

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
1. Philosophy and Objectives					
Incorporate the statement into all publications and communications.	Newsletters done Prospectus done Letter Heads need redesigning Information Booklets done Classroom posters some missing Website done School badge – needs updating Staff ID cards Business cards	Printing of publications	ongoing	SLMT ICT Tech Dept. Principal PA Publishers ICT tech department to review all documentation	ICT department to provide SLMT with samples of new designs / wording by January 2010. TA to advise ICT dept
Views of the pupils will be sought through the student council	Canvas Student Council opinions in annual meetings	none	Start of academic year	Secondary and Primary Student Council	ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Opinions of the parents, staff and governors will be canvassed through a direct web link	Create online survey relating to P and O	none	Survey all stakeholders in September 2010	Principal	Principals secretary to circulate survey
2. Curriculum					
Primary Key Stage Coordinators need to collate an annual audit of resources	In progress by KS coordinators	As per quotations	By end of January 2010	KS coordinators and Primary leadership team	ongoing
Primary Key Stage Coordinators need to audit the available storage space for the resources.	In progress by KS coordinators	As per quotations	By end of January 2010	KS coordinators and Primary leadership team	ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Establish a system for identifying the resources that are needed for the following academic year	In progress by KS coordinators and heads of department. Departmental audits	Replacement resources	By end of January 2010	KS coordinators / HODs and Primary / secondary leadership team	ongoing
Cross- Curricular meetings between subject specialist teachers and year group teachers need to be calendared termly	Calendar Meetings between specialist teachers and Primary staff	none	Start of term 1, 2 and 3	Heads of school to timetable meeting before end of each term	December 2009
Secondary school curriculum details should be communicated to parents utilizing the school web site	Secondary Staff to update schemes of work and programmes of study	none	To be complete by end of term 1 2009 - 2010	Head of Secondary Secondary Teachers	Ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Curriculum documentation in Key Stage 1 needs to be updated to include reference to the current assessment methods.	In progress by KS coordinators, Propose what assessments will be used and incorporate into curriculum documentation	none	By end of January 2010	KS coordinators and Primary leadership team	ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
<p>A system for monitoring the delivery of the curriculum needs to be developed</p>	<p>Classroom observations by coordinators / HODs / leadership team to focus on documentation provided and students work Staff meetings / department meetings dedicated to review of pupil work Self monitoring process to be devised by staff with evaluations</p>	<p>No cost</p>	<p>Heads of school to publish monitoring of curriculum procedures by December 15th 2009 for implementation from January 2010</p>	<p>Heads of School to drive process and work with their leadership team to record monitoring activities.</p>	<p>Programme of proposed actions to be devised by school leadership teams – monitoring at least once a term</p>

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
<p>Improve the way assessment data is passed between Key Stages and Year Groups.</p>	<p>N C levels Pips / Midyis /Yellis ERT End of year exams</p> <p>All one excel sheet and saved on curriculum drive</p>	<p>No cost</p>	<p>ongoing</p>	<p>Admin support in Secondary (Liz)</p> <p>Admin support BM assessments (Louise)</p> <p>Format to be common for Primary and Secondary.</p>	<p>ongoing</p>
<p>Improve systems of assessment data collection, storage and the use of the data across the school.</p>	<p>As above</p>				

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
3. Governance and Management					
Policies should be established for the annual appraisal and evaluation of the Board of Governors	Principal addressed this at board meeting on 15 th November	none	annually	Board members	Yet to start – target by January 2009
Policies should be established for the annual appraisal of the Principal	Process needs to be fully established	No cost	annually	Board members	ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
<p>The decision making process and responsibility for decisions made by SLMT needs to be clearly communicated to, and discussed with staff</p>	<p>Morning briefings Through staff meetings Through coordinators / Heads of department</p> <p>Proposals given to SLMT for consideration</p> <p>Major conclusions of SLMT meetings are circulated on the intranet and on staff room notice board</p>	<p>None</p>	<p>Ongoing / daily / weekly etc.</p> <p>weekly</p>	<p>SLMT make sure they consult staff on relevant issues</p>	<p>ongoing</p>

