

Alleyn's School

'Co-educational excellence for all, in a caring, friendly, tolerant community'

School Development Plan (Senior School) Action Plan for 2010 – 11

Notes

- ❑ This is a summary action plan based on the detailed school development plan (SDP) for the academic year 2010-11. It lists some of the main measurable targets for each of the five sections of the SDP together with timescales and details of personnel accountable.
- ❑ This action plan is intended to be a brief outline of the main targets that will be addressed during the academic year, listing timescales and personnel responsible for implementing the actions. Though it is the intention to implement all the aims and goals detailed in the full SDP, this brief action plan sets out a priority and a focus for action. In other words, this action plan sets out the priorities and initial focus in seeking to implement the whole SDP.
- ❑ When the targets listed are taken directly from the SDP they are listed using their SDP reference (e.g. Short-term goal (d), et cetera). If the action plan entry is not taken directly from the SDP then no reference is given.
- ❑ It is important to read this action plan alongside the SDP for 2010-11 and the Audit of Progress & Achievement for 2009-10. Both of these booklets (SDP and Audit) are available on the School website or from the Headmaster's office.
- ❑ The Governors and Headmaster have published their vision for the School together with a set of values to underpin all school development. This action plan and the SDP seek to implement that vision and uphold those values.
- ❑ It is therefore necessary to read this summary Action Plan in relation to, and alongside, the paper on the 'Vision & Values' of the School (it is posted on the School website and also available from the Headmaster's office). A summary of Alleyn's Vision is given below.

Alleyn's Vision: A Summary

1. Co-educational, academic excellence
2. Educational continuity from 4 – 18; a tolerant community and a wide curriculum
3. Excellence through inclusion at secondary level: open access from 11+
4. A learning community and a community of leaders
5. Close links with parents, former pupils and the community
6. A progressive place of godliness and good learning

Section 1 General – strategic management			
Sub-section No. and aspect	Target(s) (and reference in SDP)	Timescale	Personnel accountable
1.2 Admissions 11+, 13+, 16+	Short-term goal (11+) (a) To continue to review and, if necessary, to update the policy annually at the end of each admissions' year.	Jun '11	SES
	Short-term goals (13+) (a) Head of Middle School to pilot the 13+ Admissions Day on a separate date from the 11+ Admissions Day to assess whether we can continue to improve the experience for applicants and their parents;	Jun '11	DCM
	(b) To invite head teachers from feeder preparatory schools to the biennial lunch, to meet the new Headmaster and to tour the School.	Jun '11	DCM
	Short-term goals (16+) (a) To ensure that prospective candidates have the highest quality experience of Alleyn's at Open Days and during the whole of the entrance procedure, including contact with the School while decisions are being made by the candidates;	Jun '11	AWS
	(b) To monitor – through the Upper School Management Team and the Admissions Panel – the effective running of the entrance procedure.	Jun '11	AWS
1.3 Leadership and management structures [teaching staff]	On-going aim (a) To continue to develop further and strengthen the roles of the Bursar and Senior Deputy Head in relation to responding to HoDs' annual departmental reports, with specific regard to managing budget requests and implementing approved resource requests; and in collaboration with the Head of Finance and Estates Bursar to monitor progress in these areas.	Jun '11	GJS (with ARF and SRB)
	Short-term goal (a) To develop more widely the concept of a 'community of leaders' as expressed in the School's Vision (Point 4) which seeks to create a 'learning community' for all with all staff seen as, and acting as, leaders at all levels. Building on the success of last year's Continuing Professional Development (CPD) sessions for new Form Tutors on leadership in pastoral care, develop further professional development sessions on leadership in other areas of school life such as co-curricular activities, sports, societies, et cetera or courses for more experienced Tutors.	Jun '11	GJS (with ARF and SRB)
1.4 School Committees and Working Groups	Short-term goals (a) To implement the findings of the Minority Ethnic and Faith Groups Working Group which reported in Trinity term 2010;	Jun '11	GJS (with JGL)
	(b) To monitor and support the new Heads of Department Committee;	Jun '11	GJS (with ARF)
	(c) To agree new terms of reference for and the title of the Common Room Salaries Committee, with specific	Jun '11	GJS (with JGL)

