

Jordanhill School Improvement Plan 2023



Our motto

Ad Summa Nitor – Strive for the highest

Our vision

To inspire pupils to become the best version of themselves and make a positive impact on the world.

The values we wish our pupils to develop:

*Gratitude Integrity Respect
Kindness Perseverance*

Our aims

1. Provide excellent teaching and learning to challenge, excite and support pupils to learn and achieve highly
2. Promote enjoyment and encourage wider interests
3. Develop wellbeing by helping pupils understand themselves and others
4. Nurture pupils to become confident and a source of good for their families, local community, and society.

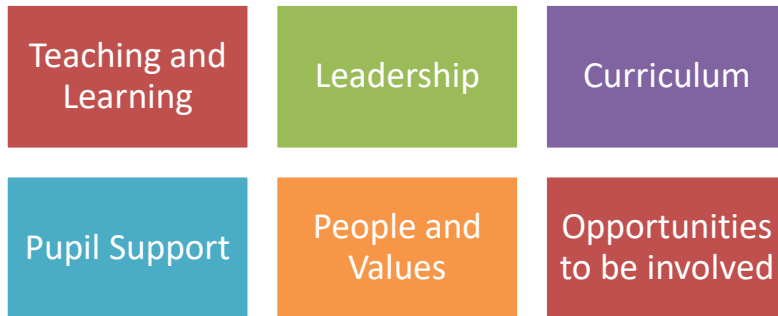
Introduction

This school improvement plan is designed to inform whole-school and departmental planning and budgeting for the coming financial year. We will review this plan in June 2023 and formally evaluate our progress in October 2023.

What do we use to help us improve our school?

School improvement is multi-variable with so many ingredients required to create a high performing and happy school.

We do, however, know that investment in improving the following 6 key variables is essential for success:



Investment in these 6 areas, will help us to secure successful outcomes for Jordanhill School. As other priorities emerge throughout the school year, we do our best to assess these against the resources available and the potential to improve our school.

Jordanhill School is a complex organisation. It is both a Primary and Secondary school; a registered charity and limited company; and must carry out many functions that in a local authority would be centralised. For example, the school is responsible for maintaining and upgrading the estate, and it is responsible for its own HR, finance, personnel, and governance. In addition, aside from its function as a school, Jordanhill School generates income to subsidise and enhance the work of the school. It does this through letting its facilities and through its Development office. This plan, therefore, is an amalgamation of a school and business improvement plan. To meet expectations, this plan follows the format of an annual school improvement plan.



How were the 2023 priorities identified?



Evidence Based
Education

- 1. Progress with 2022 priorities:** We noted areas from the 2022 SiP that we would like to continue to work on. Much work has been done over the past two years with many projects at early stages of development. Our aim for this plan is to move those projects from 'starting' to 'embedding.' This should lead to fewer priorities in the coming years allowing us to pursue projects in greater depth.
- 2. Reviews:** We completed rounds of class observations in the summer and autumn of 2022 with findings influencing our SiP priorities. To complement this, all departments completed an annual report and review in October 2022. Reporting and quality assurance at departmental level is a strong influence on the SiP 2023 as departments play a key role in driving progress.
- 3. Consultation**

Staff: we held consultation lunches with staff (both teaching and support staff) to help us review progress and identify priorities. In addition, we reviewed feedback from all staff following the October 2022 inservice day.

Pupils: Secondary pupil surveys were used to influence departmental reviews which were then fed into the improvement plan. In addition, the pupil council and focus groups of pupils met with the rector to look at the school improvement process, and offered ideas for the 2023 plan.

Parents: The board of managers consists of 7 parent members who offer regular feedback which helps to influence the SiP. In addition, we trialled parent focus group meetings in November 2022 to elicit further feedback and ideas for the 2023 SiP.
- 4. National priorities:** We reviewed the [National Improvement Framework 2023](#) and incorporated actions relevant to our context.
- 5. Research:** We used the Education Endowment Foundation's research on factors that leverage best returns in improvement plans: [School Environment and Leadership: Evidence Review - Evidence Based Education](#)
- 6. Local knowledge:** We know our school and community well and have a wealth of knowledge informing what has been tried in the past to effect improvements and what has worked best. This knowledge has been used to evaluate our plan and influence its design.



What are the challenges facing Jordanhill School?

Jordanhill School is funded by a grant from the Scottish Government. Alongside this, the school receives grants for specific government priorities such as delivering free school meals and free instrumental instruction. Unfortunately, the costs to run the school have increased significantly. These costs arise from inflation, public sector pay increases, energy price rises, and the demands of trying to meet government priorities.

