



## Honiton Community College 5 Year Strategic Statement 2015/16 – 2019/20

### 1. Introduction

The College's Governing Body has three core functions as set out by the Department for Education (DfE):

- setting the strategic direction of the school;
- holding the Principal to account for the educational performance of the school;
- ensuring financial health, probity and value for money.

Our Strategic Statement summarises our key strategic priorities for the College and how we will achieve them.

It covers the 5 year period from 2015/16 – 2019/20

It is guided by the College's mission statement, vision and values:

#### Our **Mission Statement**

- 'Success for All'

#### Our **Vision**

- Everyone at HCC **believes in themselves** and their **potential** to succeed because they are **empowered to develop their own solutions** and **shape their own futures.**

#### Our **Values**

- Respect for learning
- Respect for each other
- Respect for the environment

## 2. Our Strategic Priorities

### Raising standards: College and academic performance

Our strategic priorities	Action: what we will do to achieve our strategic priorities	Impact: how we will measure our performance
<p>There is sustained improvement in students' academic performance, both attainment and progress.</p>	<p>The Teaching and Learning (T&amp;L) Committee will set targets annually for academic performance in relation to GCSE, A level and other qualifications as appropriate.</p> <p>The T&amp;L Committee will regularly monitor plans such as the annual Development Plan and Self Evaluation Framework (SEF) to ensure these targets are met.</p> <p>The Full Governing Body (FGB) will receive termly ELT reports that mirror the Ofsted Inspection Framework.</p> <p>Twice yearly link governor meetings will provide FGB with monitoring of progress information in a supportive but challenging partnership.</p>	<p>We will publish annually a range of information about students' academic performance including:</p> <ul style="list-style-type: none"> <li>• Student attainment measures: Attainment 8/English &amp; mathematics attainment/grade breakdowns for each subject</li> <li>• Student progress measures: Progress 8; 3 &amp; 4 levels of progress (LOPs) for all subjects</li> <li>• 6<sup>th</sup> form student attainment measures: ALPS scores, percentages of students achieving A*-B and A*-C grades</li> </ul>
<p>The College achieves academic results that are better than the national average and the average achieved by comparable schools (comparable schools are those where students have similar prior attainment)</p>	<p>The T&amp;L Committee will set targets annually for academic performance and will regularly monitor plans such as the annual Development Plan and SEF to ensure these targets are met.</p>	<p>We will benchmark the College's academic performance against:</p> <ul style="list-style-type: none"> <li>• National average figures for school performance</li> <li>• Comparable schools/colleges in Devon</li> <li>• Comparable schools/colleges nationally (from the comparator schools used by Ofsted)</li> </ul>

<b>Our strategic priorities</b>	<b>Action: what we will do to achieve our strategic priorities</b>	<b>Impact: how we will measure our performance</b>
Eliminating the attainment gap between vulnerable and non-vulnerable students.	<p>The T&amp;L Committee will set targets annually for 'closing the gap' between disadvantaged and non-disadvantaged students. The achievement of these targets will be monitored on a termly basis.</p> <p>Link meetings with SENCO and HoDs.</p> <p>Chair's report regarding students eligible for Free School Meals (FSM).</p>	<p>We will publish annually:</p> <ul style="list-style-type: none"> <li>• Our performance overall in eliminating the attainment gap between these groups</li> <li>• Our performance in eliminating the attainment gap for each subject</li> </ul>
Enhancing the provision of careers advice and work experience provision	<p>The T&amp;L Committee will ensure there are effective plans in place to</p> <ul style="list-style-type: none"> <li>• Provide comprehensive careers advice and guidance to all students as appropriate across years 7-13</li> <li>• Increase the range of work experience opportunities for students</li> </ul>	<ul style="list-style-type: none"> <li>• All students will receive careers advice and guidance tailored to their needs at KS3, KS4 and KS5</li> <li>• An annual careers advice event will be held for KS4 and KS5 students.</li> </ul>
Improving the Ofsted judgment of the College	<p>The Governing Body will ensure that there are effective plans in place, such as the annual College Development Plan, that will lead to an Ofsted judgment of Good or better.</p> <p>Detail needed includes: Work with JCTSA (e.g. Progress Check, SLE work)</p>	<ul style="list-style-type: none"> <li>• The college will be judged by Ofsted to be Good during 2015/16.</li> <li>• Subsequent inspections by Ofsted over the next 3-5 years will result in a judgment of Good or better.</li> </ul>

**Money and resources: Making best use of our finances and other resources**

<b>Our strategic priorities</b>	<b>Action: what we will do to achieve our strategic priorities</b>	<b>Impact: how we will measure our performance</b>
Achieving a balanced budget every year as part of a 5 year budget plan	The Resources Committee (RC) will set a 5 year College budget with the Director of Finance The RC will review this plan annually.	A balanced budget will be approved by the Governing Body annually in July (for the following year)
Maintaining sufficient financial reserves	The RC with the Director of Finance, consistent with relevant financial guidance for Academies, will ensure that sufficient financial reserves are maintained.	Proposed financial reserves will be approved annually by the Governing Body in July (for the following year).
Achieving value for money in how we spend the College's funds	The RC and the Director of Finance will set and manage the school budget to ensure that the best value for money is achieved from the resources available to the College.	A Value for Money report will be published annually on the College website.
Replacing school buildings that are no longer fit for purpose to improve the learning environment for students and the working environment for staff	The RC with the Director of Finance will ensure that the highest quality bids for capital funding are submitted to the Education Funding Agency (EFA) as bidding opportunities arise.	The College will secure additional capital funding from EFA to replace buildings that are no longer fit for purpose.
Maintaining and improving existing buildings (that are not to be replaced) and enhancing the campus environment to improve the learning environment for students and the working environment for staff	The RC with the Director of Finance will ensure that the highest quality bids for capital funding are submitted to the EFA as bidding opportunities arise. The RC with the Director of Finance will develop and implement a plan to make improvements to the College campus that do not require external funding.	The College will secure capital funding from EFA, when such bids are invited, to improve existing buildings (which are not to be replaced).  The overall quality and amenity of the College campus will be enhanced to improve the learning and working environment.

