



KUALA LUMPUR • PULAU PINANG • KOTA KINABALU

Overarching strategic intent

To establish Straits International Schools as a group of schools respected and recognised for its' standards of education throughout Penang and wider Malaysia by encouraging excellence in every aspect of the life of our community, and by supporting and nurturing each other to achieve that goal.

Specific Strategic Objectives

1. To create a positive and challenging collegiate atmosphere that gives staff and their departments the time and support to excel in everything they do.
2. To become a centre of excellence for high quality pastoral care and academic support for all pupils.
3. To develop an innovative curriculum that challenges our brightest pupils whilst supporting and providing appropriate challenge to our weaker students.
4. To provide pupils and staff with outstanding opportunities for leadership and service throughout our community.
5. Firmly establish our reputation as a centre of excellence for educating the whole child.
6. Develop a strong 'Straits Community' that includes parents, students and teachers with an excellent communication system.
7. Create a learning environment that enhances opportunities for student progress.
8. Develop students that reflect the 'Straits Seven' learner profile.
9. Market a strong, positive image of the school, developing its perceived profile and style.
10. Build the systems and policies required to ensure that future schools can start with efficiency.
11. Build capacity at all levels and in all areas to achieve these goals.

Introduction

Straits International School is a new school established in August 2012. It is the founding school within a planned group of other schools to be established throughout the rest of Malaysia. This first strategic plan has the task of completing all amalgamation processes to ensure consistency and integration across all the work of the schools. It has been written at the end of the first academic year to reflect upon the start the school has made, as there was no time for a plan before the school opened its' doors. It is also the task of this strategic plan to create a distinct identity for the new school and a vision for it, as well as help finalise policies and procedures to be adopted in the new school handbook. It is expected that this strategic plan shall be reviewed at two points of the academic year, in January and March, 2014. A new strategic plan shall be devised during June of this year.

This strategic 1-year development plan has been created collaboratively by groups of teachers, senior leaders and board members. Teachers and senior leaders devised strategic aims through SWOT analysis and discussion on broad aims, informed by feedback given by the whole school community. This feedback was then incorporated into our school planning. This shorter one year plan, rather than the more common two, three or even five year plan, was created because of the distinct need for rapid progress found within the new school context. It is not a business plan but gives focus to the operation of SIS Penang Island. Senior leaders within the school have taken the aims derived from the SWOT process and drafted objectives, with relevant performance indicators, timeframes and required resources outlined. It is the spirit of this document that it is subject to change and continual review.

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Section One – Where do we want to be at the end of next academic year?

To establish Straits International Schools as a group of schools respected and recognised for its’ standards of education throughout Penang and wider Malaysia by encouraging excellence in every aspect of the life of our community, and by supporting and nurturing each other to achieve that goal.

We will do this by concentrating upon the following:		
Specific Strategic Objective	Key Focus Areas	Aspired Outcomes
<i>Creating a positive and challenging collegiate atmosphere that gives staff and their departments the time and support to excel in everything they do.</i>	Achieving and sustaining rarely cover. Finding more time for departments to work together as a team. Focusing on sharing best practice – no blame culture. Providing <i>challenge</i> through the continuing use and development of data. Develop a strong management structure at the school, including opportunities for middle management.	V. Positive staff morale. Determination to pull together. Enjoyment of the job. No blame culture only improvement. Involvement in wider school functions and ethos.
<i>Becoming a centre of excellence for high quality pastoral care and academic support for all pupils.</i>	Establishing our pastoral and academic support systems. Further developing a culture of mentoring throughout the school Creating a culture of celebration. Early intervention and targeted monitoring, support or curriculum change. Development of house identity and involvement.	Departmental clinics and workshops – not detentions! Care and attention to detail of the individual needs. Fortnightly awards assemblies, achievement boards.
<i>Developing an innovative curriculum that challenges our brightest pupils whilst supporting and providing appropriate challenge to our weaker students.</i>	Review the existing curriculum and resourcing. Review the shape of the school day. Develop curriculum strategies to challenge different groups of pupils. Focus upon the quality of academic planning and assessment. An improved co-curricular programme.	Differentiated curriculum. Setting and banding in place. Improve appraisal and checks of standards- inc. planning and books. Improved and regular Afl/NC levels CPD.
<i>Providing pupils and staff with outstanding opportunities for leadership and service throughout our community.</i>	Continue to strengthen and develop the House system with leadership opportunities within it. Establish an Outreach Action Group to coordinate community service. Develop peer mentoring. Continue to develop school council.	More open leadership structure. Opportunities for more to be involved in decision making. High Profile House Captains leading school. More opportunities to support the community.
<i>Establishing our reputation as a centre of excellence for educating the whole child.</i>	Develop excellence in Sports and DoFE. Develop excellence in the Arts. Develop excellence in Music. Develop additional intellectual pursuits and enrichment opportunities particularly in ECA programme. Develop a co-curricular reporting system.	Improve performance and participation in school matches. Increase standards in Music & Drama. Develop KS3 drama & performances. Allow students to develop ECA. Start DoE or Scouts.
<i>Developing strong ‘Straits Community’ that</i>	Develop a parent portal.	Consistent use of Edmodo and new website