Cumulatively, these pressures do have an impact on our ability to drive forward school improvement at the pace we would like. The uncertainty in funding also hinders our ability to plan accurately beyond a 12 month period.

Unlike local authorities, we cannot raise additional revenue to help fund the cost to run our school. For example, local authorities can raise council tax funding (circa 20% of local authority funding) and can make cuts to centralised support services to protect frontline staff in schools. We are reliant on our government grant to sustain our core service.

Our [Striving Higher project](#), aimed at enhancing education and subsidising extra-curricular activities, cannot be used to replace the funding that should be provided from the Scottish Government grant. That is, we cannot use our Educational Amenities Trust fund to pay for core services such as teacher salaries, textbooks, heating, lighting etc. We can, however, continue to seek the Trust's support to offer educational activities that would not normally be supported by state funding. Our efforts to make Striving Higher a success are, therefore, essential at this time of financial austerity. Jordanhill School will, of course, continue to look for efficiency savings and will have to increase our charges to help meet basic needs.



Summary of our School Improvement Plan for 2023

Priority	What do we want to do and why do we want to do this?	HGIOS 4 QI
Teaching & Learning	<p>We will use the findings from classroom observation, reading and professional learning to secure further improvements in teaching and learning.</p> <p>Our expectation is that all teachers <i>continuously</i> improve their practice through engagement in professional learning, reflection and practice.</p>	2.3
Curriculum	<p>Review and, where staffing allows, expand our curriculum to offer more opportunities for our pupils in both Primary and Secondary.</p> <p>We aim to offer pupils a rich range of curriculum options as this motivates pupils to learn and expands their knowledge and skills.</p>	2.2
Pupil Support	<p>Further develop our wellbeing curriculum and Promoting Positive Relationships strategies so they align with the targeted supports for those most in need.</p> <p>Our support for pupils helps them to learn, understand relationships, and prepare them for the challenges they experience during and beyond school.</p>	2.4, 3.1, 2.1
Digital	<p>Use digital technology to improve teaching and learning, and open the classroom to home.</p> <p>Technology can both disrupt and improve learning. Our aim is to identify both, invest in improvements, and clear out distractions and hindrances.</p>	2.3, 1.5
Self-Evaluation	<p>Use self-evaluation to help us understand the impact of our work.</p> <p>This can help to engage people in ongoing whole school improvement. This improves connectedness and helps us invest in what works best.</p>	1.1, 1.3
Pupil voice and belonging to the school	<p>Develop activities to bring our vision, values and aims to life and help our pupils become more involved with the school.</p> <p>Ensure our curriculum and opportunities for pupils embed opportunities for children to learn about and exercise their rights (UNCRC)</p> <p>This will help our pupils connect with the school and feel a sense of belonging.</p> <p>Participation in co-curricular activities helps our pupils develop a rich set of skills that complement their learning and personal development.</p>	1.3, 2.3, 3.1, 3.2, 3.3
Leadership and our people	<p>We will shape professional learning to help all staff improve their practice.</p> <p>The success of Jordanhill School is founded on the quality and professionalism of our staff and our shared commitment to improvement.</p>	1.2, 1.3
Our estate & environment	<p>Seek to invest in areas that will improve our estate and environment.</p> <p>Investment is required in several areas of the school estate as part of on-going improvement and sustainability</p>	1.5
Striving Higher	<p>Refresh our Striving Higher campaign and launch our Primary Playground fundraising project.</p> <p>Striving Higher is designed to help boost our EA funds, which helps sustain our co-curricular programmes and reduce pressure on the recurrent grant.</p>	1.5, 2.7
Our food service	<p>Invest in our food service to meet the new directives on providing free school meals to Primary pupils.</p>	

