



St Mary's RC High School

SDP Priorities

2023-2024

Stuart Wetson
Headteacher



Contents:

1. Quality of Education

- Outcomes
- Curriculum
- SEND
- Teaching & Learning

2. Behaviour & Attitudes

- Attendance
- Behaviour

3. Personal Development

- RSE
- Wellbeing
- Careers
- British Values

4. Leadership & Management

- Safeguarding
- Monitoring & Evaluation
- Strategic Collaboration & Direction
- CPD & Leadership Development
- Governance

NB: This SDP 2023-24 is underpinned by various action plans, including but not exclusively:

- Performance Improvement Plan 2023-24
- Department Development Plans (all subjects)
- Pastoral Plans
- Attendance Plan



1. Quality of Education

- Outcomes
- Curriculum
- SEND
- Teaching & Learning

Outcomes

Continue with our focus of enabling all pupils to make good progress throughout KS3 and 4, and to achieve strong outcomes from their starting points. *There will be particular emphasis on any identified underperforming subjects or pupil groups arising from 2023 outcomes (Disadvantaged pupils / SEND pupils / More Able learners)*

This 2023-24 Priority will focus on:

- Improving pupils' attainment in line with FFt20 targets
- Increasing the proportion of pupils achieving 4+ in English & Maths and 5+ English & Maths in 2024, reverting to typical outcomes (2024 FFt20 4+ E/M = 84% and FFt20 5+ E/M = 65.3%)
- Improving the attainment and progress rates of Disadvantaged, Pupil Premium and SEND pupils through targeted intervention and support
- Improving outcomes in identified underperforming subjects from 2023: Computer Science, RE, French & German and Humanities element of the EBacc

Key Actions

- Implement Performance Improvement Plan (focusing on areas outlined above)
- Head of Department Exam Analysis Seminars with SLT – Autumn 1
- Plan and implement revised Department Review systems/processes
- All HODs to produce clear and focused DDPs (Department Development Plans) for first submission in Autumn 1 2023/24, detailing exam analysis, T&L priorities, actions and monitoring methods. This process will be reviewed and repeated in the Spring & Summer terms Disciplinary Literacy (including ongoing KS3 Literacy interventions)
- To address common areas for development in T&L arising from the 2022-23 Department Review process (see Executive Summary documents)
- Strategic mapping of additional catch-up (see 2022-23) funding to support high quality, early interventions
- Review pupil mentoring system to ensure that it includes pupils in key groups outlined above, and to ensure that it enables regular, focused and meaningful 1-to-1 support including 1-to-1 meetings with PP pupils
- Re-launch weekly Year 11 Study Skills sessions and Homework Support Club in Autumn 1
- Ensure all pupils have access to after school revision offer including providing transport for those for whom this could be a barrier
- Facilitate visits to other schools/academies for HODs with identified underperformance in order to review and learn from best practice
- Increased opportunities for stretch and challenge across the curriculum, e.g. A-level Maths Club post GCSEs and additional qualification

Monitoring & Evaluation

- Progress with Performance Improvement Plan – to be a standing item on weekly SLT agenda (to be reviewed formally against key indicators on a half-termly basis)
- HOD Exam Analysis Seminars – Autumn 1
- Performance Management/Appraisal Reviews & Target Setting – all staff (Oct 2023)
- Headteacher Performance Management/Appraisal (2023-24) with Governors and SIP (Oct/Nov 2023)
- Review of first submission of DDPs and feedback to HODs (Nov 2023)
- Revised Department Review process to begin in Autumn term – with a focus on those priority subjects and underperforming pupil groups from 2023. Review of progress to follow later in the school year

- Analysis of KS3/4 interim progress data including opportunities to incorporate progress checks, reflections for pupils to consider their attitude to learning and other strengths and areas for development arising from the data
- Standards & Curriculum Governor Committee (termly) meetings
- Analysis arising from Y11 mocks in December 2023, including updated analysis from HOD
- Head of Department Meetings (half-termly with ongoing focus on progress as a key agenda item)

SLT LEAD: SWE

Curriculum

To ensure that our Curriculum continues to offer rich breadth and depth for our learners, and that through its intent and implementation, it meets the needs of all pupils and builds on knowledge already acquired.