	<p>Personal and Co-curricular Opportunities</p> <p>(b) To encourage the Housemasters to continue the tracking of Sixth Form involvement in co-curricular activities using the form developed for this purpose.</p> <p>University and Careers Guidance</p> <p>(a) To conduct an audit of support offered by departments for the extension of student experience in preparation for university application;</p> <p>(b) To continue to look at the IT support for the completion of UCAS applications.</p>	<p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p>	<p>AWS</p> <p>AWS</p> <p>AWS</p>
<p>1.8 School self-evaluation (including follow-up on inspections)</p>	<p>Prepare for the next interim inspection.</p> <p>Review & audit progress on the on-going aims and short-term goals and update as appropriate at the SMT's annual self-evaluation day in June 2011.</p>	<p>Nov '10</p> <p>Jun '11</p>	<p>GJS (with ARF, JGL, MOD and SRB)</p> <p>GJS (with SMT)</p>
<p>1.9 Links with the Junior School</p>	<p>Short-term goals</p> <p>For the Heads of the Junior and Lower Schools and the Directors of Studies of both schools to maintain regular termly meetings about Junior School pupil progress through the Senior School in regard to:</p> <p>(a) Academic achievement;</p> <p>(b) Co-curricular contribution.</p>	<p>Jun '11</p>	<p>MOD (with SES and AJM)</p>

Section 2 Learning and Teaching			
Sub-section No. and aspect	Target(s) (and reference in SDP)	Timescale	Personnel accountable
2.1 Curriculum	<p>Short-term goals <u>Whole-School</u></p> <p>(a) Stretch and Challenge Policy To incorporate best practice within the School policy to stretch and challenge all pupils, including the Gifted and Talented, working closely with the Learning Support Co-ordinator.</p> <p>(b) Specific Learning Differences Policy To work with SMT and the Learning Support Co-ordinator to review and update the SLD Policy. This should include consideration of the best ways to detect specific learning differences and a review of Year 7 screening.</p> <p>(c) Whole-School Curriculum Review To work with the new Headmaster, SMT and APC to undertake a whole-School curriculum review.</p> <p><u>Sectional Focus</u></p> <p>(a) Enrichment and General Studies Monitor improvements in the enrichment programme, and ensure that students have support for and an opportunity to take the General Studies and Critical Thinking AS examinations if they wish.</p> <p>(b) To review the Key Stage 3 Curriculum Following the review of language provision in Years 8 and 9, further work on the review of the Key Stage 3 curriculum will be undertaken by the Academic Policy Committee.</p>	<p>Jun '11</p> <p>Jan '11</p> <p>Jun '11</p> <p>Mar '11</p> <p>Jun '11</p>	<p>AJM (with JLV)</p> <p>AJM (with JLV)</p> <p>AJM</p> <p>AJM (with AWS)</p> <p>AJM</p>
2.2 Assessment and Reporting	<p>Short-term goals</p> <p>(a) Assessment Review To review current assessment practices with a view to sharing good practice and drawing up a whole-School assessment policy.</p> <p>(b) Computerised reporting To move to full electronic reporting, with further training if needed.</p>	<p>Jun '11</p> <p>Dec '10</p>	<p>AJM</p> <p>AJM (with CHS)</p>
2.3 Academic monitoring/tracking and value added	<p>Short-term goals</p> <p>(a) To continue to share best practice across all key stages, both at Alleyn's and from comparable schools;</p> <p>(b) To make Yellis and ALIS-based targets accessible for all staff through the CMIS assessment module.</p>	<p>Mar '11</p> <p>Dec '10</p>	<p>AJM</p> <p>AJM</p>
2.4 ICT for learning and teaching	<p>Short-term goals</p> <p>(a) To review/develop the PSHE programme to include guidance/training for pupils to become safe and responsible users of the Internet and other electronic systems;</p> <p>(e) To extend electronic report writing to all year groups;</p> <p>(f) To review current ICT provision.</p>	<p>Jun '11</p> <p>Jun '11</p>	<p>ARF (with JGL)</p> <p>ARF</p>

