

# The Whitby High School

A Specialist Technology College



## School Improvement Plan

2017 – 2020

Last Review Dec 2018

The  
**Whitby**  
**High**  
**School**



# The Whitby High School

## AIMS

*We seek to fulfil the needs of learners in a caring, happy environment, enabling them to realise their true potential as young people and citizens.*

### What underpins our AIMS?

#### PRESERVE

A foundation always based on . . .

##### CORE VALUES

- **PREPARE** for adult life in a happy, caring and purposeful environment
- **ACHIEVE** their full potential regardless of individual need.
- **CARE** for everyone and encourage respect and tolerance
- **ENJOY** education and rejoice in success

##### CORE PRINCIPLES

- Achievement not Attainment
- Support and nurture every individual.
- Develop good citizens that positively Impact on society.

Ensure good value in all that we do.

#### CHANGE

A "fluid" focus based on . . . .

**SPECIFIC GOALS** . . . things that are important to us,

- To be the highest performing school in Ellesmere Port
- To achieve an outstanding from Ofsted – and be outstanding beyond Ofsted
- To support an outstanding CPD provision
- To develop and maintain an outstanding post 16 provision
- To have outstanding attendance – 95%, no NEETS
- To maintain a secure financial base
- To remain the "school of choice" within the community

##### SPECIFIC STRATEGIES

- Integrated tracking involving curriculum and pastoral teams
- Effective and supportive change management systems
- Proactive curriculum review procedures
- Evolving CPD structures at all levels
- Capitalise on outstanding practice
- Effectively promote information, advice and guidance



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### Focus Areas

#### **Teaching & Learning**

##### **Learning & Teaching -Achievement:**

Crucial in supporting outstanding Learning and Teaching is knowing the learner and supporting each individual to achieve their best.

##### **Learning and Teaching – in the classroom**

This is our core activity and underpins everything that we do within school to raise standards of achievement and produce high quality results for our learners.

##### **Learning & Teaching - Behaviour and Safety(incl SMSC):**

A focus on high expectations of learner performance and wellbeing promoted through effective teaching.

##### **Learning & Teaching - Data**

Clear production of data to support student progress that is concise, relevant and timely supports positive achievement. Ensuring that data is used to effectively monitor and promote success with staff, students, parents and carers.

#### **Leadership & Management**

##### **Leadership and Management – Across the school**












The effective development of leadership and management capability within staff supports sustainability in raising standards for the future













##### **Leadership & Management - Community & Collaboration**

Developing a collaborative working approach with many areas of the educational community of Ellesmere Port and beyond

##### **Leadership & Management - Communication**

Clear communication routes within school that bring together systems effectively develops clear information routes and reduces beaurocracy. Engaging effectively with parents, carers and the wider community ensures stakeholders are kept informed and the school is positively marketed.

FOCUS AREA 1a		Quality of Teaching & Learning - Achievement					
FOCUS		ACTION	REV/12	WHO	COST/RESOURCES	TIME	MONITORING
a	Consistent Monitoring of Achievement.	<p>Continue to develop practice in making accurate assessments based on documented evidence.</p> <p>Full implementation of Doddle for 'Live' tracking in years 7-9.</p> <p>Calendared 2 hour moderation/data checking meetings scheduled for departments at each data point.</p> <p>Curriculum level data to be shared with Y7-9 parents via Doddle Parent View.</p>	   	SCL, HOD	<p>External moderators as necessary Doddle and associated training/development time. SLT line management &amp; monitoring meetings</p> <p>Cost £2k</p>		B Heeley
b	Use of Modern Technology	<p>To review hardware provision to support departments in utilising modern technology to enhance learning. Initially :-</p> <ul style="list-style-type: none"> <li>• Use of mobile technology</li> <li>• Homework monitoring</li> <li>• Investigate used of APS to inform students, parents and staff of achievements, expectations, behaviour etc.</li> </ul>	  	<p>Mr N Cook</p> <p>SCLs</p> <p>HPMs</p>	<p>Annual upgrade budget</p> <p>Associated funding sourced from third party</p> <p>Cost £50k</p>		S Gray
c	Data	<p>Continue to develop systems that use data effectively to inform staff of key students in critical areas.</p> <p>Ensure challenge through target setting at KS4</p>	 	D McGrath	<p>SISRA and associated packages</p> <p>Cost – £1.5k</p>		E Barford
d	Celebration and Reward	<p>Support a strengthening culture of personal pride in success through such things as:-</p> <ul style="list-style-type: none"> <li>• "everyone succeeds"</li> <li>• Ownership of the school</li> <li>• Positive mindset</li> </ul> <p>Engagement of parents, carers and</p>	 	<p>SCLs</p> <p>HPMs</p> <p>R Morgan</p>	<p>Capped rewards fund</p> <p>Cost £2k</p> <p>Meeting and development time for the student leadership team</p> <p>Consultant time as necessary</p>		S Gray

