AL KHOR INTERNATIONAL SCHOOL

مدرسة الخور الدولية

QATARGAS

RasGas

راس‌غاز

ACADEMIC DEVELOPMENT PLAN

2012-17

Academic Development Plan Context and Links

This academic development plan builds on Al Khor International School's four **Strategic Choices**:

1. Communication and customer satisfaction
2. Academic Excellence
3. Corporate Excellence
4. Worldwide partnership

Each of the plan objectives are grouped under one of the **Strategic Plan Key Goals:**

1. Be a fully accredited Whole School System whilst retaining the present curricula
2. Be recognised as a leading international school in the Middle East and be part of an alliance of elite world-class schools
3. Be an efficient and fiscally prudent organization
4. Be recognised as a determining factor influencing prospective employees' decision in joining and remaining with RG/QG
5. Fully utilize and leverage its intellectual capital and system to identify and pursue high value opportunities
6. Develop a strong and meaningful relationship with the local community and Qatari society in general

Strategic Plan Key Goal	Development Plan Objectives
1	1 - 4
2	5 - 9
3	10 - 14
4	15 - 18
5	19 - 23
6	24

Key Performance Indicators have been identified for all the plan objectives and sub objectives.

These KPIs include all the school's **Strategic Key Performance Indicators,** which are:

1. Stakeholder Engagement and Contentment
   a. Measured through termly survey of the parents, staff and senior students
   b. Staff Retention: 10% turnover
2. Academic Performance and Achievement
   a. Benchmarked against comparable UK, Indian and International schools
   b. Measured by the quantitative and qualitative analysis of the staff and students' academic expectations
   c. External inspection by peer groups and qualified agencies and consultants
3. Staff Deployment and Development
   a. Measured through staff skills matching and deployment
   b. CPD aligned with the school's Strategic Goals and Choices
4. Corporate Efficiency and Value Optimisation
   a. Internal audit and assessment
   b. External inspection by qualified agencies and consultants
5. Worldwide Partnerships
   a. Measured by the quantity and quality of the school's developmental need and plan, addressed through links with partner schools and academic institutions
6. Student Behaviour and Discipline
   a. Measured through reported truancy, attendance, breach of behavioural policy

Strategic Key Performance Indicator	Development Plan Objectives
1a	3, 18, 24
1b	24
2a	5
2b	8
2c	6
3a	10
3b	21
4a	14
4b	14
5a	9
6a	19

Summary of Academic Development Plan Objectives:

1. For students, staff, parents and the wider community to perceive AKIS as a single school with CBSE and British curriculums
2. Achieve a range of national and international accreditations
3. Develop the "Student Voice" so that students influence, and believe they influence, both decision making and the quality of teaching and learning
4. Develop the "Staff Voice" to improve both decision making and staff accountability
5. Achieve outstanding results in public examinations
6. Raise the quality of teaching and learning so that good and outstanding lessons are the norm
7. Track student progress effectively and communicate progress clearly to parents
8. Develop excellent use of student data to raise student attainment and to raise staff and student expectations of attainment
9. Become part of an alliance of elite world class schools
10. Produce an annual staffing plan that meets curriculum need efficiently
11. Develop high quality, well-planned recruitment processes to support the development of world-class education
12. Efficient and effective whole school systems: Performance Management
13. Efficient and effective whole school systems: School Information System and VLE
14. Improve student and staff safety and develop effective systems for risk avoidance
15. Develop the role of Student Affairs throughout the school
16. Embed the House System throughout the school to become the backbone of the structures designed to support student progress and personal development
17. Improve parental engagement and satisfaction with the school
18. To have excellent student behaviour and discipline as the norm throughout the school
19. Pursue high value opportunities
20. Transform Continued Professional Development to prioritise links with school goals, sharing best practice, improving leadership at all levels and ensuring value for money
21. Develop a school-wide culture of peer observation and learning from others; including the identification, celebration and dissemination of best practice
22. Develop the AKIS Centre of Excellence
23. Achieve high levels of staff satisfaction and low levels of staff turnover.
24. Develop stronger, more meaningful links with the Al Khor community, with the Qatar education community, and Qatari businesses and organisations

Strategic Plan Key Goal: **1. Be a fully accredited whole school system whilst retaining the present curricula**

Objective: For students, staff, parents and the wider community to perceive AKIS as a single school with CBSE and British curriculums.

