments done with all year 8s to identify students with low reading ability	Dec 22	Annually plus ongoing tracking	LMu		Cost of assessments Time	Amber	Tests completed and students requiring intervention identified
	Lexia programme used with identified students with highest deficit	Dec 22	On-going	NHi	MHa	Cost of Lexia Staff Time	Amber	Students reading age improved
	Reading buddies for students with lower deficit	Mar 22	Ongoing	LMu	MHa	Training of coaches	Red	Coaches identified and trained and reading buddies programme started
	Reading during form Times	Sep 21	Ongoing	LMu	MHa	Reading resources	Amber	Students reading during form Times
	Weekly Intervention meetings	Sep21	Ongoing	ADe	MHa	Staff Time	Amber	All reading interventions monitored and modified
Improve literacy skills of year 8 students	Literacy programme for all year 8 forms	Sep 21	Ongoing	ASm	LMu	Writing of programme	Amber	Students participate in literacy activities during form Time
	All departments use literacy marking scheme	Sep 21	Ongoing	MSu	LMu	All exercise books have marking scheme Staff training	Amber	Improved literacy due to whole school approach
	Literacy groups established for students identified as having weak literacy skills	Sep 21	Ongoing	NHi	MHa	Extra staffing	Amber	Improved literacy skills
	Weekly Intervention meetings	Sep21	Ongoing	ADe	MHa	Staff Time	Amber	All literacy programmes/ interventions monitored and modified
Reduce Curriculum deficit in all subjects	All departments complete 5 Year Curriculum and plan most appropriate sequence of learning to build on prior learning	Oct 21	Ongoing	LMu	MHa	Staff training and department Time	Amber	Curriculum sequenced with coordinated SOW
	All departments use diagnostic assessments to identify gaps	Jan 22	Ongoing	LMu	MHa	Staff training and department Time	Amber	Gaps identified and SOW amended to close gaps
	Extra maths and English groups to improve skills in these	Sep 21	Ongoing	NHi	MHa	Extra staffing	Amber	Students have improved maths and English outcomes

	subjects for those students with greatest deficits							
Close Curriculum Deficit in English Maths and Science for Year 8 disadvantaged students caused by lack of engagement during period of Covid	Tutoring in three subjects outside normal school hours	Feb 22	Ongoing	ADe	MHa	Training Cost of tutoring	<b>Amber</b>	Students close gaps in these subjects
Develop Learning skills to enable effective access of the curriculum.	Weekly Intervention meetings to identify students requiring interventions	Sep21	Ongoing	ADe	MHa	Staff Time	<b>Amber</b>	Students' behaviour for learning improved
	Individual behaviour for learning programmes written by Pastoral leaders and Townlands and delivered by Townlands and Engagement Centre. Students withdrawn to follow programme and subsequently monitored in lessons	Dec 21	Ongoing	ADe	MHa	Writing of individual plans Staffing	<b>Amber</b>	Monitoring of students results in fewer behaviour points and improved behaviour for learning
Roll out methodology for all Year Groups	Use each of the ideas described above for each Year Group in order of priority established by the analysis of behaviour and achievement for each year group	Easter 2022	Ongoing	ADe	MHa	Time Timetable Resource	<b>Red</b>	Analysis of performance and behaviour data.

4 Behaviour and Attitudes							Wellbeing	
Core Objectives		To further develop the school systems and staffing to implement interventions to increase attendance amongst students whose attendance is below 90% due to anxiety and Mental Health Issues						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
Increase the capacity to intervene with students whose attendance is in danger of becoming an issue	Appoint a member of staff to support: 1. The Family Liaison Officer 2. The Learning Mentor: Wellbeing	July 2022	Immediate	MHa	GB	Salary	Amber	Appointment of the right person made
	Continue to develop bespoke plans for each student.	September 2022	Ongoing	BTo	She Intervention	Time	Amber	Increased attendance and reduced priority Attendance
	Continue to develop EHCPs to fund external provision when necessary	September 2022	Ongoing	NHi	She Intervention	Time	Amber	Increased attendance and reduced priority Attendance