<p><i>includes parents, students and teachers with an excellent communication system.</i></p>	<p>Further enhance Edmodo as a web based learning platform. Further develop Open Day and Community Events. Establish a blog system for each class through the website Establish weekly memos for the website. Reinforce the use of the student planner as a communication tool Improve house events. Establish regular parent tuition sessions, at least once every half term, that teaches parents how to support their children.</p>	<p>Purchase of a management system, plus training, for academic needs One Open Day per term along creative day format. Website developed, with blogs for communication with parents and marketing. One community event per term. House calendar established. Regular student planner checks.</p>
<p><i>Creating a learning environment that enhances opportunities for student progress.</i></p>	<p>Increase the use of data analysis in assessment and tracking. Establish mentoring programme. Devise gifted and talented programme. Develop EAL support. Refine reporting and recording systems.</p>	<p>CAT testing for baseline tracking and setting of targets – inc. reading ages. Mentor policy and groups established. Gifted and policy coordinator, plus policy. EAL programme in place. Develop SEN policy. Tracking software and routine devised.</p>
<p><i>Developing students that reflect the ‘Straits Seven’ learner profile.</i></p>	<p>Include Straits Seven into academic planning. Integrate into adjusted PBL programme. Include within the reporting programme. Track opportunities. Provide within trip programme. Raise awareness of the 7.</p>	<p>New planning template devised. Improved PBL planning and overall structure, reducing projects and improving quality. Adapt reporting self-reflections to cover 7 and challenge week. Develop system to track 7 opportunities and pastoral achievements. Assemblies on the 7.</p>
<p><i>Marketing a strong, positive image of the school, developing its perceived profile and style.</i></p>	<p>Launch a new school website. Focus on internal communications and marketing. Develop strong links with local and regional papers. Improve appearance and organisation of the overall site.</p>	<p>More modern, slick, user friendly website. Improved access to information via web & SIMS. Data screens and use of e mail the norm. Continued improvements to site and display. Once termly minimum articles in The Star and others.</p>
<p><i>Building the systems and policies required to ensure that future schools can start with efficiency.</i></p>	<p>Financial systems and budgeting in place. Clearly defined roles for CFO/CEO and Principal. Governance system in place. Policies and procedures handbook for SIS group. Start-up manual created as to expectations and methods.</p>	<p>Financial/HR/Admin policies integrated within a finished policies handbook for SIS group. Clear system of budgeting and ordering ready for annual orders made in March 2014. Regular Governance meetings and interface between governors and school community. Clear individual roles for governors. Handbook for Principals/CEO as to expectations/structure of each new SIS site.</p>
<p><i>Building capacity at all levels and in all areas to achieve these goals.</i></p>	<p>Identify additional streams of income. Develop effective management structure to develop the needs of the business. Share best practice and work together to further develop active pupil learning. Improve the staff team. Improve CPD both internally and externally with targets the norm. Planning and preparation for new schools and new sites.</p>	<p>EAL support, day care and summer schools set up, music lessons and developed. Efficient book store and uniform provision. Canteen running with cashless system. Sharing Good Practice Policy developed – Learning committees established. CPD budget established and provision sought according to school needs and personal teacher targets as review within appraisal. Clear management structure and roles, including job descriptions.</p>

Section Two – How will each focus area be achieved?