Where we are now: *Before September 2012, Indian and British streams were separate schools under separate leadership. Students, staff, parents and the community perceived the separate nature of the two schools. November 2012: understanding of the single status of the school is limited.*

Sub Objective	Key performance indicators	Leadership	Links
a) Student perception is belonging to a single school	75% of students, when surveyed, agree they belong to a single school	Headmaster	Objective 3
b) Staff perception is belonging to a single school	75% of staff, when surveyed, agree they belong to a single school	Headmaster	Objective 4
c) Parental perception is belonging to a single school	75% of parents, when surveyed, perceive AKIS to be a single school	Headmaster	Objective 17
d) Community perception is of AKIS as a single school		Headmaster	
e) There are regular cross-school activities	85% of students and teachers take part in at least three cross school activities each year.	Headmaster	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	50% student and staff perception	50% parental awareness Cross-school activities target met	75% student and staff perception	75% parental awareness	

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	Corporate Excellence	Worldwide Partnership

Strategic Plan Key Goal: **1. Be a fully accredited whole school system whilst retaining the present curricula**

Objective: Achieve a range of national and international accreditations

Where we are now: *November 2012: AKIS has BSME accreditation, which is expiring. SEC and CoIS accreditation has been identified as desirable.*

Sub Objective	Key performance indicators	Leadership	Links
a) SEC accreditation is achieved and retained	Application for SEC accreditation submitted SEC accreditation achieved SEC accreditation retained	Head of Student Affairs	
b) CoIS accreditation is achieved and retained	Application for CoIS accreditation submitted CoIS accreditation achieved CoIS accreditation retained	Head of Student Affairs	
c) BSME accreditation is achieved and retained	Application for BSME accreditation submitted BSME accreditation achieved BSME accreditation retained	Head of Student Affairs	
d) CBSE affiliation is retained	CBSE affiliation retained	Head of CBSE	
e) Other possible accreditations are identified, evaluated and sought where desirable	Accreditations evaluated Accreditations approved, where desirable	Headmaster	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	SEC accreditation achieved	CoIS and BSME accreditation achieved	Other accreditation is evaluated	Other accreditation achieved	All accreditations are retained

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	**Worldwide Partnership**

Strategic Plan Key Goal: **1. Be a fully accredited whole school system whilst retaining the present curricula**

Objective: Develop the "Student Voice" so that students influence, and believe they influence, both decision making and the quality of teaching and learning.

Where we are now: *November 2012: Formal Student Voice processes and structures are limited. Student responses to the Keele survey are disappointing. There is little evidence of the student voice being used to improve learning.*

Sub Objective	Key performance indicators	Leadership	Links
a) Formation of representative Whole School Student Council, with democratic structure	School council is formed. Half-termly council meetings take place.	Head of Student Affairs	
b) VLE is regularly used to gather wider student opinions	10 on-line student surveys take place every year.	Head of Student Affairs	Objective 13
c) There are demonstrably high levels of student engagement and contentment	**SKPI 1a** **Measured through termly survey of senior students** – 75% engagement rate, 85% satisfaction rate	Head of Student Affairs	
d) Develop and use systems of student feedback in order to raise the quality of teaching and learning.	System of student feedback is developed, piloted and used	Head of Student Affairs	Objective 6

Timelines	2012/13 Whole School Student Council in place	2013/14 VLE is being used for student surveys	2014/15 Student feedback systems are embedded	2015/16 **Student engagement survey targets are met**	2016/17

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	Corporate Excellence	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 4**

