

STRATEGIC SCHOOL DEVELOPMENT PLAN 2017 – 2020 Executive Summary



**“Bringing Aspirations to
Life”**



**“In a Happy, Hardworking
and
Caring Community”**

Introduction

Welcome to this overview of our Strategic School Development Plan for 2017-20. It provides the highlights of our priorities, activities, actions and targets to secure further improvement in school performance and student achievement and attainment over the next three years. This is a living document, which will be kept under regular review and continuously developed in line with changing circumstances and needs. We will remain sharply focussed on bringing aspirations to life for all our students.

The school is oversubscribed, popular with parents and has a good reputation. As an outcome of Ofsted's Inspection 2014, the school was deemed Outstanding and Sixth Form, Good. Over the past two years, there has been much change with a new Leadership Group and the school becoming part of the Christleton Learning Trust (CLT).

In 2017, the school achieved excellent GCSE results with 81% achieving 5 A*-C (or equivalent). The school has a thriving Sixth Form, delivering consistently high results. We do however remain determined to secure further improvement and the plan includes ambitious targets for the next three years.

These targets will need to be achieved against a backdrop of diminishing financial resources as, in common with most other schools, we face significant reductions in real terms funding over the next few years. The school will continue to lobby for a fairer share of national funding whilst doing everything possible to make every penny count.

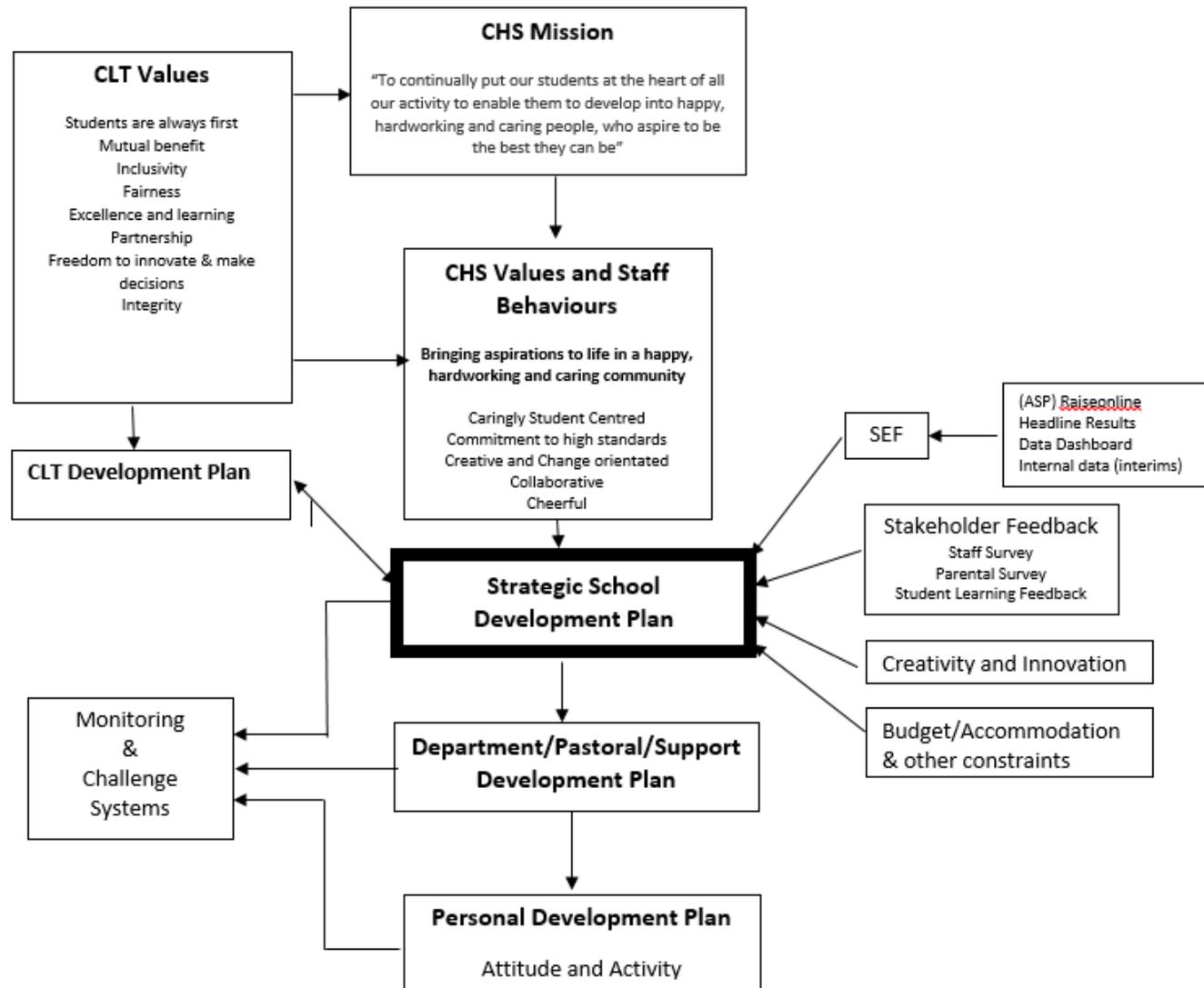
The School Strategic Development Plan will be monitored by the Leadership Group, regularly reporting directly to the Governors.