2.5 Co-curriculum	Short term goals (a) Investigate further formalising the monitoring, recording and acknowledgement of pupils' individual involvement in co-curricular activities; (b) To investigate how best to report on the co-curriculum including any particular achievements outside School.	Jun '11 Jun '11	SPC SPC
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Section 3 People (pupils, teaching staff, support staff, parents)			
Sub-section No. and aspect	Target(s) (and reference in SDP)	Timescale	Personnel accountable
3.1 Pastoral system	<p>Short-term goals</p> <p>(a) To review and develop the programme of professional development for new Tutors;</p> <p>(b) To consider further professional development for existing Tutors;</p> <p>(c) To explore the possibility of developing a link with a school from the developing world, particularly one with a different faith, ethnic or cultural mix from Alleyn's;</p> <p>(d) To develop further the leadership and personal development opportunities for pupils that span different sections of the School.</p>	<p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p>	<p>JGL</p> <p>JGL</p> <p>JGL</p> <p>JGL (with SES, DCM, AWS)</p>
3.2 Counselling & the Chaplaincy	<p>Short-term goals</p> <p>(a) To complete the review of the operation of the counselling team, and following consultation with the Heads of Section and SMT, make any appropriate recommendations;</p> <p>(b) To prepare for, and organise, a Confirmation in the academic year 2010-11, thus establishing Confirmation as an ongoing opportunity in the life of Alleyn's;</p> <p>(c) To prepare for, and organise, a second Chaplaincy Lecture, thus establishing this as an annual event in the life of Alleyn's;</p> <p>(d) The Chaplain to contribute a session to the Sixth Form Enrichment programme on "How we handle interacting with people with different belief systems";</p> <p>(e) To encourage the sharing of successful assemblies, particularly where they promote knowledge and understanding of minority ethnic and faith groups, and where they are student-led.</p>	<p>Apr '11</p> <p>Jun '11</p> <p>Apr '11</p> <p>Jun '11</p> <p>Jun '11</p>	<p>JGL</p> <p>JGL</p> <p>JGL</p> <p>JGL</p> <p>JGL</p>
3.3 Personal, social and health education	<p>Short-term goals</p> <p>(a) To encourage Tutors to establish some individual areas of PSHE expertise, which they could then deliver to other Tutor Groups;</p> <p>(b) To develop the electronic facilities for Tutors to share resources and good practice;</p> <p>(c) To develop the records for monitoring the delivery of PSHE;</p> <p>(d) To review and develop the PSHE programme for guiding and training pupils to become safe and responsible users of the Internet and other electronic systems.</p>	<p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p>	<p>JGL</p> <p>JGL (with ARF)</p> <p>JGL</p> <p>JGL (with ARF)</p>
3.4 Safeguarding (formerly Child Protection)	<p>Short-term goals</p> <p>(a) To monitor the implementation of the new Vetting and Barring Scheme;</p> <p>(b) To consult parents with regard to the Safeguarding Policy.</p>	<p>Jun '11</p> <p>Jun '11</p>	<p>DCM</p> <p>DCM</p>
3.5 Teaching staff	Review and audit progress on the on-going aims and update as appropriate at the SMT's annual self-evaluation day in June 2011.	Jun '11	GJS