1. To create a positive and challenging collegiate atmosphere that gives staff and their departments the time and support to excel in everything they do.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Achieving and sustaining rarely cover	Analyse cover with a transparent system and raise awareness of the need to minimise our own cover requirements.	Autumn2013	C Grayhurst	<ul style="list-style-type: none"> Staff on minimal cover <10 per year pro rata to timetable load for each member of staff Quality Cover arrangements in place. 	Already have cover software
Finding more time for departments to work together as a team	Maintain current 80% maximum contact time and low class ratios. Timetable common non-contact time and make full use of twilight sessions.	Spring 2014	C Grayhurst/ S Greenhalgh	<ul style="list-style-type: none"> Regular minuted system of departmental meetings that are communicated well and used to set and monitor targets. 	Clear meeting schedule for the year
Focusing on sharing best practice – no blame culture	Develop Action Groups led by staff <i>for</i> staff on Teaching and Learning. Embed twilight drip fed training. PM policy to be reviewed and altered to appraisal policy.	Spring 2014	C Grayhurst/ S Greenhalgh plus staff teams to be identified.	<ul style="list-style-type: none"> Staff observing others Teacher led training via Twilights Active Action Groups 	New appraisal policy
Providing <i>challenge</i> through the continuing use and development of data	Continue to develop target setting using the CAT data produced by new online system. Develop departmental data bases and seating plans using data with target setting a key component of differentiation.	Spring 2014	C Grayhurst/ S Greenhalgh plus staff teams to be identified. Opportunity for academic data position?	<ul style="list-style-type: none"> Seating Plans Dept Mark Bases CAT Data Realistic but challenging target data Targeting and metoring policy with system for the sharing and reporting of targets. 	CAT tests. Target forms for exercise books. Updated ARR policy. Ongoing twilight training for staff on assessment. Database system for tracking.
Develop a strong management structure at the school, including opportunities for middle management.	Create future management structure Clearly defined job responsibilities for all Clear lines of communication and hierarchy Establish incentives for extra responsibilities	Summer 2014	CG and Ms. Lita. CFO input into incentives. JDs given to all by HR department.	<ul style="list-style-type: none"> Organisational Chart Job descriptions for all teachers and appendix for particular responsibilities with targets 	Finance for incentives

2. Becoming a centre of excellence for high quality pastoral care and academic support for all pupils.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Establishing our pastoral and academic support systems	Reinforcing disciplinary procedures and expectations, adapting them for primary use. EAL programme achieved and targeting culture adopted.	Autumn2013	SG for Primary discipline. TN for EAL programme. CG for targeting systems.	<ul style="list-style-type: none"> Adapted code of conduct for Primary EAL support list and associated timetable All children working towards monitored targets 	Educational management SIMS. New EAL support teacher.
Further developing a culture of mentoring throughout the school	AfL to be further developed within the classroom. Mentoring sessions to be used for students to have someone to help push and guide them towards better NC levels. The role of the Form Tutor to be developed.	Autumn2013	TN and SG for AfL. Mentoring to be developed by CG. FT role developed by CG.	<ul style="list-style-type: none"> Further AfL training Time on timetable for mentoring INSET for learning committees to go over end of term levels Form Tutor JD produced 	CPD budget
Creating a culture of celebration	Assembly programme to be improved and better reward systems in place. All major cultural and religious events shall be celebrated. Speech day and annual show	Autumn2013	SG for assemblies. CG for reward systems. Various staff for celebrations.	<ul style="list-style-type: none"> Improved assembly rota Merit certificates and Principal commendations Website used for celebrating achievement Better displays Celebration Calendar and improved performances associated with them 	Finance for performances
Early intervention and targeted monitoring, support or curriculum change.	Monitoring systems through tracking to be developed via traffic light system. Termly levelling to be accurate.	Spring 2014	Overseas staff to guide learning groups on levelling. SG for IT based tracking system.	<ul style="list-style-type: none"> Tracking software/IT solution CAT tests in September to baseline Termly meetings to discuss students Identify member of staff to manage and analyse data Levelling INSET 	
Development of house identity and involvement	To develop leadership roles and opportunities for competition.	Autumn 2013	KYB and house leaders	<ul style="list-style-type: none"> House competition calendar House Captains and House Leaders 	Trophies. Badges. Certificates. Competition venues and associated finance.

