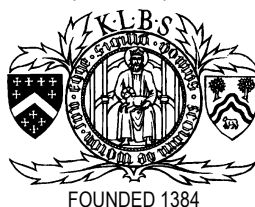


non palma sine pulvere



Katharine Lady Berkeley's School

A private company limited by guarantee registered in England and Wales
Company number: 7696921

Draft Governors' Annual Report

September 2012 to August 2013

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1 The Governing Body

| <u>Name</u> | <u>Category</u> | <u>Appointment</u> |
|----------------|--------------------------|-------------------------------------|
| Mrs G Hayward | Chair, Co-opted Governor | 07.07.2011 |
| Mr A Harris | Headteacher | 07.07.2011 |
| Mr T Andrews | Staff Governor | 14.09.2011 |
| Mrs L Price | Staff Governor | 07.07.2011 (resigned November 2013) |
| Mrs L Chase | Foundation Governor | 07.07.2011 |
| Mrs M Clarke | Foundation Governor | 07.07.2011 |
| Dr J Cordwell | Foundation Governor | 07.07.2011 |
| Miss A Dixon | Foundation Governor | 07.07.2011 |
| Mr V Jotcham | Foundation Governor | 07.07.2011 |
| Mrs J Kendall | Foundation Governor | 07.07.2011 |
| Ms R Robinson | Parent Governor | 19.09.2012 |
| Mr M Valentine | Parent Governor | 07.07.2011 |
| Mr C Sanders | Parent Governor | 07.07.2011 |
| Mr S Harding | Parent Governor | 19.01.2012 |
| Mr M Challis | Co-opted Governor | 07.07.2011 |
| Mr G Robson | Co-opted Governor | 01.01.2012 |

Company Secretary

Mr S Blackshaw (appointed 10.10.2012)

Mrs D Pavey (appointed 07.07.2011, resigned 10.10.2012)

As a private limited company, Katharine Lady Berkeley's School has members who appoint the company directors who are also referred to as the Governors. The members of the company (Academy Trust) are, in actual fact, the Board of Governors. The composition of the 16 members of the Governing Body is as follows:

- 6 Governors appointed by Katharine Lady Berkeley's Foundation. These Governors are also the Trustees of Katharine Lady Berkeley's Foundation;
- The Headteacher;
- 2 further elected staff Governors – in general, this will be one member of the teaching staff and one member of the associate staff;
- 4 elected parent Governors;
- 3 co-opted Governors.

The principles of governance for an academy are the same as in a maintained school. In particular, the Governing Body ensures the quality of educational provision, monitors the performance of the academy, manages the academy trust's finances and property, acts as the admissions authority and employs staff. The Governing Body has five sub committees. The Governing Body holds a public Annual General Meeting in the spring at which key policy changes over the previous 12 months are highlighted, an overview of the school's performance is described and various summary financial information is made available.

2 Examination results

GCSE results

Pupils from Year 11 achieved good GCSE results in summer 2013. This was suppressed in 2012 by the widely publicised issue concerning GCSE English results and again in 2013 by serious issues affecting our examinations board's grading of English and the European Languages. The key statistics are as follows with figures for the previous two years shown for comparison:

| | 2013 | 2012 | 2011 |
|------------------------------------|-------|-------|-------|
| % 5 or more grades A* to C | 83.8% | 85.8% | 90.4% |
| % 5 or more A* to C inc En and Ma | 69.3% | 72.0% | 76.5% |
| % 5 or more grades A* to G | 98.8% | 95.9% | 99.6% |
| % entries resulting in grades A*/A | 31.9% | 37.9% | 34.6% |
| % achieving English Bacallaureate | 41.4% | 33.3% | 41.4% |

Progress in English and Mathematics (national figures in brackets)

Expected progress is 3 National Curriculum levels from Key Stage 2 to GCSE. At GCSE, a grade C is equivalent to level 7, a grade B to level 8 etc. The figures below show the percentage of those students with the prior Key Stage 2 attainment shown in the left hand column who made expected or more than expected progress.