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Financial planning and budgeting needs to reflect input from a more representative group	Development of subcommittees which involve parent and teacher representation – proposals passed on to Finance committee /Board	none	As per subcommittee meetings.	Principal to coordinate meetings	ongoing
The workings of the Board of Governors needs to be more transparent	Summary version of minutes agreed by the Board members – all changes to be circulated to all members before publication.	none	A week after each board meeting	Board secretary	On going

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
The Governing Body should endeavour to make themselves known to staff, parents and pupils through calendared visits.	Members will continue to be invited to school functions and to visit school during operation. Propose that Board members are available for parents and teachers once a year (AGM)	none	ongoing	Principal and SLMT	ongoing
Staff involvement at Board level should be developed.	Subcommittee development. Teacher representation on the Board to be proposed	none	December Board meeting	Education subcommittee	December 2009 Board meeting.
publication of board meeting findings	As above				

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Board of Governors need to have a clear understanding of their training needs	Board receive ongoing training on member and group responsibilities as per Board Manual	Possible training costs	annual	Principal to initiate annual evaluation process	Ongoing discussion by board members
4. Staff					
Professional development needs to be linked to Inset opportunities.	Implement a new appraisal process.	none	September 2009	SLMT Designated Line managers	On going
The budget for 2010 / 2011 should have finances to enable the employment of a qualified Special Educational Needs Coordinator	Done and recruited				

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Policy documents and actual practice need to ensure that oversees employed teachers have fringe benefits applied in an equal and fair manner for new and existing employees.	Meet with Board Personnel subcommittee to address	Cost of agreed implementation		Board of Governors	Personnel subcommittee to make recommendations to Board
When staff attend training courses the passing on of information acquired at courses needs to filter back to staff through calendared insets	<ul style="list-style-type: none"> • Send staff on courses. • Timetable Feedback sessions. • Advertise and promote in-service training. 	Cost of course and resources		HR Manager Heads of School	On going

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Promotion of Professional development courses	Professional development courses should be advertised in the staff room and circulated to the appropriate staff	Dependent upon courses applied for.		HR Manager	Ongoing
Implement appraisal process for administrative support staff and learning assistants	One targets for admin and LA's. Define line manager to oversee.	None	January 2010	Deputy Head of Primary	Ongoing
The school policy need to address the possibility of employing suitably experienced / non-qualified teachers	<ul style="list-style-type: none"> • Address school policy document on employment. • Look at pay structure and scale. 	No cost Create new Pay scale structure.	To be implemented for start of academic year 2011 – 2012.	SLMT HR Manager Finance	Pay scales created. Time delay for existing teachers to gain qualifications or accept altered contract.

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
More specialist teachers need to be employed to deliver primary school lessons	Look at specialist requirements. Employment of Primary Art / ICT Teacher. Staffing proposal to Board members.	Increase staffing budget.	By September 2010	SLMT BOG HR - Recruitment	ongoing
5. Student Support Services					

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
Staff need to be trained on an annual basis to support the delivery of Special Educational Needs	Recruitment of a SENCO. Timetable inset within school meetings.	As per budget	January 2010	SLMT	SENCO appointed Ongoing
Individual Education Plans consultations should be conducted each term	SENCO to implement IEP's in secondary and to take up work completed in Primary.	None	March 2010	SENCO SEN group	Ongoing
On admission pupil academic records should be distributed to the Heads of Schools who can pass the information onto relevant teachers.	Ensure academic data from admission is stored in Head of School office. Inform teachers of student needs / concerns.	Purchase of Filing cabinets.	September 2010	Heads of Schools Key Stage Coordinators Administration support	Ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
The EAL coordinator for the Secondary and Primary Schools must review the assessment procedures for EAL pupils	Review EAL testing procedure. Implement in class and withdrawal programme. Review data termly. Restructure EAL staffing. Inform staff of students needs.		Term One	SLMT	Completed Ongoing – Review of pupils.
Train staff to support EAL in the mainstream	The EAL coordinator should implement an annual training programme for all staff to support EAL in the mainstream	Professional development course. Course materials.	January – May 2010	EAL Coordinators	Completed

