

# School Improvement Plan (SIP) RISS - 2021/2022

The SIP is designed by our teachers of RISS and in line with our key drivers of change as indicated in our four-year plan. This document has been elaborated and planned in consultation with curriculum areas, coordinators and support staff. It is also based on the recommendations provided by IB, CIS and NEASC in their re-accreditation or evaluation reports and it has been revised to take into consideration key comments and observations coming from PTA, Parents, Students, Wolfert and official surveys. This Annual Plan delivers actions that are in line with the IB Programme principles and practices for all IB World Schools.

This plan will include the application of “leren loont” 2021-2022. Government Subsidies (Leren loont) make it possible to put extra effort to work on the quality of instruction and professional development that benefits our students.

**PART A** The sections are divided using our *Key Drivers of Change*. They are:

- 1) Leadership & Learning.
- 2) Curriculum & Learning.
- 3) Community, wellbeing & learning.
- 4) Professional Development & Learning.
- 5) Organisation & Learning

**Part B** This plan will also include the elaboration of the *Nationaal Programma Onderwijs* (NPO). It is based on the four principles of the Wolfert School Group NPO document :

- 1) Learning gaps (or learning entitlement for all via opportunities, progress and achievement);
- 2) Development of executive functioning skills;
- 3) Student wellbeing;
- 4) Staff Resilience and Wellbeing - Readiness for the future.

*Please note: costs for part B can be found in this spreadsheet.*

**Part C** contains improvement strategies on the recent student satisfaction survey (Kirkland Rowland Report).

## PART A: SIP 2021-2022

<b>1. Leadership &amp; Learning</b>				
<b>Improvement strategy</b>	<b>Timeline</b>	<b>Who is responsible?</b>	<b>Monitoring Progress &amp; Comments</b>	<b>Outcome</b>
Continue with the development of our Atlas Curriculum Mapping platform to monitor, evaluate and review our curriculum offer.	September 2021 to June 2022.	CLs, Heads of Section and Principal		All unit planners reviewed by the end of the academic year.  CLs to observe a positive alignment of actual delivery and unit planners via DOT.
<b>Improvement strategy</b>	<b>Timeline</b>	<b>Who is responsible?</b>	<b>Monitoring Progress &amp; Comments</b>	<b>Outcome</b>
Prepare the school for the next CIS/NEASC Accreditation visit.	January 2022	Principal and LT members.		Review the last report in preparation for the next review visit.  Launch the process in January 2022 and create groups that will lead on the different strands on gathering evidence and assess school current state against CIS criteria.  Group leaders to commence the write up of the different areas.  Submit annual reviews for both organisations before the final visit.
<b>Improvement strategy</b>	<b>Timeline</b>	<b>Who is responsible?</b>	<b>Monitoring Progress &amp; Comments</b>	<b>Outcome</b>

Continue our policy development & implementation. Key documents for this year are the review of our Language policy, Learning Diversity document, Child Protection & Safeguarding policy and Staff wellbeing policy.	October 2021 to January 2022	LT, CI for Language, LD Team and Staff Wellbeing Coordinator		All policies consulted with staff and approved by the MR.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Expand the HE Programme towards our Middle Years to foster interest, participation and research towards future career preferences and target specific students who feel nervous and undecided about their future.	September 2021 to March 2022	HE Coordinator		Specific activities and workshops directed to Grade 9 and Grade 10.  More information via our bulletin for our Grade 9 and Grade 10.  He Career's day for them.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Pilot a new system of lesson observation to inform the school of progress in areas of delivery within IBS, CBI and Assessment.	October 2021 to March 2022	CLs & LT	Note this strategy was not implemented in the previous academic year due to COVID	APK Observation October to March.  Summary with analysis of current offer.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Student Data for learning and action. To strengthen our understanding of school growth via MMP data analysis for a longitudinal analysis of progress amongst students population.	September 2021 to June 2022	LT & DGR		Research current MMP Data and identify information relevant to school.  Share evidence with the PLT and CLs or other stakeholders and inform practice and action.
Improvement strategy	Timeline	Who is	Monitoring Progress & Comments	Outcome

		<b>responsible?</b>		
Strengthen our system in line with GDPR compliance regulations to ensure all data controllers are aware of potential risks.	September 2021 to June 2022	LT and Identified Data Controllers.		Groups operating in place.