3. Developing an innovative curriculum that challenges our brightest pupils whilst supporting and providing appropriate challenge to our weaker students.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Review the existing curriculum and resourcing.	Review whether our current text books are appropriate and the success of the curriculum through the tracking data. We shall also need to review for the new MoE guidelines	Summer 2014	AK (resources), CG and SG.	<ul style="list-style-type: none"> Spring text review on all items Summer meeting for the curriculum and changes made if appropriate SWOT analysis in May for whole community Seek meeting with MoE 	Tek to visit along with other suppliers.
Review the shape of the school day.	To judge whether the current school timings are fit for purpose.	Summer 2014	CG	<ul style="list-style-type: none"> SWOT analysis in May for whole community 	Online questionnaire system
Develop curriculum strategies to challenge different groups of pupils.	Seek a dedicated music programme, G&T programme, and data analysis of tracking	Ongoing 2013-14	TF, CG, SG and others	<ul style="list-style-type: none"> Improved use of co-curricular for G&T students who have been identified on a list An instrumental programme for all students Regular meetings to track student performance from data G&T policy 	Finance for instruments Budget for G&T activities
Focus upon the quality of academic planning and assessment	A whole tighter approach to the quality of planning and AfL across the whole board. There is a need to review homework policy, particularly in Primary, and ensure that it is being followed by staff.	Ongoing 2013-14	Managers of all levels	<ul style="list-style-type: none"> New planning template Completed plans done on time and advertised to the community Further AfL INSET and scrutiny from managers to ensure it is embedded A drive on AfL with parents and students – level ladders in classrooms, known targets and EBI sheets in exercise books. To become culture. 	CPD budget Improved appraisal policy
An improved co-curricular programme	A whole tighter approach to the theming of activities and the quality of activities that are being provided	Ongoing 2013-14	Managers of all levels. KYB.	<ul style="list-style-type: none"> Activity plans to be scrutinised and activities to be observed with tighter learning goals achieved A more interesting timetable Further outside providers and expansion to the community to help run activities Students to write feedback after each activity cycle 	

4. Providing pupils and staff with outstanding opportunities for leadership and service throughout our community.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Continue to strengthen and develop the House system with leadership opportunities within it.	House Captains and House Leaders.	End of Autumn 2013	KYB	<ul style="list-style-type: none"> KYB to lead four strong House Leaders from the staff who will drive the system along For students to nominate Captains who shall change on an annual basis. 	Badges
Establish an Outreach Action Group to coordinate community service.	For the school to develop greater opportunities for outside service and to extend the quality of co-curricular activities to contain them	Autumn 2013	CG, SG, other staff and marketing	<ul style="list-style-type: none"> To have a calendar of service events To improve internal service activities To establish tight links with service opportunities To gain regular media exposure for these events 	
Develop peer mentoring.	For the school to explore how students in the senior school can be helping to mentor students of a younger age.	Summer 2014	CG, SG and Form Tutors	<ul style="list-style-type: none"> Document to be produced on senior school vertical tutoring and peer mentoring possibilities 	
Continue to develop school council.	A stronger, more involved student council who are actually achieving things	Autumn 2013	DL and RS	<ul style="list-style-type: none"> Greater involvement of the Student Council in the organisation and running of events, as well as annual SWOT analysis 	Budget to be allocated for Student Council events and meetings