We hope that you find this document interesting and informative and that it provides some insight to the ways in which the entire school community is working together to help each and every one of our students to be the very best they can be.

AD Stenhouse
Headteacher

P Heath
Chair of Governors

Strategic Planning Process



Christleton High School Vision

“Bringing Aspirations to Life”

We will aim to allow each and every student, with whom we are entrusted, to be the very best they can be and ensure we are bringing their aspirations to life.

Christleton High School Mission

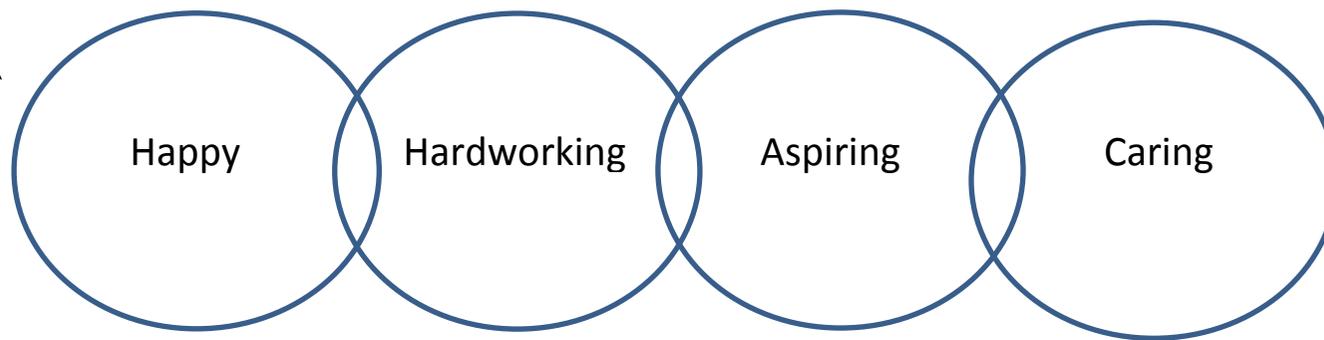
To continually put our students at the heart of all our activity to enable them to develop into happy, hardworking and caring people, who aspire to be the best they can be.

We recognize that education and life skills lie at the heart of the National drive to extend opportunity, deliver social mobility and raise economic productivity. This development plan is designed to support this policy and vision

Christleton High School Values

Approachable
Friendly
Positive
Smart
Welcoming
Respected

Encouraging
Courteous
Helpful
Nurturing
Professional
Safe
Supportive
Family
Community
Inclusive
Respectful



Dedicated
Academic
Driven
Efficient
Organised
Busy
Successful
Challenging
Excellent

Ambitious
Forward thinking
Inspirational
Modern
Creative
Achieving
Opportunistic
Aspirational
Inspiring
Progressive
Vibrant
High Standards

Key words identified in feedback from parental and staff surveys have reinforced the foundation of these values

Key Strategic Priorities

- Ensuring all of our students achieve their potential
- Ensuring the wellbeing of our students
- Facilitating the personal and professional development of all our staff
- Building partnerships with Christleton Learning Trust and other stakeholders
- Building greater financial security
- Creating fit for purpose infrastructure

Key Success Factors

- Raised attainment and achievement
- Narrowed gap
- Improved student pathways
- Higher quality teaching and learning
- Balanced and sustainable budget

