

## STRATEGIC PLAN

## The Children's 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 2023-24 *(Yr 3 of 4 - 2021-25)*

<b>Focus Areas &amp; Objectives 2023-24</b>	<b>Key KPI /Success Criteria</b>
<p><b>Focus Area 1: Inpatient rights to education</b></p> <p><b>Objectives yr 3 23_24:</b></p> <p><b>01</b> ensure sustainable strategic partnerships which meet needs of inpatients, the school and its wider national and multi-agency role</p> <p><b>02</b> continue to embed school information in NHS information systems</p> <p><b>03</b> ensure regular reciprocal training sessions to and from NHS</p>	<ol style="list-style-type: none"> <li>1. <i>Inpatient rights to education identified on DFE/NHS strategic agendas</i></li> <li>2. <i>inclusion of educational needs identified in NHS patient pathways</i></li> <li>3. <i>school modules embedded/recognised in NHS learning programmes</i></li> <li>4. <i>access and edit rights established in EPIC systems (GOS/UCH)</i></li> </ol>
<p><b>Focus Area 2: Hospital School Environments</b></p> <p><b>Objectives yr 3 23_24:</b></p> <p><b>01</b> ensure inpatient education can be delivered through new Cancer Centre</p> <p><b>02</b> optimise space for teaching within current spaces at UCH &amp; GOS</p> <p><b>03</b> develop school central office arrangements to strengthen SIP delivery &amp; support staff well being</p>	<ol style="list-style-type: none"> <li>1. <i>Space or plans to adapt spaces reflect teaching demands &amp; access rights</i></li> <li>2. <i>School vision delivered in CCC RIBA Stage 5</i></li> <li>3. <i>SBM active member of SLT and understands impact of their role on pupil progress &amp; achievement</i></li> <li>4. <i>Central office sustainable &amp; used effectively to support teaching across school sites &amp; supports future growth</i></li> </ol>
<p><b>Focus Area 3 : Innovative Digital Approaches</b></p> <p><b>Objectives yr 3 23_24:</b></p> <p><b>01</b> enhance quality of teaching through partnerships with NHS digital specialities</p> <p><b>02</b> continue to develop technological tools to enhance the educational experience within our adaptable educational model.</p> <p><b>03</b> connect and integrate the Digital Improvement plan within whole school strategy</p>	<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 use of tech tools in their planning</i></li> <li>3. <i>70% + teaching staff access to relevant digital CPD training</i></li> <li>4. <i>curriculum reviews reflect digital priorities and tech skills development</i></li> <li>5. <i>pupils can engage in 'outside' world via new technologies</i></li> </ol>
<p><b>Focus Area 4: High Quality Inclusive and personalised Teaching</b></p> <p><b>Objectives yr 3 23_24:</b></p> <p><b>01</b> recognise and understand our role in preventing children missing in education</p> <p><b>02</b> develop our staffing resource to meet needs of our changing community</p> <p><b>03</b> strengthen collaboration with partners and stakeholders</p>	<ol style="list-style-type: none"> <li>1. <i>staff case studies evidence transition strategies</i></li> <li>2. <i>CPD planning facilitates staff appraisal needs</i></li> <li>3. <i>Facilitated visits to mainstream/special schools</i></li> <li>4. <i>Budget supports sustainable recruitment plans</i></li> <li>5. <i>UCH leadership represented as part of wider SLT</i></li> <li>6. <i>80% + positive feedback from home schools on information sharing</i></li> <li>7. <i>Pupil/family sense of school belonging has + impact on school experience</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) 2023-24</b>		<b>KPI s</b>
<p><b>01</b> ensure sustainable strategic partnerships to meet needs of inpatients, the school and its wider national and multi-agency role.</p> <p><b>02</b> embed school information in NHS information systems</p> <p><b>03</b> ensure systematic reciprocal training sessions to and from NHS</p>		<p>5. <i>Inpatient rights to education identified on DFE/NHS strategic agendas</i></p> <p>6. <i>inclusion of educational needs identified in NHS patient pathways</i></p> <p>7. <i>school modules embedded/recognised in NHS learning programmes</i></p> <p>8. <i>access and edit rights established in EPIC systems (GOS/UCH)</i></p> <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> <i>(O=objective) the how tasks/milestones/people/duration/risks</i>	<b>Lead</b>	<b>R</b> Nov '23	<b>A</b> Feb '24	<b>G</b> June '24	<b>Notes</b>
<b>01</b> evaluate SBM role within SLT to ensure wider school strategic impact	JF				
<b>01</b> embed new leadership roles to develop representation at NHS strategic level	JF				
<b>02</b> assess and improve consistency in school 'marketing/comms'	DV/JF				
<b>02</b> plans and SOP agreed with EPIC working party in 23-24	BC				
<b>03</b> create modules/film to incorporate in NHS learning platforms	DV/JF				<i>Postponed due to JF absence</i>
<b>03</b> map NHS bespoke training for school team	ESh/EA				

