



West Island School
Development Plan 2011-2013
(Whole School)



West Island School Development & Action Plan 2011 - 2013

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Overview of West Island School Development Plan - 2011-2013

Background

The school's current development plan has arisen directly from our participation in the CIS/WASC (Council of International Schools/Western Association of Schools and Colleges) accreditation for International Schools which is a rigorous approach to school improvement. The school embarked on the accreditation process in 2010 by renewing our Philosophy and Objectives for the school and looking at a series of standards to measure our success in –

- Curriculum development
- Resource management
- Staffing
- Student support
- Student and community life
- Governance and management
- Acting upon our newly published Philosophy and Objectives (Mission and Values)

The school has met with invited parents, staff, council members and students on each of the areas above, and the development plan has emerged from these meetings.

The outcome is a detailed plan of action. A summary of our main focuses for 2011-2013 for significant development follows.

Summary of significant aspect of the development plan for 2011-2013

Philosophy and Objectives

- To consider action and development of the school motto: “Strength from Diversity: Inspiring students to become responsible global citizens”; environmental focus.
- To consider our current and future languages policy and provisions.

Curriculum Development

- To launch the Middle Years Diploma with Year 7 and into Year 8 2012 with a focus on breadth, inquiry development, assessment consistency, CAS and a personal project culminating in a diploma for Year 11 in 2016.
- Parental access to online assessments.

Resource Management

- A 3 year budget plan and ICT plan.
- An update of the environment of the school through building projects and an emphasis on display.
- A robust security system and procedures for the school community.

Staffing

- Consideration of administrative support.
- Consideration of our current resources for classes.
- Continuous Professional Development (CPD) needs arising from development areas.

Student Support

- Strengthening Educational Assistant management.
- Developing enrichment and extension programmes for the most able students.
- Increased use of data for tracking and intervention into learning.

Student and Community Life

- Localisation of Horizons Week trips.
- Leadership skill development.

Governance and Management

- Development of, and understanding of school council roles and involvement.
- Student representation on PTA and school council.

The development plan in its entirety is available on request from the school.

Jane Foxcroft
Principal, West Island School

May 2011

Key Area For Development: *Student and Community Life*

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|--|---|----------------------------|---------------|-----------------|-----------|------------------|
| Improvement and development of the extra curricular programme and CAS | To commit to holistic education in providing a diverse range of meaningful opportunities beyond the classroom. | Continued focus on H week parameters. | November 2011 | DMC/RBS/JPF | H week leaders | | |
| | | Bi-Annual approach to events trialed. | Aug 2011 | JPF | IC | | |
| | | Continue to explore localisation of HW : emphasis on Service. | 2011-12 | DMC/RBS | | | |
| | | Expectations for staff commitment enacted - working party statement regarding expectations. | Aug 2011 | RBS/JPF | | | |
| | | Performance Tuesday activity day continued adherence to policy. | Aug 2011 onwards | | Staff to adhere | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|-------------------------------------|---|---|-----------------------------------|----------------------|------------------------|------------------|-------------------------|
| Development of Student Leadership - | To develop life-long learners who approach the world with confidence and curiosity. | Public Speaking and presentation skills programme. | Sept 2011 | RBS/IC | DM | | |

Key area for development: *Staff*

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|---|---|--|---------------|--|-----------|------------------------------|
| To provide support for staff to aid excellence in Teaching and Learning | Collaboration, teamwork and sense of purpose. | Appointment of display coordinator: All Faculties to review and develop display in their areas in coordination with display admin apt. | Sept 2011 | JPF/DC/DP | HOF to focus on display and environment in dev plan. | | 120,000 support staff budget |
| | To provide a supportive environment. | Short term contract support for key moments in faculties. | Annually | JPF | HOF to bid for need in dev plan. | | 100,000 |
| | To promote excellence in teaching and learning. | Appointment of Head EA/Upper school EA. | Sept 2011 | JPF/GW | | | 300,000 |
| | | Performance management to be given discreet time. | August 2011 Continued cover for observer 1 period, CPD day focus. | IC | Perf managers | | CPD budget |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|---|---|-------------------------------------|---------------------------|-----------------|-----------|--------------------|
| Clearer input in to policy for staff | Collaboration, teamwork and sense of purpose. | Use staff meetings to feedback on H and S, data, etc team meetings. CTT agenda early for staff input. | All year | JPF | CTT chair | | |
| Consideration of class size/workload and flexibility | | All faculties to consider use of staffing and groupings, options to consider class size in lower school Max class size decisions. To examine and make recommendations about new timetable models. | CTT by Oct Decision Nov. 2011 | HOF/JPF MW/RBS/JPF | HOF CTT | | CTT day out OCT |