Christleton High School Structure

Senior Leadership Team



Ceri Sullivan
Assistant Headteacher
KS4 and Safeguarding



Damian Stenhouse
Headteacher
Strategic Development
and Control



Sheila Lister
Senior Teacher



Darran Jones
Deputy Headteacher
Teaching and Learning and
Staffing



Michael Cosstick
Assistant Headteacher
Head of Sixth Form and
Student Pathways



Adrian Francis
Assistant Headteacher
KS3 and Transition



Nigel Follos
Business Director



Rachel Harding
Senior Teacher



Paul Goodwin
Assistant Headteacher
Curriculum and Data & Assessment

CHS Local Governing Board

Chair Paul Heath
Vice-Chair..... Jean Charlton

Advisory Committee Chairs:

Curriculum Committee..... Fliss Bridgewater

Pastoral Committee..... Steve Richards

Resources Committee..... Paul Heath

Strategic Priorities

Priority 1: Ensuring that all our students fulfil their potential

To ensure that the academic and social potential in our students is realised through outstanding teaching and learning underpinned by rigorous tracking. We will focus on improving the outcomes for all students and, in particular, for those at risk of underachieving, in order to narrow the progress and attainment gap in school.

A) Raising Attainment and Achievement in all key stages

Key Measures of Success

- KS3: Progress in line with school targets
- KS4:
 - Over a three year period to move P8 to a positive figure in line with relative national performance indicators
 - English and Maths 9-5% rate increases
 - Other headline rates match school targets
- KS5: A*-B rate matches school targets, APS show positive trends

Objectives

- Improve performance to address the gender performance gap;
- Improve performance of SEN;
- Improve performance and outcomes of Christleton Sixth Form, including infrastructure development;
- Stretch Highly Able and More Able students;
- Design and implement a whole-school, research-based project to establish what works for our Pupil Premium students, so that they develop to their full potential, enabling us to narrow the gap between FSM/PP students and the rest of the cohort;
- Ensure that KS3 assessment has a greater impact on student progress and contributes to improved outcomes for learners and is accessible to parents and staff in clearly identifying purpose;
- Ensure that all marking and feedback is having an impact on student progress and that Heads of Department can demonstrate this.

B) Developing Effective Student Pathways

Key Measures of Success

- Department audit of provision
- Student destination data
- Alumni record

Objectives

- Ensure that all departments contribute to employer engagement strategy;
- Demonstrate that the outcomes that students have upon leaving our school and in future destinations are successful and reflect high expectations;
- Develop the Pathways programme and strategic whole school throughput.

C) Developing a fit for purpose curriculum

Key Measures of Success

- Student option numbers and deployment
- Student progress data: KS3 Flightplan, KS4/KS5 interim and final assessment data
- 6th form retention rates

Objectives

- Ensure that the curriculum is planned effectively for the future in the light of changes in government policy whilst taking account of the needs of our students;
- Investigate post-school curriculum provision models to ensure students are well supported to make desired progress;
- Address the 'Wasted Years' agenda by developing our KS3 curriculum to ensure that it meets the needs of all learners by ensuring better transition from primary school in order to enhance learning behaviour capacity (social and learning skills).

D) Ensuring the highest quality of teaching

Key Measures of Success

- Lesson observation feedback
- Staff Survey outcomes

Objectives

- Ensure the quality of teaching across the school is consistently meeting the Teacher Standards and addressing the school aims and ethos;
- Ensure that we have a reporting system that is accessible to parents and students, so that they are well informed of the progress that they are making, relative to expectations and that reports reflect national changes to accountability measures;
- Ensure data integrity to support teaching and learning;
- Instigate Student Voice into our quality control and staff feedback procedures;
- Ensure that Department Evaluation process is robust and reflects new requirements such as progress and tracking of identifiable groups;
- Re-evaluate all aspects of our Behaviour Management Policy and procedures and ensure that these are consistently applied by all staff, in order to reduce low level disruption.

