



PUTTING LEARNING FIRST

AN 'OUTSTANDING' SPECIALIST PERFORMING ARTS COLLEGE

Ofsted 2009

LANGTREE SCHOOL IMPROVEMENT PLAN 2012 - 2013

'Putting *Outstanding* Learning First'

Introduction

This plan emerges from the priorities identified following our review of the 2011-12 SIP. Following this review, the following priorities for development were identified, which we ought to keep before us at all times during the academic year. All of our specific objectives will support our overall mission of Putting Learning First in all we do in order to maintain high standards of achievement and progress. In order to set this focus for the year, our first INSET day will take as the focus 'Putting *Outstanding* Learning First', and this theme will inform all of our strategic development during the year ahead.

The plan also references the vision paper Langtree 2020, which has been produced in draft form for discussion with stakeholders over the summer. Following the 2005 paper 'Langtree 2010', which at that time set our strategic course for the last five years of development and change, so the current paper is intended to describe what our school might look and feel like in 2020 and what kind of education and services we might offer to our community over the coming years. Please read the draft paper Langtree 2020 in conjunction with this current plan.

It is my sincere intention that this overall plan will inform our thinking and planning in every meeting and action taken during the course of the year: it must be a working document which can serve as a compass to us all in everything that we do. We know where we are at present, and we now share a view of where we want to be. The School Improvement Plan will provide the means to get us there.

The summary of objectives for 2012 – 13 is as follows:

Teaching and learning:

To establish and to maintain outstanding pedagogy in all our classrooms and to be outstanding in all we do, in order to meet the needs of all learners at to maintain high standards of achievement and academic progress .

- 1.1. To devise and implement effective strategies to improve KS3 and KS4 outcomes in 2013 in order to meet or exceed the published school targets for 5+A*-C EM and the EBacc measures and to increase the attainment of the boys. **(JD, DM)**
- 1.2. To plan and deliver a programme of INSET and CPD for all staff on the theme of Putting *Outstanding* Learning First. **(JH)**
- 1.3. To develop the impact of ICT in the classroom and at home in order to improve attainment and facilitate effective independent learning. **(CN)**

Leadership and Management:

To establish the capacity for the highest quality of leadership and management amongst all senior staff, team leaders, post holders and governors throughout the school, in order to support effective line management, self-evaluation and to provide the outstanding leadership needed to achieve the ambitions set out in the vision paper Langtree 2020.

- 2.1. To monitor, evaluate and review the new model of whole school self-evaluation in order to ensure that the process identifies our strengths and weaknesses as a school and subsequent actions have a direct impact on standards. **(RH)**
- 2.2. To conduct a strategic review of current arrangements for reporting to and consulting with parents, in order to produce a revised procedure for reports and parents consultations for implementation in 2013-14. **(DM)**
- 2.3. To work with the newly appointed Student Council in order to launch and establish the student-led Respect campaign across the whole school. **(RH)**
- 2.4. To engage all stakeholders in the production of a final version of the vision document Langtree 2020, in order to set an agreed strategic course for the development of the school over the next eight years. **(RH)**

Capital Developments:

To maximise the funding streams available to the school in order to provide facilities at Langtree which will offer our students the very best opportunities for learning in the twenty first century and support our ambition to be outstanding in all we do.

- 3.1. To produce a plan to refurbish all of the existing toilet facilities in the school during 2012-13. **(DC)**
- 3.2. To produce a costed strategic plan for the delivery of phase 2 of the Art Technology refurbishment. **(RH)**
- 3.2. To produce a costed strategic plan for the creation of a purpose built studio for drama and dance. **(RH)**
- 3.3. To produce a costed plan for the creation of a new suite of modular classrooms in order to ease pressure on teaching spaces. **(RH)**
- 3.4. To open a newly refurbished office suite for Finance and Administration. **(DC)**