<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>2023-24</b>	<b>KPI s</b>	
<b>01</b> optimise space for teaching within current spaces at UCH & GOS		5. Space or plans to adapt spaces reflect teaching demands & access rights	
<b>02</b> ensure inpatient education can be delivered through new Cancer Centre		6. School vision delivered in CCC RIBA Stage 5	
<b>03</b> develop school central office arrangements to strengthen our delivery of SIP and to support staff well being		7. SBM active member of SLT and understands impact of their role on pupil progress & achievement	
		8. Central office sustainable & used effectively to support teaching across school sites & supports future growth	
		<b><u>Headline funding implications</u></b>	
		central office leasing costs	
		capital spend to support NHS refurb costs at UCH	
		salary review of SBM as part of SLT	
		SLT staff resource- time CCC design/meetings	

<b>Key Actions</b> (O=objective) the how tasks/milestones/people/duration/risks	<b>Lead</b>	<b>R</b> Nov '23	<b>A</b> Feb '24	<b>G</b> June '24	<b>Notes</b>
<b>01</b> evaluate and further develop use of schoolrooms-post COVID restrictions	JF				
<b>01</b> Engage in T11/12 strategy for teaching spaces within 'Towers'	JF/ESH				
<b>02</b> Active membership of CCC programme boards, RIBA stage 5	JF/BC				
<b>02</b> Partner in <u>RIBA STAGE 5 design</u> including engagement of our stakeholders	JF				
<b>03</b> recruit/induct new SBM & establish their strategic role within the SLT	JF/JH				
<b>03</b> Design and develop use of office spaces & admin roles to support staff activity and well being	JF/JH				

<b>Focus Area 3</b>	<b>Innovative digital approaches</b>	
	<b>Governor Link:</b> Mary Rebello/Lisa McBreen	<b>NHS Links:</b> Head of Trust Digital & Harps Shina (GOS)
<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) 2023-24</b>	<b>KPI s</b>	
<b>O1</b> enhance quality of teaching through partnerships with NHS digital specialities	6. NHS digital capacity & equipment visible in curriculum	
<b>O2</b> continue to develop smart technological tools to enhance the educational experience within our adaptable educational model.	7. 90% + positive staff engagement in use of tech tools in their planning	
<b>O3</b> connect and integrate the Digital Improvement plan within whole school strategy	8. 70% + teaching staff access to relevant digital CPD training	
	9. curriculum reviews reflect digital priorities and tech skills development	
	10. 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>Lead</b>	<b>R</b> Nov '23	<b>A</b> Feb '24	<b>G</b> June '24	<b>Notes</b>
<b>O1</b> identify priority links with NHS teams eg simulation, DRIVE, VR	BC/WL				
<b>O1</b> increase digital projects that are embedded in cross curricular planning	WL/LA				
<b>O2</b> forecast digital expenditure across 5 year outlook	WL				
<b>O2</b> embed and support a digital focus for peer observations between staff	WL/LA				
<b>O3</b> seek opportunity to collaborate with leaders to develop shared digital objectives	WL				
<b>O3</b> develop and integrate the digital plan with CCC school specific actions & priorities	BC/WL				

<b>Focus Area 4</b>	<b>Quality Inclusive and Personalised Teaching</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) 2023-24</b>	<b>KPI s</b>	
<p><b>01</b> recognise and understand our role in preventing children missing in education</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 our partners and stakeholders</p> <p><i>support teachers in their Development and delivery of curriculum plan</i></p>	<p>8. 80% staff case studies evidence transition strategies</p> <p>9. CPD planning facilitates staff appraisal needs</p> <p>10. Facilitated visits to mainstream/special schools</p> <p>11. Budget supports sustainable recruitment plans</p> <p>12. UCH senior leadership represented as part of wider SLT</p> <p>13. 80% + positive feedback from home schools on information sharing</p> <p>14. Pupils feel a sense of belonging which has + impact on experience of school</p> <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>Lead</b>	<b>R</b> Nov '23	<b>A</b> Feb '24	<b>G</b> June '24	<b>Notes</b>
<b>01</b> identify key transition challenges & actively plan curriculum to support pupils	LA/DV				
<b>01</b> develop trial and implement new report format	SLT				
<b>02</b> deploy current staffing to flexibly respond to pupil need in a timely manner	H'SHIP				
<b>02</b> evaluate impact of roles and responsibilities at UCH	JF				
<b>03</b> embed online learning access to support pupil and parent/carers engagement	BC				
<b>03</b> improve home school data collection and feedback procedures	BC/LA				