		stakeholders			Cost £1k		
e	Achievement – Main School	<p>Close the 'gaps' in progress between FSM/CLA pupils and their peers nationally.</p> <p>Support under performing subjects and staff</p> <p>Improve % overall of students achieving Grade 4 and 5 in English and Mathematics and History.</p> <p>Progress of high ability students needs to improve in some subjects.</p> <p>Support Performance of Pupil Premium students at all levels (Incl HAPP)</p> <p>The whole school literacy development plan needs to become embedded into practice.</p> <p>Develop the "whole school numeracy" programme/plan.</p> <p>Extend support to low achievers in English &amp; mathematics across all years</p>	       	<p>SCI English SCL maths HOD History</p> <p>D McGrath M Entwistle</p> <p>SCL HOD</p> <p>SCI HOD</p> <p>K Roberts</p> <p>M Ainslie</p> <p>K Roberts M Ainslie</p>	<p>Intervention staffing(DM, NI, JB SO) Collective working time</p> <p>Cost – £72k Outside support as necessary Cost - £10k</p> <p>PiXL related support Subject specific training Cost – £3k</p> <p>Jim Gordon Cost £2k</p> <p>PP funding as appropriate Cost £20K</p> <p>Inter subject collaboration meeting time.</p> <p>Inter subject collaboration meeting time</p> <p>Lexia and subject lead TAs, Success Maker, Whizz maths. Meeting and monitoring time Cost – £7k</p>		E Barford S Gray H Hill
f	Sixth Form	<p>Continue to improve guidance and advice to Year 11 to ensure students select appropriate subjects at A level</p> <p>Reduce the difference in performance across subjects and ensure that the percentage of U grades are removed</p> <p>Improve retention rates between Y12 and Y13</p> <p>Improve The school's VA score within the Sixth Form. Monitor</p>	   	<p>L Begbie D McGrath</p> <p>L Begbie &amp; SCLs</p> <p>L Begbie, R Hunt</p> <p>L Begbie/SCLs</p>	<p>Meeting &amp; tutorial time Support meetings with students</p> <p>Investigation into courses</p>		E Barford

progress of Pupil Premium students.

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FOCUS AREA 1b		Teaching & Learning – The classroom						
FOCUS	ACTION	REV/12	WHO	COST/RESOURCES	TIME	MONITORING		
a	Review and develop how CHALLENGE is built into lessons through clear and effective differentiation	Audit the current situation utilising the expertise of our School Improvement Partners (K Harris & J Gordon).		Mrs K Harris (SIP) SCLs/HODs	Cost - £3k		B Heeley	
		Build differentiation and challenge into all aspects of SSE.		M Entwistle	Planning and review time			
		Ensure a Pedegogy focus throughout the CPD calendar including the dissemination of good practice highlighted through SSER and excellence in other schools.		SLT L Begbie	Meeting and collaboration time INSET Budget (£30k)			B Heeley
		Support the raising of standards in this area through the appraisal process.		H Hill Blue Sky	Cost - £4k			B Heeley
b	Review and develop the support procedures within school to enable all learners to succeed.	Monitor the Learning Support provision following the 2016 restructure to ensure meeting changing needs.		S Gray	Meeting and review time		B Heeley	
		Utilise PP and Low Score funding to ensure all groups progress,		D McGrath	Low scorer funding less Lexia'Maths Whizz etc £20K			B Heeley
		Increase CPD training related to SEN support at subject level		J Davies	INSET Budget			S Gray
		Develop the Numeracy Focus across the school through a Numeracy Co-ordinator..		M Ainslie	Maths AP Time to visit Primary Schools Planning & development time			E Barford
		Implement strategies to support Year 6 transition for students from identified schools that demonstrate a significant decline in Literacy & numeracy ability before the start of Year 7.		SCLs K Roberts M Ainslie	Low Scorer budget PP Budget			E Barford