Key Area For Development: *Student Support*

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|---|---|--|----------------------------|---------------------------|-----------------|----------------------------|--------------------------|
| To create a clear approach to enrichment and challenge for able students | To challenge in sporting, academic and creative endeavor. | TLR2 group become G and T team. Audit of current position of provision for G and T. | By December 2011 | JPF/IC/CI | HOF | Collaboration time | |
| | To challenge ourselves as individuals and as a community. | Methods of identification agreed. | By February 2011 | G and T team IC/CI | HOF once agreed | Half day training for team | Supply cost for half day |
| | | Training days for one staff member per faculty. | Nov 2011 | G and T team/IC/CI | HOF | | Supply cost for full day |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|--|---|--|------------------|-------------------------------|-------------------------------|------------------|
| | | Use of MIDYIS, Insight, CABT and ALIS to identify gifted students. | Oct 11 onwards CI/HOF for internal use after each testing | GD | HOF | | |
| | | To identify groups of students of Oxbridge/Ivy League potential. To help these students with their applications. | Ongoing academic year 2011-12 | IC/CI/CS Careers | Careers dev plan CS | Some time for interviews etc. | |
| To further develop one to one tutoring | To encourage the ethical, emotional and physical development of each individual. | Review Student Code of Conduct and Positive Behaviour Policy to ensure consistency between pre and post 16 level. | January, 2012 Joint meetings | PXT/RBS/ | G and A development plans HOS | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|------------------------|-------------------------------------|--|----------------------------|---------------|---------------------------|--|------------------|
| | | Establish an explicit framework for ongoing professional development for tutors in order to aid the student learning. This to include tutor training in the use of data and conducting learning effective conversations. | January, 2012 | PXT/IC/RBS | G and A development plans | CPD time in collaboration time/CPD day | |

Key Area For Development: *Resources*

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|---|---|---|------------------------------|---------------|-----------------|--------------------------------|---------------------------|
| To develop appropriate ICT resources and support | To promote excellence in teaching and learning. | Three year budgetary and infrastructure plan to be orchestrated. | August 2011 | GD | JPF/DC | | 3.5 m 2010 2 m 2011/12 |
| | | CPD needs in faculty dev plans addressed for ICT. | | GD/HB | HOF | Yes on bid from faculties | CPD budget |
| | | Additional ICT tech employed for faculty support on rotation. | Aug 2011 | GD | JPF/HOF | | \$120,000 |
| | | Subjects to have one unit in each term for specific laptop use Year 7 and 8 : check in place June 2012. | Check by LT by December 2011 | GD/HB | HOF | | |
| | | Learning Tech coach in each faculty for one year. | Aug 2011 to June 2012 | HB | HOF | On bid from faculties and team | 50,000 |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|--------------------------------------|--|----------------------------|--------------------------|-----------------|-----------|------------------|
| School security upgrade | To provide a safe environment. | PA system/Octopus system/ school entrance/sign in /class locks revamped. | August 2011 | DC | | | 3m ESF |
| | | Write/practice evacuation policy/practice/lockdown. | September to November 2011 | JPF/DC/ H and S group | DC/JPF/ESF | | |
| To continue to consider an environment for Teaching and Learning | Excellence in Teaching and Learning. | Arena project complete. | Jan 2012 | | | | 11 m ESF/WIS |
| | | Maths area revamp. | Aug 2011 | JPF/DC | DC | | 50,000 WIS |
| | | ICT technical area made more open to students/staff. | Aug 2011 | JPF/DC/GD | | | 15,000WIS |
| | | PE area revamp. | Aug 2011 | PF/DC | | | 50,000 WIS |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|-----------------------------|-------------------------------------|--|--------------------------------------|---------------------------------------|----------------------|-----------|------------------|
| | | Creative Arts office. | Dec 2011 | | ESF | | ESF TBC |
| | | Flooring in Drama rooms | Aug 2012/13 | | ESF | | ESF TBC |
| | | Science labs refurbished | Aug 2011 | JPF/DC | ESF | | ESF 2m |
| | | Art Room development. | Aug 2012 | | | | ESF 2m |
| | | Library Redevelopment. Discussion. Budgeting and needs. Decision. | Aug 2011 Nov 2011 with ESF | GD JPF+ Library Redev't Team | ESF | | TBC |
| | | Consideration of other school areas for summer 2012.2013. | Bids Aug 2011 | JPF/DC/ESF | HOF in budget sheets | | TBC |
| Development of Cyber safety | To create a safe environment. | 360 Safe Program. Consideration, budgeting and implementation. | June 2011 In place Aug 2012 | GD/HB/PT | | | HK\$25000 |