| | English expected | | English more than expected | |
|---------|------------------|---------|----------------------------|---------|
| | 2012 | 2013 | 2012 | 2013 |
| KS2 | | | | |
| L3 | 43 (54) | 47 (55) | 22 (20) | 7 (21) |
| L4 | 72 (67) | 71 (71) | 31 (23) | 30 (27) |
| L5 | 88 (76) | 87 (79) | 68 (40) | 53 (43) |
| Overall | 77 (67) | 76 (69) | 49 (28) | 38 (30) |

| | Mathematics expected | | Mathematics more than expected | |
|---------|----------------------|---------|--------------------------------|---------|
| | 2012 | 2013 | 2012 | 2013 |
| KS2 | | | | |
| L3 | 33 (44) | 29 (44) | 11 (23) | 18 (23) |
| L4 | 73 (74) | 72 (77) | 26 (24) | 45 (26) |
| L5 | 94 (79) | 93 (81) | 70 (50) | 57 (50) |
| Overall | 80 (68) | 75 (70) | 46 (31) | 46 (32) |

Pupil Premium Attainment

| | 2012 | 2013 |
|----------------------------|-------|-------|
| Number of Y11 PPI students | 23 | 23 |
| School PPI 5+ A*/C EM | 39% | 39% |
| School non-PPI 5+ A*/C EM | 75% | 72% |
| Gap | 36% | 33% |
| National Gap | 25% | 28% |
| Best 8 Value Added | 927.0 | 971.4 |

GCSE Results by Subject

Number of students completing their GCSE courses (Year 11) : 255
 Number of students in Year 11 (2011/2012) not entered for GCSEs: 2

| Subject | Total | A* | A | B | C | D | E | F | G | U |
|----------------------------------|-------|----|----|----|----|----|----|----|---|---|
| Art | 61 | 11 | 12 | 18 | 9 | 9 | 2 | 0 | 0 | 0 |
| Biology | 62 | 18 | 28 | 14 | 2 | 0 | 0 | 0 | 0 | 0 |
| Business Studies | 49 | 2 | 15 | 11 | 4 | 13 | 0 | 3 | 1 | 0 |
| Chemistry | 62 | 14 | 34 | 14 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chinese | 14 | 4 | 3 | 6 | 1 | 0 | 0 | 0 | 0 | 0 |
| Computing | 14 | 1 | 3 | 8 | 1 | 0 | 1 | 0 | 0 | 0 |
| Drama | 33 | 6 | 9 | 7 | 7 | 2 | 1 | 1 | 0 | 0 |
| English Language | 253 | 13 | 49 | 61 | 71 | 39 | 16 | 3 | 0 | 1 |
| English Literature | 222 | 20 | 48 | 71 | 55 | 22 | 4 | 1 | 0 | 1 |
| French | 88 | 13 | 15 | 3 | 13 | 29 | 14 | 0 | 1 | 0 |
| Food Technology | 25 | 4 | 1 | 4 | 0 | 7 | 5 | 4 | 0 | 0 |
| Geography | 114 | 17 | 30 | 24 | 20 | 14 | 6 | 2 | 1 | 0 |
| German | 25 | 0 | 2 | 3 | 12 | 5 | 2 | 1 | 0 | 0 |
| Graphic Products | 29 | 0 | 7 | 7 | 7 | 2 | 5 | 1 | 0 | 0 |
| Graphic Art | 32 | 1 | 8 | 7 | 8 | 6 | 2 | 0 | 0 | 0 |
| History | 106 | 19 | 30 | 22 | 11 | 15 | 2 | 5 | 1 | 1 |
| Japanese | 20 | 0 | 6 | 3 | 4 | 4 | 3 | 0 | 0 | 0 |
| Latin | 14 | 2 | 3 | 3 | 5 | 1 | 0 | 0 | 0 | 0 |
| Mathematics | 252 | 19 | 54 | 74 | 42 | 28 | 14 | 16 | 5 | 0 |
| Music | 30 | 1 | 8 | 9 | 7 | 4 | 0 | 0 | 1 | 0 |
| Physical Education | 40 | 3 | 4 | 9 | 10 | 10 | 4 | 0 | 0 | 0 |
| Physics | 62 | 12 | 29 | 18 | 3 | 0 | 0 | 0 | 0 | 0 |
| Resistant Materials | 37 | 0 | 8 | 8 | 8 | 9 | 2 | 2 | 0 | 0 |
| Science (Core) | 158 | 0 | 17 | 58 | 43 | 31 | 6 | 2 | 1 | 0 |
| Science (Additional) | 119 | 3 | 24 | 42 | 41 | 9 | 0 | 0 | 0 | 0 |
| Science (Additional Applied) | 38 | 0 | 0 | 0 | 14 | 19 | 5 | 0 | 0 | 0 |
| Sociology | 57 | 7 | 19 | 14 | 7 | 3 | 6 | 1 | 0 | 0 |
| Spanish | 79 | 3 | 9 | 12 | 20 | 25 | 5 | 5 | 0 | 0 |
| Textiles | 18 | 2 | 5 | 3 | 3 | 2 | 2 | 1 | 0 | 0 |
| Religious Studies (Short Course) | 232 | 17 | 33 | 48 | 54 | 39 | 20 | 16 | 5 | 0 |

