

From ~~Good~~ to ~~Great~~
Awful **Outstanding**

Joan McVittie – President

ASCL Cymru Annual Conference 2011

The School



White Hart Lane 2005

- 5 A – C with Maths and English was 11%.
- 5 A – C was 17%.
- The Bursar had no idea how much money was in the budget.
- The school had just come out of special measures (but should not have done).
- There was chaos on the corridors and that was in lesson time.

January 2006

- I brought in the local authority auditors who discovered:
 - The previous Head teacher had been asked to leave following a whistle-blowing allegation.
 - There were 84 staff on temporary contracts.
 - The highest paid teacher in the school did not have QTS.
 - The school was linked to an agency and had employed some agency staff for over 3 years.
 - There were no proper financial procedures.
 - They made 23 recommendations of which 22 were priority 1.

August 2006

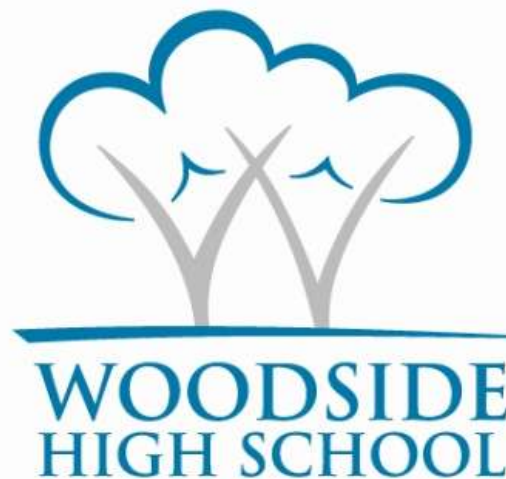
- The students asked for a change of name to Woodside High.
- The students asked for a change of uniform to a very formal uniform.
- The exam results increased a little.
- One union took the staff out on strike.
- The threshold applications which the previous Head had removed were recovered.

Re-Branding

White Hart Lane



Woodside High



December 2006

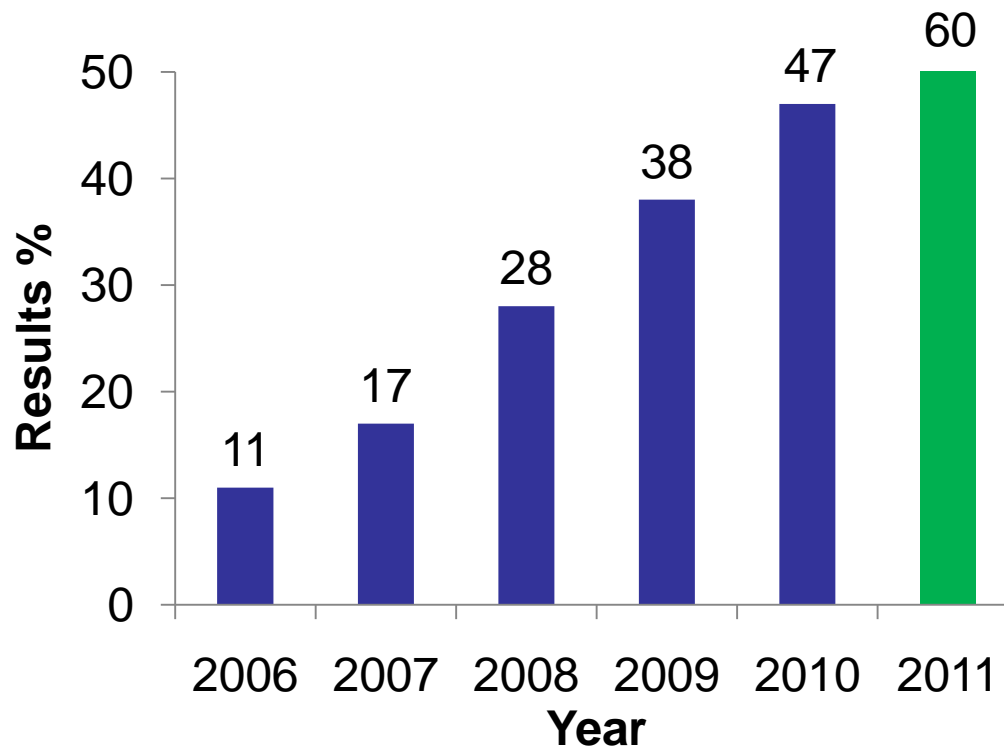
- The two newly appointed Deputies started to have an impact.
- I took the union to ACAS, who drew up a protocol for the union behaviour.
- London Challenge provided significant support in terms of consultants in key areas.
- I was immersed in 5 disciplinaries as a result of the audit report.
- I had been reported to the GTC 5 times.

August 2007

- There was another jump in exam results.
- I had to dismiss two of the leadership team following a management weekend offsite.
- The 5 Teach First recruited in 2006 were having an impact across the school.
- The union backed off.

