

## **STRATEGIC PLAN - The Children' Hospital School at Great Ormond Street & UCH**

Our vision and aims provide the inspiration for the strategies and daily operations of our school.

### **Vision 2021-2025**

*To provide optimum access to learning for inpatients at Great Ormond Street & UCLH*

### **Our aim is to**

minimise the interruption and disruption to children & young people's education so that academic progress and an interest in learning will continue, as far as their health permits

*We believe learning must be an integral part an inpatient's admission*

*We foster the values of friendship and determination in pupils & staff*

*We personalise learning to create challenging, innovative & enjoyable opportunities for all*

*We empower pupils in the present & for the future*

### **VALUES**

**Nurture, Innovate, Collaborate, & Empower (NICE)**

*Pupils should experience these values tangibly through their experiences as part of our school.*

*Staff and Governors should be proud of our values and reflect them in their personal qualities and traits.*

## Improvement Plan 2022-23 *(Yr 2 of 4 - 2021-25)*

Focus Areas & Objectives 2022-23	Key KPI /Success Criteria
<b>Focus Area 1: Inpatient rights to education</b>	
<b>Objectives yr 2 22_23:</b> <b>01</b> improve school voice representation as part of patient pathways <b>02</b> embed school information in NHS information systems <b>03</b> instigate regular reciprocal training sessions to and from NHS	<ol style="list-style-type: none"> <li>1. <i>Inclusion of educational needs identified in NHS patient pathways &amp; understood by NHS directorate/managers</i></li> <li>2. <i>School modules in NHS learning programmes</i></li> <li>3. <i>Access and edit rights established in EPIC systems</i></li> <li>4. <i>Staff engagement in reciprocal training events</i></li> </ol>
<b>Focus Area 2: Hospital School Environments</b>	
<b>Objectives yr 2 22_23:</b> <b>01</b> ensure inpatient education can be delivered through new Cancer Centre <b>02</b> optimise space for teaching within current spaces at UCH <b>03</b> develop school central office arrangements to strengthen school delivery	<ol style="list-style-type: none"> <li>1. <i>CCC design embedded in RIBA Stage 4</i></li> <li>2. <i>Space or plans to adapt spaces at UCH reflect increase in teaching demands</i></li> <li>3. <i>Central office sustainable &amp; used effectively to support T&amp;L across the school &amp; supports future growth</i></li> </ol>
<b>Focus Area 3 : Innovative Digital Approaches</b>	
<b>Objectives yr 2 22_23:</b> <b>01</b> enhance quality of teaching through partnerships with NHS digital specialities <b>02</b> personalise CPD for teachers and support staff to embed innovative and varied practise <b>03</b> increase access & engagement with the 'outside' world	<ol style="list-style-type: none"> <li>1. <i>NHS digital capacity &amp; equipment visible in curriculum</i></li> <li>2. <i>90% + positive staff engagement in harnessing technology</i></li> <li>3. <i>70% + teaching staff access to relevant digital CPD training</i></li> <li>4. <i>VR/AR technology planned into curriculum map</i></li> <li>5. <i>pupils can engage in 'outside' world via new technologies</i></li> </ol>
<b>Focus Area 4: Teaching and Learning</b>	
<b>Objectives yr 2 22_23:</b> <b>01</b> empower & upskill staff in working with pupils presenting with increasingly complex, challenging & diverse need <b>02</b> develop our staffing resource to meet needs of our changing community <b>03</b> strengthen collaboration with partners	<ol style="list-style-type: none"> <li>1. <i>80% staff case studies evidence new SEND strategies</i></li> <li>2. <i>CPD planning facilitates SEND training plans</i></li> <li>3. <i>Budget supports sustainable recruitment plans</i></li> <li>4. <i>80% + positive feedback from home schools</i></li> <li>5. <i>Pupils feel a sense of belonging which has + impact on experience of school</i></li> </ol>