Strategic Plan Key Goal: **1. Be a fully accredited whole school system whilst retaining the present curricula**

Objective: Develop the "Staff Voice" to improve both decision making and staff accountability

Where we are now: *November 2012: Formal Staff Voice processes and structures are limited. Staff do not seem to believe that they have much say in the direction of school policy and practice, and therefore there is limited staff accountability for the school's success.*

Sub Objective	Key performance indicators	Leadership	Links
a) Formation of a Staff Committee, with a representative structure	The Staff Committee is formed. Meetings take place every half-term. Staff surveys suggest that the council is valued.	Headmaster	
b) Staff working parties are in regular use to improve teaching and learning.	At least two new working parties are active each year. New working parties are at least 25% oversubscribed with volunteers.	Head of Student Affairs	Objective 6
c) Staff "Champions" are identified and used to progress initiatives	At least 40 staff are acting as champions by 2014/15	Head of Student Affairs	Objective 21

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Staff Committee is formed	Working parties KPI met; 20 Staff Champions	40 Staff Champions		

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	Corporate Excellence	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 5**

Strategic Plan Key Goal: **2. Be recognised as a leading international school in the Middle East and be part of an alliance of elite world-class schools**

Objective: Achieve outstanding results in public examinations

Where we are now: *November 2012: Public examination results are on or above average for iGCSE and CBSE. They are below average for A level and Key stage 2.*

	Sub Objective	Key performance indicators	Leadership	Links
a)	Historical data for 2008-12 is identified	Data is identified and presented in consistent formats	Headmaster	
b)	A benchmark group of good and similar international schools is identified	Benchmark group of five to eight schools is identified and agreed	Headmaster	
c)	Outstanding iGCSE results	**SKPI 2a Benchmarked against comparable UK and International schools** % achieving 5 A*-C grades in English and maths in top quartile of English local authorities and the best of our benchmark International schools	Headmaster	
d)	Outstanding A level results	**SKPI 2a Benchmarked against comparable UK and International schools** % A*-C grades in top quartile of English local authorities and the best of our benchmark International schools	Headmaster	
e)	Outstanding Key Stage 2 results	**SKPI 2a Benchmarked against comparable UK and International schools** % level 4 or above in top quartile of English local authorities and the best of our benchmark International schools	Headmaster	
f)	Outstanding CBSE results	**SKPI 2a Benchmarked against comparable Indian and International schools** CBSE results in the top quartile of all CBSE schools	Headmaster	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Identify historical data and agree benchmark schools	Best ever school results achieved	All results above average	Results improved on 2014-15	**All results outstanding – top quartile**

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Strategic Plan Key Goal: **2. Be recognised as a leading international school in the Middle East and be part of an alliance of elite world-class school**

Objective: Raise the quality of teaching and learning so that good and outstanding lessons are the norm

Where we are now: *November 2012: There are no clear records of lesson quality to a standard framework across the school. It is hard to judge the overall quality of teaching and learning other than anecdotally or by looking at results.*

Sub Objective	Key performance indicators	Leadership	Links
a) Develop records of lesson observations to the Ofsted framework	500 lesson observations recorded in 2013-14 1,000 lesson observations recorded in 2015-16	Headmaster	Objective 12
b) 80% of lessons are judged good or outstanding	Outcome of internal lesson observations	Headmaster	
c) <5% of lessons are judged unsatisfactory	Outcome of internal lesson observations	Headmaster	
d) Internal lesson observations are moderated and confirmed by external agencies and consultants.	**SKPI 2c External inspection by peer groups and qualified agencies and consultants**	Headmaster	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	50% of lessons good or outstanding 500 observations	60% of lessons good or outstanding; <10% are judged unsatisfactory **External moderation of judgements**	70% of lessons good or outstanding 1,000 observations	80% of lessons good or outstanding, <5% are judged unsatisfactory **External moderation of judgements**	