5. Establishing our reputation as a centre of excellence for educating the whole child.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Develop excellence in Sports and DofE	To increase the quality of action day in activities, provide greater sports teams and become a DofE and scout centre.	Summer 2014	RS, KYB and other staff	<ul style="list-style-type: none"> School football teams School basketball teams School cricket team Improved sports day DofE accreditation Scout troop status 	Budgets for kits and sports day venue. DofE and Scout troop associated costs
Develop excellence in the Arts	To encourage those who are excellent in the arts through a greater variety of creative activities and a dedicated 'Arts Day'	Spring 2014	VG and management	<ul style="list-style-type: none"> Art exhibition as an open house event Creativity Open Day Murals around the school Display policy 	Budget for Art Exhibition
Develop excellence in Music	For the school to encourage those who are excellent in Music to improve further and to provide all children with an opportunity to learn and perform	Autumn 2013	TF, WST and management	<ul style="list-style-type: none"> Music programme for all students at least once a year Annual performances in Music and Drama School choir and band 	Performances and instrument budgets
Develop additional intellectual pursuits and enrichment opportunities particularly in ECA programme	To create a better ECA programme	Autumn 2013	KYB	See section 3 for creating a better programme	
Develop a co-curricular reporting system	For activities to be given value by tracking and reporting upon them	Ongoing 2013-14	KYB	<ul style="list-style-type: none"> Placed on reports by December 2013 	

6. Developing strong 'Straits Community' that includes parents, students and teachers with an excellent communication system.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Develop a parent portal	To liaise with CFO to purchase suitable software	Spring 2014	CG, SG	<ul style="list-style-type: none"> Items purchases as required and running 	Educational SIMS and management software
Further enhance Edmodo as a web based learning platform and ensure it is being used	For a member of staff to be specifically responsible for Edmodo, develop a policy, train parents, staff and students and ensure it is being used properly.	Spring 2014	CG, SG and ICT appointment	<ul style="list-style-type: none"> Parents to have all received training Staff to have all received training Policy in place Regular reviews 	
Establish regular parent tuition sessions, at least once every half term, that teacher parents how to support their children	In response to parent feedback, staff are to give twilight sessions to parents in numeracy, literacy support etc.	Autumn 2013	All staff	<ul style="list-style-type: none"> One session per half term 	
Further develop Open Day and Community Events	To gain maximum exposure for marketing whilst also showing our strengths and teaching the students at the same time	Ongoing 2013-14	All staff	<ul style="list-style-type: none"> Three themed open days per year Three community events per year, excluding international day 	Budgets
Establish a blog system for each class through the website	For all subjects and classes to contribute to a blog on a weekly basis to be published upon the website	Spring 2014	CG, SG and website coordinator	<ul style="list-style-type: none"> Blogs up and ready to go with coordinator maintaining contributions 	Coordinator appointed
Establish weekly memos for the website	To be written by the Principal in the form of a Principal's Blog	Autumn 2013	CG and website coordinator	<ul style="list-style-type: none"> In effect by October 2013 	
Reinforce the use of the student planner as a communication tool	Critical parent feedback has exposed that the planners are not being used consistently. A weekly comment from teachers is required	Autumn 2013	CG, SG and all staff	<ul style="list-style-type: none"> Routine established and checked 	
Improve house events	For a greater scope of house events in terms of type and increasing enthusiasm generated by them	Autumn 2013	KYB and House Leaders	<ul style="list-style-type: none"> House competitions to be set on calendar and for greater planning in their run up 	House calendar

7. Creating a learning environment that enhances opportunities for student progress.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Increase the use of data analysis in assessment and tracking	For CAT tests to be done in September, to feed into the Afl system and tracking	Autumn 2013	Data coordinator, CG, SG	<ul style="list-style-type: none"> CAT tests done Tracking spreadsheet up Level ladders in classrooms EBI sheets in books Personal targets known 	Continual purchase of CAT tests, including for reading
Establish mentoring programme	For teachers to have time per week to sit with a small group of students and go over their targets with them and their progress towards them	Autumn 2013	Various staff	<ul style="list-style-type: none"> Timetabled time Target folders for students Teachers aware of how to help Some sessions observed 	Time upon timetable and staffing
Devise gifted and talented programme	For the school to design a policy as to how it will stretch those students who are G&T	Summer 2014	SG, CG	<ul style="list-style-type: none"> Policy in place Students identified and provision made 	G&T coordinator
Develop EAL support	To further enhance EAL provision and build upon the opportunities for having an excellent department	Autumn 2013	TN, RS	<ul style="list-style-type: none"> Clear policy Clear ESL curriculum Clear Support service curriculum 	Text and teacher resources
Refine reporting and recording systems	For reports to contain pastoral tracking, greater self-reflection, and a tracking system set up for both academic and pastoral progress	Autumn 2013 – academic, Summer 2014- pastoral	All staff	<ul style="list-style-type: none"> Enhanced reports for December Academic tracking in place for December Pastoral tracking in place for June 	