Rick Holroyd, August 2012

SCHOOL IMPROVEMENT PLAN : JARGON BUSTER

Wherever possible, the convention has been applied of glossing any acronyms in full whenever they are first used. Thereafter, the plan cites the acronym only. However, the following glossary has also been provided:

CPD	: Continuing Professional Development
DfE	: Department for Education
EBacc	: The English Baccalaureate (5 GCSEs including: En, Ma, Science, History or Geography, MFL)
FGB	: Full Governing Body
G&T	: Gifted and Talented students
GTP	: Graduate Teacher Programme
HoS	: Heads of School (KS3 and KS4)
ICT	: Information and Communications Technology
INSET	: In service training
KS3	: Key Stage 3 (ages 11-14)
KS4	: Key Stage 4 (ages 14-16)
LSA	: Langtree School Association
MFL	: Modern Foreign Languages
NQT	: Newly Qualified Teacher
PL	: Personalised Learning
PM	: Performance Management
RSCs	: Realsmart Champions
SEF	: Self Evaluation Form (Ofsted)
SENCO	: Special Educational Needs co-ordinator
SC	: Student Council
SLs	: Subject Leaders
SLT	: Senior Leadership Team
SIP	: School Improvement Plan
SPS	: Senior Pastoral Staff
TA	: Teaching Assistant
T&L	: Teaching and Learning
TLs	: Team Leaders
TLF	: Team Leaders' Forum
TLRs	: Teaching and Learning Responsibility payments.
VLE	: Virtual Learning Environment (Realsmart)

Target 1 : Teaching and learning

To establish and to maintain outstanding pedagogy in all our classrooms and to be outstanding in all we do, in order to meet the needs of all learners through the further development of peer coaching and use of INSET time.

NUMBER	OBJECTIVE				
1.1	To devise and implement effective strategies to improve KS3 and KS4 outcomes in 2013 in order to meet or exceed the published school targets for 5+A*-C EM and the EBacc measures and to increase the attainment of the boys.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
1.1.a.	To identify a target group of students on the 5EM threshold for rigorous intervention and monitoring.	JD TLs	09.12	nil	Target group agreed for first meeting in Week 1.
1.1.b.	To agree a team of mentors to work with the identified students on a weekly basis, their parents and teaching staff from Week 1 onwards.	SLT TLs	09.12	nil	Mentors appointed and meetings with students and parents underway in Weeks 1 – 4. Intervention students on target to secure target grades in 5+EM GCSEs from interim assessment data. Target grades achieved in 2013.
1.1.c.	To work with Team Leaders to devise a range of strategies to boost the performance of the boys in the 2013 cohort, including: <ul style="list-style-type: none"> • A review of curriculum time to maximise progress in English and Maths • Review of teaching arrangements in English and Maths for middle groups of the C/D border • Use of external tutors for additional tutoring • Regular meetings with TLs and Mentors to review progress • Termly monitoring by all teaching staff for all students on the intervention list 	RH JD TLs	09.12	Mentor / Tutor costs £5 000	Strategies in place. Outcomes reported to all staff and parents on a monthly basis. Students on track to meet or exceed target grades in 2013. Boys in identified teaching groups on target to secure target grades in English and Maths from interim assessment data. GCSE outcomes in 2013 indicate no greater than 10% differential in performance by gender in 2013.
1.1.d.	To produce an action plan for improving outcomes in GCSE English in 2013.	JD JH	09.12	nil	Plan agreed and presented to SLT and Govs curriculum committee. Intervention students on target to secure target grades in 5+EM GCSEs from interim assessment data. Target grades achieved in 2013.
1.1.e.	To conduct a systematic review of attainment and progress data at KS3 in order to improve our	JD DM	12.12	nil	Review completed. Revised monitoring in place for pilot in terms 3 – 6 in

	monitoring of progress across the Key Stage for each cohort and specific sub-groups within the cohort.	TLs			order to improve outcomes at KS3 and to monitor the progress of identified sub-groups.
1.1.f.	To investigate the use of SISRA as a software solution in order to achieve objective 1.1.e.	JD TLs	10.12	??	Presentation of SISRA delivered to all TLs. Implementation of the software by 12.12 pending endorsement by TLs.