BTEC Results

| | Entries | D* | D | M | P |
|------------------------|---------|----|---|---|----|
| Business | 17 | 0 | 2 | 6 | 9 |
| Engineering | 13 | 4 | 1 | 4 | 4 |
| Health and Social Care | 17 | 1 | 2 | 4 | 10 |
| Information Technology | 8 | 1 | 0 | 2 | 5 |
| Media Studies | 19 | 2 | 4 | 9 | 4 |
| Science | 30 | 0 | 0 | 4 | 26 |

D* (Distinction*) equivalent to GCSE A*, D (Distinction) equivalent to GCSE A
 M (Merit) equivalent to GCSE B, P (Pass) equivalent to GCSE C

A2 results (Year 13)

Number of students in Year 13: 158

The overall key statistics for A level results in Summer 2013 and the previous 4 years are as follows:

| | 2013 | 2012 | 2011 | 2010 | 2009 |
|--------------------------------------|-------|-------|-------|-------|-------|
| % entries resulting in grades A*/A/B | 65.1% | 66.0% | 61.4% | 69.3% | 63.0% |
| % entries resulting in grades A*-E | 99.2% | 98.9% | 98.9% | 99.4% | 99.0% |
| average points per entry | 227.3 | 225.4 | 222.8 | 232.6 | 222.2 |

The 2013 A2 results for each subject are as follows:

| Subject | Total | A* | A | B | C | D | E | U |
|---------------------|-------|----|----|----|----|---|---|---|
| Art (Fine) | 22 | 6 | 7 | 6 | 1 | 2 | 0 | 0 |
| Biology | 39 | 2 | 7 | 8 | 8 | 9 | 4 | 1 |
| Business Studies | 14 | 3 | 0 | 4 | 4 | 2 | 1 | 0 |
| Chemistry | 15 | 1 | 4 | 6 | 3 | 1 | 0 | 0 |
| Chinese | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Drama | 5 | 1 | 1 | 2 | 1 | 0 | 0 | 0 |
| Economics | 13 | 1 | 1 | 5 | 4 | 1 | 1 | 0 |
| English | 35 | 7 | 8 | 10 | 8 | 2 | 0 | 0 |
| French | 8 | 1 | 4 | 3 | 0 | 0 | 0 | 0 |
| Film Studies | 6 | 0 | 3 | 2 | 1 | 0 | 0 | 0 |
| Food Technology | 13 | 0 | 1 | 3 | 6 | 1 | 2 | 0 |
| Geography | 24 | 0 | 5 | 14 | 2 | 3 | 0 | 0 |
| German | 4 | 1 | 2 | 1 | 0 | 0 | 0 | 0 |
| Graphic Art | 26 | 5 | 6 | 9 | 5 | 1 | 0 | 0 |
| General Studies | 6 | 0 | 0 | 3 | 3 | 0 | 0 | 0 |
| History | 28 | 2 | 3 | 10 | 12 | 1 | 0 | 0 |
| Japanese | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Latin | 3 | 1 | 0 | 1 | 0 | 1 | 0 | 0 |
| Mathematics | 49 | 8 | 8 | 13 | 8 | 6 | 5 | 1 |
| Further Mathematics | 3 | 0 | 2 | 1 | 0 | 0 | 0 | 0 |
| Music | 3 | 0 | 0 | 1 | 1 | 1 | 0 | 0 |
| Physical Education | 16 | 0 | 2 | 5 | 4 | 3 | 2 | 0 |
| Physics | 24 | 2 | 6 | 5 | 5 | 2 | 2 | 2 |
| Philosophy | 8 | 1 | 1 | 4 | 0 | 1 | 1 | 0 |
| Photography | 13 | 2 | 6 | 4 | 1 | 0 | 0 | 0 |
| Product Design | 11 | 0 | 0 | 8 | 2 | 1 | 0 | 0 |
| Psychology | 40 | 2 | 11 | 10 | 8 | 7 | 2 | 0 |
| Sociology | 40 | 4 | 12 | 15 | 5 | 4 | 0 | 0 |
| Spanish | 8 | 0 | 1 | 5 | 0 | 2 | 0 | 0 |
| Textiles | 11 | 1 | 4 | 3 | 3 | 0 | 0 | 0 |