Key Priority	Detailed School Improvement Plan: what we intend to do	Timescale	Project Leads
Improving Teaching & Learning	<ul style="list-style-type: none"> Teaching and Learning Groups to continue to influence staff training using their termly research bulletins (SWAYS) and in-service workshops with the aim of further improving the pupil experience. 	On-going	T&L leads/Primary HT
	<ul style="list-style-type: none"> Use our new observation programme to share practice and improve lesson quality. 	On-going	SMT/HoDs
	<ul style="list-style-type: none"> Each department to trial study visits to other schools to learn new ideas and share our practice with colleagues from other schools. 	June 2023	Primary HT/HoDs
	<ul style="list-style-type: none"> Evolve our tracking, monitoring and reporting systems to allow us to easily monitor the progress of individuals and groups, and communicate straightforward messages to pupils and parents. 	Oct 2023	Primary HT/DHT secondary
	<ul style="list-style-type: none"> Develop our practice in guided reading strategies making use of our new Primary reading scheme. 	June 2023	Primary HT/Primary teachers
	<ul style="list-style-type: none"> Develop our practice in teaching fiction (Primary) through engaging with Talk for Writing pedagogy. 	June 2023	
	<ul style="list-style-type: none"> Evaluate our study/learning skills curriculum for S1-S3 to allow us to update this for Aug 23. 	May 2023	PT L&D
	<ul style="list-style-type: none"> Review our use of supported study to ensure it is targeted and is leading to improvements Continue to promote Achieve#Learning to improve learning self evaluation and metacognition 	Aug 2023 May 2023	Secondary DHT HoDs
Developing our Curriculum	<ul style="list-style-type: none"> Develop our STEM programme to include STEM young ambassadors and links with industry. 	June 2023	PT Sci/Teachers
	<ul style="list-style-type: none"> Deliver year 2 of the HFT and PE curriculum in secondary; continue to embed Primary cooking. 	Ongoing	PTs/PT Primary
	<ul style="list-style-type: none"> Expand our curricular offering in S3/4 (Modern Studies, Drama) and S5/6 (Science and Geography) and masterclasses to P1-P4 classes. 	Aug 2023	SMT Primary leadership/
	<ul style="list-style-type: none"> Continue with DYW work including virtual work experience and review of MyWoW vs Unifrog. 	April 2023	PT Pastoral/PT Dev
	<ul style="list-style-type: none"> Secure appropriate funding to allow free instrumental instruction to continue in Jordanhill School. 	June 2023	Rector/Bursar

	<ul style="list-style-type: none"> • Develop wider achievement opportunities in Primary based on the findings from the 2021 and 2022 Wider achievement surveys. • Secondary departments to reflect on the findings of the Ofsted curriculum reviews and note actions for the 2023 departmental improvement plans. • Review our 5F general interest curriculum to ensure courses meet the needs of pupils: ensure our options are offering pupils accredited learning. 	<p>May 2023</p> <p>June 2023</p> <p>June 2023</p>	<p>Primary leadership</p> <p>HoDs</p> <p>SMT</p>
<p>Improving Pupil Support</p>	<ul style="list-style-type: none"> • Evaluate the impact of: <ul style="list-style-type: none"> (i) The Emotion Ring and other wellbeing interventions that aim to improve children’s emotional literacy. (ii) The Mentors in Violence Prevention programme and linked peer relationship projects. (iii) Wellbeing surveys in upper Primary and lower secondary. • Embed wider achievement tracking of learning in both Primary and Secondary. • Continue with our refresh of the secondary PSHE programme to ensure education about children’s rights and equalities are embedded and the curriculum meets the needs of pupils. • Train all secondary staff in the latest Prevent framework. • Improve the secondary referral systems for promoting positive relationships. • Evolve the use of Unifrog into lower year groups to improve pupils’ ability to recognise the skills they are developing in and out of school • Seek improvements in attendance and punctuality tracking/communication through the roll-out of Groupcall • Review our admissions processes, communications and information sessions to ensure that our messages about supporting pupils with ASN are transparent and supportive. 	<p>June 2023</p> <p>June 2023</p> <p>Aug 2023</p> <p>March 2023</p> <p>March 2023</p> <p>Oct 2023</p> <p>April 2023</p> <p>Aug 2023</p>	<p>Depute Rector/PTs</p> <p>PS/Prim HT/PT Dev</p>

	<ul style="list-style-type: none"> Apply learning from our review of Child Protection and Safeguarding procedures to update practice. Begin a review of the Primary and Secondary House structure. 	Aug 2023 Oct 2023	
Digital	<ul style="list-style-type: none"> Embed Primary See-saw in the department and look for opportunities to evolve our use of this technology to improve home-school communication and encourage metacognition. Digital T&L group to advise on the use of digital solutions to: improve teaching and learning; improve consistency; simplify our systems. Products to include workshops for pupils and parents. Digital support projects to include: -cybersecurity review; improvements to WiFi; continued cloud migration; solutions for common IT problems documented and IT personnel trained. Review our work in GDPR/Data protection. 	June 2023 Sept 2023 Aug 2023 Oct 2023	SMT, PT Primary Lead teacher digital learning, ICT support team
Self-Evaluation	<ul style="list-style-type: none"> Launch the pupil, parent and staff surveys in 2023 to allow us to evaluate our progress. Pilot the use of thematic scrutiny (Numeracy) following an HMiE model, using a mix of teaching and promoted staff. Continue to embed opportunities to use HGIOS 4 to evaluate our practice including the use of evaluative language in our annual reviews. All secondary departments to embed pupil surveys and evaluation of impact within their departmental Quality Assurance calendars. 	June 2023 June 2023 On-going May 2023	SMT/PTs/Board Primary HT/Rector Rector HoDs
Pupil Voice and Belonging to the school	<ul style="list-style-type: none"> Promote our new vision, values and aims including associated activities and branding. Review and refresh our Prizegiving and Celebrating Success ceremony for June 2023. Create 'Learning with your child' sessions in the Primary department. 	On-going June 2023 Oct 2023	Values and ethos group SMT/PT Dev Primary leads