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 7**

Strategic Plan Key Goal: **2. Be recognised as a leading international school in the Middle East and be part of an alliance of elite world-class school**

Objective: Track student progress effectively and communicate progress clearly to parents

Where we are now: *November 2012: Tracking of student progress is inconsistent and not well recorded. Parents do not feel well informed about their children's progress.*

Sub Objective	Key performance indicators	Leadership	Links
a) Whole-school agreement about the nature and frequency of progress to be tracked.	Tracking schedule agreed and published	Deputy Head of Student Affairs	Objective 13
b) Parental views are sought on the nature and quality of communication.	Parental views are gathered regularly	Deputy Head of Student Affairs	Objective 17
c) Clear, regular, frequent records of student progress are kept	Records are kept and are accessible in all key subjects	Deputy Head of Student Affairs	Objective 13
d) Clear, regular reporting of progress to parents	Termly reports Parents views on clarity are positive	Deputy Head of Student Affairs	Objective 17

Timelines	2012/13	2013/14 All objectives in place	2014/15	2015/16	2016/17

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 8**

Strategic Plan Key Goal: **2. Be recognised as a leading international school in the Middle East and be part of an alliance of elite world-class school**

Objective: Develop excellent use of student data to raise student attainment and to raise staff and student expectations of attainment

Where we are now: *November 2012: Data that exists is ad hoc and inconsistent. There is limited analysis of examination results and target setting is undeveloped.*

Sub Objective	Key performance indicators	Leadership	Links
a) Student data is used to set targets	Targets are set and published for all students	Headmaster	
b) Data is used to analyse progress	Termly analysis takes place for key year groups	Headmaster	Objective 7
c) Data is used to analyse examination results	Annual reports of analysis are published	Headmaster	
d) Staff expectations of student attainment reflect above average progress, or value added.	**SKPI 2b** **Measured by the quantitative and qualitative analysis of the staff academic expectations**	Headmaster	Objective 4
e) Student expectations of student attainment reflect above average progress, or value added.	**SKPI 2b** **Measured by the quantitative and qualitative analysis of students' academic expectations**	Headmaster	Objective 3

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Targets set for all	Results and progress data is fully available	**Expectations are surveyed**	Results and progress data is used by all staff	

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 9**

Strategic Plan Key Goal: **2. Be recognised as a leading international school in the Middle East and be part of an alliance of elite world-class school**

Objective: Become part of an alliance of elite world-class schools

Where we are now: *November 2012: The school is not part of any alliances.*

Sub Objective	Key performance indicators	Leadership	Links
a) Characteristics of worldwide alliance partners identified	**SKPI 5a** **Measured by the quantity and quality of the school's developmental need and plan, addressed through links with partner schools and academic institutions**	Headmaster	
b) Potential partners identified and approached			
c) Alliance of elite world-class schools formed or joined			
d) Ad hoc partnerships are made for specific purposes	Partnerships with higher education institutions are formed	Headmaster	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
			Characteristics of partners identified	Alliances proposed	**Partnerships in place**

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	Corporate Excellence	**Worldwide Partnership**

Strategic Plan Key Goal: **3. Be an efficient and fiscally prudent organisation**

Objective: Produce an annual staffing plan that meets curriculum need efficiently

Where we are now: *November 2012: There is a lack of clarity and consistency of non-contact time across the school. Spare teaching capacity seems to be too high.*

Sub Objective	Key performance indicators	Leadership	Links
a) Each curriculum produces annual curriculum and staffing plans	Annual curriculum and staffing plans are produced	Headmaster	
b) Comparative staffing data is developed across the school, with a view to greater efficiency and consistency	Comparative staffing data is produced	Headmaster	
c) Staffing efficiency is improved	Real staffing costs per student falls	Headmaster	
d) Spare teaching capacity is less than 2%	Total teaching load/total timetabled lessons ≤ 1.02; measured by curriculum	Headmaster	
e) The curriculums are delivered by specialist, appropriately qualified teachers	**SKPI3a** **Measured through staff skills matching and deployment; >95% of subject lessons are taught by subject specialists**	Headmaster	Objective 5