3 Other achievements and extra-curricular activities

An amazing range of activities took place at this school during the year, both during and beyond the school day. We are very proud of our pupils and students who often achieve tremendous success at regional, county and national levels. The following is just a selection of achievements during 2012/13.

KLB Student wins Young Chef of the Year 2012

Natasha Pringle in Year 12 won the 'Diamond Jubilee Taste of Gloucestershire Food and Farming Young Chef of the Year Award 2012'.

Entrants were asked to prepare a two-course meal comprising a main course and a dessert with major ingredients sourced from Gloucestershire /Cotswolds local suppliers.

The AS Food Technology students were all entered for the competition along with many entrants from other Gloucestershire schools. Natasha was then chosen to take part in the final live 'cook-off' at Gloucestershire College, Cheltenham, competing against four other finalists. These finalists were subsequently invited to a prestige event at Cheltenham Racecourse where Natasha was announced the winner – Young Chef of the Year – a fantastic achievement! Natasha's award winning menu was *Duck in Red Wine Sauce* served with *Spicy Potatoes*, followed by *Blueberry and Vanilla Cheesecake* – a mouth-watering combination.

Natasha is currently studying Food Technology A Level as one of her subjects. Her teacher, Mrs Cooper, said the following:

"All entries were of a particularly high standard – I am delighted that one of our students won the competition. Natasha is a very confident Food Technologist and I am really proud of her."

Natasha was presented with a plate and certificate and has been given the opportunity to demonstrate the winning dishes alongside a professional chef in the near future.

Lloyds Bank Economics Presentation

At the end of November, four Year 13 economists were lucky enough to be invited by the ICAEW (Institute of Chartered Accountants in England & Wales) to a presentation on the UK economy by the Chief Economist of Lloyds Bank, Trevor Williams. His talk was very informative and his style lively and engaging – the time literally flew past!

Prior to the event, all the students from the different schools and colleges attending had been invited to submit a question for Trevor, with the incentive of a Kindle for the best question. On the day the winner of that Kindle was Josh Martin from KLB who asked "Given that it is now widely recognised that people, who are economic agents, do not make rational decisions, should the economic models be rewritten, as they are currently based on rational decisions?" (the answer was quite long!)

Rotary Young Photographer of the Year

Sixth form students studying photography entered the Rotary Young Photographer of the Year with outstanding results.

The judges Edwin Nuttall (*Rotary and Dursley Camera Club*), Brian Wetton (*Dursley Camera Club*) and Bill Beere (*Dursley Camera Club President*) were hugely impressed, "a vast improvement on the previous years entries" & "exciting and original work throughout".

The first round required the students to produce a photograph that interpreted the theme 'Peace'. With such a variety of original and imaginative responses, the judges found it too difficult and unfair to pick out the three winners for the next round. As a result ALL 27 students went through to the next round.

The second round called on the young photographers to continue to explore the theme by producing a series of three images and, after another lengthy round of deliberation, the judges finally agreed on the top three and, of course, an overall winner.

Third place Cameron Blacker went to the Jurassic coastline in Dorset to shoot his traditional and classic long exposures. His technical ability with a camera and filters to compose and creatively capture a sense of movement and location is second to none.

In Joint second place, Edward Sonnex and Alex Cole produced two extreme opposite interpretations of the theme. Alex's subtle use of Photoshop to manipulate the 'peace' sign into a bubble and the humorous nature of the cereal brought a smile onto the judges' faces. Ed's entry demonstrates a technical knowledge of Photoshop that equally matches his abilities behind a camera. His surreal scenes would not look out of place mounted on a wall in a professional exhibition.

