

SCHOOL IMPROVEMENT PLAN

2018 – 2019

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AIM: To enhance the Catholic Life of the school

VISION: The provision of Catholic Life within St Mark's remains outstanding.

PRESENT POSITION: Following the evaluation undertaken of aspects of the Catholic Life, a number of areas were identified for development to further enhance the Catholic Life provision within St Mark's going forward into 2018/19.

IMPROVEMENT GOALS	ACTIONS & PERSONS RESPONSIBLE	COSTS/CPD	MONITORING	PUPIL OUTCOMES/EVALUATION
1. Develop further student participation in collective prayer	<ul style="list-style-type: none"> • All year assemblies to conclude with recital of current school prayer to end of school year. • School prayer incorporated in to whole school assemblies after half term in the summer term 2018. (PPLs/SLT) 	Time	GCLC	Evident pupil participation in collective prayer strengthening Catholic Life.
2. Further enhance school assemblies as an act of collective worship	<ul style="list-style-type: none"> • Provide guidance for assembly leaders in making spiritual messages integral to assembly content. (ICI / DRA) 	Time	GCLC	Spiritual content embedded in school assemblies strengthening Catholic Life for students.
3. Share best practice with regard to Tutor prayer time and prayer corners	<ul style="list-style-type: none"> • PPLs to share best practice with other PPLs and Tutors across all year teams. (PPLs / Pastoral Deputy) • Checklist provided for Tutors for start of next year. (ICI / PPLs) 	Time	GCLC	High quality tutor prayer time and prayer corners evident strengthening Catholic Life for students.
4. Strengthen Chaplaincy Group to support the work of the chaplain	<ul style="list-style-type: none"> • Remit of group agreed. • Group recruited from across as many area of school community as possible. • Initial meeting to agree meeting schedule. (SLT/ICI) 	Time	GCLS	Chaplain supported effectively throughout year to enhance Catholic Life for students.

AIM: To continue to improve outcomes for Pupil Premium students.

VISION: Students achieve their God given potential regardless of their economic background.

PRESENT POSITION: Student achievement at St. Mark's is outstanding. Pupil Premium students perform very well in comparison to national figures for all students (+0.8 / +0.11). The progress of PP students puts St. Mark's PP students in the top 2%. On the Progress 8 measure there is a small gap between the progress of PP and all students (-0.08). The percentage of PP students studying the EBacc has increased (2015 -50%; 2016 – 72.2%; 2017 – 80%). The differing profiles of PP students in Years 7 to 11 and the needs of some individuals require additional strategies.

IMPROVEMENT GOALS	ACTIONS & PERSONS RESPONSIBLE	COSTS/CPD	MONITORING	PUPIL OUTCOMES/EVALUATION
1.To improve transition of PP students to St. Mark's in Year 7.	<ul style="list-style-type: none"> • Provision of PP names and data from feeder schools to Year 7 PPC as soon as possible. (PPL Yr7/ SMO/ Yr 7 PPC) • Year 7 PPC to do some school visits. (Yr 7 PPC) • PP students to meet with Year 7 PPC on Induction Day in July. (PPL Yr 7/ Yr 7 PPC) 	<p>Time</p> <p>Time; cost of cover</p> <p>Time; cost of cover</p>	PP Coordinator	<p>Smooth transition to secondary school leading to improved performance by PP students so that attainment gap between PP and non PP is reduced.</p> <p>Report to Governors</p>
2.To raise the aspirations of PP students.	<ul style="list-style-type: none"> • Organise university visits to Oxbridge, one Russell group and one other university. (PP Coord/ MAC/ UCAS Coord) • To provide additional Careers advice to PP students in Years 9 – 11 (PP Coord/ HSM) 	£2,000	PP Coordinator	<p>Improved performance by PP students so that attainment gap between PP and non PP is reduced.</p> <p>Report to Governors</p>
3.To provide enrichment for PP students.	<ul style="list-style-type: none"> • Access to all enrichment activities by PP students to be prioritized and monitored by SLs, PPLs and PPCs (SLs/PPLs/PPCs) • Cultural experiences of PP students to be extended by trips to theatre, ballet, opera, concerts, access to music tuition. (SLs/ PPLs/ PP Coord/ PPCs) 	£3,000	PPC Coord SLT	<p>Improved performance by PP students so that attainment gap between PP and non PP is reduced.</p> <p>Enhanced cultural experiences for PPs.</p> <p>Report to Governors</p>