## 2. Curriculum & Learning

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Restructuring the current learning diversity team to add pace, improve communication and bring relevance within the school as a whole.	September 2020 to June 2021	LT and new LD leads		<p>One head of department within the SEND.</p> <p>Policy fully approved by the MR and consulted by the staff members.</p> <p>Survey to establish staff perception of offer.</p> <p>Staff actively using magister to be informed and understand what actions need to be taken for specific students</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Development of a learning diversity strategy with appropriate process and assessment procedures.	September 2020 to June 2021	Head of Learning Diversity & LTs		<p>Policy for Learning Diversity in place.</p> <p>Folder with students' cases for staff awareness.</p> <p>Strategy in place in Magister.</p> <p>Staff trained on Differentiation.</p> <p>LD Team delivery of staff and Parent workshop.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome

Create, organise and deliver new programmes at foundation - commencing with grade 6 - that are interdisciplinary and skills based in nature and provide a different educational experience for foundation students.	September 2020 to June 2021	LT and staff delivering the courses.		<p>Programme in place via ATLAS.</p> <p>Teachers delivering the programme allocated appropriate task hours.</p> <p>Monitor delivery via DOT and TA.</p> <p>Survey students on the quality of the provision.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Create, organise and deliver new programmes in Middle Years - commencing with grade 9 - that are interdisciplinary and skills based in nature and provide a different educational experience for middle year students.	September 2020 to June 2021	LT and staff delivering the courses.		<p>Programme in place via ATLAS.</p> <p>Teachers delivering the programme allocated appropriate task hours.</p> <p>Monitor delivery via DOT and TA.</p> <p>Survey students on the quality of the provision.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Continuing reviewing the current curriculum via ATLAS ensuring that historical data is used to inform practice especially with the incorporation of interdisciplinary offers.	September 2021 to June 2022	CL and Subject staff.		<p>Interdisciplinary units in place</p> <p>All new units revised and completed.</p> <p>Curriculum delivery reflected in ATLAS and aligned with DOT</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome

Implement a meaningful strategy for literacy that has a palpable impact on students' reading skills.	September 2021 to June 2022	Literacy Coordinator and Librarian		Single strategy to be promoted and enacted across the school.  Evaluate its effectiveness via students' focus group.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Continue the implementation of the IBCP for official delivery in September 2022.	September 2021 to June 2022	LT and IBCP Coordinator		Update policies as required by the IB.  Plan clear admission criteria for the programme.  All other documentation in place and ready for approval.  Appropriate training delivered to key members of staff.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Continue reinforcing Inquiry Based Learning (IBL) as the pedagogy of choice and expectation. This is to ensure the school lives up to the expectations of an IB Education, the CIS/NEASC evaluations and school values.	November 2021 to March 2022	LT, Cls		Monitor delivery via observations with DOT.  All Teaching staff to be observed by CLs once within the academic year.  All teaching staff to be given feedback on lessons observed via DOT and face to face.  Cls will be observed by LT  Training by Trevor Mackensie on IBL.
Improvement strategy	Timeline	Who is	Monitoring Progress & Comments	Outcome

Developing a concerted approach to differentiation and staff collaboration in the classroom to support our diversity programme.	September 2021 to June 2022	responsible? CLs		Lesson observation reflects the change.  Unit Planners in place to demonstrate intention.  Training delivered by Carol Ann Tomlinson.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Developing and delivering effective feedback to students that allows them to progress and achieve.	September 2020 to June 2021	CLs and LT, staff		Training delivered by Shirley Clarke on differentiation.  Lesson observations with this in focus.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Develop a homework policy	September 2020 to June 2021	LT and CLs, focus groups	In response to KR and PASS survey data.	Clear homework policy that is in line with our mission and vision, and approaches to teaching, learning and assessment



