

Sandhurst School Strategic Intent and Plan

Final Version – Approved 28th March 2011
By Sandhurst School Governing Body

Sandhurst School Vision

Sandhurst School challenges, supports and inspires every individual to achieve their best; a sense of belonging is encouraged, responsibility is shared and everyone is valued

This strategic plan outlines key areas of focus for the 3-5 year period from 2010 to 2015 to enable realisation of the school vision.

Note that this is not intended to cover every area of operation.

Sandhurst School key focus areas to enable realisation of the School Vision are:

1. Ensure that there is consistent, high quality leadership to enable delivery of the School Vision.
2. Ensure that there is consistent, high quality teaching to enable delivery of the School Vision.
3. Ensure that the pastoral system enables delivery of the School Vision.
4. Develop a sustainable medium term plan for the phased maintenance and development of the school facilities and buildings to ensure that they enable delivery of the School Vision.
5. Develop a medium term financial and resource outlook and from this develop a 3-5 year financial and resource plan.

1. Ensure that there is consistent, high quality leadership to enable delivery of the School Vision.

Owner: PPD committee KPI: Improved Ofsted judgement + academic results			
Projects / Actions	Timeline	KPI	Monitoring
A. Ensure there is an effective recruitment and appointment process	By 2013	All appointments meet requirements	Feedback to PPD committee on success of appointments, lessons learnt and actions for improvement (yearly).
B. Develop high quality monitoring and accountability processes	By 2015	90% teaching good or outstanding	Feedback to PPD committee including performance summary by area & 360° survey results (yearly) & overview of actions for improvement
C. Ensure high quality professional development occurs for all staff and governors	By 2012 then ongoing	PM/CPD portfolios for all staff	Feedback to PPD committee on development needs / actions / improvements (yearly)
D. Develop good succession planning at all levels	By 2013	Key roles & responsibilities shadowed	Feedback to PPD committee on areas of risk & mitigating actions / needs (yearly)
E. Develop effective processes to identify priorities for school improvement	By 2014	Ofsted judgement "good with outstanding features"	Feedback to PPD committee on consultation planned / undertaken & priorities identified (yearly)

2. Ensure that there is consistent, high quality teaching to enable delivery of the School Vision.

Owner: Curriculum committee KPI: Improved achievement year on year			
Projects / Actions	Timeline	KPI	Monitoring
A. Improve the practice of all teachers through continuous evaluation and training	By 2015	90% of teaching judged good or better.	Feedback to Curriculum committee on actions being taken (termly) and measures (yearly observation & survey results to Autumn meeting)
B. Develop a team of Advanced Skills Teachers that champion best practice	By 2012	Team of ASTs in core subjects	Feedback to Curriculum committee on number of ASTs & support they are providing (yearly to Spring meeting).
C. Ensure teaching skills are in place to support a balanced progressive curriculum through levels 2 & 3	By 2015	Above average achievement 14-19	Feedback to Curriculum committee on subject coverage needs, actions and post-16 achievement (yearly, termly in 2012)
D. Develop a culture of innovation and risk-taking in Teaching and Learning	By 2015	30% observed lessons outstanding	Feedback to Curriculum committee on ideas being evaluated and results (as appropriate, at least yearly summary)

3. Ensure that the pastoral system enables delivery of the School Vision

Owner: Student Support committee			
KPI: Improved engagement & progress across all groups			
Projects / Actions	Timeline	KPI #	Monitoring
A. Ensure that all safeguarding and pastoral policies and practice are effective and meet current legislation	Ongoing to 2015	<ul style="list-style-type: none"> - Policies in place and staff aware - Improving Survey results across students, staff & parents - Individual metrics (eg: attendance, ATL, exclusions, etc...) meet targets across all groupings (eg: EAL, SEN, ethnicity etc..) - Improved RAISE Online achievement across all groupings 	Via Student Support committee: <ul style="list-style-type: none"> - Review of policies & practice (yearly) - Summary of incidents & interventions (termly) - Effectiveness surveyed (yearly)
B. Continue to develop positive behaviour for learning			Feedback to Student Support committee on ATL by groupings (termly) and on initiatives for improvement.
C. Continue to develop strategies and support to ensure enjoyment and inclusion for all			Feedback to Student Support committee on participation by groupings (yearly), additional support initiatives, surveyed "enjoyment" (yearly)
D. Maintain high levels of attendance and engagement			Feedback to Student Support committee on attendance by groupings (termly), engagement and on initiatives for improvement (yearly).

4. Develop a sustainable medium term plan for the phased maintenance and development of the school facilities and buildings to ensure that they enable delivery of the school vision.

Owner: Site & Buildings Committee			
KPI: Strategic and key priorities get implemented			
Projects / Actions	Timeline	KPI	Monitoring
A. Assess condition of school site and resources	Annually in December then ongoing	Review Asset management plan, site suitability survey, student voice reports and schools own facilities	Present findings to Site & Buildings Committee
B. Identify site needs	Annually in February then ongoing	Prioritise need from above audits, current practice and future curriculum plans	Present findings to Site & Buildings Committee
C. Meet BFC surveying team to ensure coordination of planning and priorities	June 2011 then ongoing	Minutes taken of meeting. Priorities plan written prior to meeting	Report to Site & Buildings Committee
D. Identify alternative potential funding streams and government grants	April 2012 then ongoing	Work with SSAT, LA, and other national and local groups to identify funding	Present feedback to Finance Committee

5. Develop a medium term financial and resource outlook and from this develop a 3-5 year financial and resource plan

Owner: Finance committee			
KPI: Strategic and key priorities get implemented			
Projects / Actions	Timeline	KPI	Monitoring
A. Produce a “big picture” 3+ year forecast	From 2012 revised annually	Forecast produced.	Feedback to Finance committee on 3+ year projected numbers and core budget highlighting any significant variances anticipated (yearly).
B. Capture and report on strategic and key requirements with budgetary implications / needs	Ongoing	Single summary overview available reflecting current position	Feedback to Finance committee on summary strategic & key requirements showing where each is either captured in the budget or cannot be afforded (yearly). Feedback on possible options, including any phased development options, for unaffordable requirements.
C. Ensure that there is a regular focus on options to fund strategic / key requirements	Ongoing	Implementation of Strategic / key requirements	Report through Finance committee on options explored to address requirements. Ensure significant issues are reported up to Full governors. (termly)