	<ul style="list-style-type: none"> Evaluate our use of positive communication (letters and praise cards) and advise on suitable approaches for 2023 onwards. Continue work with the pupil council and pupil voice groups to steer school improvement and help pupils exercise their rights. Pilot the development of a secondary pupil newsletter to increase the visibility of our pupil voice/leadership groups. 	<p>May 2023</p> <p>On-going</p> <p>June 2023</p>	<p>PT Bio/HoDs</p> <p>PT PS</p> <p>PT Dev</p>
<i>Investing in our staff</i>	<ul style="list-style-type: none"> Work with the staff wellbeing group to embed practices that improve working at Jordanhill School. Negotiate funding from the Scottish Government to support the delivery of Mandarin. Continue to develop Primary project leadership opportunities to include early years pedagogy, playground development, outdoor learning, wellbeing, reading champions, digital literacy, mentoring Work with our middle leaders to strengthen leadership using mentoring, leadership matters, peer working and HoDs meetings. Complete an equalities and mainstreaming report to allow us to evaluate our work in this area. 	<p>On-going</p> <p>Oct 2023</p> <p>Oct 2023</p> <p>Oct 2023</p> <p>March 2023</p>	<p>SMT/SWB Working Group</p> <p>Rector Bursar</p> <p>Primary leads</p> <p>Rector</p> <p>Rector/Board</p>

<i>Estates and environment</i>	<ul style="list-style-type: none"> • Work with the Scottish Government to improve the Capital Grant offer and investigate the possibility of estates development with government support. 	June 2023	Board/Rector/Bursar
	<ul style="list-style-type: none"> • Investigate options for a Primary Teaching kitchen. 	Feb 2023	Primary PT/FM/Bursar
	<ul style="list-style-type: none"> • Refresh our disaster recovery plan. 	June 2023	Rector/Depute Rector/Bursar/FM/IT lead
	<ul style="list-style-type: none"> • Improve our environmental footprint by investing in LED lighting and a campaign to reduce energy consumption across the estate. 	Aug 2023	SMT/Bursar/FM SMT/PT Chem
	<ul style="list-style-type: none"> • Create a strategic plan for environmental improvement that captures the work of our eco groups, curricular inserts, and aspirations to promote sustainability. 	Feb 2023	Rector/Bursar/Eco Gp
<i>Development</i>	<ul style="list-style-type: none"> • Revise our development strategy for 2023 onwards with a focus on alumni, communications, and events that connect people to the school. 	Summer 2023	Director of Development/Librarian/Board
	<ul style="list-style-type: none"> • Start a Primary Playground fund-raising project with input from pupils, staff, parents, PTA, EA and Board. 	January 2023	
	<ul style="list-style-type: none"> • Evaluate our use of and increase our profile on social media 	August 2023	
<i>Food service</i>	<ul style="list-style-type: none"> • Create a new food (health and nutrition) policy 	June 2023	Bursar/Refectory team/SMT
	<ul style="list-style-type: none"> • Launch the deposit return scheme for plastic bottles 	Oct 2023	

What evidence will we gather to demonstrate that our targets are making a difference?

1. We review attainment and achievement measures throughout the year as noted in the box below.
2. We publish newsletters and the Journal to showcase our work, especially pupil successes and wider achievement activities.
3. We review this improvement plan throughout the year and publish an Annual Report in advance of the school's AGM. This allows us to comment on what we have done and what difference it has made.
4. We conduct self-evaluation exercises (surveys and focus groups with pupils, parents and staff) at key points in the year which look at the targets we have set in this plan and allow us to evidence progress for our annual evaluation in October.
5. The board of managers receive progress updates at every board meeting focussing on a different aspect of the improvement plan.