### 3. Community, Well-being & Learning

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Review pastoral programme in light of COVID 19 consequences and Dutch Government NPO requirements.	September 2021 to June 2021	Heads of Section and Tutors		<p>Programme reviewed in ATLAS. with updated content on issues such depression, anxiety, panic attacks.</p> <p>Training tutors on mental health issues affecting children via optimus.</p> <p>Develop opportunities for student voice regarding community, wellbeing and learning.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Continue working and reinforcing our Admission Process with strong online presence and promotion.	September 2021 to June 2022	Admission Officer & Digital Learning Coordinator		<p>Stronger social media presence and updating Websites.</p> <p>Care with GDPR.</p> <p>Ascertain how much this is impacting our intake via google analytics.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Continue applying for Government Subvention to ensure we improve the quality of provision via staff training and /or offer specialist provision.	September 2021 to June 2022	LT and key members of staff affected by the extra funding.		<p>Successful application approved by the government.</p> <p>Invest in areas identified and government approved.</p>

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Address staff wellbeing via strategies related to internal workload.	September 2021 to 2022	Staff Wellbeing advisor and staff focus group		<p>Policy that establishes actions that enable a shared understanding of workload.</p> <p>Protocol in place that supports staff wellbeing and action.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Create a mini JC Library to serve students development of reading and literacy skills .	September 2021 to 2022	LT, Librarian, Literacy Coordinator and Financial Director		<p>NPO funding for the environment.</p> <p>Strategy in place and monitored by Librarian and Literacy Coordinator.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Review the effectiveness and organisation of our House System and events.	September 2021 to 2022	LT and Community and House Mentor Coordinator		<p>New strategic concept in the organisation of the house system.</p> <p>This will involve students, LT and Community and House mentor Coordinator.</p>

## 4. Professional Development & Learning

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Optimus Training Online to serve areas related to staff, children and pastoral care.	September 2021 to June 2021	LT & tutors and staff, Wellbeing Coordinator		<p>All staff trained on key areas related to mental health and workload.</p> <p>Create a record for the above. Measure effectiveness during Appraisals the second meeting in June 2022.</p> <p>Identify which provider serves better the school needs: Optimus or Educare.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Continue developing and reinforcing Inquiry Based Learning (IBL) across the school as the pedagogical model across RISS, but with emphasis on differentiation so the approach is not modified or left aside due to students' individual needs.	September 2021 - July 2022	CLs and LT	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Training in September with Trevor Mac CKenzie on IBL and differentiation.</p> <p>CLs to monitor staff delivery in line with learning via formal and informal observations.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
New staff trained on IBL to ensure that they are able to deliver lessons within this pedagogical framework. This includes new teachers and interns.	September 2021	LT		Asynchronous virtual training by Trevor Mackensie.

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Training staff on Differentiation strategies to ensure all our students have the opportunity to succeed and progress in the mainstream classroom.	September 2021	LT		Training by Carol Ann Tomlinson.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Training staff on effective oral and written feedback to students to maximise learning opportunities via understanding and skillful explanation.	September 2021	LT		Training by Shirley Clarke
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Training tutors and interns on Restorative Practices approaches to solve issues for students	September 2021	Heads of Section, tutors		Training by Mark Finnis
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Training for staff on EAL in order to prepare colleagues to meet the demands of teaching students whose English is not their heritage or mother tongue.	September 2021	CL for Languages	This training is for all new teachers and interns.	Training by Lynn Libert
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Staff to participate in DISS conference February 2022	February 2022			RISS attending a Conference at ISH.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Restructure the provision for Interns in the school to ensure they play a key role within the life of the school and they are able to deliver a pedagogy in line with an IB education.	February 2022			Appoint Internship Supervisor coordinator to supervise and connect different stakeholders within and outside the school

				to promote and enhance interns' performance and development.