Timelines	2012/13	2013/14 Curriculum and staffing plans produced	2014/15 Staffing efficiency improved and spare teaching capacity is reduced	2015/16 **Staff deployment target met**	2016/17

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	**Corporate Excellence**	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 11**

Strategic Plan Key Goal: **3. Be an efficient and fiscally prudent organisation**

Objective: Develop high quality, well-planned recruitment processes to support the development of world-class education

Where we are now: *November 2012: Despite relatively late appointment rounds in 2012, the quality of appointments made was strong.*

Sub Objective	Key performance indicators	Leadership	Links
a) Annual recruitment needs are identified as a result of curriculum plans and staffing intention surveys	Recruitment needs identified by the end of October for CBSE and the end of January for British curriculum	Headmaster	Objective 10
b) High quality applications are received for vacancies	Comparative analysis of applications received annually	Headmaster	
c) High quality appointments are made	Qualitative and quantitative analysis of appointments made.	Headmaster	
d) Low dropout rate in the appointment process	More than 90% of offers are accepted, and more than 97% of acceptances take up their post.	Headmaster	
e) Identify the tools, competencies and verification processes required to meet the objectives	Tools, competencies, processes identified	COS	

Timelines	2012/13 Identification carried out	2013/14 Recruitment planning in place	2014/15	2015/16 Low dropout rates achieved	2016/17

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	**Corporate Excellence**	Worldwide Partnership

Strategic Plan Key Goal: **3. Be an efficient and fiscally prudent organisation**

Objective: Efficient and effective whole school systems: Performance Management

Where we are now: *November 2012: Various, inconsistent performance management systems in place across the academic staff. There is no recording of this PM in HR files.*

Sub Objective	Key performance indicators	Leadership	Links
a) Single performance management system for academic staff is developed and implemented	Academic PM system is in place and used for all academic staff	Headmaster	Objective 6
b) Performance management system for COS staff is developed and implemented	COS PM system in place and used for all COS staff	Head of COS	
c) Performance management records are kept accurately by Human Resources department	All PM records are supplied to HR and kept	Headmaster, Head of COS	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Academic PM systems are in place	COS PM systems are in place			

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	**Corporate Excellence**	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 13**

Strategic Plan Key Goal: **3. Be an efficient and fiscally prudent organisation**

Objective: Efficient and effective whole school systems: School Information System and VLE

Where we are now: *November 2012: SIMS use is partial and not fully effective. The VLE is still in development and launch has been delayed.*

Sub Objective	Key performance indicators	Leadership	Links
a) SIMS is being used effectively for tracking student progress	SIMS systems are able to record tracking of student progress in the formats and to the timescales required	Head of Student Affairs & Head of COS	Objective 8
b) SIMS is being used effectively for reporting student progress to parents	SIMS supports the reporting structures and formats selected by academic staff	Head of Student Affairs & Head of COS	Objective 7
c) The VLE is being used effectively by teaching staff	Percentage of teaching staff using the VLE every week is 85%	Head of Student Affairs	
d) The VLE is being used effectively by students	Percentage of students using the VLE every week is 85%	Head of Student Affairs	
e) The VLE is being used regularly by parents	Percentage of parents using the VLE every month is 50% (of families)	Head of Student Affairs	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	SIMS supports tracking and reports	VLE staff use is 50% VLE student use is 50%	VLE staff use is 70% VLE student use is 70% VLE parent use is 30%	VLE staff use is 85% VLE student use is 85%	VLE parent use is 50%

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	**Corporate Excellence**	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 14**

Strategic Plan Key Goal: **3. Be an efficient and fiscally prudent organisation**

Objective: Improve student and staff safety and develop effective systems for risk avoidance

Where we are now: *November 2012: Interim Child Protection policy and procedures in place. Inconsistent trips and visits procedures with lack of appropriate risk assessment.*