NUMBER	OBJECTIVE				
1.2	To plan and deliver a programme of INSET and CPD for all staff on the theme of Putting Outstanding Learning First.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
1.2.a.	To plan a programme of two coaching cycles for all staff with a focus on the Ofsted criteria and the new teacher standards for 'outstanding' practice.	JH	09.12	nil	Programme launched in September INSET with training on the new Ofsted criteria and the new teaching standards for 'outstanding' practice. All staff participate in two coaching cycles. At least 90% of teaching rated as good or outstanding following round 7 of Headteacher's lesson observations in conjunction with Team Leaders.
1.2.b.	To plan and deliver INSET training on 'outstanding' practice for tutors, based on the Ofsted criteria and new teacher standards for 'outstanding' practice.	DM	09.12	nil	Training delivered to all tutors. At least 90% of tutorial sessions rated as good or outstanding in evaluations by SPS in 2012 – 13.
1.2.c.	To initiate five working groups in directed meeting time for cross-curricular groups to develop outstanding practice in core areas of teaching and learning: literacy across the curriculum, assessment and feedback, homework, development of the VLE, restorative justice.	JH	10.12	nil	Working groups established. Outcomes disseminated to all staff through WSD meetings. All staff competent in delivering key strategies in each area as part of developing outstanding teaching and learning.
1.2d	To implement a programme of joint lesson observations between middle and senior leadership members in order to facilitate accurate self-evaluation of teaching and learning.	JH	10.12	£1200	Line managers to have completed joint lesson observation with each of their middle leaders. Middle leaders to have completed formal lesson observation of each member of department using Ofsted criteria 2 visits by Ofsted trained advisers to moderate observation judgements.
1.2e	To develop a supportive mentoring and training CPD programme for teachers assessed as "needing improvement" in lesson observations.	JH/HC	10.12	£3000 For INSET costs	Each member of staff "needing improvement" to have an individual, target focused development plan Each member identified as "needing improvement" to be provided with additional coaching through a mentor

NUMBER	OBJECTIVE				
1.3	To develop the impact of ICT in the classroom and at home in order to improve attainment and facilitate effective independent learning.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
1.3.a.	To appoint a teacher to lead on the development of the Realsmart Virtual Learning Environment (VLE) across the whole school, and to provide the appropriate level of induction and training to launch the first phase of development of the VLE.	SLT	09.12	£1 750	Lead teacher appointed and training completed.
1.3.b.	To identify a team of at least five Realsmart 'Champions' from different faculties in order to form a working group with the Lead Teacher on the development of the VLE.	CN UH	09.12	nil	Realsmart 'Champions' identified to lead developments of the VLE in English, Maths, Science, Humanities and Technology.
1.3.c.	To devise a strategic plan for the development of Realsmart across the school over a two year development period during 2012-14.	CN SLT	10.12	nil	Strategic plan agreed with SLT with actions and milestones to ensure that all staff can become competent and confident users of the VLE within the two year developmental period.
1.3.d.	To plan and deliver initial training on Realsmart to all staff in order to support the work of the Realsmart Champions.	CN RSCs	10.12	nil	Staff training completed. All staff are competent in the fundamental applications of Realsmart so that the setting of homework, communicating with groups and individuals and providing on-line feedback with regard to completed work is possible in all subject areas.
1.3.e.	To plan and deliver a seminar to parents on the use of Realsmart.	CN RSCs	12.12	nil	Seminar delivered. Parental blog established in order to create a dialogue with parents on the impact of Realsmart on learning.
1.3.f.	To complete the phase1 installation of a robust wireless network within and around the school in order to facilitate independent learning through the use of hand-held devices.	SLT GP	04.13	£10 000	Complete tender process and present preferred provider to governors F&P committee. Plan for installation of Phase 1 of wireless network by 04.13.
1.3.g.	To run a pilot project for the use of iPads in a designated department supported by the wireless network.	SLT GP	07.13	£4 000	Department selected for the pilot project in consultation with TLF. Pilot project designed and presented to TLF for operation in terms 5 and 6, with consultancy support from Academia. Outcome of the pilot presented to SLT and TLF for SIP planning 2013-14.
1.3.h.	To fully embed the use of GCSEPod with all	SLT	11.12	nil	All students have access to GCSEPod.

