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, including gaining membership to both the Round Square and CIS group of schools.
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.

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 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.

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	**Plan for Action**	**Status as of September 2015**	**Resources Required/Persons responsible**
Creating a positive and challenging collegiate atmosphere that gives staff and their departments the time and support to excel in everything they do.	1. Providing staff with clear expectations about what is required to be successful in their jobs. 2. Finding more time for departments to work together as a team. 3. **Focusing on sharing best practice.** 4. Providing *challenge* through the continuing use and development of data. 5. Develop a strong management structure at the school, including opportunities for middle management.	1. Issue Job descriptors to new HoF etc. 2. Faculties to meet at least 1/week either before or after school to discuss departmental issues. 3. Colleagues given time to share good practice with their team. 4. Checkpoint (Year 6 & 9) results to be fully analysed and the data used to improve teaching and learning for the following year. Train Staff re use of data for subject specific targets. 5. Senior Management Team and Middle Management Team have been established and have met, focussing on response to School Development issues.	1. HoF & SMT – Job specifications and duties document. 2. HoF & SMT – Rooms, time, interactive whiteboard, general office supplies. 3. HoF - Rooms, time, interactive whiteboard, general office supplies, time to observe. 4. SMT – Data from CAT & Checkpoint. 5. SMT & MMT
Becoming a centre of excellence for high quality pastoral care and academic support for all pupils. Gaining membership to Round Square and CIS.	1. Improving our pastoral and academic support systems. 2. Further creating a culture of celebration. 3. Early intervention and targeted monitoring of students and staff. 4. Learning walks show that a majority of our teaching can be judged to be good. 5. Improving house identity and involvement. 6. Round Square membership by June 2016.	1. Form tutors, Heads of Faculty and KS Coordinators appointed. 2. Celebrations committee continue school wide celebration of all major faiths and cultures represented in the school. Need development of student achievement. 3. New appraisal process has been introduced. Monitoring and intervention is ongoing through learning walks and will be developed as SMT strengthen the process. Student	1. N/A-SLT 2. Budget – Celebration Committee 3. N/A – SLT 4. N/A – SLT 5. KYB & House Leaders. Budget 6. SW & CG – Board Approval. Budget 7. SW & CG – Board Approval. Budget

	7. CIS application by January 2016.	intervention is evident through consultation between HoF's, subject teachers and SMT. 4. Learning walks for SMT and MMT have started. Observations being noted. 5. House boards, meetings, house events, student awareness of house is evident but needs attention. 6. Staff are all aware of this area of the SIS development plan. Application deadline – November.	
Developing an innovative curriculum that challenges our brightest pupils whilst supporting and providing appropriate challenge to our weaker students.	1. Improve on our academic results at IGCSE level. 2. Review the existing curriculum and resourcing. 3. Develop literacy programme throughout the whole school. 4. Develop curriculum strategies to challenge different groups of pupils. 5. Focus upon the quality of academic planning and assessment.	1. Highest priority. Staff aware of the need to get good IGCSE pass rate. 2. On-going process. HoF will take some responsibility for curriculum updates and staff know deadlines for ordering. 3. Ideas between SMT have been shared. This will be one of the top action point for 2015 – 2016. 4. AFL training (differentiation techniques) and intervention strategies will be put in place in second term. 5. Ongoing point. Learning walks, CPD and HoF awareness along with consistent monitoring from SMT.	1. SLT & teachers 2. AC & KW + MLT 3. AC & KW – Budget 4. All staff 5. All staff
Providing pupils and staff with outstanding opportunities for leadership and service throughout our community.	1. Continue to strengthen and develop the Student council, House system and other mentoring strategies with leadership opportunities within it. 2. Establish an Outreach Action Group to coordinate community service. 3. Incorporate Round Square initiatives regarding leadership opportunities. 4. Provide opportunities for relevant leadership and management training for staff. **5. Empower subject leaders to raise achievement and attainment in their area through various mechanisms including sharing good practice, staff training, planning and resourcing.**	1. Staff have been appointed as SC and HS co-ordinators. SC meeting (RS committee) will become regular part of the activities programme in 2nd term. Mentoring process has been discussed. Needs actioned. 2. Service committee has been established and are finding schools around the world to be part of pen pal project. 3. Discussed with relevant colleagues and we will try to implement some strategies next term. 4. Have had accreditation for Cambridge PDQ which allows access to Leadership diploma. Middle management team have been devised. 5. Regular faculty meeting taking place and permanent feature is the sharing of good practice. CPD has focused on good	1. SLT & JC & & EK & KYB 2. CG & RP & Marketing 3. SW & SLT 4. SW & SLT 5. All Staff