## 5. Organisation and Learning

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Continue developing a Budget that enables savings without compromising teaching.	September 2021 to June 2022	MGS, MRU	Monthly meetings are in place.	To finish the year without a deficit.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Manage staffing deployment to meet the needs of a transitional year due to student numbers caused by COVID.	September 2021 to June 2022	MGS, MRU		Work at capacity with current staff ensuring that effective deployment occurs. This will be reflected in Foleta via contracts and task hour policy.  Finance Director to establish progress and success in this area.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Close monitoring of student numbers in terms of admission and attrition rates to evaluate growth and predict staff investment.	September 2021 to June 2022	LT, Admission Officer and MRU		Monthly meeting with the Finance director that includes LT and admission officer.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Data Protection and Privacy Laws (GDPR) further develop by expanding roles and responsibilities and awareness of potential risks in the handling of Data.	September 2021 to June 2022	Data Management Team.		Establish a Data Management Team with key members in charge of data management.  The team meets twice in a year for analysis and action.  Findings and actions informed

				to staff via staff notices.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Further GDPR compliance by digitising all records from alumni.	September 2021 to November 2021			<p>Obtain an extra pair of hands to ensure all information is done within this window.</p> <p>Allocate extra task hours to ensure this is completed.</p> <p>Ensure information is managed effectively regarding hard copies of student files.</p>

## PART B: Nationaal Onderwijs Programma (NPO) or National Education Strategy 2021-2022.

### 1. Learning Gaps (or Learning entitlement for all via opportunities, progress and achievement)

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
<p>To bring expertise to strengthen our Special Educational Needs and Disability (SEND) provision to deliver a programme for specific students.</p>	<p>September 2021 - July 2022</p>	<p>LT, MSW, LD team</p>	<p>This programme needs to be reviewed in June 2022 to ascertain its continuity for another year. This contract in principle is for 2.5 years.</p>	<p>Identify students via Yellis, Midyis, PASS and previous school IEP to create provision.</p> <p>Full time expert and practitioner working in the implementation and provision within SEND. <u>Check the budget for specific costs.</u></p> <p>Identify students via Midyis, Yellis, ALIS, PASS and specific tests to create accommodations for students.</p> <p>Establish a system of information and communication that supports staff action and influence within the SEND programme.</p> <p>Identify a cohort of students within the programme and put in place a care plan for action.</p>



Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
To bring further expertise to support and strengthen the development of numeracy and literacy within the school with emphasis on students who struggle to progress at an expected pace.	September 2021 - July 2022	LT, ATU, Literacy Coordinator	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Appoint a specialist teacher in numeracy dedicated to work on face to face tutoring for specific students.</p> <p>The literacy advisory team will be composed of the curriculum leader for English and Language. Both will receive additional task hours for this role.</p> <p>Monitor its quality via exam tests, Teacher assessment and progression within maths.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Train staff on differentiation across the school to ensure that a basic offer is provided to support students progress within a normal classroom context.	September 2021 - July 2022	CLs, LT	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Training by Carol Ann Tomlinson in September.</p> <p>Curriculum Areas to generate an action plan for the rest of the year and assessed via DOTs.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Formalise the process of delivering feedback to students about their progress, assignments, examinations and learning general. This is to maximise progress, build relationships and identify students that may still struggle to perform despite the approach.	September 2021 - July 2022	CLs and LT	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Training with Shirley Clarke in September.</p> <p>CLs to design a plan of action and monitor the implementation of their agreements.</p> <p>CLs to utilise DOT (formal observation) to establish overall impact.</p>

				Review assessment Policy in light of this new training.