<b>Focus Area 1</b>	<b>Inpatient rights to education</b>	
	<b>Governor Link:</b> Jo Begent/Stephen Marks	<b>NHS Link:</b> Chief Nurses GOSH & UCH
<i>Ofsted framework-</i>	<i>Our leaders have a clear and ambitious vision for providing high-quality education to all pupils. This is realised through strong, shared values, policies and practice.</i>	
<b>Objectives (O1 O2 O3) 2022-23</b>	<b>KPI s</b>	
<b>01</b> Improve school voice in patient pathways <b>02</b> embed school information in NHS information systems <b>03</b> Instigate regular reciprocal training sessions to and from NHS	<ol style="list-style-type: none"> <li>1. senior team presence at MDTs</li> <li>2. quicker referrals/no of referrals/ information received in a timely manner</li> <li>3. inclusion of educational needs identified in NHS patient pathways</li> <li>4. school modules in NHS learning programmes</li> <li>5. access and edit rights established in EPIC systems</li> </ol> <p><b><u>Headline funding implications</u></b>  <i>filming project - external support</i>  <i>staff cover for module development</i>  <i>SLT staff resource MDT development</i></p>	

<b>Key Actions</b> (O=objective) the how tasks/milestones/people/duration/risks	<b>SLT Lead</b>	<b>R</b> Nov '22	<b>A</b> Feb '23	<b>G</b> June '23	<b>Notes</b>
<b>01</b> sustain and increase visibility and representation at MDTs	MB/LA				
<b>01</b> improve processes for information sharing & resources for referrals	MB/LA				
<b>02</b> define our role and partnerships in CCC digital working group	JF/WL				
<b>02</b> Establish school EPIC working party and agree SOP	BC				
<b>03</b> create modules/film to incorporate in NHS learning platforms	DV				
<b>03</b> identify and map out NHS bespoke training for school team	DV				

<b>Focus Area 2</b>	<b>Hospital School Environments</b>		
	<b>Governor Link:</b> Marc Levinson/Alan Farkas <b>NHS Links:</b> GOS Crispin Walker-Lee UCH/Toral Pandya (Divisional Manager)		
<i>OFSTED link</i>	<i>The school goes beyond the expected, so that pupils have access to a wide, rich set of experiences. Leaders have a clear and ambitious vision for providing high-quality, inclusive education to all pupils</i>		
<b>Objectives (O1 O2 O3).</b>	<b>2022-23</b>	<b>KPI s</b>	
<b>01</b> optimise space for teaching within current spaces at UCH		1. Space or plans to adapt spaces at UCH reflect increase in teaching demands	
<b>02</b> ensure inpatient education can be delivered through new Cancer Centre		2. CCC design embedded in RIBA Stage 4	
<b>03</b> develop school central office arrangements to strengthen school delivery		3. Central office sustainable & used effectively to support T&L across the school & supports future growth	
		<b><u>Headline funding implications</u></b> central office leasing costs capital spend to support NHS refurb costs at UCH SLT staff resource- time CCC design/meetings	

<b>Key Actions</b> (O=objective) the how tasks/milestones/people/duration/risks	<b>SLT Lead</b>	<b>R</b> Nov '22	<b>A</b> Feb '23	<b>G</b> June '23	<b>Notes</b>
<b>01</b> Analyse current UCH space usage including feedback from stakeholders	JF				
<b>01</b> Engage in T11/12 refurbishment strategy	JF				
<b>02</b> Active CCC working grps eg new front entrance/digital group/champions	JF/BC/WL				
<b>02</b> Partner in RIBA STAGE 4 design including engagement of our stakeholders	JF				
<b>03</b> Negotiate/budget new terms of lease for R Square or similar	JF/JH				
<b>03</b> Design and develop use of office space to support staff roles and school	JF/JH				