		practice across the school.	
Establishing our reputation as a centre of excellence for educating the whole child.	1. Develop excellence in Sports and DofE. 2. Develop excellence in the faculty of Arts. 3. Develop additional intellectual pursuits and enrichment opportunities 4. Develop a co-curricular reporting system. 5. Establish a 6th form.	1. DofE has sound foundations, but need to concentrate on 100% achievement in DofE award. 2. Small initiatives happening. Small scale concerts and ideas being floated. 3. Educational Games has been introduced and many ideas have been drawn up. 4. SIMS in development, constantly ongoing. 5. Establish a think-tank. SWOT analysis needed for potential 6th form.	1. KYB & MH 2. ES 3. SLT & MLT 4. SLT & KYB 5. SLT (AC)
Developing strong 'Straits Community' that includes parents, students and teachers with an excellent communication system.	1. Establish a parent portal. 2. Further enhance Edmodo as a web based learning platform. 3. Reinforce the use of the student planner as a communication tool 4. Improve house events. 5. Introduce IDEALS and relationship with Straits 7. Incorporate into all areas of teaching.	1. Sentral, Edmodo has been developed. Parent workshops are being organised and continued training will be available for new parents. 2. All new staff have been introduced to Edmodo. The use and efficiently of staff using Edmodo needs monitoring. 3. Regular reminders to class/subject teachers and parents about the effective use of planners is ongoing. SMT will monitor and observe usage. 4. The house captions are being elected and the house co-ordinators will meet on a monthly basis to organise house events. 5. IDEALS introduced to staff. Will give ideas to CS to act on.	1. AAF 2. All Staff 3. All Staff 4. KYB & House Leaders 5. SW & All Staff
Creating a learning environment that enhances opportunities for student progress.	1. Establish the use of data analysis in assessment and tracking. 2. Improve EAL support. 3. Improve use of CAT testing. 4. Student understanding of Mastery Model. 5. Student and teacher feedback/marking is enhanced. 6. Use modelling and exemplars to improve student understanding and attainment.	1. CAT and checkpoint data has been analysed and the current tracking system made more efficient. Assessment points have been introduced for every half term which will aid 'close the gap' days. Information kept in centralised location. 2. Currently developing our EAL provision. Essentially 4 tiers, First, Second, EAL within school hours and extra EAL after school. Would like students in tier 4 to move to tier 3 so as to free up places. 3. All students will be CAT tested in Year 6, again in Year 9. New students will be	1. AC/KW & All Staff 2. RP/EC 3. AC/KW/MH 4. All Staff 5. All Staff 6. All Staff

