

# Sir Harry Johnston International School



## School Development Plan

2021-22

*Developing future leaders*

## Foreword

We are pleased to present our School Development Plan for Sir Harry Johnston International School. It identifies our aims and goals for the forthcoming year. It forms the basis for future action, school improvement and raising standards. It provides a framework for budget planning and resource management and a structure for School Self Evaluation. It was created collaboratively: all staff contributed their ideas and opinions.

We would welcome any comments or suggestions.

Dr Liveness Mwale  
Chair of the Board of Trustees

James Elford  
Principal

## Our Vision

To be an international school that instils a life-long love of learning and equips learners with the knowledge and skills to achieve their full potential and become successful future leaders.

## Our Mission

As a school community of children, staff and parents, we are committed to creating a safe, caring and inclusive environment, which respects and values each and every learner as an individual.

Together we are working to develop learners who are:

**High achievers** by becoming engaged learners, who are prepared to take risks and give every element of learning the best of their efforts; finding enjoyment in what they do, with high aspirations and expectations, for and of themselves.

**Engaged thinkers**, who can think creatively and critically, seeing 'the other perspective' and are able to help find solutions to problems they encounter; maturing into active participants rather than passive recipients.

**Community builders**, who listen to those around them, work collaboratively for the common good and consistently see the best in others; recognising, accepting and celebrating cultural differences.

**Clear communicators**, who are literate, numerate and able to utilise modern technologies; able to generate, organise and evaluate their ideas, in order to make themselves understood, whilst allowing the space and time to consider the views of others.

**Outward looking**, valuing others, contributing as global citizens to the environmental and social issues of the day; developing and sharing their unique, creative talents with others, freely and compassionately.

## Our Values

Our core values include the following:

- 1) Excellence: we strive to be outstanding in all our endeavours.
- 2) Integrity: we do the right thing at the right time, always.
- 3) Inclusiveness: we provide equal access and opportunities to everyone regardless of academic ability, gender, race and socio-economic status.
- 4) Teamwork: we believe in collaborative effort to achieve a common goal.
- 5) Respect: we care about people and treating everyone well.
- 6) Responsiveness: we provide positive timely responses.
- 7) Openness: we welcome new ideas and opinions.
- 8) Resilience: we don't give up in the face of challenge.

## **School Background**

The Primary School was founded in 1959 when Zomba was the capital of Nyasaland Protectorate. In the early 1970s the school became one of five 'designated schools' under an agreement with the British government that allowed the centrally funded, private schools to continue employing expatriate teachers. In the 1990s, the Designated School Board was disbanded and the school became financially independent, selecting to be controlled by a democratically elected board of trustees made up from the parent community. In 2019 the primary school celebrated its diamond (60<sup>th</sup>) anniversary.

The Secondary School opened in September 2015. For the first three years, the students were taught in classrooms within the primary school. The first Secondary School Block was constructed on a separate part of the campus and opened by Mr Christopher Jana (the Mayor of Zomba) in June 2018. Since September 2020, the school has been able to offer secondary students the opportunity to board in its new purpose built boarding hostels.

## SWOT Analysis

Below is a SWOT Analysis, which identifies the school's strengths, weaknesses, opportunities and threats.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Majority of children make good progress across the curriculum (IGCSE results).</li><li>• The school is fully inclusive and supports students with a range of needs (SEN policy).</li><li>• Majority of children feel safe, secure and happy (feedback from parents and students).</li><li>• High standards of behaviour. Children interact well as a school community. (Positive behaviour policy)</li><li>• A broad and balanced curriculum, based on the most current UK curriculum, but adapted for a Malawian context. (Whole school Curriculum Map)</li><li>• Wider opportunities are provided, including: Residential, Clubs, DT Days, Problem Solving Days, Plays, Reading, Maths and Science Weeks. (Annual calendar)</li><li>• There is a variety of different expertise on the School Board (Board minutes).</li><li>• The school enjoys a good reputation with its local community.</li><li>• Parents are supportive of the school.</li><li>• Secondary boarding is oversubscribed (Waiting list)</li><li>• A positive relationship has been established with the other international schools.</li><li>• There is good staff continuity with many staff renewing their contracts.</li></ul>	<ul style="list-style-type: none"><li>• There are insufficient classrooms for the secondary department.</li><li>• There is no primary Library (reading books are currently stored in classrooms).</li><li>• The school has limited ICT resources and no ICT suite.</li><li>• The school needs to increase its range of educational resources.</li><li>• The assessment system for KS3 is still in progress.</li><li>• A school bus would allow easier transportation to AIMS events and school trips.</li><li>• A school car would also be useful.</li><li>• It can be difficult to access external training courses.</li></ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• High demand for Secondary places (especially in boarding).</li> <li>• Sufficient land for expansion.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of further closures due to COVID 19 pandemic.</li> <li>• COVID 19 pandemic has limited extra curricular and PTA activities.</li> <li>• Change of demographics resulting in fewer international students living in Zomba.</li> <li>• Cost of re-roofing primary school.</li> <li>• Further devaluation of the kwacha could have a negative impact on the school's finances.</li> </ul>