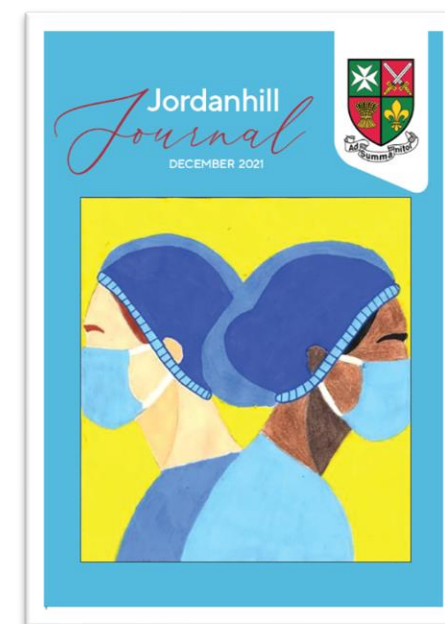


Attainment Measures

We use a wide variety of data to track pupil progress and monitor overall performance

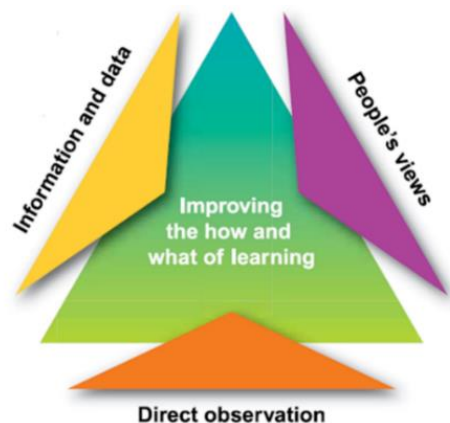
- BGE Levels: Literacy and Numeracy
- Standardised Test outcomes: PTE and PTM (P4, P6 and S1); CAT (S1)
- SNSA in Reading, Writing and Numeracy (P1, P4, P7 and S3)
- Analysis of reports to parents including assessment data
- Senior Phase Insight statistics: this allows us to compare our SQA attainment against other schools
- In-school tracking of wider achievement
- These are reviewed against characteristics such as gender, ethnicity, ASN, SIMD for the individual and collectively

School and leadership performance is tracked through longitudinal surveys of parent, staff and pupil perceptions combined with a range of external audits which are reported on in our Annual Reports.



List of Associated Documents

1. [Jordanhill School Annual Report](#) (November 2022)
2. [Parental Satisfaction Surveys](#) (Primary Aug 2018; Secondary Aug 2019)
3. [Rights Respecting School](#) evaluations (2018, 2016)
4. [ICT Mark Evaluation](#) (May 2015)
5. [How Good is Our School 4th Edition](#)
6. [National Improvement Framework and Plan 2021](#)
7. [National Improvement Framework Interactive Evidence Report](#)
8. [‘Learning Together’](#): Scotland’s national action plan on parental involvement
9. [Applying nurture as a whole school approach](#)
10. [Delivering Excellence and Equity in Scottish Education](#) (Education Scotland June 2016)
11. [Improving Schools in Scotland](#): An OECD Perspective (December 2015)
12. [International Council Adviser’s Report 2020](#)



Glossary

AGM	Annual General Meeting
ASN	Additional Support Needs
BGE	Broad General Education
BoM	Board of Managers
CfE	Curriculum for Excellence
DYW	Developing Scotland’s Young Workforce
DoE	Duke of Edinburgh award
EHRC	Equality and Human Rights Commission
FM	Facilities Manager
GDPR	General Data Protection Regulation
GTCS	General Teaching Council for Scotland
HFTT	Health, Fashion and Food Technology
HGIOS	How Good Is Our School
HGIOUR	How Good Is Our School Pupil Edition
HoD	Head of Department
HoH	Head of House
NPF	National Performance Framework
PE	Physical Education
PSHE	Personal Social & Health Education
PT	Principal Teacher
PT Dev	Principal Teacher Development
PTE/PTM	Progress Through English/Maths (test)
RSHP	Relationships, Sexual Health and Parenthood Education
RIC	Regional Improvement Collaboratives
SCEL	Scottish College for Educational Leadership
SDCT	Staff Development Core Team
SIMD	Scottish Index of Multiple Deprivation
SIP	School Improvement Plan
SMT	Senior Management Team
SNSA	Scottish National Standardised Assessments
STEM	Science Technology Engineering and Mathematics
SWB	Staff Wellbeing Group
UNCRC	United Nations Convention on the Rights of the Child
Walkthrus	Commercial pedagogy programme