FOCUS AREA 1b		Teaching & Learning – The classroom					
	FOCUS	ACTION	REV/12	WHO	COST/RESOURCES	TIME	MONITORING
c	Curriculum Development	Move towards a fully P8 curriculum for 95% of our students.		E Barford SCLs	Meeting & development time Realignment of subjects Realignment of staffing		B Heeley
		Review and develop our Post 16 provision to ensure continuity from KS4, participation and success.		E Barford L Begbie SCLs	Meeting & development time Realignment of subjects Realignment of staffing		B Heeley
		Investigate Y9 to add flexibility to the curriculum and offer additional opportunity for students.		E Barford SCLs	Meeting & development time Realignment of subjects		B Heeley
		Continue to review and development of our Key Stage 4 provision including alternative routes and new GCSE course		E Barford M Entwistle SCLs	Meeting & Development time Outside support Visits to good practice centres		B Heeley
e	Primary Liaison	Collaborative cross phase moderation and intervention work (Incl G&T)		L Hewitt	Meeting time & refreshments <b>Cost - £500</b>		B Heeley
f	Buildings and Resources	Address priorities as indicated in the school's BCM to update and refurb our ageing buildings.		S Gray S Handley	<b>Cost - £110k</b> School maintenance budget Outside funding as secured		B Heeley
		Manage the completion of the £2.7m rebuild/refurb programme by <ul style="list-style-type: none"> <li>Movement of the Science Dep't</li> <li>New DT/Music suite</li> <li>Movement of the Humanities Dep't</li> </ul>	 	S Gray S Handley CWAC	<b>Cost - £1.9m new block via John Turner Construction</b>  <b>Cost - £700K school managed project</b>		
		Develop three year plans to Improve the environmental impact of the school and fuel costs		S Handley	Meeting time with stakeholders		
g	Supporting Staff	Produce a three year CPD plan to develop pedagogy and classroom practice through work including that of the Teaching & Learning Group.		L Begbie Teaching & Learning Group	Meeting & development time		B Heeley

<b>FOCUS AREA 1b</b>		<b>Teaching &amp; Learning – The classroom</b>					
	<b>FOCUS</b>	<b>ACTION</b>	<b>REV/12</b>	<b>WHO</b>	<b>COST/RESOURCES</b>	<b>TIME</b>	<b>MONITORING</b>
		Revised appraisal policy and process that focusses staff objectives on student achievement in a measurable way.		H Hill	Staff Working Group		B Heeley
		Develop lead students in all subjects to work alongside subject leaders in supporting improvement.		R Morgan SCLs	Meeting time		B Heeley
h	Developing Ethos (FACE)	Promote and develop effective feedback through quality, frequency and response.		SLT Links SCLs HODs	Planning time		B Heeley L Begbie
		Continue to develop an expectation of challenge in all lessons, to all students at all levels.		All staff			
		Improve engagement through a consistent approach across the school that encourages self belief and success.		All staff			