**Our culture and people: Making the College an outstanding place to learn and work**

<b>Our strategic priorities</b>	<b>Action: what we will do to achieve our strategic priorities</b>	<b>Impact: how we will measure our performance</b>
<p>Raising aspirations: staff, parents and students have the highest expectations at all times of themselves and of each other</p>	<p>All College staff will have consistently high expectations of students of all abilities.</p> <p>Our approach to providing feedback and challenge to students will empower more of them to take responsibility for their own learning.</p> <p>At all College events when parents are present we will reinforce the objective that parents will have the highest expectations of the College and of students.</p>	<p>We will seek annual feedback from parents. We aim for this to show that they value the College and rate it as their local school of choice.</p> <p>Feedback from students and students' performance will demonstrate that increasing numbers of students are successfully developing a thirst for learning and achievement</p>
<p>Achieving increased levels of participation in the College's extra-curricular programme, including sport, art, drama and music.</p>	<p>A broad based extra-curricular programme will be available each term; students from each year will be encouraged to suggest ideas and proposals for inclusion in the extra-curricular programme.</p> <p>There will be an expectation that all students in years 7 &amp; 8 will participate in a minimum of 1 session from the extra-curricular programme every term.</p> <p>Students from years 9-11 will be strongly encouraged by tutors and Key Stage Heads to participate in at least 1 session from the extra-curricular programme every term. (Incentives,</p>	<p>We will record the numbers of students from KS3 and KS4 that participate in the extra-curricular programme</p> <p>We will use feedback from students and staff to have a varied and engaging extra-curricular programme.</p> <p>The numbers of students participating in the extra-curricular program will increase. Student engagement in developing the extra-curricular programme will increase.</p>

Our strategic priorities	Action: what we will do to achieve our strategic priorities	Impact: how we will measure our performance
	e.g. non-uniform and annual trip, will be supported by governors to incentivise take-up).	
Having a talented and motivated staff who are proud to work for the College	<p>A programme of Continuous Professional Development will be in place for all staff, that is relevant and appropriate to their needs and those of their departments.</p> <p>Action research and inter-school activities will be supported and celebrated.</p> <p>Providing opportunities for staff to undertake appropriate additional qualifications that support their professional development</p> <p>Identify and celebrate staff achievements throughout the College and communicate these to parents and the wider community</p>	We will conduct an annual staff survey. We aim for this to show that the majority of staff enjoy working, and are proud to work, at the College.
Improving and sustaining parent involvement in College life.	<p>We will hold separate KS3 and KS4 parent forums and these will be chaired by parent Governors</p> <p>Parents will receive more regularly an electronic College newsletter.</p> <p>A variety of methods will be used to maximise the attendance of parents at parents' evenings, particularly parents of KS4 students and parents of pupil premium students.</p>	<p>KS3 and KS4 Parent forum meetings will be held termly.</p> <p>Parents will receive an electronic newsletter from the College every half term</p> <p>Attendance at parents' evenings and similar events will be:</p> <ul style="list-style-type: none"> <li>• 80% or higher for KS4 (for both non-Pupil Premium and Pupil Premium students)</li> </ul>

<b>Our strategic priorities</b>	<b>Action: what we will do to achieve our strategic priorities</b>	<b>Impact: how we will measure our performance</b>
	We will establish a Friends of Honiton Community College (HCC).	A Friends of HCC group led by parents will be established to lead fundraising and other forms of support for the College.
Embedding student involvement in College life	<p>We will increase the range of student leadership opportunities available, e.g. Sports leaders, head and deputy head girl and boy positions</p> <p>We will provide opportunities for KS4 students to act as 'mentors' for KS3 students</p> <p>We will support the role of the student College Executive Team (CET) to influence College business</p> <p>We will Identify options for introducing a house system for years 7-11 that will encourage intra-year collaboration</p>	<p>Increase the number of students taking on leadership roles within the College and the wider community</p> <p>The CET will meet regularly and evidence of impact will be provided to all students</p> <p>Options for the development and implementation of a house system for years 7-11 will be considered during 2015/16.</p>
The College actively engages with the local community in Honiton, East Devon and beyond	<p>Encourage the local and business communities to be involved in College life e.g. through guest speakers at assemblies, awards evening</p> <p>Students will be encouraged to attend local meetings and events in the community to support their personal development and to act as ambassadors for the College</p>	<p>There will be interesting and stimulating external speakers invited to selected College events</p> <p>Students will attend local meetings such as Town Council Meetings, local Chamber of Commerce meetings.</p> <p>The College will have a positive image and reputation within the local community.</p>

### **3. Monitoring and Review**

The Governing Body will review the strategic plan annually.

An updated version of the strategic plan will be published on the College website during September of each year.

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## **Glossary**

**ALPS** - A-Level Performance Suite

**HOD** – Head of Department

**JCTSA** - Jurassic Coast Teaching School Alliance

**KS3** – Key Stage 3 (for pupils aged 11-14)

**KS4** – Key Stage 4 (for pupils 14-16)

**KS5** – Key Stage 5 (for pupils 16-18)

**SENCO** - Special Educational Needs Co-ordinator

**SLE** – Subject Leading Expert