		tested as soon as they enter register. 4. Mastery documents are evident in student books. 5. Book moderation will begin at October half term. 6. Modelling CPD scheduled to take place in 3rd term. Staff are aware of the value of modelling and faculties are asked to save exemplars.	
Developing students that reflect the 'Straits Seven' learner profile.	1. Include Straits Seven into academic planning. 2. Integrate into PBL programme. 3. Include in the reporting programme. 4. Track opportunities. 5. Raise awareness of the Straits 7.	1. Colleagues are including this into planning. Will review next half term. 2. Already happening with all PBL being related to an IDEAL or Straits 7. 3. Ongoing project. Steven from Sentral and Ali are aware of this. 4. Tracking and reflection system in place for activities. Will monitor. 5. Marketing and colleagues cross school are aware of the importance. Need to incorporate into displays.	1. All Staff 2. EL 3. SLT 4. SLT/MH 5. All Staff
Marketing a strong, positive image of the school, developing its perceived profile and style.	1. Develop strong links with local and regional papers. 2. Improve appearance and organisation of the overall site. 3. Effective marketing of the school as the first choice International Education establishment for prospective and existing families.	1. Monthly meetings suggested with marketing department. 2. All staff required to upgrade their displays both inside and outside their room with Straits 7 as core. 3. Looking at social media sites to maximise marketing of the school and potential ways to extend our influence within important Penang International Institutions.	1. SLT /Marketing 2. NS/CG/PS/MSH, All Staff 3. Marketing

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
Providing staff with clear expectations about what is required to be successful in their jobs.	Detailed and clear job description.	Oct 15	CG	Staff understand and comply with their roles dictated by the JD. They are on board with the work ethic and mission of the school.
	Concise and precise performance targets.	Oct 15	SLT	Appraisal process provides a clear pathway for improvement through mutually acceptable targets.
	Opportunities for advancement.	Ongoing	SLT	Many opportunities are still available for the right people to progress in SIS.
Finding more time for departments to work together as a team.	Maintain current 80% maximum contact time and low class ratios.	Sept 15	CG	Staff have time to plan effectively and share good practice in a nurturing work environment.
	Make appropriate use of non-contact time.	Sept 16	CG	Lesson are well thought out and planned with differentiated activities.
Focusing on sharing best practice.	Develop Action Groups led by staff for staff on Teaching and Learning.	Oct 15	KW/AC	PD working groups are actively taking part in PD sessions. Meetings are held and good practice is shared. Support and advice is given by all members of group. Minutes to be taken for all meetings.
	Appraisal policy to be monitored and reviewed regularly.	Jan 16	SLT	All policies are reviewed frequently to add/omit items which value to the school as a whole.
Providing *challenge* through the continuing use and development of data.	Continue to develop target setting using the CAT data.	Jan 16	Policy-AAF/SW/CG	CAT results are used actively by subject teachers to baseline students so planning and intervention can happen.
	Develop departmental data bases.	Mar 16	MLT	Departments share results and tracking.
	Use data with target setting a key component of differentiation.	Ongoing	All staff/AC/KW	Students know where they are in their leaning and understand the next step to get better. Differentiation is evident in planning docs and in the classroom.
Develop a strong management structure at the school, including opportunities for middle management.	Establish incentives for extra responsibilities	Sept 15	CG	Staff are aware of the extra responsibilities that are available. Notices are sent out when positions are available.
	Clearly defined job responsibilities for all.	Sept 15	CG	JD are up-to-date and relevant to the person's job title. Staff are aware of their responsibilities and duties
	Clear lines of communication and hierarchy	Sept 15	CG	SMT and MMT now established. Staff understand the lines of communication between them.