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FOCUS		ACTION	REV/12	WHO	COST/RESOURCES	TIME	MONITORING
a	Behaviour	Extend and develop Student leadership throughout the school.		R Morgan	Meeting and development time		B Heeley
		Review inclusion procedures linked to behaviour.		S Gray	Review time		B Heeley
		Review and develop the use of Alternative Provision through a range of providers.		M Entwistle	Meeting with other providers		S Gray
		Reduce the incidents of FTE of PP students.		HPMs/FLO EWO	<b>FLO/EWO - £16k</b>		S Gray
		Reduce incidents of persistent absence and late marks		HPMs/FLO EWO			S Gray
b	Pupil Welfare and Safeguarding	Review the current pastoral system and the working relationship within the House system.		S Gray SLT HPMs	Meeting time Financial plan		B Heeley
		Review the working processes of the school FLO and EWO and the collaboration with both the House system and LA.		S Gray HPMs	Meeting time		B Heeley
		Continue the development of health awareness strategies to support learners and review procedures to promote personal and internet safety.		L Hewitt M Worthing'n K Hill	Meeting time Liaison with outside providers		S Gray
		Develop a programme to support students with mental health issues and examination anxieties.		L Hewitt M Worthing'n K Hill HPMs	Meeting time Liaison with outside providers Early identification/intervention tool		S Gray
		Continue to develop the Learner Voice to assist identifying issues such as bullying.		R Morgan H Hill	Meeting time <b>Visual promotion - £500</b>		S Gray
		Development and rationalisation of community groups to support learner well being.		HPMs K Hill	Meeting time Support Directory		S Gray
		c	Attendance	Achieve levels of attendance above national averages, by reducing persistent absence particularly		Form Tutors HPMs EWO	Home visits Parental engagement FPN

		those students in receipt of FSM. Attendance to be >95%		FLO		
		Obtain the "Building Futures" quality mark for careers and AIG.		A Conner	Time to work Bernadette O Shea and LA	L Hewitt
d	<b>SMSC</b> Main school	Integration of current priorities into the school PSHE programme. (LGTB, sexual exploitation, relationship violence, social media awareness etc)		M Worthing'n K Hill	Work schemes to accommodate key areas. Liaison with outside agencies	L Hewitt
		Review the development of British Values		L Hewitt M Worthing'n	Audit Liaison with outside agencies	B Heeley
		Ensure the promotion of SMSC more widely around the school and with parents.		All staff	Audit	M Worthington
	Sixth Form	Secure more outside speakers to expand the knowledge and understanding of Sixth Formers.		M Worthing'n L Begbie	Programme of involvement on website ?	L Hewitt
		Ensure that all curriculum areas have an impact in developing knowledge and understanding of SMSC issues.		SCLs	Audit of where and when happening	L Begbie
		Develop a more cohesive PSHCE programme to address SMSC at KS5.		M Worthing'n L Begbie	Linked overview with SCLs	L Hewitt
e	Outside Agencies Collaboration	Define the links with the LA in order to co-ordinate support with 'in house' staff.		S Gray	Time with associated agencies	B Heeley
		Investigate off site education provision utilising local FE courses.		M Entwistle	Meetings with Desi from WCC	S Gray
		Work with the CWLC in the development of an AP Free School to support vulnerable learners		M Entwistle	Funded through the NSN Development and meeting time	B Heeley CWLC Heads
		Further develop outside agency support		S Gray/ HPMs	Time with associated agencies	B Heeley

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FOCUS AREA 2a		Leadership and Management – Across the school					
FOCUS		ACTION		WHO	COST/RESOURCES	TIME	MONITORING
a	Curriculum and Pastoral link	Evaluate the annual Curriculum Review process. Actions for improvement as necessary		E Barford	Meeting time/Revised document		B Heeley
		Evaluate the Pastoral Review process. Actions for improvement as necessary		S Gray	Meeting time/Revised document		B Heeley
		Development of APM role in the reviewing of learner progress through curriculum/pastoral link.		S Gray	Revised processes Links to EWO/FLO		B Heeley
b	School Self Evaluation and Review	Through SSR continue to develop a moderation process to support a common understanding of lesson judgements.		M Entwistle SCLs	Meeting and planning time Directed time slots SIP support as necessary		B Heeley
		Introduce a revised model of full, light touch and focussed reviews including "RI elements" and trends across the school. As part of ongoing SSE utilise internal and external data including Raise Online.		M Entwistle SCLs	Meeting and development time Cost - £4k		B Heeley
		Develop further the use of learning walks, Climate for Learning walks and work scrutiny schedules. Build in a 'Typicality' strand to SSE		M Entwistle SCLs	Meeting time CPD time		B Heeley
c	Appraisal	Develop a more integrated system that links appraisal, CSP and competency		H Hill D McGrath	Meeting time Visit good practice schools Cost - £4k		B Heeley
		Update the appraisal policy to include clearer expectations for staff on the upper pay scale. Appraisal is focussed on students making at least good progress with objectives set being reachable and measurable. Link to whole school CPD.and Department Improvement Plans.		H Hill	Meeting and development time Good practice models		B Heeley
d	Professional Development	Plan ongoing support for SLT to address the national changing picture.		SLT	ASCL and associated courses Briefings Cost - £2k		B Heeley
		Develop strategic three year professional Development Plan linked		L Begbie	Meeting and development time		B Heeley