<b>Focus Area 3</b>	<b>Innovative digital approaches</b>	
	<b>Governor Link:</b> Mary Rebello/Lisa McBreen	<b>NHS Link:</b>
<i>OFSTED link</i>	<i>The school goes beyond the expected, so that pupils have access to a wide, rich set of experiences. Opportunities for pupils to develop their talents and interests are of exceptional quality.</i>	
<b>Objectives (O1 O2 O3) 2022-23</b>	<b>KPI s</b>	
<b>01</b> enhance quality of teaching through partnerships with NHS digital specialities	1. NHS digital capacity & equipment visible in curriculum	
<b>02</b> personalise CPD for teachers and support staff to embed innovative and varied practise	2. 90% + positive staff engagement in harnessing technology	
<b>03</b> increase access & engagement with the 'outside' world' through VR/AR	3. 70% + teaching staff access to relevant digital CPD training	
	4. VR/AR technology planned into curriculum map	
	5. pupils can engage in 'outside' world via new technologies	
	<b><u>Headline funding implications</u></b>	
	VR/AR equipment lease or purchase	
	CPD external training	

<b>Key Actions</b> -developed further in staff appraisal actions (O=objective) the how tasks/milestones/people/duration/risks	<b>SLT Lead</b>	<b>R</b> Nov '22	<b>A</b> Feb '23	<b>G</b> June '23	<b>Notes</b>
<b>01</b> identify priority links with NHS teams eg simulation, DRIVE, VR	BC/WL				
<b>01</b> plan for pupil engagement in digital projects that can be embedded in curric	WL/LA				
<b>02</b> define innovative teaching skills in our setting and enhance through CPD	WL				
<b>02</b> digital focus for peer observations between sites & within sites	WL/LA				
<b>03</b> pilot use of VR/AR to enhance access to 'outside' world for inpatients	WL				
<b>03</b> develop and design new Immersive Tech room for CCC	BC/WL				

<b>Focus Area 4</b>	<b>Teaching and Learning</b>	
	<b>Governor Link:</b> Jennie Cox/Sucharita Sethi	<b>NHS Link:</b> Head of Patient Experience Claire Williams /Dr Jo Begent UCH consultant
<i>OFSTED link</i>	<i>The curriculum is successfully adapted, designed or developed to be ambitious - pupils consistently achieve highly, particularly the most disadvantaged.</i>	
<b>Objectives (O1 O2 O3) 2022-23</b>		<b>KPI s</b>
<p><b>01</b> empower &amp; upskill staff in working with a student body presenting with increasingly complex, challenging, diverse need</p> <p><b>02</b> recruit, deploy and embed our staffing resource to meet needs of our community</p> <p><b>03</b> strengthen collaboration with partners</p>		<ol style="list-style-type: none"> <li>1. 80% staff case studies evidence new SEND strategies</li> <li>2. CPD planning facilitates SEND training plans</li> <li>3. Budget supports sustainable recruitment plans</li> <li>4. 80% + positive feedback from home schools</li> <li>5. Pupils feel a sense of belonging which has + impact on experience of school</li> </ol> <p><b><u>Headline funding implications</u></b>  CPD - external training offer/ speakers  staff recruitment process  additional staff - sustainability plans 3 year budget  web development + new online resources</p>

<b>Key Actions</b> -developed further in staff appraisal actions (O=objective) the how tasks/milestones/people/duration/risks	<b>SLT Lead</b>	<b>R</b> Nov '22	<b>A</b> Feb '23	<b>G</b> June '23	<b>Notes</b>
<b>01</b> identify changing patterns of complex pupil need & impact on teaching	MB/LA				
<b>01</b> CPD focus on the skill development of teachers/TAs (per above)	DV/MB				
<b>02</b> develop recruitment strategy to support increasingly complex inpatient needs	JF				
<b>02</b> evaluate and enhance leadership roles and support across all sites	JF				
<b>03</b> develop online learning access to support pupil and parent/carers engagement	BC				
<b>03</b> improve home school data collection and feedback procedures	BC/LA				