The overall winner, Bethany Wallington's work came on top due to its creativity, originality and clever, but somewhat understated use of Photoshop to create a sense of eerie calmness, at the same time recognising Bethany's ability to seamlessly combine visual elements into one image with fantastic impact. Bethany's work is certainly worthy of a place in the final.

Success in the Gloucestershire Young Photographer of the Year competition

After a record number of entries from secondary schools in the county, Katharine Lady Berkeley's School was awarded best Secondary School at the Gloucestershire Young Photographer of the Year competition ceremony on the 24th of February in Cheltenham. Students also attended to receive a number of individual awards.

HSBC/British Council Mandarin Speaking Competition Final

On 4 February, this year's group of budding pupils of Chinese took to the stage in the British Museum for the final of the national Mandarin Speaking competition. They were Alice Franklin and Sally-Anne Snowdon (Y10), Emma Hunter and Kayla Charles (Y9), Octavie Kirk and Cassie Cox (Y8).

The group achieved its goal of fine acting and perfect Chinese tones, and caused the audience to laugh at their antics of kicking dumplings (jiao zi) rather than Chinese shuttlecocks (jian zi). Kingsford Community School carried off the first prize this year, but our pupils should be congratulated on making it through the heats to the final and making everyone laugh with their amusing performance!

Gloucestershire School Games 2013 – KLB top of the table!

The school games, sponsored by Sainsburys, was a national event running during 2012/13 building on the enthusiasm for sport generated by the London 2012 Olympic Games. In Gloucestershire, over 50 state and independent secondary schools took part. The events were organised by Active Gloucestershire. The final positions of the top twenty schools were as follows:

| School | Gold | Silver | Bronze | Total |
|---------------------------|-------------|---------------|---------------|--------------|
| Katharine Lady Berkeley's | 10 | 5 | 4 | 19 |
| Ribston Hall | 8 | 4 | 4 | 16 |
| Pates Grammar | 8 | 4 | 2 | 14 |
| Tewkesbury | 7 | 6 | 0 | 13 |
| Bournside | 7 | 5 | 6 | 18 |
| Marling Grammar | 6 | 4 | 0 | 10 |
| Balcarras | 5 | 7 | 2 | 14 |
| Stroud High for Girls | 5 | 3 | 6 | 14 |
| Chosen Hill | 5 | 3 | 0 | 8 |
| Kingshill | 5 | 2 | 2 | 9 |
| Cheltenham Ladies College | 4 | 8 | 2 | 14 |
| Dene Magna | 4 | 7 | 6 | 17 |
| High School for Girls | 4 | 3 | 2 | 9 |
| Dean Close | 4 | 2 | 3 | 9 |
| Lakers | 4 | 2 | 2 | 8 |
| Winchcombe | 4 | 1 | 1 | 6 |
| Cleeve | 3 | 5 | 2 | 10 |
| Newent | 3 | 4 | 5 | 12 |
| The Dean Academy | 3 | 2 | 2 | 7 |
| Cheltenham College | 3 | 2 | 1 | 6 |

Rugby

KLB enjoyed an extended rugby season this year due to some fantastic results early in the year. The Year 9 and Year 10 teams were unbeaten in all their district matches and therefore topped the district leagues. Unfortunately cup finals against Marling for both age groups were postponed due to bad weather. It was a shame for the teams as they had both beaten their opponents Marling in their last previous meeting and were confident of silverware! The Year 9s in fact remained unbeaten late in to the spring term, progressing to the semi-finals of the county cup, where the run finally ended in defeat to Sir Thomas Rich's School. Mr Hester who has coached the lads with said 'The boys have been fantastic this season' and 'a pleasure to take'.

The Year 10's arguably have been the most successful rugby team at KLB for many year, possibly ever. Already crowned district champions on two occasions, they won all their district games this season. This however was trumped by an incredible run in the national Daily Mail Vase, where the boys got through to the quarter finals, winning some notable games against Colstons School and Penair School (county champions of Cornwall) along the way.

Not to be out done by their juniors the Sixth Form 7s rugby team finished the season off with a fantastic runners up in the Bristol Schools 7s championships.

KLB Under 18s Win County Cup Football Final

Gloucestershire Schools Football Association Under 18 Cup Final

Katharine Lady Berkeley's School 2 St Peter's High School 1

Played at Kingswood AFC on Wednesday April 24 KO 5.30 p.m.