AIM: To increase further the progress of boys and thereby narrow the gap between girls' progress and boys.

VISION: All students are supported in achieving their God given potential.

PRESENT POSITION: 2017 outcomes were outstanding (P8 – 0.89 in the top 2%), girls progress was 1.28 while boys was 0.59 (a gap of 0.69). Both boys and girls at St. Mark's make much more progress than national – boys (-0.24) girls (0.18) – Gap (0.42). The gap in St. Mark's is particularly prominent in the En element 0.9 and the open bucket 0.97.

IMPROVEMENT GOALS	ACTIONS & PERSONS RESPONSIBLE	COSTS/CPD	MONITORING	PUPIL OUTCOMES/EVALUATION
1. To improve further the progress of boys.	<ul style="list-style-type: none"> • Investigate current research on how boys' best make progress. (SAL) • Investigate good practice in other schools. (SAL) • Attend relevant INSET. (SAL) 	Time CPD Cost INSET	Governors' Curriculum Committee	Boys' progress improves further narrowing the gap. SLT evaluate exam outcomes and IPM information.
	<ul style="list-style-type: none"> • Cascade feedback on CPD. (SLT) • Review teaching strategies in key areas. (SAL) 	Time CPD Cost INSET	Governors' Curriculum Committee	Boys' progress improves further narrowing the gap. SLT evaluate exam outcomes and IPM information.
	<ul style="list-style-type: none"> • Monitor gender progress in all IPMs. (PPLs) 	Time SLT	Governors' Curriculum Committee SLT/Line Managers	Boys' progress improves further narrowing the gap. SLT evaluate exam outcomes and IPM information.

AIM: To strengthen further the progress of students in Key Stage 3.

VISION: Students to achieve their God given potential and have the knowledge and skills required to achieve at GCSE and beyond.

PRESENT POSITION: New GCSE courses are embedded in St Mark's curriculum. End of Key stage 3 levels in 2017 were positive. The School needs to consider how information at transition points between schools is used effectively, whether work in all year groups, particularly in key stage 3, is demanding enough for all pupils and how well the school is identifying and tackling any inconsistency.

IMPROVEMENT GOALS	ACTIONS & PERSONS RESPONSIBLE	COSTS/CPD	MONITORING	PUPIL OUTCOMES/EVALUATION
<p>1. Improve transition arrangements to ensure information on prior attainment is used effectively in planning to meet pupils' needs in all lessons from the beginning of Key Stage 3.</p>	<ul style="list-style-type: none"> • Key Stage 2 data to be available from September (SMO/ION/ASP/HSM) • Baseline assessments identify early those requiring intervention and the More Able (SLs) • Interventions are reviewed and in place to support students who enter Key Stage 3 having not achieved expected standards at KS2. (HSM/KS3 Coordinators in English and Maths/KQU) • Interventions ensure stretch and challenge for all pupils including the Most Able. (SCO/SLs) 	<p>None</p> <p>Departmental meeting time</p> <p>Time; Catch Up Funding</p> <p>Time/Funding enrichment activities</p>	<p>SLT Governors' Curriculum Committee</p> <p>SLs Line Managers</p> <p>SLT SLs</p> <p>SLT SLs</p>	<p>Improved transition arrangements which ensure all pupils make progress.</p>
<p>2. Ensure pupils make the progress necessary to achieve high levels of progress at GCSE by ensuring Programmes of Study at Key Stage 3 across the curriculum reflect the learning of knowledge and skills that will be required of the pupils in the new GCSE specifications.</p> <p>Ensure work in all Year groups in Key Stage 3, is demanding enough for all pupils.</p>	<ul style="list-style-type: none"> • Key Stage 3 Programmes of Study reflect GCSE Specification requirements. (SLs) • Key Stage 3 Programmes of Study include stretch and challenge for all pupils (SLs) • Continue to evaluate SKIPs. (SLs/SLT) • Consider setting targets for Year 9 pupils that link with potential GCSE performance (SLT) 	<p>INSET time Departmental meeting time</p> <p>Department Capitation</p> <p>INSET time Departmental meeting time Department Capitation</p> <p>Line management meetings SLs and PPLs meetings</p>	<p>SLs Line Managers Governors' Curriculum Committee</p> <p>SLs Line Managers</p> <p>SLs Line Managers Governors' Curriculum Committee</p>	<p>Key Stage 3 pupils have a successful transition to Key Stage 4.</p>