<p>3.6 Professional Review Process for teaching staff</p>	<p>Short-term goals</p> <p>(a) Complete the review of the process in the light of the first round, staff feedback and the report of the Heads of Department Working Group relating to performance management;</p> <p>(b) Suggest appropriate changes to the Professional Review process and present these to the SMT, HoDs and the teaching staff;</p> <p>(c) Launch the next phase of the Professional Review Process;</p> <p>(d) Ensure that the relationship between "Professional Review" and "Performance Management" remains complementary, efficient and effective in contributing to the high standards of teaching and learning, and job satisfaction for the teaching staff.</p>	<p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p>	<p>JGL</p> <p>JGL</p> <p>JGL</p> <p>JGL (with ARF)</p>
<p>3.7 Support Staff</p>	<p>Short-term goals</p> <p>(a) To review and develop the induction programmes for new staff;</p> <p>(b) To commence development of support staff HR documentation and policies;</p> <p>(c) To continue to ensure that supporting roles are adequately covered and that knowledge which is key to the School's administration is not solely vested in any individual;</p> <p>(d) To include all support staff in individual yearly development meetings;</p> <p>(e) To introduce a system of peer review to enhance feedback for staff.</p>	<p>Jun '11</p> <p>Dec '10</p> <p>Jun '11</p> <p>Jun '11</p> <p>Jun '11</p>	<p>SRB</p> <p>SRB</p> <p>SRB</p> <p>SRB</p> <p>SRB</p>
<p>3.8 Continuing Professional Development</p>	<p>Short-term goals</p> <p>(a) To revise the Vision and Values Induction Session for staff new to Alleyn's to include the Chaplain, to highlight the importance of respect for and toleration of others;</p> <p>(b) To continue to develop the in-house twilight Continuing Professional Development opportunities;</p> <p>(c) To provide some further professional development to support staff taking trips and expeditions.</p>	<p>Dec '11</p> <p>Jun '11</p> <p>May '11</p>	<p>JGL</p> <p>JGL</p> <p>JGL (with SPC)</p>
<p>3.9 Alleyn's Association</p>	<p>Short-term goals</p> <p>(a) To continue to promote the provision of Bursary and pupil support;</p> <p>(b) To continue to update the Alleyn's Association pages on the website.</p>	<p>Jun '11</p> <p>Jun '11</p>	<p>JGL (with SRB)</p> <p>JGL (with ARF)</p>

Section 4 Resources – capital projects, premises, ICT and grounds			
Sub-section No. and aspect	Target(s) (and reference in SDP)	Timescale	Personnel accountable
4.1 Major Capital Projects	On-going aim (c) To keep List B under close review, aiming to move items on it up to List A.	Apr '11	GJS (with SRB)
	Short-term and Medium/long-term goal (a) To consider and, if appropriate, act on the CPG's Lists C and D.	Jun '11	GJS (with SRB)
4.2 Minor Capital Projects	Short-term goals (a) To finalise the annual minor works programme around the School site 2010-11, and communicate the refurbishment programme for the holiday periods to the School community;	Apr '11	ARF
	(b) Feed from Annual Department Reviews (Senior Deputy Head) and from Department Budget Requests (Bursar) items for consideration at Capital Projects Group, developing appropriate budgets for annual maintenance and refurbishment programmes.	Apr '11	ARF
4.3 Premises – buildings maintenance	Short-term goals (a) To continue to monitor present methods and seek ways of improving active maintenance;	Dec '10	SRB
	(b) To develop and publish programmes for periodic maintenance, enabling users to know when related works will occur;	May '11	SRB
	(c) To research the possibilities for an intranet-based, maintenance response system to improve current methods;	Jan '11	SRB
	(d) To review office space use for administrative staff and agree future layouts;	Apr '11	SRB
	(e) To extend fire-protection provision to include additional visual indication for disabled users.	Jun '11	SRB
4.4 Premises – departmental refurbishment	Short-term goals (a) To conduct a review meeting which will take place after the submission of Department Budget Requests (Lent term) to discuss requests for departmental refurbishment and capital investment (Bursar, Senior Deputy Head, Head of Finance, Director of Studies and Estates Bursar);	Mar '11	SRB
	(b) To ensure the structure of the Estates Meetings and Capital Projects Group prioritises these needs for refurbishment across the site;	May '11	SRB
	(c) To promote the development of a site-wide programme for heat management across the School.	Jun '11	SRB