	students in years 9 – 11.	GP			Guidance presented to students and parents. Monitoring of the GCSEPod Dashboard indicates that all students have accessed revision podcasts by 12.12. Interim assessment data indicates that students using GCSEPod on a regular basis are maintaining anticipated rates of progress.
--	---------------------------	----	--	--	---

Target 2 : Leadership and Management

To establish the capacity for the highest quality of leadership and management amongst all senior staff, team leaders, post holders and governors throughout the school, in order to support effective line management, self-evaluation and to provide the outstanding leadership needed to achieve the ambitions set out in the vision paper Langtree 2020.

NUMBER	OBJECTIVE				
2.1	To monitor, evaluate and review the new model of whole school self-evaluation in order to ensure that the process identifies our strengths and weaknesses as a school and subsequent actions have a direct impact on standards.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
2.1.a.	To establish a rigorous protocol for line management throughout the school, in order to provide support and challenge for all aspects of self-evaluation in all departments.	SLT	09.12	nil	Protocol for line management meetings agreed. Line management meetings scheduled every three weeks, with outcomes reported to HT at SLT meetings.
2.1.b.	To set self-evaluation as a standing item at TLF, with TLFs reporting on the impact of self-evaluation activities on their work.	TLF	ongoing	nil	All TLFs contribute to peer led feedback. All TLFs complete a department SEF as part of the annual cycle of monitoring, evaluation and review.
2.1.c.	To update the whole school SEF in the light of ongoing self-evaluation in order to identify strengths and weaknesses for consideration in the SIP and the Langtree 2020 vision document.	RH ExSLT	04.13	nil	Whole school SEF completed. Key issues identified for inclusion in the SIP for 2013-14 and the Langtree 2020 document. The SEF, outline SIP and Langtree 2020 presented to governors in term 5.

NUMBER	OBJECTIVE				
2.2	To conduct a strategic review of current arrangements for reporting to and consulting with parents, in order to produce a revised procedure for reports and parents consultations for implementation in 2013-14.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
2.2.a.	To initiate a review of current reporting arrangements with SPS and Team Leaders.	DM	10.12	nil	Initial review completed, with outcomes reported to ExSLT for consideration.
2.2.b.	Proposals produced for changes to current reporting arrangements.	SLT	12.12	nil	Proposals produced following review with staff.
2.2.c.	To consult with parents and students over proposed changes to reporting arrangements.	DM	01.13	nil	Consultation completed, with outcomes reported to SLT and Community Governors for consideration.
2.2.d.	Final proposals for reports and consultation evenings presented to staff and dates scheduled for 2013-14.	DM	05.13	nil	Revised procedures for reporting and parents' consultations agreed and scheduled in the calendar for 2013-14.

NUMBER	OBJECTIVE				
2.3	To work with the newly appointed Student Council in order to launch and establish the student-led Respect campaign across the whole school.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
2.3.a.	To deliver student-led assemblies in order to launch the Respect It! Campaign.	CB SC	07.09.12 14.09.12	nil	Assemblies completed with follow up discussion in all tutor groups. Outcomes reported back to SC for discussion with SLT.
2.3.b.	To agree a strategy for publicising the campaign through the use of the Respect IT! Logo.	SC DC	09.12	£1500	Strategy agreed and logo published around the school.