Key Actions

- As part of the newly designed Department Review process, focus on the appropriateness of our curriculum for *all* pupils, including for the changing profile of cohorts in KS3
- Continue to seek further opportunities for Cultural Capital enrichment across the curriculum and for particular pupil groups, e.g. Disadvantaged / Pupil Premium / EAL
- Continue to build on the developments made in 2022-23 with the KS4 Options process and, in particular, the profile of the EBacc
- Ensure that parents and stakeholders have accurate and up-to-date curriculum information via the school website (dedicated and regularly updated section on Curriculum)
- Monitor the suitability and effectiveness of the recently introduced vocational qualifications (2022-23) and explore the feasibility and appropriateness of further vocational qualifications
- Review our current Languages offer (and curriculum time) at KS3 and explore various options, in order to give pupils the best chance of acquiring the necessary knowledge, skills and understanding to succeed
- Access external vocational opportunities for a small number of identified Y11s e.g. Horizon (plumbing/catering etc.)

Monitoring & Evaluation

- Newly designed Department Review Process, including later review of progress
- Department Development Plans x 3 submissions (Autumn/Spring/Summer)
- Standards & Curriculum Committee (termly)
- Analysis of KS3 and 4 interim progress data
- HOD Seminars Autumn 1 (to be repeated post mocks Jan 24)
- Half-termly HOD Meetings
- Proportion of pupils opting for EBacc in 2023-24
- Visits to external alternative provision providers

SLT LEAD: AGI

SEND

To ensure that our provision, is suitably and sufficiently adapted to meet the needs of the increasing proportion of pupils joining and currently within KS3, with high level SEND.

Key Actions:

- Significant recruitment process of TAs in order to support increasing numbers of SEND pupils and those with EHCPs from Sept 2023 (more KS3 in-class support – KS4 increased focus on core subjects)
 - Supporting staff with the adaptations to their provision through focused CPD and training (ongoing)
 - Whole School ‘Autism Awareness’ training delivered by external Educational Psychologist (Kamran Khan) Sept 2023
 - Focus on provision and suitability via Department Review process, including SEND pupil shadow
 - Greater involvement of SENDCO with wider pastoral team via calendared meetings
 - Greater emphasis on the analysis of interim progress checks for those SEND support pupils
 - To support Y11 SEND pupils to achieve their potential via targeted intervention and mentoring
 - Newly improved and regularly updated SEND register and reference section on the school network
 - Intervention work to take place on rotational basis to enable wider range of support
 - Newly appointed HLTA to oversee EAL tracking, support, interventions and resourcing
 - Ongoing training on the effective deployment of TAs
-

Monitoring & Evaluation

- Ensure SEND pupils can, and do, access all aspects of wider school life including regular participation in enrichment activities and school events
 - Progress of SEND pupils monitored as part of the Performance Improvement Plan (PIP) half-termly
 - SEND as a key component of newly designed Department Review Schedule (VRO/SWE/SWA)
 - SEND Provision & Outcomes monitored by Standards & Curriculum and Safeguarding committees (both meet termly)
-

SLT LEAD: ALE in conjunction with VRO (SENDSCO)

Teaching, Learning & Assessment

To ensure that T&L at St Mary's is fully adapted to meet the needs of *all* learners. To ensure that new approaches to KS3 Assessment provide greater clarity and information to pupils and parents about their learning and progress. To build on the progress made in 2022-23 with Literacy across the Curriculum / Disciplinary Literacy.

Key Actions:

- Head of Department Seminars with SLT (Autumn Term) to discuss departmental T&L priorities following 2022-23 Department Reviews and Results (2023)
- Review and revise systems and processes for monitoring and evaluating the effectiveness of T&L across departments with an increased focus on pupil voice / feedback
- Heads of Department to produce DDPs in the Autumn Term detailing T&L priorities for 2023-24. This process will be reviewed and evaluated again in the Spring and Summer terms
- Training and consultation re: new Assessment & Reporting policy and practices ready for launch and implementation in Sept 2024 (ACA)
- Incorporation of staff voice into ongoing assessment review
- Pilot aspects of the new Key Stage 3 assessment Policy with pupils/subjects, use ongoing feedback to make adjustments and provide greater clarity prior to launch and implementation next year (ACA)
- Introduction of Y10 literacy intervention group
- Build key T&L priorities into 2023-24 Appraisal/Performance Management process
- T&L training focused Head of Department meetings
- Ongoing reading and literacy interventions for targeted pupils at KS3 in conjunction with Library (ACA)
- Regularly update the Teaching, Learning and Assessment section on the school website (subject areas, Position and Curriculum Statements...)
- Create opportunities for pupils to review their performance following interim progress checks

Monitoring & Evaluation

- Review of DDPs – 3 part approach including detailed feedback from SLT to HODs (Aut/Spr/Sum)
- Standing item on weekly SLT agenda, with particular focus on T&L for those subjects featured in the Performance Improvement Plan (2023-24)
- Standards & Curriculum Committee (termly)
- Review Reports following 'Deep Dive' process
- Appraisal/Performance Management, Review & Target Setting 2023-24
- Half-termly HOD Meetings

SLT LEAD: SWA & ACA



2. Behaviour & Attitudes

- Attendance
- Behaviour

Attendance

Continue to achieve consistently high levels of school attendance which exceed local and national averages – with particular focus on supporting those at risk of low attendance.