Priority 2: Ensuring the wellbeing of our students

To enable young people to live their lives to the full and transform society for the better

Key Measures of Success

- Student absence data
- Exclusion/isolation data
- Student voice
- Student council feedback

Objectives

- Protect student mental health and wellbeing;
- Ensure our students are safe;
- Develop 'growth mindset' model to encourage resilience and independent learning;
- Fully review TA functions, with a strategic plan for ensuring the needs of identified students are fully met;
- Enhance personal development, behaviour and welfare of students through their curriculum provision, registration time, social time and PSHCE programme and ensure the PSHCE programme responds to the changing pressures facing our young people, especially focussing on the dangers of drug abuse, on-line safety and career pathways, as well as reinforcing 'British Values';
- Ensure the structure of the school day is fit for purpose in 21st Century.

Priority 3: Facilitating the personal and professional development of all our staff, whilst ensuring their wellbeing

To become the best teachers that we can possibly be: embedding rigorous and systematic processes which raise the quality of teaching and which are based on a balance of support and challenge. It will be critical to ensure that everyone understands what exemplary practice looks like in their field of work and that we share the best practice within and outside of Christleton High School. To realise the potential in everyone, our people development programme will be comprehensive, valued and will nurture talent.

Key Measures of Success

- Staff Absence analysis
- Staff Turnover analysis, including exit interviews
- Staff survey outcomes

Objectives

- Ensure that all teachers and all teaching meet our core lesson expectations, namely that:
 - *all our students are challenged, whatever their need;*
 - *all our students make progress;*
 - *all our students enjoy their learning;*
 - *all our students are actively engaged in their learning;*

- *there is an appropriate pace to learning*
- *all our students develop appropriate and relevant learning behaviours;*
- *all our teachers use appropriate assessment strategies to facilitate the above.*
- Ensure all leaders have appropriate opportunities to build capacity and effectiveness;
- Promote staff wellbeing and resilience;
- All staff to take responsibility for their own and others' CPD and play an active role in the whole school CPD programme to ensure that the CPD programme continues to develop pedagogy and subject knowledge
- Involve some staff in cutting-edge developments and showcase best practice to all;
- Implement a Coaching Development Programme;
- Ensure all staff have a better understanding of what constitutes 'Best Practice' to ensure that CHS remains at the forefront of pedagogical and institutional developments.

Priority 4: Building partnerships with the Christleton Learning Trust and other stakeholders

To seek out inspirational partnerships between Christleton students, staff and the local, national and international communities; to maintain leading edge practice and innovation, we must work both formally and informally with a wide range of stakeholders. This will also involve maximising the opportunities of multi-academy status

Key Measures of Success

- Parent Survey outcomes
- Audit of links/joint ventures
- Feedback from Trust

Objectives

- Connect, engage and sustain the involvement of parents in their child's learning;
- Ensure that we exploit potential synergies and collaborative opportunities for the benefit of our students;
- Building community partnership with Christleton Parish Council;
- Enhance our presence on social media to improve the positive image of the school within the local community;
- Within the Christleton Learning Trust, investigate opportunities to bring primary schools into closer and formal partnership with Christleton High School.

Priority 5: Ensuring greater financial security

To delivering outstanding business and financial support which underpins and enables: we must offer value for money in times of economic challenge without compromising on delivery. In achieving our vision, staff must be allowed to focus on being the best teachers that they can possibly be – this includes being provided with the best learning environment and resources

Key Measures of Success

- A balanced, sustainable budget

Objectives

- Critically review outsource options to best manage expenditures in operational support areas;
- Through the Trust, secure fair, transparent and equitable funding for CHS; ensure any CHS underspend is used to support the SSDP to improve CHS student outcomes and staff resources;
- Limit non-budgeted people costs by consistently and critically questioning all replacements, overtime, outsourcing needs and supply cover costs;
- Explore opportunities to bring additional monies to CHS budget;
- Review Year 7 PAN to optimise income within acceptable infrastructure constraints without compromise to future educational outcomes.

Priority 6: Creating fit for purpose infrastructure

To deliver outstanding business and leading edge IT and learning support to enable excellent progress for all; the school infrastructure must sustain the longer term strategic needs of the organisation and is an essential framework for supporting a first class learning experience for all

Key Measures of Success

- Infrastructure survey report: Condition, Suitability, Capacity analysis

Objectives

- Secure Trust funding to implement Phase III of the IT Strategy and ensure direct input into improving teaching and learning;
- Improve outcomes for young people with autism in other settings and the confidence of staff who work with them;
- Ensure marginal efficiency gains from physical department deployment;
- Improve site security;
- Improve site access.