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
A pastoral care system needs to be established with a clearly designated person responsible for overseeing counselling and personal concerns	Develop PSHE pastoral programme for tutor time / Primary timetable allocation. Counselling needs to be referred back to parents.	Upgrade resources	September 2010	Key Stage coordinators Tutors	Ongoing
The Health and Safety policy needs to be reviewed by a committee which should be representative of the staff body.	Health and safety procedures within the existing "policy" should be distributed to relevant staff for updating. A policy document linking to updated procedure.	None	1stFebruary	Heads of School Nurse HOD Estate Manager	Ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed: Yet to start On going Completed
6. Resources					
Increase provision of ICT resources	Network Group meetings. Development plans for ICT.	Increase budget	Annual	SLMT ICT Coordinator Network Manager	Ongoing
Tenders for catering need to take place to see if food provision is viable. If it is viable infrastructure needs to be put in place.	Survey pupils. Student Council and Estate Manager to meet with caterers to propose canteen delivery. Plan delivery of food.	None	Done January 2010 April 2010	Estate manager Student Council SLMT Nesma Catering	Ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed: Yet to start On going Completed
Emergency procedures need to be fully reviewed including evacuation from the school site	Health and safety committee formed. Update policy. Evacuation routes complete. Link all alarms. Procedure in place.	Cost of alarm system.	January 2010	Principal Estate manager SLMT Committees Oasis Management-	Ongoing
Seek professional advice to address all aspects of fire safety.	Request report from Oasis fire service. Organise fire inset with Oasis.	Inset with Oasis fire dept.	January 2010	Estate Manager Principal	Ongoing
Gain necessary Health and Safety (School licence) certification.	Contact Oasis Management.	None	December 2009	Principal. Dept. Of Civil defence. Gov Relations Manager.	Ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed: Yet to start On going Completed
Performing Arts facility needs reviewing, with a view to providing more appropriate accommodation with instrumental, sound proof practice rooms.	Performing Art developments will have to be delayed until any infrastructural development. Head of Performing Art to look at Oasis facilities and propose BISAK / compound facility links.	Rent of Oasis facility.	January 2010	Head of Performing Arts.	Yet to start
Construct shaded areas that are adequate for the provision for Physical Education and Recreation.	Take proposal to Infrastructure committees. Allocate funds. Get quotes. Plan development.	SR500,000 +	January 2010 – Take to relevant committees. September 2011	SLMT BOG Infrastructure Education Sub-Committee	Ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed: Yet to start On going Completed
Secondary classrooms site needs a permanent hard path surface with access points.	Get quotes. Approve at BOG. Install gate.	SR47,000	December 2009	Estate Manager BOG SLMT	Ongoing
Additional storage space and toilet facilities needed.	Identify areas for developing. Get quotes for work. Build storage units. Increase toilets in Library development.		January 2010	Estate Manager Heads of School Gulf Line	Ongoing
Senior Janitor is trained to perform his supervisory duties	Estate Manager to provide training and monitor progress.	None	December 2010	Estate Manager	Ongoing

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
					Yet to start On going Completed
Library Resource centre needs to be developed.	Identify new location. Form committees to determine needs. Develop plans for infrastructure. Get Quotes for building. Set timelines for completion. Order resources.	SR1000000 + 80,000 Pounds (Internal fixtures and most resources) SR200 Book levy from students.	January 2011	Infrastructure committee. SLMT. BOG. Estate Manager.	Ongoing.

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed: Yet to start On going Completed
The school should provide an adequate outdoor shaded area that will expand the available facilities for the co-curricular programme.	Refer to Infrastructure committee. Take to Board Infrastructure sub-committee.	Renew quotations	September 2010	Infrastructure committee SLMT Board of Governors	Ongoing
7. Student and Community Life					

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed: Yet to start On going Completed
The code of conduct should be regularly communicated to all staff via staff meetings/inset; and should be part of the induction programme for all staff	Assemblies to inform students of code of conduct. Staff meetings to review code of conduct to be scheduled. Ensure code of conduct is part of staff inset.	none	Start of academic year Inset before students return.	Heads of School	Secondary - Completed
The school should consult parents regularly by means of, e.g. online questionnaires, to canvas opinion on current issues.	Set up on line questionnaires	None	When needed.	Principal PA	Completed

Action Plans to be addressed by BISAK Senior Leadership and Management Team from CIS Steering findings.

Areas for Development	Proposed Action	Cost	Timing	Action by Whom	Action to be taken addressed:
					Yet to start On going Completed
The APF need to publicise their role and any meetings and events.	APF to appoint a Chairperson. Publicise APF on website.	None	ASAP	Principal	Ongoing Completed