Key Actions:

- Maintaining a rigorous and relentless approach to school attendance through the collaborative efforts of SLT/HOY/Form Tutors/Pastoral Managers/Attendance Support Staff/liaison with Independent Attendance Officer
- Maintaining low authorised absence figures due to consistent application of criteria (only exceptional circumstances) by Headteacher
- Daily follow-up of absence and unauthorised absence via support staff phone calls
- Regular liaison with pupils who are persistent absentees, with plans in place to support their attendance and/or reintegration to school
- Weekly focus on attendance including by Year Group and Pupil Groups – Full breakdown and analysis at every SLT meeting (see minutes/agendas)
- Fortnightly detailed focus on Attendance at Pastoral Meetings – individuals and pupil groups flagged as a cause for concern and appropriate actions planned
- Rewards system in place for those pupils with consistently high or improving school attendance
- Specific and tailored interventions to address deficits in attendance of FSM pupils and others with low attendance including work with WEST (Wellbeing & Emotional Support Teams) in schools and CLD
- Head of Year Seminars with SLT in Autumn Term – with a key focus on Attendance across the respective year groups

Monitoring & Evaluation:

- SLT at Weekly Meetings (see copies of minutes/agendas)
- Attendance reported on by Headteacher via Headteacher's Report to Governors (termly)
- Attendance monitored by Safeguarding Committee (Governors) termly
- Weekly monitoring by Independent Attendance Officer
- Attendance Action Plan updated weekly
- Compilation of case studies re: specific pupils and their attendance
- Year group attendance monitored at fortnightly Pastoral meetings
- Pupil Case Studies?

SLT LEAD: ALE in conjunction with JEL (external attendance officer)

Behaviour

To achieve greater consistency and uniformity with the way in which the newly revised Behaviour Policy is implemented across the school and in line with the Catholic values and ethos of St Mary's.

Key Actions:

- Review the school's behaviour policy and share all updates and amendments with key stakeholders
 - Whole staff training on 'Approaches to Behaviour' at St Mary's, with emphasis on a restorative approach in line with our Catholic values and ethos (September INSET launch)
 - Share core behaviour standards and expectations with all pupils via themed assemblies and form time sessions
 - Introduction of new Rewards System (2023-24) (MWA) – a coherent and motivating rewards system
 - Enhance links between Pastoral Team, Behaviour Recovery and SEND Department
 - Recruitment process for a Pastoral Manager
 - Ongoing behaviour updates and training
 - Presentation to Governors of key policy updates and implications
 - Create a dedicated Behaviour section the school website for pupil and parent reference
-

Monitoring & Evaluation:

- Analysis of Behaviour & Attendance data at Pastoral Team Meetings (fortnightly)
 - Behaviour Summary Report to governors via Safeguarding Committee (termly)
 - Behaviour focused classroom review observations
 - Department Reviews inclusive of Behaviour for Learning
-

SLT LEAD: VAV



3. Personal Development

- RSE
- Wellbeing
- Careers
- British Values

RSE

To consolidate on the progress made with the implementation of the 'Ten Ten' programme in 2022-23, and use feedback to inform any adaptations, to ensure that our provision meets the needs of all learners in our Catholic community.

Key Actions:

- Collect and collate feedback following first use of Ten Ten (from staff and pupils) , to inform and changes for delivery in 2023-24
 - SMSCD – Refresher training on delivery of *Sacred Spaces* by RSU to all staff as part of INSET Sept 23
 - Appoint a Chaplaincy Coordinator in order to enrich the spiritual, religious and liturgical life of the school and promote and maintain it as a high profile
 - Update CSED on school website
 - Update and develop dedicated Spirituality / Catholic Life section on the school website
-

Monitoring & Evaluation:

- RE Department Review inclusive of chaplaincy provision
-

SLT LEAD: ALE

Wellbeing

To continue developing our provision to support the mental health and wellbeing of our pupils and staff – tailoring and building on aspects of existing pastoral support and increasing capacity and external support.

To help develop self-motivated and self-disciplined pupils who take ownership of their learning

For staff we aim to create an environment which takes account of the increasing pressures and workload and to plan to ease this wherever possible.