AIM: To ensure the more able students (A*/A target grades) in the 6th Form continue to fulfil their potential. To facilitate the recruitment of students who will benefit from the St. Mark's 6th Form. To ensure that 6th Form students have the best possible support on their future career paths.

VISION: To create a centre of excellence in the 6th Form, where every student has focused support to enable them to fulfill their God given potential.

PRESENT POSITION: 1) External accepted offers for Sept 2018 entry = 132 (2017= 58, 2016 = 20) 2017 A*-B =75%, ALPS 2, 2016 A*-B grades = 71% ALPS 3, 3) Teaching and learning is outstanding in the 6th Form, as reflected in full ALPS report and LV3A

IMPROVEMENT GOALS	ACTIONS & PERSONS RESPONSIBLE	COSTS/CPD	MONITORING	PUPIL OUTCOMES/EVALUATION
1.Strengthening A Level A*/A performance.	<ul style="list-style-type: none"> Detailed analysis of EOY & A level results and identification of areas that need intervention. (MLO) 6th form action group to discuss & develop strategies to support the MA in the 6th form. (MLO, BJI, TFE) Intervention strategies in place throughout the year. (MLO, BJI, TFE) 	Time CPD- Pixl	The monitoring of all strategies against data drops throughout the year (MLO) AWA	More A*/A grades at A level. Higher year 12 EOY grades for the more able.
2.Manage & develop the new 6 th form enrolment system.	<ul style="list-style-type: none"> MLO to liaise with ULAS. System needs to be set up for Into the 6th Form Evening in November. Screens and documents need to be created with ULAS. (MLO/MHO) 	System costs Time	AWA	System is ready to go live from Into the 6 th form evening. System enables quick and easy communication with candidates and enables us to attract good quality students.
3.Improve post 6 th Form Careers provision.	<ul style="list-style-type: none"> 15th Oct applicants – review process & support offered (ie: Year 12 support, personal statements, interview techniques, test preparation). (MLO, RCH) Apprenticeships: more detailed knowledge for the whole 6th Form team. Guest speakers in during Year 12. Application & interview support. (MLO, HSM) 	Time Oxbridge applications company costs Guest speakers	MLO – 15 th Oct students MLO/HSM – apprenticeship development	Students are fully prepared for the demands of an Oxbridge, Medicine, etc applications. More students obtain offers. Students understand the different post 6 th Form routes open to them and are not reliant on the University route alone. Overall, students are able to gain places at the best universities and on the hardest courses. They progress onto courses/ apprenticeship well prepared and with the resilience to complete their chosen course.

AIM: To support student and staff wellbeing.

VISION: Staff and pupils will feel confident and safe. Practices and policies will be in place to enable this to take place. The Child Protection protocols, in relation to those children who are at risk of significant harm, will be rigorously followed. Staff to be supported in managing a healthy work life balance.