## Our Strategic Priorities

### Quality of Education

GOAL	ACTIONS	KPI	Responsible person	Cost	Review date
<b>1: Ensure children with special educational needs have the provision they need to be successful. (Primary and Secondary)</b>	Train teachers and TAs on up-to-date strategies to support students with special educational needs.	All teachers and teaching assistants to receive SEN training from UMOYO on Occupational Therapy, Speech and language Awareness Training and Dyslexia.	SENCO and Principal	INSET time	June 2022
	Set up Individual Education Plans for students with special educational needs.	Register of SEN children. IEPs in place.	SENCO SENCO	Printing	June 2022
	Improve special educational needs resourcing.	Review current SEN resources. Order new resources.	SENCO SENCO/Accountant	Teacher cover K500,000	February 2022
<b>2: Diminish the difference where progress gaps exist across the school.</b>	Continue to develop an effective assessment system throughout the school.	New KS3 assessment grids for Science, ICT and French, being used.	Principal	Printing	March 2022
		Termly review of primary assessment data.	Primary Lead	Teacher cover	July 2022

<b>(Primary and Secondary)</b>	Monitor attainment and progress of all students through termly pupil progress meetings.	Pupil progress meetings completed termly.	Principal	INSET time	June 2022
	Extend the length of time for completing the IGCSE programme by starting teaching in the second half of term 3 in year 9.	Curriculum map updated. New timetable in place before second half of term 3.	Principal SENCO	INSET time Teacher cover	April 2022 May 2022
<b>3: Continue to develop Early years provision to ensure best practice internationally. (Primary)</b>	EYFS Practitioners to visit St Andrew's Primary School to observe good practice.	Observation notes.	EYFS Lead/School Improvement Partner	Teacher cover Transport to Blantyre	July 2022
	Ensure all EYFS classrooms are set up with the different areas to meet the Early Learning Goals.	Each classroom has the following areas: construction area, reading corner, creative area, sand, water, mark making, exploration, investigation, malleable area, role play area.  Consistency between the three EYFS classrooms.	EYFS Lead/School Improvement Partner	Teacher cover	July 2022
	Review curriculum planning to ensure it is based on best practice.	Joint planning meetings across the EYFS each week.  Evidence of increased range of activities for each	EYFS Lead  EYFS Lead/School Improvement Partner	Teacher cover  Teacher cover	June 2022  June 2022

		curriculum area shown in the planning.			
	Further develop the outdoor play area.	There are defined areas within the outdoor space.	EYFS Lead	Time and printing	December 2021
		Timetable allowing continuous provision across the EYFS with classes interacting with each other.	EYFS Lead	Teacher cover	June 2022
<b>4: Ensure all teaching is consistently good or outstanding and children make and exceed expected progress. (Primary and secondary)</b>	Monitor teaching and learning to ensure consistency across the school.	Lesson observation forms showing strengths and areas for development.	Principal and Primary Lead	Staff cover	December 2021
	Appoint a CPD Co-ordinator	CPD Co-ordinator appointed  Job description created.	Principal	Teacher cover	January 2022
	Audit staff's strengths and areas for development.	Questionnaire to determine staff's strengths and weaknesses.	CPD Lead	Printing costs	February 2022
	Deliver in-service training based on the identified needs of staff.	INSET timetable in place for term 3.	Principal and CPD Co-ordinator	Printing cost	March 2022

	Organise peer observations focusing on identified areas of need.	Peer observation taking place	Primary Lead and Principal	Staff cover	April 2022
	Secondary staff to complete Cambridge IGCSE Online training courses in English, Maths and Chemistry.	Certificates awarded.	Principal, CPD Co-ordinator and Accountant	MK1,000,000.00	July 2022
<b>5: Keep pace with development in technology and integrate effectively.</b>	Ensure the school has a reliable network infrastructure.	Internet accessible in all classrooms	Accountant and Principal.	MK500,000.00	December 2021
	Provide teachers with the current technological tools and the training necessary to prepare students for an ever-changing technological world.	10 new laptops and 3 new desktops are available.  Photocopier purchased.	Accountant	MK6,000,000.00	December 2021  January 2022