8. Developing students that reflect the 'Straits Seven' learner profile.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Include Straits Seven into academic planning	New template to be issued for medium term planning and opportunities to be charted	Autumn 2013	CG, SG	<ul style="list-style-type: none"> New template created Mapping the Straits 7 	
Integrate into adjusted PBL programme	PBLs have sometimes been criticised and need new mapping and planning	Autumn 2013	CG, SG	<ul style="list-style-type: none"> New PBL map New focus for PBL 	
Include within the reporting programme and track opportunities	For self-reflection to contain elements of the 7	December 2013	CG	<ul style="list-style-type: none"> Reports adapted 	
Provide within trip programme	To develop the trip programme further to insert learning experiences associated with the 7	Spring 2014	CG, SB	<ul style="list-style-type: none"> New trip programmes 	
Raise awareness of the 7	For the 7 to be the subject of assemblies and displayed around the school. Possibilities to include within prizes	Autumn 2013	CG, SG	<ul style="list-style-type: none"> New assembly rota Improved display New set of prizes 	

9. Marketing a strong, positive image of the school, developing its perceived profile and style.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Launch a new school website	To continue to work with current vendor to overhaul site and functions	Autumn 2013	CG, SG and coordinator	<ul style="list-style-type: none"> New website that is continually added to 	New website coordinator Budget
Focus on internal communications and marketing	Newsletters to be done, year books and regular contact between school and parents	Ongoing 2013-14	All Staff	<ul style="list-style-type: none"> Facebook and Twitter regularly updates Weekly comments in student planner Good use of Edmodo Newsletters for Autumn and Spring Year Book for Summer 	Budget for Newsletters and Year Book. Year Book Club Marketing Exec.
Develop strong links with local and regional papers	For articles to be written on major events and what makes Straits a great choice	Ongoing 2013-14	All Staff	<ul style="list-style-type: none"> Seek article at least once a term in papers 	Marketing Exec.
Improve appearance and organisation of the overall site	Display is relatively poor and there is a wish to see an improvement and celebrate children's work	Autumn 2013	CG, SG	<ul style="list-style-type: none"> New Display Policy Better displays changed every term 	Stationary items and budget.

10. Building the systems and policies required to ensure that future schools can start with efficiency.

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Financial systems and budgeting in place	To improve knowledge of budgets and access to funds to order materials required for school function	Ongoing 2013-14	CFO	<ul style="list-style-type: none"> Known budgets Clear system of purchasing Annual orders made by April annually 	Policies
Clearly defined roles for CFO/CEO and Principal	To make easier the functioning of the school by having a clear knowledge of duties as the school group moves forward	Ongoing 2013-14	CEO	<ul style="list-style-type: none"> Job description for Principal Clear knowledge by site staff that Principal is authority on site 	
Policies and procedures handbook for SIS group	For there to be a clear set of guidelines for Penang site and all future sites	Autumn 2013	CG, SG	<ul style="list-style-type: none"> Policies book created and sent to staff and community as required 	Budget for printing
Governance system in place	For there to be a development in the role of Governors in order to support and challenge the Principal and academic staff	Summer 2014	CEO, CG	<ul style="list-style-type: none"> To disseminate materials about successful governance models For Governors to take an active role in the school For greater knowledge about the future direction of the group 	
Start-up manual created as to expectations and methods	For there to be, for future Principals, a set knowledge of the way the school sites to run, in order to ensure consistency across the sites.	Summer 2014	CEO, CG	<ul style="list-style-type: none"> Principal's guide created. 	