PRESENT POSITION: The Mental Health Champion in school promotes the mental wellbeing of the pupils. A staff representative supports all staff and wellbeing initiatives have been put in place. The school has embedded good practice in managing pupil behaviour and safety.

IMPROVEMENT GOALS	ACTIONS & PERSONS RESPONSIBLE	COSTS/CPD	MONITORING	PUPIL OUTCOMES/EVALUATION
<p>1. Pupils' spiritual, moral, social and cultural development and, within this, the promotion of Catholic and British values, are placed at the heart of the school's work.</p> <p>Healthy Relationships are sustained.</p>	<ul style="list-style-type: none"> • Assemblies to reflect the consistent application of shared goals and behaviour expectations. (PPLs) • Inclusion in PSHCE programme. Year group sessions to be delivered by an appropriate provider eg Parent Zone (PPLs/DWA/DSL) 	<p>Time</p> <p>INSET costs PPLs</p>	<p>The Policy to be reviewed termly as part of the Line Management Meetings. (MBY/PPLs)</p> <p>Annual Report to Full Governing Body.</p> <p>Pupil questionnaire to be completed September 2018 and July 2019.</p>	<p>Consistent response from staff promoting good behaviour, self-discipline and respect.</p> <p>Pupils develop into well rounded young people ready to make a positive contribution within society.</p> <p>Pupils will have an age-appropriate understanding of healthy relationships and will be confident in staying safe from abuse and exploitation.</p>
<p>2. Safeguarding training is effective.</p>	<ul style="list-style-type: none"> • Training Policies to include relevant updates. (DSL) • Aspects of safeguarding addressed through Pixl Edge/PSHCE. (DWA) 	<p>Time</p> <p>Online Training</p> <p>Nil.</p>	<p>Governors' Pastoral and Discipline sub-committee meetings. (GPDC)</p> <p>Annual Report to Governors.</p> <p>Meeting with Governor responsible for safeguarding.</p>	<p>Pupils to be safeguarded against possible repercussions of problems which may occur outside the school and respond accordingly. The awareness of staff to be raised in the handling of concerns which may impact on the wellbeing of pupils and thereby seek to improve outcomes.</p>

<p>3. Promoting/developing a culture of academic resilience (pastorally and across the curriculum).</p>	<ul style="list-style-type: none"> • Anti bullying mentors to be appointed. Student voice to be drawn on for completion of wellbeing survey. (AMO) • Careers guidance to ensure the most vulnerable have a clear pathway post 16 and 18. (HSM) 		<p>AMO and School Counsellor to monitor. DHE to collate and report results to SLT.</p> <p>HMO to liaise with the Careers Guidance Counsellor.</p>	<p>Reduction in incidents logged on SIMs.</p> <p>Reduction in NEETS.</p>
<p>4. Staff to manage workload effectively.</p>	<ul style="list-style-type: none"> • Peer buddy system developed - RST • Review the marking policy - HSM 	<p>Nil</p>	<p>Staff feedback.</p>	<p>Improved teacher input to lessons enhances students' progress.</p>
<p>5. Online safety is to be highlighted within the ICT curriculum and PSHCE. Staff are kept informed about the dangers of inappropriate use of mobile technology and social networking sites.</p>	<ul style="list-style-type: none"> • ICT lessons to incorporate a unit on online safety as and when appropriate in each year group. • Policy on Acceptable Use for staff to be extended, re-issued and website usage to be included in safeguarding training (LFA/DHE/DEM) 	<p>Time</p>	<p>ParentMail and the School website to be used to alert parents to current dangers of inappropriate internet usage.</p> <p>Records and filtering to be checked termly. The issue of laptops to be logged.</p>	<p>Pupils to be made aware of the current issues with the use of online websites.</p> <p>The professional judgement of staff to be supported to enable pupils to be safeguarded appropriately.</p>

AIM: To strengthen external partnerships to support School Improvement.