Key Area For Development: *Philosophy and Objectives*

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|---|---|---|--|-------------------------------|-----------------|-----------|----------------------------|
| Increased knowledge and embedding of the aims of the school | Collaboration, team work and unity of purpose. | Continued publishing of the aims: posters, website, letterheads, documents. | August 2011 onwards | LT and CTT, DC | HOF and HOS | | \$50,000 (office expenses) |
| | Inspiring students to become responsible global citizens. | Environmental group to be given higher status and leadership. Themed approach to environment: Litter Recycling. Money from savings given to clear outcome. Student led assemblies and speakers from outside. | Aug 2011 Aug 2011 Jan 2012 May 2012 All year | JPF/LT IJC | All staff | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|------------------------|-------------------------------------|--|---|---------------|-----------------------|-----------|------------------|
| | | Continued reinforcement in all meetings, assemblies, dynasty council. | Ongoing action | LT/HOS/IC | HOS | | |
| | | Update the Upper School Handbook in order to show consistency with MYD and to incorporate philosophy and objectives. | Sept. 2011 | DC/RBS | DC | | |
| | | Development plans at every level to have aims embedded. | Any new policy to be checked against aims before acceptance | | All staff/ HOF/HOS | | |
| | | Term Two evaluate school actions against each P&O statement: staff meeting discussion. | Feb 2012 | JPF | Staff/School/Council | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|--|---|----------------------------|---------------|--|-----------|------------------|
| Focus on motto and action arising | Inspiring students to become responsible global citizens. | Audit current internationalism focuses at WIS. | August 2011 | IJC | HOF and Faculties | | |
| | | Detail where appears in current curriculum documents. | By June 2011 | LT/HOS/HOF | | | |
| | | Lower school to adopt service opportunities in response to staff opinion. | All year | MW | Lower and middle school tutors and teams | | |
| To develop new teaching and learning policy as result of overhaul of the P&O statement | To promote excellence and enjoyment in teaching and learning. To provide an inclusive, balanced and culturally diverse curriculum which is centred on the attributes of the WIS learner profile. | To develop and implement a new teaching and learning policy. | Aug 2011 | IJC/PT | | | |

Key Area For Development: *Governance and Management*

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|--|---|----------------------------|---------------|--|-----------|------------------|
| Development of understanding of the school councils role | Community: Collaboration, teamwork and a sense of purpose. | Newsletter/ bulletin to promote. | Continuous | SR/JPF | Council/LT | | |
| Development of school council | | Invitation to and attendance at staff meetings, briefings etc | August 2011 | SR/JPF | | | |
| Development of student rep at school council, PTA and leadership team meetings | | Training of all council. Students represented on PTA, School council and LT. | | JPF | Council/upper school team to promote and encourage | | |