Two goals from Ed Pitt gave KLB a deserved win in the GSFA Under 18 Cup final. Both teams had beaten strong opposition to get to the final with St Peter's overcoming Crypt 3-2 in their semi-final and KLB beating Sir Thomas Riches 3-1.

In a hard fought encounter KLB battled back from conceding the opening goal to overcome a strong and determined St Peter's team.

After dominating the early stages KLB conceded a goal in the 18th minute to a sharp header from St Peter's Steve Wall. The response was almost immediate with KLB forcing a corner that was flicked on by Matt Gosling for Ed Pitt to head cleanly past Jake Haywood in the St Peter's goal.

In a tense second half KLB began to dominate and eventually Harry Orrell was pulled down in the St Peter's area for a penalty. Ed Pitt coolly converted and KLB closed the game down for the last 15 minutes to take the trophy.

Captain Tom Etherington collected the cup in front of an enthusiastic crowd.

Under 16 Girls' Hockey

The defending Under 16 champions returned to Deer Park for the District Schools Hockey Championship. With a large and committed squad of 14, the girls played their opening game at Royal Agricultural College against Sir William Romney. It was a comfortable first victory where Elise Clements (GK) didn't even touch the ball. We won 3-0 with Eilidh Rogers scoring 2 and Amy Lewis the third. The second pool game was against Farmors A which was also a good win considering the tough game they had against them in the league matches. This meant we were safely through to the semi finals but faced one last game against Archway. Archway was a much tougher game as we had lost to them in the league and they have a very speedy centre mid. The girls played well as a team and we showed strength and depth to win 1-0.

The semi finals were held at Deer Park and as we went through as winners of the pool we played Farmors B team first and won 3-0 with Beccy Chalmers, Anna Patteson and Emily Osbourne scoring the goals.

The final was a fiercely competitive game against Wycliffe with end to end excitement and opportunities for scoring missed by both sides. The game finished 0-0 and went to golden goal where it

remained goal-less! As the use of the pitch had already passed the time allowance, teams were waiting to get on and so the girls were denied a chance to get a result on penalties so agreed to share the victory for this year. Congratulations girls and thanks to Josie Buist's parents for coming to support.

4 Sports Development

During 2012/13, exciting developments of our and neighbouring sports facilities took place for this school and for the local community. There were four main developments as follows:

Refurbishment of the Sports Hall Changing Facilities

This was made possible by a donation from Sir David McMurtry and included the complete refurbishment of the male and female changing facilities in the Sports Hall. This is of great benefit both to our pupils and to those members of the local community who use the facilities in the evenings and at the weekend.

Development of the Wotton Community Sports Foundation outdoor facilities

After many years of planning and fund-raising, work on the fields to the North-West of the school up to New Road was carried out. This was made possible through a most generous donation by Sir David McMurtry and is providing tremendous sporting facilities for the local community, the surrounding area and also for the school. This is the first stage of a larger development and it includes a full size sand-dressed Artificial Turf Pitch (ATP) and also a 3G ATP pitch for rugby and football training. Both pitches are just over the hedge from the school field and available for use by the school during the day.

Sports Hall, Gym Changing Rooms and Path to WCSF Facilities

We were successful in securing £150k grant funding from Sport England which paid for improvements in the Sports Hall, improvements to the Gym changing rooms and the construction of a path from our Sports Hall car park to the new Wotton Community Sports Foundation facilities.

Construction of a drained football pitch

Anyone who has tried to use our pitches in the winter will be only too aware that wet weather and poor drainage often make them unplayable. We were awarded another grant from Sport England which, together with funds from the school, from Katharine Lady Berkeley's Foundation and two other local benefactors, is enabling us to redevelop a pitch so that it is drained and should remain playable throughout the year.

The drains and new surface were laid over the summer but the new pitch will not be playable until summer 2014 to allow the new surface to consolidate.

These developments mean that we are seeing a huge improvement in the sports facilities both for the school and the community. We are very grateful to our benefactors and all those who have worked with us to make this happen.

5 School Improvement Plan 2012/13 and commentary on progress

- 1) To further develop assessment procedures in the classroom to inform and support pupil progress and to develop those procedures so that progress data which is suitable for central collation is collated on a frequent basis.

Greater focus on providing effective feedback has been developed but implementation remains inconsistent. Continuing focus for 2013/14.