Reviewing and monitoring our extra-curricular enrichment offer/cultural capital opportunities, to ensure that it is accessible to all pupils including those disadvantaged and SEND pupils

Key Actions: to support the wellbeing of our pupils:

- Continuation of Wellbeing Wednesdays for all year groups throughout 2023-24
- Timetabled Art Therapy interventions (ongoing)
- Collaboration between Pastoral Support team and Behaviour Recovery to address underlying issues
- Mental Health and Wellbeing workshops at Y6/7 St Mary's Summer School (Aug 2023) prior to starting in Sept 23
- Continuation of CLD support to ensure effective external counselling offer
- Continuation of ongoing partnership with WEST (Wellbeing & Emotional Support Teams) in school
- Ongoing assemblies focused on positive mental health & wellbeing
- Further develop extra-curricular opportunities
- Wellbeing reference section on the school website

Key Actions: to support the wellbeing of our staff:

- Ongoing subscription to EAP (Employee Assistance Programme) for all staff – offering 24 hour support across a range of needs e.g. bereavement, workload issues, professional and personal, etc. (ongoing)
- WEST to provide staff with the opportunity to attend training on strategies to help their own mental health and wellbeing
- The opportunity to work from home for the day following our annual Open Evening (Oct 23)
- Provision of lunches and refreshments at all staff training, key meetings and parents' evenings
- Planned and regular opportunities for staff to share issues, concerns and barriers relating to their wellbeing and mental health with SLT
- Appointment of Mental Health Lead (Autumn 23)
- Greater involvement of a wider range of staff in key decisions and planning which are likely to impact their workload e.g. provisional calendar and assessment and reporting schedule for 2023-24 (Summer 2023)
- Continuation of staff wellbeing group (established in 2022-23)
- Wellbeing reference section on the school website

SLT LEAD: VAV & ALE

Careers

To continue developing our Careers offer in KS3 & 4, in order that we provide worthwhile guidance for pupils (and parents) about their next steps in education, employment and training and multiple opportunities for them to experience the world of work.

Key Actions:

- Extensive use of KS3 Tutor time to focus on Jobs videos, National Apprenticeship Week and National Careers Week
- KS4: Skills Fair, Careers Convention, Bright Futures Enterprise Day
- Y10: 3 Colleges taster Day and University Visits
- Y11: Work Experience Placement Week, Careers Interviews, Post-16 Options Talk, Mock interviews, HSFC Taster Day, HSFC Pre-enrolment interviews
- Developing parental information on the website following on from their feedback responses
- Continuing to build the list of contacts willing to support careers in school and developing an alumni resource
- Ensuring PP and LAC pupils are seen as a priority particularly in Y11 and ideally before any Post 16 review meetings, this will be part of the "meeting the needs of individuals" section of Gatsby Benchmark 3.
- Increasing links with HSFC and Oriol College Oxford for any more able pupils - HSFC have offered mentoring and Oriol offer visits to the college.
- Staff Training: New colleague to undertake Level 2 in Information, Advice and Guidance
- Maintain Careers section on school website: Aims & Provision / Gatsby Benchmarks / Careers Programme & Impact / Links and Partnerships / Apprenticeships / Meeting Pupil Needs / Provider Access / Destinations

Monitoring & Evaluation:

- The Careers & Enterprise Company Progress Report (Compass Data) External Audit – Gatsby Benchmarks
- Pupil Voice feedback following all Careers events and initiatives at KS3 & 4
- Evaluation of external organisation engagement across all year groups
- DDPs with links to Careers
- Work Experience visits and feedback from employers
- Careers Link Governor (link visits)

SLT LEAD: SWE/SWA & Careers Link Governor

British Values

To ensure that our pupils have a strong understanding of the importance of British Values and that coupled with our Catholic ethos, we are preparing them to be active and responsible citizens in modern Britain.

Key Actions:

- To review our L4L Programme of Study and ensure that British Values work is explicit within identified sessions across all year groups
 - Raise the prominence of British Values around the school with 'St Mary's – British Values' displays in corridors and key communal areas
 - British Values themed assemblies – all year groups, clear and consistent design and message
 - Maintain and further develop the British Values section on the school website
-

Monitoring & Evaluation:

- A focus of the Department Review process, including pupil voice
-

SLT LEAD: ALE



4. Leadership & Management

- Safeguarding
- Monitoring & Evaluation
- Strategic Collaboration & Direction
- CPD & Leadership Development
- Governance

Safeguarding

To maintain the strong culture of safeguarding at St Mary's with all members of staff, governors and visitors recognising their responsibility to be vigilant in helping to keep pupils safe.