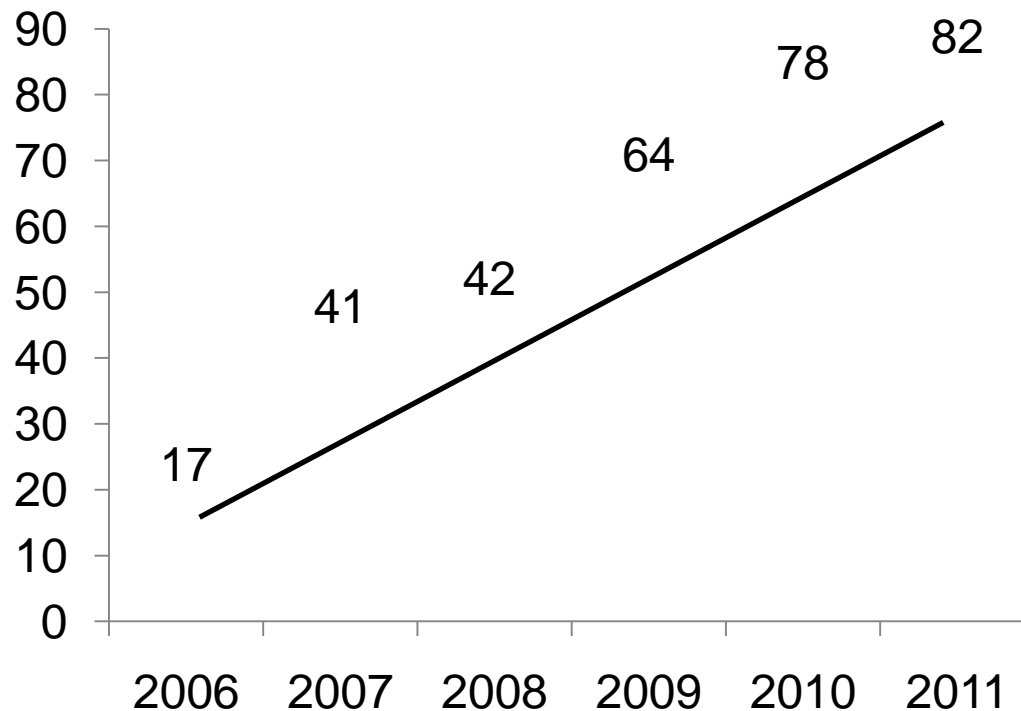
GCSE Results

Our 5 A – C at GCSE (including English and Maths) examination results have improved year-on-year



GCSE Results

Our 5A – C at GCSE overall have also improved.



Then and now....

	2006	2011
5 A – C at GCSE	17%	82%
5 A – C including English & Maths at GCSE	11%	60%
Ofsted Category	Notice to Improve	Outstanding
Performance	Lowest position in all league tables	In top 25 schools in the country for sustained improvement (position 22)
Governing Body	Dreadful.	Outstanding (TES Award 2010 & Ofsted Report)
Staff training	Some privileged staff taking Masters	<ul style="list-style-type: none"> ✓ 30 completed Leading from the Middle. ✓ 3 enrolled on Leadership Pathways. ✓ 20 trained as coaches, etc.

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The Governors

The Chair – Self employed as an advisor on buildings,

The Vice Chair – Child Protection Solicitor

The Chair of Finance – Publisher

The Chair of Curriculum – Eminent Child Psychologist

Other governors

NG – Third tier DfE Officer

SF – Special Advisor on Education to coalition government

FF – Business Governor. Wife of the Chairman of HSBC.

GK – Business Governor . Editor of The TES.

SD – Ex-Deputy Head teacher (now retired)

WS – Local authority governor and well respected local elder

SA – Local authority finance specialist

RS – Retired HR specialist from a large pharmaceutical firm

+ staff governors



HR

- ✗ Following a number of disappointing meetings with the local authority HR, we outsourced.
- ✗ There had been conflicting advice.
- ✗ HR were leaking information to the teacher unions.
- ✗ The policies produced were weak.

Teaching & Learning Framework

- We set out the processes, practices, and routines around teaching & learning.
- We spelled out how the children should be met and brought into class (MEET, GREET, SEAT).
- We outlined our expectations for the classroom.
- Teacher chooses.
- Elements of a good lesson.

Courtesy of Mary Williams

Data Tracking & Targeting September 2006

A large amount of data was inaccessible for the purposes of providing information:

- Data held in disparate systems.
- Support staff not skilled in the use of SIMs.
- Assessment data poorly organised so evaluation was difficult.
- Lack of ownership amongst staff.
- No evidence of using data effectively in the classroom.

Public Examinations and Mock Examination Reviews

- Held in October – results analysed in detail.
- Targets given for individual teachers then aggregated and moderated.
- Specific review for SEN and EAL.
- Two mock examinations – Dec and March – and review after each.
- Intervention groups confirmed.
- Intervention programme in light of outcomes with additional interventions such as assertive mentoring, 1:1 tuition, coursework audit.

QA Line Management Meetings

- Held termly between SLT line manager and head of department 2nd i/c.
- Set agenda includes: year 9 to year 11 progress; review of impact of interventions; progress of targeted pupils.
- Stored in QA line management folder which includes department SEF, departmental operational plans.

Support

- 😊 London Challenge – Education London
- 😊 SSAT
- 😊 Local authority???
- 😊 ASCL
- 😊 National College
- 😊 Teach First

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“Woodside High School in Haringey, a school Steve spoke eloquently about in his speech, where almost no children at all achieved five A*-C with English and maths five years ago and where over 50% will hit that benchmark this year. Again this is a school where 55 per cent of children are on Free School Meals and 38% have identified special needs.

Now that we know this level of achievement is possible in schools like these, and in many others similar to them, we must surely make it our expectation for all schools. To do any less, I believe, would be a betrayal of our young people”.

**Michael Gove’s Speech at the National College Annual Conference,
June 2011**

Personal Support



Veronica
Carroll



Pat Barford



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