Sub Objective	Key performance indicators	Leadership	Links
a) Child protection policies and procedures developed and implemented	Full child protection policy in place	Head of Student Affairs	
b) Regular child protection training for all staff	Detailed training for new staff and once every three years for all staff, top up training every year.	Head of Student Affairs	
c) Whole-school trips and visits policy and procedure agreed and implemented	New trips and visits policy and procedures agreed and implemented, with effective risk assessment built in	Head of Student Affairs	
d) Recruitment procedures include appropriate child protection checks, such as CRB	Procedures agreed and in place	COS	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Interim CP policy in place Recruitment procedures are compliant	Child Protection Policy agreed and in place Trips and visits policy agreed and in place	85% of staff have appropriate Child Protection training	All staff have appropriate Child Protection training	

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	**Corporate Excellence**	Worldwide Partnership

Strategic Plan Key Goal: **4. Be recognised as a determining factor influencing prospective employees' decision in joining and remaining with RasGas or Qatargas**

Objective: Develop the role of Student Affairs throughout the school

Where we are now: *November 2012: The Student Affairs team is new and is tasked with becoming the backbone of the school, providing pastoral support and a focus on student progress throughout the school.*

Sub Objective	Key performance indicators	Leadership	Links
a) Agree the remit and scope of student affairs	A clear, shared understanding and communication of the vision and plans for Student Affairs	Headmaster and Head of Student affairs	Objective 16
b) Manage the transition of responsibilities and roles from "schools" to Student Affairs, where appropriate	Successful staged transition of roles, avoiding gaps in responsibility	Headmaster	Objective 16

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Agree remit and scope	Transition implementation begins	Completion of transition to full Student Affairs role		

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Strategic Plan Key Goal: **4. Be recognised as a determining factor influencing prospective employees' decision in joining and remaining with RasGas or Qatargas**

Objective: Embed the House System throughout the school to become the backbone of the structures designed to support student progress and personal development

Where we are now: *November 2012: the House System is introduced with vertical tutor groups in the British senior curriculum, but not in the CBSE curriculum or British primary curriculum, where interim arrangements are in place.*

Sub Objective	Key performance indicators	Leadership	Links
a) Plan and implement the introduction of the House System in the CBSE curriculum	The House System is successfully introduced in the CBSE curriculum	Head of Student Affairs	
b) Plan and implement the introduction of the House System in the British primary school curriculum	The House System is successfully introduced in the British primary curriculum	Head of Student Affairs	
c) Review the impact of vertical tutoring in the British senior school curriculum	Review carried out	Head of Student Affairs	
d) Review and develop the impact and roles of Heads of House and House Tutors	Review carried out and developments proposed and implemented.	Head of Student Affairs	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Plan agreed	House system introduced in CBSE and British primary curriculum. Roles of Heads of House and House Tutors reviewed	Vertical tutoring reviewed		

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Strategic Plan Key Goal: **4. Be recognised as a determining factor influencing prospective employees' decision in joining and remaining with RasGas or Qatargas**

Objective: Improve parental engagement and satisfaction with the school

Where we are now: *November 2012: Parental responses to the Keele survey in 2012 were disappointing. The PTA was set up in 2011 and is yet to engage large numbers of parents.*

Sub Objective	Key performance indicators	Leadership	Links
a) To achieve high rates of parental satisfaction	**SKPI1a** **Measured through a termly survey of the parents** 85% satisfaction	Headmaster	
b) To encourage the development of an active, supportive PTA	PTA meets regularly, 10% of parents engage with PTA each year, PTA supports school leadership in drive for school improvement	Head of Student Affairs	
c) To improve reporting of student progress to parents	85% of parents agree that reports give useful information about their child's progress	Headmaster	Objective 7

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
		70% satisfaction, 50% aggregate response rate	PTA engaging 10% of parents, supporting school improvement	85% satisfaction, 75% aggregate response rate	