Key Area For Development: *Curriculum*

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|--|---|--|---------------|---|--------------------------------------|--|
| To provide appropriate pathways for students pre 16 and post 16 | To provide an inclusive, balanced and culturally diverse curriculum. | Faculties to bid in dev plan for new courses in GCSE, IB or BTEC or alternatives for Pre and Post 16. | September 2011 | HOF | LT/HOF/PC/CI | Possible depending on decisions made | None for current options BTEC 40,000 |
| | | Start of ID programme Full evaluation of the ID Curriculum. | Aug 2011 Initial: May 12 Final Feb 13 | PC/RBS | BTEC, Research skills, Workskills teachers | | |
| | | Decisions on key (2)interdisciplinary inquiry units and faculty interest for Y8. | Oct 2011 | PXT/JPF | MWaller/HOF | | |
| | | TOK - for students in the Lower and Middle school to be exposed to the TOK programme.. | By Oct 2011 | BV/RBS | MW/PXT/RBS | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|------------------------|---|---|--|-----------------|--|--------------------|-----------------------|
| | To promote excellence in teaching and learning. | <p>Increased use of Data to support tracking and management of students.</p> <p>To aid 1:2:1 tutoring including review of data within tutor meetings.</p> <p>(Insight / CABT / ALIS).</p> | <p>Update CTT Aug 2011</p> <p>Create data team Sept 11</p> <p>Training Term one</p> <p>Staff CPD in collaboration time</p> | GD | <p>HOF /TLRs in faculty areas</p> <p>G&A Development Plans</p> | Data Training | HK\$18,000 plus cover |
| | | Personal project to develop in year 9 through L for L and English Library skills. | June 2012 | MW/PXT/BA/JY/AL | <p>L for L teachers</p> <p>English faculty</p> | | |
| | | Extend skills and concept mapping into Years 10-11 with subject specific maps and year group maps. | End of Term 2, 2012 | PXT/HOF | Faculties | Collaboration time | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
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| | | <p>Discussion of WIS Skills Framework. S tMust include:</p> <p>a. Learning for Life Lesson to launch with Y7/9 students;</p> <p>b. Y7 students reflections in Gateway;</p> <p>c. Embed into Y7 & Y8 student led conference portfolios.</p> | <p>August, 2011</p> <p>Sept 2011</p> <p>March, 2012</p> <p>Jan 2012</p> | <p>PXT/JOY</p> <p>PXT</p> <p>JOY/HXB/PXT</p> <p>PXT</p> | <p>CTT & Staff Mtg</p> <p>L for L teachers</p> | | |
| | | Once agreed framework displayed around school. | Aug 2012 | PXT | | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
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| | | <ul style="list-style-type: none"> Year 7 teachers using new MYD ARR use of subject specific 1-10 scales and bands, attitudes to learning, assessment, target setting and comments. Year 7 teachers trained in the use of the ARR module through collaboration and faculty time. | <p>Ongoing, 2011-2012</p> <p>August/Sept 2011</p> <p>May, 2012</p> | <p>HOF/PXT</p> <p>GXD/PXT/HOF</p> <p>PXT</p> | <p>HOF in dev plans</p> <p>HOF</p> <p>HOF</p> | | |
| | | <ul style="list-style-type: none"> Extend MYD reporting to Y8, 3-6 key subject assessments in Gateway. | <p>May, 2012</p> | <p>PXT</p> | <p>HOF</p> | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|------------------------|-------------------------------------|--|----------------------------|---------------|------------------|-----------|------------------|
| | | CTT to evaluate extension of online reporting into Year 9 at the same time. | May 2012 | PXT | HOF | | |
| | | Explicit information literacy session for students in Years 7 and 8. | August/Sept 2011 | AXL/JOY/PXT | L for L teachers | | |
| | | · Organisation and planning for a integrated approach to humanities teaching in Year 7 and Year 8. | Ongoing 2011-2012 | TXB/PXT | | | |
| | | · Review of homework provision and philosophy at pre 16 level. | Term 2 | PXT/HOF/G&A | G and A dev plan | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|--|--------------------------------------|---|---|---------------------------------|--|------------------------|-------------------------|
| | Responsible Global Citizens. | Explore introduction of Global perspectives. | Ongoing 2012 | PXT/LT | | | |
| | | Primary 6 and Year 7 curriculum links developed with two identified subject areas. | Ongoing 2012 | PXT/MXW | | | |
| ICT development in the curriculum | Excellence in teaching and learning. | <p>English, Languages and Science to embed Y8 ICT skills into units of work with team teaching using ICT specialists within the MYD framework.</p> <p>Evaluation of new Y7 induction.</p> | <p>Languages term one 2011</p> <p>Eng term two</p> <p>Sci term three</p> <p>Sept 2011</p> | <p>ML/BA/DM/JG</p> <p>HB/GD</p> | <p>Teachers within English, Science and Languages</p> <p>Year 7 tutors</p> | Training needs with ML | Supply cover for 3 days |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|-------------------------------------|--|--|---|----------------|---------------------------------|-----------|------------------|
| | | Increased and improved use of Data (MIDYIS). | Dates in diary Staff meetings CPD for staff: collaboration pm | GD / Data Team | IC | | |
| Languages pathways developed | To provide a broad and balanced curriculum centered on the attributes of the WIS learner profile. | Year 8 into Year 9 one or two language choices and different options for students. | Feb 2011 | DM | DM/Languages Fac/IC | | |
| | | Language policy developed from August and implemented. | Aug 2011 | LT/DMas/BA | Languages and English, EAL dept | | |

| Target for Development | Specific Link to School Aims/Values | Strategic Action Points to Complement Target | Timeline for Action Points | Staff Leading | Response Needed | CPD Need? | Cost Implication |
|------------------------|---|--|-----------------------------------|---------------|-----------------|-----------|------------------|
| | | Mother Tongue after school classes investigated with parents, staff and PTA. | Jan 2012 | DM/JPF/DMas | PTA | | |
| | To challenge ourselves as individuals and as a community. | Acceleration and courses offered for gifted by faculties to LT by Oct 2011/2012/3. Student interest gauged Decisions based on resourcing, rooming and staffing. | Decisions Nov 2011 and Nov 2012/3 | JPF LT | HOF | | |