5: Personal Development						
Core Objective	For the students who leave UVHS to have the necessary <b>Skills for Life and Learning</b> to achieve their potential in the modern world. This includes and understanding and celebration of the differences and similarities between people in this country and the wider world, embracing Victoria and British Values.					
Key School Improvement Objectives	Current Strategic Vision Priority	Starting Date	Expected Timescale	Leader	Success Criteria	Progress Red: Not Started development Amber: On-going development Green: Completed
Create and develop the concept of a <b>UVHS Learner</b> and develop strategies to develop this in Year 7 to look at behaviour for learning, mindfulness and engagement to strengthen transition to secondary school.	Wellbeing and	September 2022	Each Year 7	Head of Year 7	Improved Behaviour and Behaviour for Learning Improved outcomes	Red
Further develop the anti-racist culture at UVHS to promotes equality of opportunity and diversity effectively. As a result, pupils understand, appreciate and respect difference in the world and its people, celebrating the things we share in common across cultural, religious, ethnic and socio-economic communities.	Wellbeing and	September 2022	Ongoing	MHa	UVHS is an “Anti-Racist” School	Amber
Further develop positive attitude to gender (Gender equality, sexism and LGBTQ+ issues at UVHS to promotes equality of opportunity and diversity effectively. As a result, pupils understand, appreciate and respect difference in the world and its people. There is a culture of support and acceptance at UVHS.	Wellbeing and	September 2022	Ongoing	SHe	UVHS has a culture of acceptance and tolerance for all	Red
Develop a more comprehensive delivery strategy for the development of the UVHS “Skills for Life and Learning programme” in order to develop the PSHE curriculum to ensure that all students at UVHS receive all the necessary knowledge and skills to be rounded and informed young people ready to take their place in the real world and develop cultural capital.	Wellbeing and	Easter 2022	Ongoing	SHe	All students are equipped for their role in the modern world	Red
Develop a “Life skills” programme for financial management to ensure UVHS are financially literate.		February 2022	By September 2022	MZe	Students survey show increased confidence	Amber

5: Personal Development							Wellbeing	
Core Objectives	Further develop the anti-racist culture at UVHS to promotes equality of opportunity and diversity effectively. As a result, pupils understand, appreciate and respect difference in the world and its people, celebrating the things we share in common across cultural, religious, ethnic and socio-economic communities.							
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions	Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Engage with the “Anti-Racist School Award” with Leeds Becket University.	Complete and submit Application Form.	Easter 2022	Immediate	MHa	SLT	Award Cost	Amber	Form submitted
	Carry out an audit of the current position in school. Supported by Leeds Becket University develop an action plan to gain competency in the following areas: 1. Governance, Leadership and Management 2. School Environment 3. Professional Learning and Development 4. The Curriculum 5. Parents / Carers and Community Partnerships	September 2022	Christmas 2022	MHa	SLT	Time	Red	Audit occurs
	Development of working group	September 2022	September 2023	MHa	SLT	Time	Red	Group formed
	Modification of the curriculum as part of the ongoing Curriculum Development	September 2022	September 2023	MHa and SLs	SLT	Time	Red	Schemes of work modified
	CPD for staff in twilight	Autumn Term 2023	Autumn Term 2023	LMu and WG	MHa	Time	Red	Happened with positive feedback
	Development of input for the students in form Time, through assemblies	Autumn Term 2023	Autumn Term 2023	WG	MHa	Time	Red	Programme written and delivered
	Engagement with other schools.	Autumn Term 2023	Spring Term 2023	WG	MHa	Time	Red	Trips occur
	Carry out an audit of the school after a year.	September 2023	Immediate	MHa	SLT	Time	Red	Audit occurs
Gather evidence and apply for the award.	September 2023	Immediate	MHa	SLT	Time	Red	Award achieved.	

5: Personal Development							Wellbeing	
Core Objectives		Develop a "Life skills" programme for financial management to ensure UVHS are financially literate.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions							
To develop Financial Literacy and Management SOW for Form Periods.	Use Student Voice to ascertain need and Year Group starting point	Feb 22	Feb 22	SLT	MHA	Cost of surveys Time	Green	Survey analysed
	Carry out an audit of subjects to determine what is taught now as part of the curriculum	Feb 22	April 22	MZE	LWK	Staff Time	Amber	Clear picture of current provision across UVHS
	Summarise findings and identify topics to be taught	April 22	May 22	MZE	LWK	Time	Red	Topics selected
	Identify year group and agree on frequency of delivery	Feb 22	May 22	MZE	LWK	Time	Red	Long term plan developed
	Plan overview of SOW for chosen year group, including topics and Timescale.	March 22	June 22	MZE	LWK	Staff Time, MZE to attend a course	Red	Medium term plan produced
	Source and create resources and build session by session.	March 22	June 22	MZE	LWK	Time and cost of resources	Red	5 lessons planned, including resources