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
Improving our pastoral and academic support systems.	Reinforcing disciplinary procedures and expectations with the use of Sentral.	Sept 15	All Staff	Behaviour can be monitored by SMT using Sentral. The use of sanctions is being used fairly and justly.
	EAL programme improved and targeting culture adopted.	Mar 16	RP/EC/KW	EAL students are progressing through the system at an acceptable pace. Targets are being used to motivate and enthuse students.
	Close the gap opportunities regularly happening.	Ongoing	SLT/MLT	Staff are closing the gap regularly by giving the students opportunities to re-sit assessments and having extra lessons.
Further creating a culture of celebration.	Assembly programme to be improved and better reward systems in place.	Ongoing	SLT	Assembly rota required incorporating the celebration. Merit certificates and Principal commendations.
	All major cultural and religious events shall be celebrated.	Ongoing	Celeb Committee	Celebration Calendar and improved performances associated with them. Better displays.
	Speech day and annual show developed.	Jun 16	SW/CG/ES	Annual event.
Early intervention and targeted monitoring of students and staff.	Monitoring systems through tracking to be improved.	Jan 16	AC/KW/MH	Evident in teachers' planners and on shared department documents.
	Appraisal process to be streamlined.	Jan 16	SLT	Appraisal process is evaluated annually.
Learning walks show that a majority of our teaching can be judged to be good.	Regular learning walks from SMT.	Ongoing	SLT	Learning walks are done frequently and observations logged in the shared google doc.
	Regular learning walks from MMT.	Jan 16	MLT	
	PD and targets incorporated into lessons.	Mar 16	SLT/MLT	Teachers use techniques and concepts from PD in planning and in the classroom. Target setting becomes routine and meaningful.
Improving house identity and involvement.	To improve the school leadership roles and opportunities.	Mar 16	KYB/JC/EK	More opportunities for students to get involved in leadership activities or run service activities.
	Advertise houses and create house pride and loyalty.	Ongoing	KYB	More visible signage around school. Need to invest in getting some posters/flags created.
Round Square membership by June 2016.	Application completed and sent by November 2015.	Jun 16	SW/CG	Done – waiting on signatures and then send.
CIS application by January 2016.	Online part 1 of application completed and sent by November 2015.	Jun 16	SW/CG	1st stage is 90% complete – waiting on board details so we can move to stage 2 application.

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
Improve on our academic results at IGCSE level.	75% A – C pass rate at IGCSE level. Each department with their own targets.	Jun 16	All Staff	Formative/summative testing and tracking. Summer 2016 results.
Review the existing curriculum and resourcing.	Review whether our current text books are appropriate.	Feb 16	SLT	Ongoing – Publishers regularly send their updated books. Get more inspection copies.
	Review of Key Stage 3 curriculum.	Jun 16	AC/CG/SW	To focus on key skills that are needed for IGCSE.
	Organise and resource departments for move to new campus.	Ongoing	All Staff	Check resources especially desks etc are available for new build. Kitchen is equipped. Projectors installed in classrooms.
Develop literacy programme throughout the whole school.	Extended writing across all subjects.	Mar 16	AC/KW/SW/CG	Extended writing tasks are set and marked with relevant feedback.
	Reading and writing (Skills and comprehension).	Mar 16	SLT	Cross curricular planning and collaboration to help with literacy across whole school.
	Speaking and listening (Drama and questioning).	Mar 16	SLT	More drama/plays are used during assemblies. Debating club. Public speaking. Questioning in lessons are open questions to elicit responses.
Develop curriculum strategies to challenge different groups of pupils.	Seek a dedicated music programme.	Jun 16	ES	Is in motion. Music clubs happening. Peripatetic lessons happening.
	G&T programme needs development.	Mar 16	HG	Students identified and appropriate level of
	Analysis of tracking data utilised.	Dec 16	MH	Tracking data is being used actively to differentiate during lessons.
Focus upon the quality of academic planning and assessment.	Monitoring of planning.	Ongoing	SLT	Planning is up-to-date and work in progress.
	PD and monitoring of AfL.	Ongoing	SLT	AFL techniques are being utilised in lessons.
	PD and monitoring of modelling.	Ongoing	SLT	Modelling and exemplars are being used in lessons especially IGCSE
	PD and monitoring of mastery.	Ongoing	SLT	Mastery models are evident in student workbooks.