4.5 ICT for administration, communication and general use	Short-term goals (a) To review/enhance systems for communicating electronically with parents; (b) To review the school Acceptable Use Policies for both Staff and Pupils; (c) To develop an electronic method of gathering pupil-profile information for the purpose of UCAS reference writing.	Jun '11 Jun '11 Jun '11	ARF ARF ARF
4.6 Grounds and gardens	Short-term goals (a) To ensure that the open areas continue to be maintained to an appropriately high level to facilitate the playing of sports throughout the year without interruption (unless by matters beyond control) as well as being enjoyed as social space; (b) To continue to enhance the quality of the grassed areas at the Burbage Road sports ground.	Jun '11 Jun '11	SRB SRB
4.7 Environmental issues	Short-term goals (a) To review the possibilities of reducing mains voltage, installing time switches on school water heaters and further reducing out of hours use; (b) To introduce productive waste recycling e.g. use of food waste as biomass fuel; (c) To conclude research into and if beneficial consider the introduction of photovoltaic panels providing local power; (d) To provide more secure and, where possible, covered cycle racks for both staff and pupils to encourage more cycling to School.	Mar '11 Dec '10 Dec '10 Jun '11	SRB SRB SRB SRB

Section 5 External relations			
Sub-section No. and aspect	Target(s) (and reference in SDP)	Timescale	Personnel accountable
5.1 Marketing, publicity and public relations	Short-term goals		
	(a) To promote further use of electronic communications with the parent body through email and website postings;	Jun '11	ARF
	(b) To maintain awareness of School events, including the Michael Croft Theatre, through the website;	Jun '11	ARF
	(c) To maintain strong contacts with the media across London and in the educational and national press;	Jun '11	ARF
5.2 Community and partnership links	(d) To introduce the new Edward Alleyn Club website.	Jun '11	ARF
	Short-term goals		
	(a) To review and further develop the role of the Edward Alleyn Building and Michael Croft Theatre as a facility both for Alleyn's and the wider community;	Jun '11	SPC (with ARF/ DY)
	(b) To review and develop the structure of the Facilities for the Community Committee and the Facilities for the Community Scheme.	Jun '11	SPC (with guidance GJS)
5.3 Former Pupils – Edward Alleyn Club and Development and Alumni Office	On-going aims		
	(f) To monitor, review and support the effectiveness of the Alumni Office in Townley Lodge, open to, and in contact with, all former pupils and visitors;	Jun '11	GJS
	(g) To monitor and review the completed 'integration project' between the School and the Club.	Jun '11	GJS (with SRB)
	Short-term goals		
	(a) To develop and implement an overall Alumni Relations Strategic Plan;	Jun '11	GJS
	(b) To investigate the possibility of further reunions in regions of the UK outside London.	Jun '11	GJS
5.4 Fundraising	On-going aim		
	(a) To monitor, review and support the Development Office, which will lead the commercial outlets of the School and manage all aspects of fundraising (e.g. through donations, legacies, events, regular-giving programmes).	April '11	GJS (with SRB)
	Short-term goals		
	(a) To develop a Fundraising Strategy, establishing short, medium and long-term aims of fundraising;	Jun'11	GJS (with SRB)
	(b) To design and launch fundraising materials and a website to assist in communicating the Fundraising Strategy;	Jun '11	GJS (with SRB)
	(c) To set up a structure or body to manage the raising of funds for bursaries.	Jun '11	GJS (with SRB)

5.5 Commercial Activity	Short-term goals (a) Develop and manage relationships with potential bodies, agencies and hirers able to provide suitable repeat business; (b) Activate Alleyn's School Enterprises Ltd to ensure appropriate tax and charitable treatment of these trading activities.	Jun '11	SRB
		Apr '11	SRB

Dr Gary Savage
 Headmaster
 August 2010