VISION: External partnerships, particularly the sharing of good practice, support St. Mark's students in achieving their God given potential.

PRESENT POSITION: The School belongs to several successful partnerships including Teaching School Alliances (Teach South East and the West London Teaching Alliance), DOWAT (Diocese of Westminster Academy Trust) and HEP (Hounslow Education Partnership).

IMPROVEMENT GOALS	ACTIONS & PERSONS RESPONSIBLE	COSTS/CPD	MONITORING	PUPIL OUTCOMES/EVALUATION
1. Support School Improvement through DOWAT	<ul style="list-style-type: none"> • Headteacher to attend regular DOWAT Heads' Meetings. (AWA) • Increase DOWAT focus on shared policies, high expectations, accountability and sharing good practice. (AWA) • New Headteacher to receive mentoring support from DOWAT Headteacher. (AWA) • Maintain good communications with DOWAT Director KSU. (AWA) 	<p>Time attending meetings</p> <p>Costs associated with improving practice.</p> <p>Costs linked to the Service Level Agreement.</p>	Headteacher reports to Full Governing Body	<p>Closer links with DOWAT schools enables sharing of good practice and further improvements in pupil outcomes.</p> <p>Evaluation in SLT meetings.</p>
2. Support School Improvement through HEP	<ul style="list-style-type: none"> • Headteacher, Deputy Headteacher and Head of Sixth Form to attend all HEP meetings. (AWA,SLA,MLO) • Engage in relevant HEP activities – Sixth Form Project, Data Management, Curriculum Development, Subject Audits, Inclusion, SEND, Subject Networks, Conferences. (AWA) • Draw on good practice in other Hounslow Schools. (AWA) 	<p>Time attending meetings.</p> <p>Cost of HEP membership.</p>	Governors' Curriculum Committee	<p>The new H.E.P. enhances education provision in Hounslow and enables students at St. Mark's to achieve positive outcomes.</p> <p>Evaluation in SLT meetings.</p>

<p>3. Support School Improvement through TSE and WLTA</p>	<ul style="list-style-type: none"> •Headteacher and Teaching Alliances Coordinator to attend all meetings. (AWA,CCR) •Ensure that the School contributes positively towards Teaching School Alliances' Ofsted inspections. (AWA,CCR) •Ensure that effective mentoring of ITTs contributes towards School Improvement. (CCR) •Use Teaching Alliance to support recruitment. (AWA,CCR) •Share good practice with other schools in TSE and WLTA. (AWA,CCR) 	<p>Cost of timetabling</p> <p>Mentoring</p> <p>Time attending Meetings</p>	<p>Governors' Staffing Committee</p>	<p>TSE and WLTA bring positive benefits to the School and support pupil outcomes.</p> <p>Evaluation in SLT meetings.</p>
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ACRONYMS/INITIALISMS

ITT	-	Initial Teacher Trainee
GCLC	-	Governors' Catholic Life Committee
DfE	-	Department for Education
LSCB	-	Local Safeguarding and Children Board
DSL	-	Designated Safeguarding Lead
PPL	-	Pupil Progress Leader
SL	-	Subject Leader
SLT	-	Senior Leadership Team
PP	-	Pupil Premium
PPC	-	Pupil Premium Champion
PSHCE	-	Personal, Social, Health and Citizenship Education
HWK	-	Homework
KS3	-	Key Stage 3
GCC	-	Governors' Curriculum Committee
NC	-	National Curriculum
SKIP	-	Subject Key Indicator of Performance
FSM	-	Free School Meals
GSC	-	Governors' Staffing Committee
GPDC	-	Governors' Pastoral and Discipline Committee
MA	-	Most Able
CPD	-	Continuing Professional Development
EOY	-	Partners in Excellence
Pixl	-	Partners in Excellent
FGB	-	Full Governing Body