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
Continue to strengthen and develop the Student council, House system and other mentoring strategies with leadership opportunities within it.	House Captains role improved.	Jan 16	KWB	Captions take more responsibility in organising house activities. More promotion.
	House Leaders role improved.	Jan 16	KWB	Leaders take responsibility to promote houses in school – board and writing articles for newsletter etc.
	MADD leaders developed.	Mar 16	ES	Identify potential candidates.
	LIFE leaders developed.	Jun 16	AC/SW	Identify potential candidates.
	Mentors developed.	Jun 16		Carry on from previous years' work.
Establish an Outreach Action Group to coordinate community service.	School to develop greater opportunities for outside service.	Mar 16	CG/RP/Marketing	Develop more relationships with charities, organisations and businesses around Bayan Lepas and Penang. Crate internal opportunities.
	To extend the quality of co-curricular activities.	Jan 16	KYB/SLT	To have a calendar of service events To establish tight links with service opportunities To gain regular media exposure for these events
Incorporate Round Square initiatives regarding leadership opportunities.	Initiate the Round Square council.	Dec 15	SW	In motion.
	Organise leadership opportunities in every area of school life.	Mar 16	SW/KYB/JC/EK	To engage students in taking leadership roles. Form tutors and subject teachers take a bigger role in promoting.
Provide opportunities for relevant leadership and management training for staff.	Collaborate with regional schools to share training costs.	Sep 16	CG/SW	AIMS – take advantage of sharing training costs etc.
	Have joint ventures sharing specialists for PD purposes.	Sep 16	CG/SW	AIMS – collaborate with other Penang AIMS schools.
	Keep abreast of new initiatives coming out of education.	Ongoing	All Staff	SMT and MMT regularly keep up-to-date with pedagogy and changes in curriculum.
Empower subject leaders to raise achievement and attainment in their area.	Sharing good practice at department and whole school level.	Sep 15	All Staff	HoF appointed and time is now available for departments to use appropriately.
	Staff training and PD in house.	Sept 15	KW/AC	Happening every Wednesday. Opportunities for all staff to run a CPD session.
	Planning and resourcing adequately.	Ongoing	All Staff	Make sure adequate time is given to MMT so staff can order. Make sure orders are relevant and used appropriately.

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
Develop excellence in Sports and DofE.	To increase the quality of action in activities,	Jan 16	KYB	More opportunities for action in clubs and service activities around Penang.
	Provide greater sports teams.	Sep 16	KYB	Wider variety of sports teams attending competitions.
	Improve on our DofE record.	Jan 16	MH	100% success rate with 2015 cohort.
Develop excellence in the faculty of Arts.	To encourage those who are excellent in the arts through a greater variety of creative activities and a dedicated 'Arts Day' and concerts.	Sep 16	ES/KYB	More individual performances in assemblies. More small scale plays and performances. Peripatetic classes started.
Develop additional intellectual pursuits and enrichment opportunities	G&T programme is developed further.	Jan 16	HG	Students are identified and appropriate materials used to extend.
	Organise enrichment days for high achieving students.	Sep 16	SLT	Saturday mornings every 4/5 used to extend students. Open to suggestions. Differentiation in lessons is used adequately.
Develop a co-curricular reporting system.	Develop the Sentral system	Ongoing	AAF	2 modules have rolled out. Another scheduled before December holidays.
Establish a 6th form	Poll our parents on the viability of 6th form.	Jan 16	AC	Responses collated and analysed.
	Establish a think tank regarding this matter.	Dec 15	AC/SW/CG	In motion. Will be more evident next academic year.