## 2. Development of Executive functioning skills

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Implement and create a new programme that develops students' oracy, presentation, research and literacy skills. Commencing in Grade 6 in September 2021. This in collaboration with Wolfert Lansing.	September 2021 - July 2022	LT, MSW,	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	Formal launch and implementation of RISS Rose Programme for September 2021 in collaboration with Wolfert Lansing.  Monitor, evaluate and review the programme via students' survey, staff observation and assessment of ATLAS units compared with ground delivery.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Implement a new educational programme for Grade 9 students that seeks to develop research, ICT, critical thinking and assessment skills. Commencing in Grade 9 in September 2021.	September 2021 - July 2022	LT, MWR	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	Formal launch and implementation of RISS Reach Programme for September 2021  Monitor, evaluate and review the programme via students' survey, staff observation and assessment of ATLAS units compared with ground delivery.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Provide task hours for the above new projects to ensure expert implementation and success of the above new offer.	September 2021 - July 2022		This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	Staff receiving task hours and appropriate extra contracts to cover time costs beyond the

				normal contract. This in consultation with staff.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Create a special learning environment dedicated to the development of reading, literacy and language development skills for students with care plans, EAL students and SEND students.	October 2022	LT, Teacher Librarian and Literacy Coordinator	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Invest in the refurbishment of a classroom environment. This is a one-off investment of €20000 paid via the facilities scheme.</p> <p>Purchase age and stage appropriate books to serve the needs of this strategy. PTA to serve this section with €5000.</p> <p>Allocate task hours for staff to meet the needs of delivering the service for specific students. This will be served by the Learning Diversity Department and/or Literacy Coordinator.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Provision of learning technology to serve small groups of students within a booster programme.	September 2021 - July 2022	LT, Learning Technology coordinator and	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Small mobile provide to serve this specific group of students.</p> <p>Purchase platforms and/or apps to cater for literacy, numeracy and language development.</p> <p>Purchase 5 laptops/lpads to support a consistent digital delivery for students with specific learning requirements.</p>

### 3. Student Wellbeing

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Increase the number of hours for staff delivering tutoring to provide extra support for students for the next two years.	September 2021 - July 2023	Heads of Section and tutors.	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	Increase the normal 80 tutoring hours to 120. This will be called <i>tutoring plus</i> and finance in some cases with a small contract.  This will be consulted with staff.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Monitoring students wellbeing and their school perception for timely action and identification of students at risk.	September 2021 - July 2022	LT, Tutors, DGR	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	Students sit PASS in November 2021 to establish areas of risk.  Meeting with students and families at risk. Inform staff of results for information and action amongst their tutees.  School to review results for a whole school strategy for next academic year 2022-2023.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Strengthen the counselling provision by bridging more local expertise within our school to aid tutors, Heads of Section and students.	September 2021 - July 2022	LT, counsellor and new member within the team.	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	Appoint a new counsellor (MLA) with local knowledge and expertise to aid students at risk.

				Invest in external expertise where necessary and appropriate to support students who need a more targeted offer.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Targeted training for staff that it is targeted to more serious forms of mental health affecting children.	September 2021	LT	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Purchase Optimus programme training to train staff on early signs of depression, anxiety and panic attacks conditions.</p> <p>Monitor incidents and cases arises once the training has happened.</p> <p>Prompt action by tutors and heads of section in consultation with counsellors to target needs and work with home in the solution of the situation. .</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Targeted workshop for students and parents that deal with self help, stress management and online safety linked to wellbeing.	September 2021 - July 2022	Heads of section, LD team, Counsellors	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Restorative practices training with Mark Finnis.</p> <p>Stress management and online safety training with Allison Ochs.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Create a culture of wellness in school by establishing more student voice and self-advocacy events that foster community involvement, Action at a local level and service for all.	September 2021 - July 2022	LT, Community and House Mentor coordinator.	This project will need equipment for public speaking, Professional photographer/film costs to capture events, Tasks hours for a specific	Town Hall meetings with students as an open house event in the school. One per term.