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	Corporate Excellence	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 18**

Strategic Plan Key Goal: **4. Be recognised as a determining factor influencing prospective employees' decision in joining and remaining with RasGas or Qatargas**

Objective: To have excellent student behaviour and discipline as the norm throughout the school

Where we are now: *November 2012: Behaviour is generally agreed to be good, but there is no clear tracking of behaviour and attendance data.*

Sub Objective	Key performance indicators	Leadership	Links
a) Excellent student behaviour	**SKPI6a** **Measured through reported breaches of behavioural policy;** Average number of daily breachers < 2% of school population	Head of Student Affairs	
b) Agree and implement Behaviour for Learning Policy	Behaviour for Learning Policy agreed and implemented	Head of Student Affairs	
c) Excellent student attendance	**SKPI6a** **Measured through reported attendance rates;** Attendance rate >94%	Head of Student Affairs	
d) Low rates of unauthorized absence (truancy)	**SKPI6a** **Measured through reported truancy rates;** Unauthorized absence <1%	Head of Student Affairs	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
	Behaviour for Learning Policy agreed and implemented	**Attendance 91%** **Truancy targets <2%**	**Behaviour targets met** **Attendance 92%**	**Attendance 93%** **Truancy targets <1.5%**	**Attendance 94%** **Truancy <1%**

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Strategic Plan Key Goal: **5. Fully utilize and leverage its intellectual capital and system to identify and pursue high value opportunities**

Objective: Pursue high value opportunities

Where we are now: *November 2012: There has not been a focus on pursuing high value opportunities*

Sub Objective	Key performance indicators	Leadership	Links
a) Consider nature and scope of possible high value opportunities	Annual brief report and proposal	Headmaster	
b) Identify curriculum developments to promote and share	Identify two curriculum opportunities each year	Headmaster	
c) Identify opportunities to trade our knowledge or expertise	Identify one opportunity each year	Headmaster	
d) Marketing manager to publicise high value activities	Three national press stories per term	Headmaster	
e) Build Qatar-wide networks in curriculum and professional development	Five training network events each year	Headmaster	Objectives 20, 24
f) Consider "Training School" initiatives	Feasibility study	Headmaster	Objectives 20, 24

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
		First high value opportunity report	Training school feasibility study Press story target met	Curriculum and trading opportunities target met	Qatar training target met

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	**Corporate Excellence**	**Worldwide Partnership**

Strategic Plan Key Goal: **5. Fully utilize and leverage its intellectual capital and system to identify and pursue high value opportunities**

Objective: Transform Continued Professional Development to prioritise links with school goals, sharing best practice, improving leadership at all levels and ensuring value for money

Where we are now: *November 2012: CPD appears unfocused and, at times, wasteful. There is no clear plan linked to whole-school objectives.*

Sub Objective	Key performance indicators	Leadership	Links
a) Produce an annual CPD plan to improve quality and focus of CPD	Annual CPD plan published **SKPI3b** **CPD aligned with the school's Strategic Goals and Choices**	Head of Student Affairs	
b) Achieve better value for money from CPD	10% increase in training days per teacher and 10% reduction in training costs per teacher from 2011-12 base	Head of Student Affairs	
c) Explore the possibilities for and develop, if possible, a Qatar-based traded training programme.	Training School Feasibility Study	Head of Student Affairs	Objectives 19, 24
d) Develop leadership training, leadership opportunities and succession planning	Leadership strand in Annual CPD plans	Head of Student Affairs	

Timelines	2012/13	2013/14 **CPD Plan published**	2014/15 Achieve better value for money	2015/16 Training school feasibility study	2016/17

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	**Corporate Excellence**	Worldwide Partnership

Strategic Plan Key Goal: **5. Fully utilize and leverage its intellectual capital and system to identify and pursue high value opportunities**

Objective: Develop a school-wide culture of peer observation and learning from others; including the identification, celebration and dissemination of best practice