- 2) To develop systems to collate, process and present day to day assessment data so that it can be used to support pupil progress and reporting.

The school administration system (SIMS) is now being used as the key tool for collating assessment data. Key Stage 4 data being used directly from SIMS to identify potential under-achievement and track progress of individuals and groups. Work is underway to develop the strategy at Key Stage 3 in light of the changes to the use of national curriculum levels nationally.

- 3) To raise levels of attainment:

- a. in Languages at Key Stage 4

Very disappointing GCSE results in French, German and Spanish in summer 2013 due to grading issues with controlled assessments and variable marking standards between modules. This has been experienced in many schools nationally and has been the subject of appeal at all levels to no avail.

- b. in Science at KS4 and in Biology and Chemistry at A level.

GCSE Science results much improved, 79.1% A to C in at least two sciences – exceeding the equivalent percentages for English and mathematics.*

- c. in mathematics for those pupils who join the school at level 3

Target not achieved by summer 2013, 29% making expected progress (33% in 2012). Current projection 36% for 2014. A key focus for 2013/14.

- d. of boys who achieve level 4 at Key Stage 2

This data is no longer split by gender in the national statistics

- 4) To review the structure and status of SEN provision in the school by considering the:

- a. Place of the SENCO in the school leadership team

The SENCO is now an Assistant Headteacher and a member of the Leadership Team.

- b. Staffing structure for SEN

Subject specialist Teaching Assistants have been appointed in English and mathematics. Each are providing significant additional support in their subject areas and improving the access to the curriculum for the least able students

- c. Role, deployment and use of teaching Assistants to ensure a greater focus on Teaching and Learning

Is being achieved through new appointment criteria and training for existing Teaching Assistants.

- 5) To enable pupils on school action plus and those with statements to make progress which matches the majority of the school population.
School Action best 8 VA score of 995.4 against 1004.2 for non-SEN. School Action Plus statistic invalid due to inclusion of non-attenders. Statemented students VA score 1077.4 in 2013 against 965.6 in 2012.

- 6) To improve standards of literacy by raising the status of literacy across the curriculum.
Work continuing, focus for whole staff INSET, correct use of Capital Letters, Organisation, Punctuation and Spelling (COPS) promoted across the curriculum.

- 7) To develop a strategy to promote numeracy across the curriculum.
Work continuing, to be ongoing focus for 2013/14.

- 8) To ensure a focus on differentiation for the development of Teaching and Learning with a greater emphasis on differentiation by task rather than just outcome.
Focus for Heads of Department, focus for whole staff INSET, focus for lesson observations in year group reviews and feedback which reflect increasing awareness and improving practice in differentiation. School involved in a project with Bristol University to develop differentiation.

- 9) To make effective use of the Pupil Premium to enable vulnerable pupils, including those on Free school Meals, to make progress which matches the rest of the school population.
Now coordinated by newly appointed Assistant Headteacher. Intervention for individual students by English and mathematics specialists appointed specifically to work with PP students. Current projections show 5+ A to C with En/Ma for PP students rising from 39% in 2013 to 48% in 2014 and then above 50% in 2015.*

- 10) To develop teachers' questioning skills in order to allow and encourage pupils to extend their own learning through questioning and hypothesising.
Focus for INSET and lesson observations in year group reviews with accompanying feedback. These lesson observations reflect improving practice in teachers' questioning.

- 11) To establish effective procedures for monitoring and reporting the effectiveness of the implementation of our Single Equality Scheme.
A range of aspects are now reported to the Governors' Wellbeing committee.

- 12) Review the Leadership Structure of the school to include the possible increase in the size of the Leadership Team.
Now returned to previous structure of two Deputy Headteachers and four Assistant Headteachers. The two new Assistant Headteacher appointments are the Special Educational Needs Coordinator and another to take responsibility for the provision made for pupils in receipt of pupil premium funding.