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
Establish a parent portal.	Develop Sentral as a tool for communication.	Ongoing	AAF	SMT can view a higher usage of Sentral comments and data being uploaded unto Sentral.
	Improve the use of Edmodo.	Ongoing	All Staff	SMT also see an increase in staff using Edmodo effectively as a communication tool.
Further enhance Edmodo as a web based learning platform.	100% of staff to use Edmodo as a means to communicate with students. Especially effective during haze day.	Jan 16	SLT	Edmodo is used as an educational learning platform during holidays or haze days. Teachers send appropriate material to their groups.
Reinforce the use of the student planner as a communication tool	Monitor the use and consistency of student planners.	Sep 15	AC/KW	SMT and MMT can see the planners as a valuable tool for communicating with parents on a regular basis as email is not always reliable.
	A weekly comment from teachers is required.	Sep 15	All Staff	SMT and MMT can see comments from tutors and teachers for positive, negative and general information purposes.
Improve house events.	Ongoing through WEG, speech contests.	Ongoing	YB/All Staff	Staff, house captions organise more competitions – open it up to the arts and not only sports.
	More opportunities needed.	Sep 16	KYB	Student input is important and necessary.
Introduce IDEALS and relationship with Straits 7. Incorporate into all areas of teaching.	IDEALS promoted throughout school. Straits 7 and IDEALS link is made in lessons.	Mar 16	SW	House events and other sports teams should have an element of the straits 7 incorporated. Sports teams should have a motto with some of the 7.
	IDEALS and Straits 7 days to promote and develop the attribute.	Sep 16	SW	Already happening to an extent. Needs to be more obvious.

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

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators
Establish the use of data analysis in assessment and tracking.	Checkpoint and formative data used to track students.	Dec 16	MH/SLT	Any students who are on borderline grade will be easily identified because of the teachers' assessment and tracking data.
	Data also used to identify under achieving students for intervention.	Dec 16		SMT can easily identify students under achieving by teacher tracking and assessment. This will be supported on Sentral.
Improve EAL support.	To further enhance EAL provision and build upon the opportunities for having an excellent department		MH/SLT	Establish a clear pathway for students to progress from EAL to first language. To put into place strategies that will move students forward at an appropriate pace.
	All students CAT tested at the end of Year 5 and Year 9.	Jun 16	AAF/SW/MH	Staff have access to standardised testing data to support their own formative date for tracking purposes.
	All new students CAT tested as soon as they enter.	Sep 15	AAF/SW	Teachers have immediate access to data regarding new students.
Student understanding of Mastery Model.	Mastery model unit descriptors are used by students and teachers to identify knowledge gaps.	Sep 15	AC/SW	Students understand and value the Mastery planning documents. Students and teachers can talk about progress and close the gap strategies.
	Mastery model documents are used by students for revision purposes.	Sep 15	AC/SW	They are able to use the Mastery documents to inform their future study an learning.
Student and teacher feedback/marking is enhanced.	Monitoring and book scrutiny will take place regularly.	Sep 15	AC/SW	Feedback is clearly visible in student books. Student feedback is also obvious.
	PD will be given re: marking and feedback.	Sep 15	AC/SW	Staff understand the power of feedback as an assessment tool to track and evaluate student progress.
Use modelling and exemplars to improve student understanding and attainment.	Learning walks will identify staff who are using appropriate modelling techniques.	Mar 16	AC/SW	Modelling is evident in lessons. Students understand and appreciate modelling as an important part of the learning process.
	Use of model answers especially at IGCSE.	Sep 15	All Staff	IGCSE students are given exemplars all grades of work as well as model answers.

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

Key Focus Area	Achievement Plan	Target Date	Staff Leading	Performance Indicators
Include Straits Seven into academic planning.	Develop planning documents to incorporate the 7 on a daily basis.	Sep 16	SW	The Straits 7 are evident in the planning documents. It is easy to follow and relate the 7 to a particular lesson.
Integrate into PBL programme.	Develop the PBL programme. PBL week.	Sep 15	EL	Students are able to understand school related topics and apply them to practical situations while improving their team skills and communication skills.
Include in the reporting programme.	For self-reflection to contain elements of the 7	Jun 16	SW/CG	Students are able to reflect on the Straits 7 in any activity they are involved.
Track opportunities.	To develop off campus trips and challenge week locations.	Ongoing	CG/SLT	Timetable and organise fieldtrips and excursions to relevant places of interest.
	Develop reflection journal for all programmes/experiences associated with the 7	Sep 16	SW/CG	Students are able to gain an understanding and power of reflection. They are able to use reflection techniques in all aspects of school.
Raise awareness of the Straits 7.	For the 7 to be the subject of assemblies and displayed around the school.	Mar 16	SW/SLT	The 7 attributes filter into the life of the students both in school and at home.
	Relate 7 to the RS IDEALS.	Mar 16	SW/SLT	Students are able to name and gve examples of IDEALS as well as the 7.