11. Building capacity at all levels and in all areas to achieve these goals

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators	Resources Required
Identify additional streams of income	To raise income by providing extra services for the community	Autumn 2013	CG, CEO	<ul style="list-style-type: none"> Improved EAL department to be charged at 300RM per month per student After school care at 300RM per month per student Breakfast Club at 100RM per month per student Summer schooling 	Staffing and budgets for outlay
Develop effective management structure to develop the needs of the business.	To set a clear plan for the future organisational chart	Summer 2014	CG, CEO	<ul style="list-style-type: none"> Organisational chart complete 	
Share best practice and work together to further develop active pupil learning	To improve the standards of teaching across the school	Ongoing 2013-14	CG, SG	<ul style="list-style-type: none"> Policy in place Mock inspections to be planned for 2014-15 	
Improve CPD both internally and externally with targets the norm	Local staff often require CPD to improve practice in line with international/UK norms. A healthy school shall have improved each member of staff over the course of a contract.	Ongoing 2013-14	CG, SG	<ul style="list-style-type: none"> CPD plan for the school and each individual in line with Appraisal policy 	
Improve the staff team	The Principal has a growing concern through appraisal that the teaching team is weak in some areas, and that the labour market within Penang is not raising suitable replacements.	Ongoing 2013-14	CG and CEO	<ul style="list-style-type: none"> Renew good staff on a combination of 2 and 3 year contracts To not renew poor performing staff To actively seek to replace weak staff during Autumn 2013 Refine Appraisal and Sharing Good Practice policy 	Advertisement budgets
Planning and preparation for new schools and new sites	Bayan Lepas campus and KL campus shall require staffing and planning for buildings/resources	Summer 2014	CEO	<ul style="list-style-type: none"> Staffing and timetables in place All procedures and policies in place Buildings and resources ready Marketing taking place Admissions teams ready 	Budgets and Staff

Appendix 1 – Feedback from community members

A summarisation of feedback from teachers, students and parents is as follows. Charts and responses are also contained;

Strengths:

Policies and procedures slowly being put into place

A very good ethos established in general

A solid start and much going on for Year 1

Checkpoint results were good for Year 1 (see attached)

A solid calendar of events

Teaching in most areas is beginning to improve

There is a coherent sense of what needs to be done for the future

Students and parents seem generally happy

Weaknesses:

Administration and finance processes/staff

Quality of activities can be improved

Uniform

Homework policy

Weak teachers in some areas with poor parent communication

Meals

Library and resources

Opportunities:

To develop EAL programme

To develop AfL with continual professional development

Recruit better staff

Twilight CPD programme

Accreditation with CIS/FOBISSEA required in longer term

Run twilight sessions for parents

To build on a very good start

Edmodo

Threats:

Under resourcing

New schools

Continued confusion in budgets

Poor quality of staff and high turnover

Post 16 education

Appendix 2 - Longer term plans

Academic Year 2014-15

Move to new sites and routines established therein

Staffing for future KL campus continues

Mock inspections at beginning and end of academic year for Penang Island campus

Continued Curriculum review

Text review

Academic Year 2015-16

Accreditation with FOBISSEA/CIS

Appendix 3 – Proposed Timeline

Autumn 2013

Cover system in place
 Appraisal
 Baseline testing /Data
 Pastoral and academic support
 Celebration
 Mentoring Staff-Students
 Houses and Calendars
 Outreach
 School Council
 Music Excellence
 Co-Curricular review and reporting
 Parent Tuition
 Parent Communication
 EAL Department
 Refine Report

Spring 2014

Departmental planning time
 Sharing best practice
 Using tracking data/Intervention
 Arts excellence
 Parent Portal
 Edmodo
 Blogs
 Trip Programme

Summer 2014

Management structure
 Curriculum Review
 School Day review
 Text review
 Peer mentoring
 DofE/Scouts
 Gifted and Talented
 Governance
 School start up manual
 Preparing new schools/sites

Planning and PBL

Autumn 2013

Straits 7 awareness

Display

Website

Policies and Procedures

Additional Services

Spring 2014

Summer 2014

Ongoing Academic Year 2013-14

Challenging Pupils

Supporting Pupils

Co-Curricular Activities

Planning and Assessment

Open Days

Community Events

Newspapers

Internal Publications

Finance Systems

Management Roles

CPD and Staffing

Sharing best practice