<b>6: Improve resourcing across the whole school to achieve quality teaching and learning.</b>	Set up systems to ensure current resources are being well looked after.	New signing out system in place and being used.  Resources are well maintained.	Resource key holders  Resource key holders	MK500,000.00 (locks and boxes)	July 2022
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**Behaviour, Attitudes and Wellbeing**

<b>GOAL</b>	<b>ACTIONS</b>	<b>KPI</b>	<b>Responsible person</b>	<b>Cost</b>	<b>Review date Final</b>
<b>1: Ensure our ethos and values are evident throughout the whole community.</b>	Assemblies to focus on explicitly teaching the school values.	School values are the focus of the school assembly programme.	Secondary Lead	Printing costs	July 2022
<b>2: Offer counselling support for students as they progress throughout the school.</b>	Volunteer counsellor to provide a counselling service for students in years 10 and 11.	Students make arrangements with staff to discuss concerns.	Girls Boarding Lead	None	July 2022
	Give a member of staff the opportunity to work towards a counselling skills certificate.	Staff member enrolled on counselling skills course.	CPD Co-ordinator and Principal	Scholarship from Chancellor College	July 2022

<b>3: Ensure staff work collaboratively across the primary and secondary department.</b>	Organise team building activities to ensure staff wellbeing.	A staff social event taking place each term.	Principal and Accountant	MK2,000,000.00 Budget for team building	July 2022
	Arrange whole staff meetings to ensure collaboration across departments.	Whole staff meetings taking place each half term.	Principal and CPD Lead	None	July 2023

## Engagement and Partnership

GOAL	ACTIONS	KPI	Responsible person	Cost	Review date Final
<b>1: Strengthen engagement between school, parents and the community.</b>	Review systems to ensure good communications with all parents and carers (including parents of boarders).	New newsletter format introduced.	Principal	None	July 2022
		Separate phones for administration and accounts.	Accountant	MK120,000.00 (Cost of phone)	July 2022
		WhatsApp broadcasts used.	Administrator	MK50,000.00 (Data costs)	July 2022
<b>2: Establish strong partnerships with both local and international schools.</b>	Continue participating in sporting and academic events with the other international schools.	Termly events with other international schools.	PE Lead English Lead – Spelling Bee Maths Lead – Maths Olympiad ICT Lead – Minecraft	MK1,500,000.00	July 2022
	Further develop professional development opportunities with the other international schools.	Teaching staff to be given opportunities to observe in other international schools as part of their performance management.  SLT attend training sessions within other international schools.	Principal and CPD Lead  Principal	MK600,000.00 (Transport costs/cover)  MK300,000.00 (Transport costs/cover)	July 2022  July 2022

	Develop stronger links with local schools	Friendly sporting events taking place in both primary and secondary.	PE Lead	MK200,000.00 (Refreshments)	July 2022
<b>3: Effectively communicate, promote and market the school's the mission, vision, values to all stakeholders.</b>	Continue to engage with parents and the wider community using the school website and social media.	A school account for Facebook and Instagram	Principal and ICT Lead	None	July 2022
		Social media platforms updated at least every week.	ICT Lead		July 2023
		School website provides useful information for new parents and prospective new staff.	ICT Lead		July 2023

## Leadership and management

<b>GOAL</b>	<b>ACTIONS</b>	<b>KPI</b>	<b>Responsible person</b>	<b>Cost</b>	<b>Review date Final</b>
<b>1: To further strengthen performance management based on the identified needs of staff.</b>	Ensure there is an up to date job description for all posts.	Signed job descriptions in place.	Principal	Printing costs	July 2022
	Ensure all staff are involved in the performance management cycle.	Targets set for each member of staff.	Principal – Teaching staff, Boarding and Admin Primary Lead – Teaching Assistants and Administrator – Grounds (including cleaners) and kitchen	Staff cover	July 2022
	Provide on-going training and support for staff members so they can most effectively plan lessons that are in step with the school’s mission.	INSET timetables demonstrate a range of CPD opportunities.  Diary shows visits to other international schools.	Principal, Primary and Secondary Lead, CPD Co-ordinator	Staff cover	July 2022

	Provide training and professional development for locally employed staff on teaching in an international setting.	Changes implemented in classroom practice.	School Improvement Partner, Primary and Secondary Lead	Staff cover	July 2022
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## Enrollment