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
Develop strong links with local and regional papers/companies.	Send local media articles/pictures on major events happening at SIS.	Sep 15	Marketing	More coverage in media. Highlight all the good things that are happening at SIS. Use internships as a way of introduction.
	Visit local companies for possible sponsorship of events.	Jan 16	Marketing	More elaborate opening days/international days etc.
Improve appearance and organisation of the overall site.	Short term – existing campus – displays need urgent attention.	Sep 15	All Staff	School is more pleasant for visitors to walk around. Chance to show off our students and their work.
	Long term – new campus – interactive displays and classroom décor will need immediate attention.	Jan 16	All Staff	Have a reputation for being a modern, fun school.
Effective marketing of the school as the first choice International Education establishment for prospective and existing families.	Become a household name in Bayan Lepas. Flyers, some advertising.	Jan 16	Marketing	Perspective parents/students will come to the school. Waiting lists.
	Enhance reputation in Penang through service activities and results.	Ongoing	Marketing	Have more service relationships around Penang.

Appendix 1 - Longer term plans

Academic Year 2015-16

- Staffing for future KL campus continues - ongoing
- Mock inspections at beginning and end of academic year for Penang Island campus
- Continued Curriculum review

Academic Year 2016-17

- Move to new site in Rawang and organise/establish routines established therein
- Round Square visit
- CIS visit

Academic Year 2017-18

Appendix 2 – Proposed Timeline

Autumn 2015	**_Spring 2015_**	**_Summer 2015_**
Cover system in place	Departmental planning time	Management structure
Appraisal	Sharing best practice	Curriculum Review
Baseline testing /Data	Using tracking data/Intervention	School Day review
Pastoral and academic support	Arts excellence	Text review
Celebration	Parent Portal	Peer mentoring
Mentoring Staff-Students	Edmodo	DofE/Scouts
Houses and Calendars	Blogs	Gifted and Talented
Outreach	Trip Programme	Governance
School Council		School start up manual
Music Excellence		Preparing new schools/sites
Co-Curricular review and reporting		
Parent Tuition		
Parent Communication		
EAL Department		
Refine Report		
Planning and PBL		

Autumn 2016	***Spring 2016***	***Summer 2016***
Straits 7 awareness		
Display		
Website		
Policies and Procedures		
Additional Services		