Key Actions:

- Appointment of Deputy Head with strategic oversight of Safeguarding policy and practices (Sept 2023)
 - Whole staff KCSIE key updates training (Sept 2023) and ongoing
 - Safeguarding induction training for new staff starters (Sept 2023)
 - Collaboration with Safeguarding Lead from *Heart of Mercia* Trust including Supervision training sessions, peer-to-peer SCR checks and review visits
 - Additional staff to be trained to DSL level within the school
 - Further staff training on use of MyConcern
 - Collaboration with other schools within 'Heart of Mercia' group in order to share good safeguarding practice
 - Introduction of new sign in system for staff and visitors
 - Ensure that all safeguarding checks and measures are in place and regularly reviewed with all alternative provision providers
-

Monitoring & Evaluation:

SLT LEAD: ALE

Monitoring & Evaluation

To ensure that the monitoring of the curriculum and its delivery, is sharply focused, timely and reflective of the approaches adopted in the inspection handbook, leading to greater consistency in the quality of T&L across the school.

Key Actions:

- Develop review process at St Mary's in 2023-24, to incorporate: Meetings with Heads of Dept (Curriculum Leads); scrutiny of curriculum plans (3I's) and department Position Statements; evaluation of the quality of pupils' work, knowledge acquisition and progress; review of enrichment offer and Cultural Capital etc
 - Maintain the Catholic Self-Evaluation Document (CSED) in which we monitor and evaluate: Overall Effectiveness, Catholic Life & Mission and the quality of provision for the Catholic life and mission of the school. How well leaders and governors promote, monitor, and evaluate the provision for the Catholic life and mission of the school. How well pupils achieve and enjoy their learning in religious education. The quality of T&L in religious education. How well pupils participate in and respond to the school's collective worship.
 - Introduce further systems and processes to track more closely the progress of disadvantaged pupils
-

SLT LEAD: SWA

Strategic Collaboration & Direction

To make further progress in exploring the strategic future and direction of St Mary's within the landscape of MATs (in conjunction with the Archdiocese & other Herefordshire Catholic Primary Heads), and to continue maximising opportunities to work collaboratively with the *Heart of Mercia Trust*

Key Actions:

- Meeting with Anne Robertson (Diocesan Director for Education) following enquiries put to the RSC office regarding feasibility of forming a Herefordshire Catholic Academy Trust
- Determining the future of Lugg Court and implications for teaching space/capital projects at St Mary's – via governor working group, meetings with legal representatives and trustees of Lugwardine Court
- Representation from St Mary's on local school reviews (improvement visits) conducted by Heart of Mercia Trust e.g. Aylestone School September 2023 (L&M/Safeguarding/Behaviour & Attitudes/T&L/D&T/Languages)
- Attendance at all 'Heart of Mercia' Executive Group meetings
- Ongoing Headteacher appraisal target re: Future of St Mary's RC High School

SLT LEAD: SWE in conjunction with LJO (Chair of Governors)

CPD & Leadership Development

Via the NC framework (NPQs), Appraisal 2023-24, and links with Heart of Mercia Trust, ensure that our CPD programme closely aligns with, and reflects key SDP priorities (2023-24), and promotes leadership development at all levels.

Key Actions:

- Target setting within Appraisal/Performance Management 2023-24
- Identify links with other schools to encourage collaborative work – with particular emphasis on Head of Department peer-to-peer support
- Colleagues to focus on NPQs e.g. Executive Leadership, Headship (NPQH), Behaviour etc (Add number of staff who have either completed NPQ or are currently working on NPQ?)

SLT LEAD: SWE (& SWA/JMO)

Governance

Develop governors' knowledge and understanding of key curriculum areas and strategic leadership

Key Actions:

- Link Governor role and visits – Eng/Maths/Science/RE/Safeguarding/SEND/Spirituality
 - Head of Department and SLT presentations at Full Governing Body meetings (termly)
 - Headteacher's Reports to Governors (termly)
 - Governor Away Day
 - Maintain dedicated Governor's section on school website
-

Monitoring & Evaluation:

All 'Leadership & Management' priorities and key actions above will be monitored via:

- Headteacher's Performance Management/Appraisal 2023-24
 - SLT Performance Management/Appraisal 2023-24
 - Governor Committee Groups: Safeguarding, Standards & Curriculum and Finance
 - Full Governing Body
 - External visits to conduct regular checks on Safeguarding practices and protocols at St Mary's
-

SLT LEAD: SWE in conjunction with LJO (Chair of Governors)