5: Personal Development							Wellbeing	
Core Objectives		Further develop positive attitude to gender (Gender equality, sexism and LGBTQ+ issues at UVHS to promotes equality of opportunity and diversity effectively. As a result, pupils understand, appreciate and respect difference in the world and its people. There is a culture of support and acceptance at UVHS.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions	Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Develop and embed in the School Improvement Plan as a five-year plan.	Write Improvement plan	Easter 2022	Immediate	MHa	GB	Time	Green	Plan written
Establish a working group from amongst the	Group of dedicated professionals from amongst the whole staff to work on the whole project	September 2023	Immediate	SHe	MHa	Time	Red	Group formed and meeting scheduled
Working Group to:	Gather data on attainment, participation, and progression by gender, identify substantial differences between girls and boys identified and whether they are treated as gender issues or should be.	Autumn Term 2022	Christmas 2022	Working Group	SHe	Time	Red	Date collected and analysed
	Monitor how homophobic language filters into the classroom. Treat homophobic language in the same way as racist language.	September 2022	Ongoing	Working Group	SHe	Time	Red	Date collected and analysed
	Monitor how sexist language filters into the classroom. Treat sexist language in the same way as racist language.	September 2022	Ongoing	Working Group	SHe	Time	Red	Date collected and analysed
	Communicate with families in the broad issues around gender stereotypes and specifically around subject and career choices.	September 2022	Ongoing	Working Group	SHe	Time	Red	Survey Carried out
	Monitor gender balance in teaching sets. Reducing imbalances can help	September 2022	Ongoing	Working Group	SHe	Time	Red	Date collected and analysed

	reduce the issue of a minority group feeling like they do not belong.							
	Develop a PSHE scheme of work to tackle gender inequality, misogyny and homophobia; supported by assemblies and drop-down activities.	September 2022	Christmas 2022	Working Group	SHe	Time	<b>Red</b>	Scheme written and rolled out
	Invest in CPD for teaching and support staff, to raise awareness of the existing situation and challenge gender stereotypes, overt or unthinking discriminatory language	September 2022	Ongoing	Working Group	SHe	Time CPD Budget	<b>Red</b>	Twilight training delivered
	Provide training and support for staff and students to help them challenge inappropriate behaviour or unfortunate choices of language in a constructive manner.	September 2022	Ongoing	Working Group	MHa	Time	<b>Red</b>	Twilight training delivered
	Investigate the possibility of a LGBTQ+ student group.	Easter 2022	September 2022	SHe	MHa		<b>Red</b>	Group created

5: Personal Development							Wellbeing	
Core Objectives		Develop a more comprehensive delivery strategy for the development of the UVHS “Skills for Life and Learning programme” in order to develop the PSHE curriculum to ensure that all students at UVHS receive all the necessary knowledge and skills to be rounded and informed young people ready to take their place in the real world and develop cultural capital.						
School Improvement Objectives		Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress Red: Not Started Amber: On-going development Green: Completed	Success Criteria
Key Objectives	Short Term Actions	Starting Date	Expected Timescale	Leader	QA	Resources and staff development implications	Progress	Success Criteria
Advertise for and appoint internally a “Skills for life and Learning” coordinator.	Write job description and advertise role	Easter 2022	Immediate	SHe	MHa	Time	Red	Appointed
	Interview and appoint	Easter 2022	May 2022	SHe	MHa	Time TLR	Red	Appointed
Carry out a comprehensive PSHE curriculum audit of all subjects, form time and assembly programmes.	Audit departments	September 2022	Christmas 2022	DC	SHe	Time	Red	Clear picture established
	Audit the pastoral delivery	September 2022	Christmas 2022	DC	SHe	Time	Red	Clear picture established
Appointed coordinator brings together existing programmes and resources together for: Mindfulness, Financial management, Sex and Relationships Education, Learning skills and Life skills.	Compare audit with requirements and existing resource	Summer term 2022	July 2022	DC	SHe	Gained Time	Red	Strategic plan produced
Identify gaps and develop solutions.	Review statutory requirements	Summer term 2022	July 2022	DC	SHe	Gained Time	Red	Strategic plan produced
	Cross reference with audit, existing resources and identify gaps	Summer term 2022	July 2022	DC	SHe	Gained Time	Red	
Produce a “Skills for life and Learning” plan.	Write plan in the school format which identifies themes and includes, long, medium- and short-term goals and delivery opportunities.	July 2022	September 2022	DC	SHe	Gained Time	Red	Plan produced

Timetable a period in the Year 7 as "Skills for Life and Learning"	Timetable a bespoke lessons for Year 7 and identify aspects of course to be delivered there.	Summer term 2022	July 2022	DC	SHe	Gained Time	<b>Red</b>	Lesson timetabled
	Create a small team tasked with this delivery	Summer term 2022	July 2022	DC	SHe	Gained Time	<b>Red</b>	Staff assigned
Produce a new PSHE policy.	Write policy	Summer term 2022	July 2022	DC	SHe	Gained Time	<b>Red</b>	Staff assigned
Review and rework for 2023 to 2024	Review by survey	Summer term 2023	July 2022	DC	SHe	Gained Time	<b>Red</b>	Adjustments made