		<p>to school need and national developments.</p> <p>Increased formal observations of TAs and Cover Supervisors.</p> <p>Review and develop staff induction procedures to offer sustained support at all levels utilising a "buddy system" as appropriate</p>	 	<p>M Entwistle</p> <p>D Walton S Handley</p>	<p>Blue Sky training</p> <p>Liaison with S Gray &amp; D Fields Reaffirm expectations Teaching staff, TAs and cover supervisors)</p> <p>Development and planning time Directed time meetings</p>	<p>B Heeley</p> <p>B Heeley</p>
f	Learning and Teaching	<p>Specific areas identified and relevant support put in place</p> <p>English Mathematics History Business Studies</p> <p>Review of Music and Drama</p> <p>Individual staff</p>	  	<p>SLT/DWN SLT/AA SLT/IK/VG</p> <p>SLT/LD</p> <p>Mr Barford</p> <p>Mr Entwistle Mr Walton Mr McGrath</p>	<p>Meeting time/CVTA/PiXL Meeting time plus SISP &amp; PiXL Meeting time &amp; Jim Gordon <b>(£500 X 3)</b> Meeting time</p> <p>Meeting time plus one redundancy(<b>up to £30k</b>)</p> <p>Meeting time and training as required</p>	<p>E Barford</p> <p>B Heeley</p> <p>B Heeley</p>
g	Governance	<p>To support governor understanding and awareness of the school through internal and external CPD</p> <p>Review Governor/Department links across the school.</p> <p>Develop an induction programme for new governors.</p>	  	<p>Training Gov</p> <p>B Heeley</p> <p>Training Gov B Heeley</p>	<p>Link to NGA <b>Cost - £500</b> Clerking Services <b>Cost - £3k approx</b> Audit tool</p> <p>FGB meeting to discuss Expectations agreed</p> <p>Detailed Programme in place Buddy system</p>	<p>Chairs</p> <p>Chairs</p> <p>Chairs</p>

FOCUS AREA 2b		Leadership & management – Community & collaboration					
FOCUS		ACTION	REV/12	WHO	COST/RESOURCES	TIME	MONITORING
a	Extend Community Collaboration	Investigate the development of increasing community education sessions for a range of different learners.  Development of parent/child educational courses.	 	R Alexander M Morrison	Links to outside providers/lettings Promotion of facilities £500  In house awareness courses and meetings  Outside provider opportunities		B Heeley
b	Partner Primary Collaboration	Half termly meetings to have clear agenda Cross phase diary of events to be developed  SLT link to be developed	 	D Fields	Meeting and planning time Mini bus time Staffing Costs - £2k		L Hewitt
c	Post 16 Collaboration	Develop links with HE establishments to support university entry.		M Entwistle L Begbie	Meeting time		B Heeley
d	Local, National and International Collaboration	Gain full International Schools Award.		L Hewitt	Funded through Erasmus+ Meeting and visit time		B Heeley
e	TRUST and collaborative working (Secondary)	Dissolve the Seahorse Education Trust  Work with local Secondary Schools to develop collaborative working  Support the development of a new AP Free School Provision	  	R Alexander  B Heeley  M Entwistle R Alexander	Meeting time Fees - £3000 Meeting and planning time  Meeting and planning time Cost - 1/2 day per week		B Heeley  B Heeley  B Heeley