6 School Improvement Plan 2013/14

1. To further develop assessment procedures and the compilation, analysis and use of assessment data – continued from 2012/13.
2. Curriculum reviews:
 - a. Post 16 in light of changing curriculum, qualifications structure and reducing income;
 - b. Key Stage 4 due to changes in assessment requirements for end of Key Stage examinations;
 - c. Key Stage 3 with respect to recording, communicating and reporting progress and attainment following the removal of National Curriculum levels.
3. To set up a new line management structure for subject areas utilising the restructured Leadership Team and to use the new structure to work with subject departments on developing their approaches to differentiation.
4. To make effective use of pupil premium, support for vulnerable students in order to raise their achievement to more closely match that of other students.
5. Develop the qualifications, nature and deployment of Teaching Assistants to ensure that they contribute to the academic progress of pupils with SEN.
6. Literacy and numeracy strategies – continued from 2012/13.
7. Integration of ICT across the curriculum in Years 8 and 9.
8. Develop services to local primary schools, may include 'back office' services such as payroll and other services such as Education Welfare and ICT support.
9. Develop the schools marketing strategy through prospectus, website design and advertising.
10. To achieve 80% A* to C in English and in mathematics – aspirational 85% in each subject.

7 Current budget and outlook for next four years

| Year | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Expenditure | | | | | |
| Staff teaching | 4,220,000 | 4,180,000 | 4,100,000 | 4,050,000 | 4,000,000 |
| Staff pupil premium | 107,850 | 110,000 | 110,000 | 110,000 | 110,000 |
| Staff supply | 190,260 | 190,000 | 190,000 | 190,000 | 190,000 |
| Staff clerical and technical | 740,470 | 725,000 | 700,000 | 675,000 | 675,000 |
| Staff site and cleaning | 234,330 | 235,000 | 235,000 | 235,000 | 235,000 |
| Staff learning support | 298,740 | 300,000 | 300,000 | 300,000 | 300,000 |
| Staffing meals | 90,260 | 90,260 | 90,260 | 90,260 | 90,260 |
| Capital maintenance | 200,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Utilities | 107,000 | 107,000 | 107,000 | 107,000 | 107,000 |
| ICT | 115,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Meals | 87,000 | 87,000 | 87,000 | 87,000 | 87,000 |
| Other | 848,950 | 840,000 | 830,000 | 820,000 | 820,000 |
| Other pupil premium | 24,750 | 25,000 | 25,000 | 25,000 | 25,000 |
| | 7,264,610 | 7,089,260 | 6,974,260 | 6,889,260 | 6,839,260 |
| | | | | | |
| Income | | | | | |
| EFA+SEN | 5,614,160 | 5,491,806 | 5,510,630 | 5,392,982 | 5,388,276 |
| Sixth form | 1,280,040 | 1,125,753 | 1,063,878 | 1,063,878 | 1,063,878 |
| Pupil Premium | 132,600 | 135,000 | 135,000 | 135,000 | 135,000 |
| Meals | 177,260 | 178,000 | 178,000 | 178,000 | 178,000 |
| Other | 50,700 | 50,000 | 50,000 | 50,000 | 50,000 |
| | 7,254,760 | 6,980,559 | 6,937,507 | 6,819,859 | 6,815,153 |
| | | | | | |
| In year balance | -9,850 | -108,701 | -36,752 | -69,400 | -24,106 |
| | | | | | |
| Brought forward | 289,901 | 280,051 | 171,350 | 134,598 | 65,198 |
| | | | | | |
| Total balance | 280,051 | 171,350 | 134,598 | 65,198 | 41,092 |

The above does not include the changes to employers' national insurance contributions which are due to take effect in April 2016. These changes will increase our annual staff expenditure by approximately £107,000.

The above makes the following assumptions about student numbers for Autumn 2014, Autumn 2015 and Autumn 2016 which will be used by the EFA (Education Funding Agency) in calculating our budgets for 2015/16, 2016/17 and 2017/18 respectively. October 2013 is included for comparison.

| Student numbers | Oct-13 | Oct-14 | Oct-15 | Oct-16 |
|-----------------|--------|--------|--------|--------|
| Year 7 | 221 | 240 | 225 | 225 |
| Year 8 | 229 | 221 | 240 | 230 |
| Year 9 | 231 | 229 | 221 | 240 |
| Year 10 | 250 | 231 | 229 | 221 |
| Year 11 | 236 | 250 | 231 | 229 |
| Year 12 | 137 | 135 | 135 | 135 |
| Year 13 | 135 | 130 | 130 | 130 |
| | | | | |
| 11-16 | 1167 | 1171 | 1146 | 1145 |
| Sixth | 272 | 265 | 265 | 265 |
| Total | 1439 | 1436 | 1411 | 1410 |