			member of staff, to abilitate an area within the school for appropriate display.	<p>Showcase issues and possible solutions on a wall presented in the town hall meetings.</p> <p>Public speeches by students and supported by staff that deliver messages centred around students' interests, needs and concerns.</p> <p>Invite visitors to enlighten students' views on current issues and foster a sense of urgency and action with current affairs.</p>
<b>Improvement strategy</b>	<b>Timeline</b>	<b>Who is responsible?</b>	<b>Monitoring Progress &amp; Comments</b>	<b>Outcome</b>
Additional trips for students at the beginning of the year and in February to provide more opportunities for building relationships and a sense of belonging. All groups targeted, but Grade 8 specially due to their deep in school perception and impact as demonstrated by PASS	September 2021 - July 2022	LT, Community and House Mentor coordinator.		<p>Trip at the beginning of the academic year 2021-2022.</p> <p>Trip in Grade 8 in 2022.</p>

## 4. Staff Resilience and Wellbeing - readiness for the future

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Address staff workload and enhance wellbeing with the implementation of diverse actions and projects to improve morale and school perception.	September 2021 - July 2022	LT and SMU	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Staff wellbeing advisor (SMU) that supports staff on mental health, personal matters and wellbeing.</p> <p>Staff focus group that determine school priorities that will inform a well being policy.</p> <p>Headspace Staff wellbeing App in place.</p> <p>Create a staff wellbeing policy that identifies basic actions to address internal workload.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Enhance staff participation and consultation on school decisions via the creation of a strategic group composed of permanent members and non-permanent ones. The nature of the meeting is open and focuses on pedagogy.	September 2021 - July 2022	LT	This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.	<p>Create a pedagogical leadership team (PLT) with responsibility to advise on matters related to the implementation of diverse projects, but linked to staff wellbeing.</p> <p>Allocate 60 task hours if necessary.</p>
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome



<p>Invest in specific actions that will help staff morale as a whole within the school. These actions are in line with the specific suggestion made by them.</p>	<p>September 2021 - July 2022</p>	<p>LT, SMU, SBE (KlasseStudent)</p>	<p>This programme needs to be reviewed in June 2022 to ascertain its continuity for another year.</p>	<p>Provide school lunch to all staff.</p> <p>Buy in cover rather than using staff in situ to cover for staff planned absences and where possible for student needs.</p> <p>Bring in external invigilators to cover for January mocks exams and IB/IGCSE examinations to alleviate staff internal workload.</p> <p><u>Check the budget for specific costs for the above</u></p>

## PART C: School Response to the Student Satisfaction Survey (Kirkland Rowell survey February 2021).

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Monitor and analyse more continuously the state of the school, its perception and progress that includes teachers, students and parents.	February 2022	LT & DGR		Kirkland Rowell Satisfaction survey.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Establish yearly monitoring progress to ascertain students' perceptions of themselves and the school for pastoral care purposes.	November 2021	LT & DGR		PASS Survey administered in November 2021
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Enhance staff participation and consultation on school decisions via the creation of a strategic group composed of permanent members and non-permanent ones. The nature of the meeting is open and focuses on pedagogy.	September 2021 - July 2022	LT & staff		Create a pedagogical leadership team (PLT) with responsibility to advise on matters related to the implementation of diverse projects, but linked to staff wellbeing.
Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
Review the delivery and provision of homework across the school to be used as an effective tool for learning and wellbeing for all students.	September 2021 - July 2022	LT, CLs, Tutors, students and parents		Create a consultative body that identifies actions that address this need. This may result on: A homework policy A homework schedule Guidelines on what constitutes good homework.

Improvement strategy	Timeline	Who is responsible?	Monitoring Progress & Comments	Outcome
<p>Enhance the school culture of celebration for students' achievements and identity.</p>	<p>September 2021 - July 2022</p>	<p>LT, CLs, Tutors, students</p>	<p>Investment on resources, guest speakers, Prefect medals, Design, etc.</p>	<p>One key assembly per term to celebrate students' positive influence on the school and its community. Students will be awarded with medals and recognition.</p> <p>Formal appointing of school Prefects as guardians of school values</p> <p>Celebrate the presence of the students council and classroom representative via a programme of media promotion that highlights contribution and service to the school.</p>