Where we are now: *November 2012: Lesson observations are largely confined to performance management procedures and are not perceived as an entitlement an expectation for professional teachers.*

Sub Objective	Key performance indicators	Leadership	Links
a) Peer observation becomes a normal part of professional practice and a key tool for raising standards.	Teachers average five peer observations a year. Quantifiable impact on raising standards: evidence of improvement in practice resulting from peer observation.	Headmaster	Objective 12
b) Develop systems for identifying and sharing best practice.	Systems in place.	Headmaster	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
		Average 1 peer observation/year.	Average 2 peer observations/year. Systems in place for identifying best practice.	Average 3 peer observations/year. Systems in place for sharing best practice.	Average 5 peer observations/year.

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	**Corporate Excellence**	Worldwide Partnership

Strategic Plan Key Goal: **5. Fully utilize and leverage its intellectual capital and system to identify and pursue high value opportunities**

Objective: Develop the AKIS Centre of Excellence

Where we are now: *November 2012: Centre of Excellence discussed but not in place.*

Sub Objective	Key performance indicators	Leadership	Links
a) Produce statement of intent, scope and remit for AKIS Centre of Excellence	Statement published	Head of Student Affairs	Objective 15
b) Targets identified in statement of intent are met	Statement of Intent two year targets are met Statement of Intent three year targets are met	Head of Student Affairs	

Timelines	2012/13	2013/14 Statement of intent published	2014/15	2015/16 Two year targets	2016/17 Three year targets

Strategic Choices			
Communication and Customer Satisfaction	**Academic Excellence**	Corporate Excellence	Worldwide Partnership

Academic Development Plan 2012-17   **Objective Number 23**

Strategic Plan Key Goal: **5. Fully utilize and leverage its intellectual capital and system to identify and pursue high value opportunities**

Objective: Achieve high levels of staff satisfaction and low levels of staff turnover.

Where we are now: *November 2012: The changes of 2011-12 led to a large staff turnover and relatively low morale. The responses to the Keele survey reflected this. In previous years, staff turnover had been lower.*

Sub Objective	Key performance indicators	Leadership	Links
a) Achieve high levels of staff satisfaction	**SKPI1a** **Measured through a termly survey of the staff** 85% of teachers report their satisfaction	Headmaster	Objective 4
b) Achieve low levels of staff turnover	**SKPI1b** **Teaching staff turnover at 10% or below** **Other staff turnover at 10% or below** Staff turnover = Leavers/Total Staff	Headmaster	

Timelines	2012/13	2013/14	2014/15	2015/16	2016/17
		Staff turnover <10% Staff satisfaction 60%	Staff satisfaction 70%	**Staff turnover <10%** Staff satisfaction 70%	**Staff satisfaction 85%**

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	**Corporate Excellence**	Worldwide Partnership

Strategic Plan Key Goal: **6. Develop a strong and meaningful relationship with the local community and Qatari society in general**

Objective: Develop stronger, more meaningful links with the Al Khor community, with the Qatar education community, and Qatari businesses and organisations

Where we are now: *November 2012: There are numerous ad hoc links with the community, other schools, businesses and organisations. These links aren't tracked or coordinated centrally.*

Sub Objective	Key performance indicators	Leadership	Links
a Develop stronger links with the Al Khor Community	Termly leadership meeting with AKC	Headmaster	
b Develop strong links with Qatari schools and higher education institutions	Develop CPD network or Teaching School Develop two formal Qatar HE links	Head of Student Affairs	Objectives 19, 20
c Develop meaningful links with Qatar business and cultural organisations	Develop five formal links and five termly instances of links	Head of Student Affairs	

Timelines	2012/13 Assessment of potential links	2013/14 Development of links	2014/15 Community links target	2015/16 Business and cultural targets met	2016/17 Qatar training target met

Strategic Choices			
Communication and Customer Satisfaction	Academic Excellence	Corporate Excellence	Worldwide Partnership