NUMBER	OBJECTIVE				
2.4	To engage all stakeholders in the production of a final version of the vision document Langtree 2020, in order to set an agreed strategic course for the development of the school over the next eight years.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
2.4.a.	To circulate an initial draft of the document Langtree 2020 to all staff and governors for discussion.	RH	10.12	nil	Document circulated and discussed. Feedback incorporated into a second draft for wider consultation.
2.4.b.	To produce a second draft of Langtree 2020 in the light of feedback from consultation.	RH	01.13	nil	Second draft published to students and parents for consultation period.
2.4.c.	Final version published to inform the SIP for 2013-14.	RH	04.13	nil	Final version published along with draft SIP for 2013-14, including outline five year targets to 2018.

Target 3 : Capital Developments

To maximise the funding streams available to the school in order to provide facilities at Langtree which will offer our students the very best opportunities for learning in the twenty first century and support our ambition to be outstanding in all we do.

NUMBER	OBJECTIVE				
3.1	To produce a plan to refurbish all of the existing toilet facilities in the school during 2012-13.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
3.1.a.	To agree a specification for the new toilet facilities with the Student Voice committee.	RH DC	06.12	nil	Specification agreed and provided to all contractors submitting tenders for the works.
3.1.b.	To run a tender process in order to appoint a contractor for the works.	DC	07.12	nil	Contractor appointed for work to commence during the summer closedown.
3.1.c.	To produce a phased plan of works agreed with contractor for completion by 07.13.	DC	07.13	£50 000	Toilet refurbishment completed within agreed time scale and within agreed budget.

NUMBER	OBJECTIVE				
3.2	To produce a costed strategic plan for the delivery of phase 2 of the Art Technology refurbishment.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
3.2.a.	To produce a costed plan for the Phase 2 refurbishment of Art & Design and Food Technology.	SLT GOVS	12.12	£80 000	Plan agreed by all stakeholders and finance secured for completion of refurbished spaces by September 2014.

NUMBER	OBJECTIVE				
3.3	To produce a costed strategic plan for the creation of a purpose built studio for drama and dance.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
3.3.a.	To complete a feasibility study for the building of a new Drama / Dance Studio and present a strategic plan to Governors for agreement.	RH Govs	12.12	£40 000 pa	Costed plan finalised and agreed by Governors for planned opening in September 2013.
3.3.b.	To appoint a contractor for the build following an appropriate tender process.	DC RH GOVS	02.13	nil	Contractor appointed.
3.3.c.	To produce a timeline for the completion of the build with a planned opening in January 2014.	RH DC	04.13	nil	New Drama / Dance facility open for use by January 2014.

NUMBER	OBJECTIVE				
3.4	To produce a costed plan for the creation of a new suite of modular classrooms in order to ease pressure on teaching spaces, with particular regard to the accommodation for English and MFL.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
3.4.a.	Finalise costs of a new suite of modular classrooms and present a plan to Governors for funding the project for opening in 2014.	RH DC GOVS	02.13	£40k pa	Costed plan finalised and agreed by Governors for planned opening in September 2014.

NUMBER	OBJECTIVE				
3.5	To open a newly refurbished office suite for Finance and Administration.				
NUMBER	ACTION	WHO	WHEN	COST	COMPLETION CRITERIA
3.5.a.	To secure a successful planning application for the changed use to office space of the existing caretaker's bungalow.	DC	10.12	£250.00	Successful planning application for changed use secured with SODC planning.
3.5.b.	To complete all necessary interior alterations to provide adequate office space and a meetings room.	DC	10.12	£7 500	Internal alterations completed and signed off ready for operation on 01.11.12.
3.5.c.	To complete a review of existing office space in order to plan appropriate moves of offices within the existing school buildings.	SLT	12.12	nil	Review completed with agreed moves of office spaces agreed for action prior to the start of Term 3.