Ongoing Academic Year 2015-16

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

Autumn 2017	***Spring 2017***	***Summer 2017***

Sept 15	October 15	December 15	January 16	February 16	March 16	June 16	Sept 16	Dec 16	Ongoing
Staff- Maintain current 80% maximum contact time and low class ratio	Staff - Detailed and clear job description	Students- Analysis of tracking data utilised	Staff- Appraisal policy to be monitored and reviewed regularly	Students-review whether our current text books are appropriate	Staff- Develop departmental data bases	Students-Speech day and annual show developed	Staff-Make appropriate use of non-contact time	Students-Checkpoint and formative data used to track students	Staff - Opportunity for Advancement
Staff-Establish incentives for extra responsibilities	Staff – Concise and precise performance targets	Students-Initiate the Round Square council	Staff- Continue to develop target setting using the CAT data		Students-EAL Programme improved and targeting culture adopted	Students-Round Square membership application completed and sent by Nov '15.	Staff-Make appropriate use of non-contact time	Students-Data used to identify under achieving students for intervention	Staff- Use data with target setting a key component of differentiation
Staff-Clearly defined job responsibilities for all	Staff- Develop Action Groups led by staff for staff on Teaching & Learning	Students-Establish a think tank regarding 6th form	Students-Monitoring systems through tracking to be improved		Students-PD and targets incorporated into lessons	Students-CIS online part 1 of application completed and sent by Nov '15	Students-Collaborate with regional schools to share training costs	Students-Checkpoint and formative data used to track students	Students-Close the gap opportunities regularly happening
Staff- Clear lines of communication and hierarchy			Students-Appraisal process to be streamlined		Students- To improve the school leadership roles and opportunities	Students-80% A-C pass rate at IGCSE level	Students-Have joint ventures sharing specialists for PD purposes		Students – Assembly programme to be improved and better reward systems in place
Students – Reinforcing disciplinary procedures and expectations with the use of Sentral			Students-House captain role improved		Students-Extended writing across all subjects	Students-Review of KS3 curriculum	Students-Provide greater sports teams		Students – All major cultural and religious events shall be celebrated

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Students-Sharing good practice at department and whole school level			Students-Regular learning walks from MMT		Students-Reading and writing (Skills and Comprehension)	Students-Seek a dedicated music programme	Student-To encourage those who are excellent in the arts through a greater variety of creative activities and a dedicated 'Arts Day' and concerts		Students-Regular learning walks from SMT
Students-Staff training and PD in house			Students-To extend the quality of co-curricular activities		Students-Speaking and listening (Drama and questioning)	Students-LIFE leaders developed	Students-Organise enrichment days for high achieving students		Students-Advertise houses and create house pride and loyalty
Students-Monitor the use and consistency of student planners			Students-To increase the quality of action in activities		Students-G&T programme needs development	Students-Mentors developed	Students-More opportunities needed		Students-Organise and resource departments for move to new campus
Students-A weekly comment from teachers is required			Students-Improve on our DofE		Students-School to develop greater opportunities for outside service	Students-All students CAT tested at the end of Year 5 and Year 8	Students-IDEAL and Straits 7 days to promote and develop the attribute		Students-Monitoring of planning

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Student-All new students CAT tested as soon as they enter			Students-G&T programme is developed further		Students-Organise leadership opportunities in every area of school life	Students-For self-reflection to contain elements of the Straits 7	Students-Develop planning documents to incorporate the Straits 7 on a daily basis		Students-PD and monitoring of AfL
Student-Mastery model unit descriptors are used by students and teachers to identify knowledge gaps			Students - Poll our parents on the viability of 6th form		Student-IDEALS promoted throughout school. Straits 7 and IDEALS link is made in lessons		Students-Develop reflection journal for all programmes/experience associated with the Straits 7		Students-PD and monitoring of modelling
Student-Mastery model documents are used by students for revision purposes			Marketing –Visit local companies for possible sponsorship of events		Students-Learning walks will identify staff who are using appropriate modelling techniques				Students-PD and monitoring of mastery
Student-Monitoring and book scrutiny will take place regularly			Marketing-Long Term-New campus-Interactive displays and classroom décor will need immediate attention		Students-For the Straits 7 to be the subject of assemblies and displayed around the school				Students-Keep abreast of new initiatives coming out of education

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Student-PD will be given re: marking and feedback			Marketing-Become a household name in Bayan Lepas. Flyers, some advertising		Students-Relate Straits 7 to the RS IDEALS				Students-Planning and resourcing adequately
Student-Use of model answers especially at IGCSE									Develop the Sentral system
Student-Develop the PBL programme. PBL week									Student-ongoing through WEG, speech contests
Marketing – Send local media articles/picture on major events happening at SIS									Student-To develop off campus trips and challenge week locations
Marketing-Short Term-Existing Campus-Displays need urgent attention									Marketing-Enhance reputation in Penang through service activities and results