<b>GOAL</b>	<b>ACTIONS</b>	<b>KPI</b>	<b>Responsible person</b>	<b>Cost</b>	<b>Review date Final</b>
<b>1: Maintain enrollment at approximately 30 students per secondary class.</b>	Set up an online admission system.	Online admission system in use.	Principal and ICT Lead	MK250,000.00	July 2022
<b>2: Maintain pupil numbers in the primary department.</b>	Continue to market the primary department using Facebook Sponsored Ads and by placing banners in the Zomba CBD.	Facebook ads and banners appearing in July and August.	Principal and ICT Lead	MK200,000.00	July 2022

## Infrastructure

<b>GOAL</b>	<b>ACTIONS</b>	<b>KPI</b>	<b>Responsible person</b>	<b>Cost</b>	<b>Review date Final</b>
<b>1: Landscaping around new boys hostel.</b>	Paving, lawn and planting flower beds.	Established lawn. Established flower beds.	Accountant	MK1,500,000.00	July 2022
<b>2: Creation of new road providing separate entrance to the boarding hostel.</b>	Gate fitted and road way cleared.	Gate in use.	Accountant	MK650,000.00	November 2021
	Road created using interlocking bricks.	Road from M3 to boarding hostels in use.	Accountant	MK3,500,000.00	July 2022
<b>3: Secondary Block converted into two classrooms and a science lab.</b>	Wall and door added.  Sinks moved.  Storage cupboards reorganized.  Lab benches and stools moved into lab.	New classrooms and science lab in use.	Principal, Accountant and Premises Committee.	MK3,700,000.00	December 2021
<b>4: The secondary classroom (located behind the primary school) to be turned into a</b>	Move books and library furniture.	New library in use.	Principal, Accountant and Premises Committee.	None	January 2022

<b>primary and secondary library.</b>					
<b>5: Add a new water connection to boys hostel.</b>	Arrange for new water connection and fire hydrant.	Consistent water in the boys hostel and a fire hydrant is available.	Principal and Accountant	MK5,500,000.00	February 2022
<b>6: Produce architect drawings to show proposed changes to school site.</b>	SLT meeting to plan site priorities.	List of buildings identified.	Principal and SLT	None	April 2022
	Site priorities reviewed by Full Board.	Building objectives agreed.	Full Board	None	April 2022
	Arrange for a site plan to be created reflecting the long-term infrastructure vision.	Site plan created.	Principal, Accountant and Premises Committee.	MK1,000,000.00	April 2022
	Arrange for an architect to create drawings for a two-story boarding hostel and an additional secondary classroom block.	Architect drawings created.	Principal, Accountant and Premises Committee.	MK3,500,000.00	June 2022
<b>7: Add solar lights around the campus (phase 1).</b>	Purchase solar lights for the campus.	Solar lights ensure adequate lighting around the campus.	Principal and Accountant	MK4,500,000.00	April 2022
<b>8: Set up fire alarms and smoke detectors</b>	Order 9 fire alarms.	Fire alarms are installed.	Principal and Accountant	K1,500,000.00	April 2022
	Order 6 smoke detectors for hostels	Smoke detectors are installed.		K1,800,000.00	

<b>around the campus.</b>					
<b>9: Subcontract a school bus.</b>	Begin looking into subcontracting and rebranding a school bus.	A plan is in place for introducing a branded school bus.	Principal and Accountant	MK1,800,000.00 (Annual)	July 2022
<b>10: Make modifications to the current boarding hostels.</b>	Make changes to hostels to create extra bed spaces.	Sufficient space is created for new year 7 boarders.	Principal, Accountant and Premises Committee.	MK12,500,000.00	August 2022

## Staffing

<b>GOAL</b>	<b>ACTIONS</b>	<b>KPI</b>	<b>Responsible person</b>	<b>Cost</b>	<b>Review date Final</b>
<b>1: Appoint a further secondary teacher who would be able to teach IGCSE Accounting and KS3 Maths.</b>	Recruit and select a part time teacher to teach IGCSE Accounting and KS3 Maths.	Advertisements in The Nation Newspaper.  Shortlisting and interviews.  Observations of teaching and learning demonstrate good or outstanding teaching.	Principal and Secondary Lead	MK250,000.00	May 2022
<b>2. Appoint replacement teachers for those who finish their contracts.</b>	Recruit and hire qualified and effective staff.	Advertisements in TES and Nation Newspaper.  Shortlisting and interviews.  Observations of teaching and learning demonstrate good or outstanding teaching.	Principal, Administrator and Board representatives	MK2,000,000.00	June 2022