

Closing the Gap

A case study of Marriotts School

“Highly effective leadership has secured rapid improvements in pupils’ progress and attendance.” Ofsted 2016



Marriotts School:
Why go anywhere else!
Aim High. Work Hard. Be Kind

Journey

- **Ofsted:** Special measures to 'Good' with 'Outstanding' Leadership and Management and Pastoral Care
- **Numbers:** 70 to 240 per year group
- **Progress 8:** From significantly under attainment to average and above average Progress (+0.33 : 2016,+0.11 2017) Herts (0.04) National (0)



“Whole school priorities for raising standards are implemented quickly and consistently by all departments.”

Ofsted 2016



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Context

- 35% Pupil Premium (National average 28%)
- 23% SEND (National average 15%)
- Attainment well below average on entry
- Deprivation indicators and vulnerability
- Recruitment and budget issues



“Effectiveness of leadership and management : Outstanding.”

Ofsted 2016



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Data for disadvantaged students

Hertfordshire (National Averages)

- Progress 8: -0.57 (-0.4 NA)
- Attainment 8: 35.8 (37.1 NA)

Marriotts

- Progress 8: -0.05
- Attainment 8: 38.0

Herts Gaps

- Progress 8: Herts 0.74 (0.51NA)
- Attainment 8: Herts 16.8 (12.8 NA)

Marriotts Gaps

- Progress 8: 0.13
- Attainment 8: 3

'Leaders' incisive actions have improved the progress of disadvantaged pupils'

'Leaders have rapidly improved the attendance of some of the most vulnerable students'

Ofsted 2016



"Leaders have designed a life skills programme that makes a strong contribution to pupils' spiritual, moral, social and cultural development." Ofsted 2016



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Our Approach

*“Pupils respect each other and know
how to stay safe.”*
Ofsted 2016



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Our Approach

- Ethos and culture
- High Expectations and accountability
- Forensic knowledge of students and data
- Quick, rigorous intervention
- Commitment: ‘these kids can’



“Pupils respect each other and know how to stay safe.”
Ofsted 2016



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Ethos and Culture

Wildly Important Goals (WIGs)

1. 100% of students achieve their personal best
2. Every lesson, every day, good or better
3. High quality professional development for all staff
4. 360° of care, support and challenge for our students and their families



Student Mission

Aim high. Work hard. Be kind.

‘A culture of mutual respect is palpable across the school. The value of tolerance permeates all aspects of school, life, creating a harmonious and inclusive community.’

Ofsted 2016

“Pupils respect each other and know how to stay safe.”

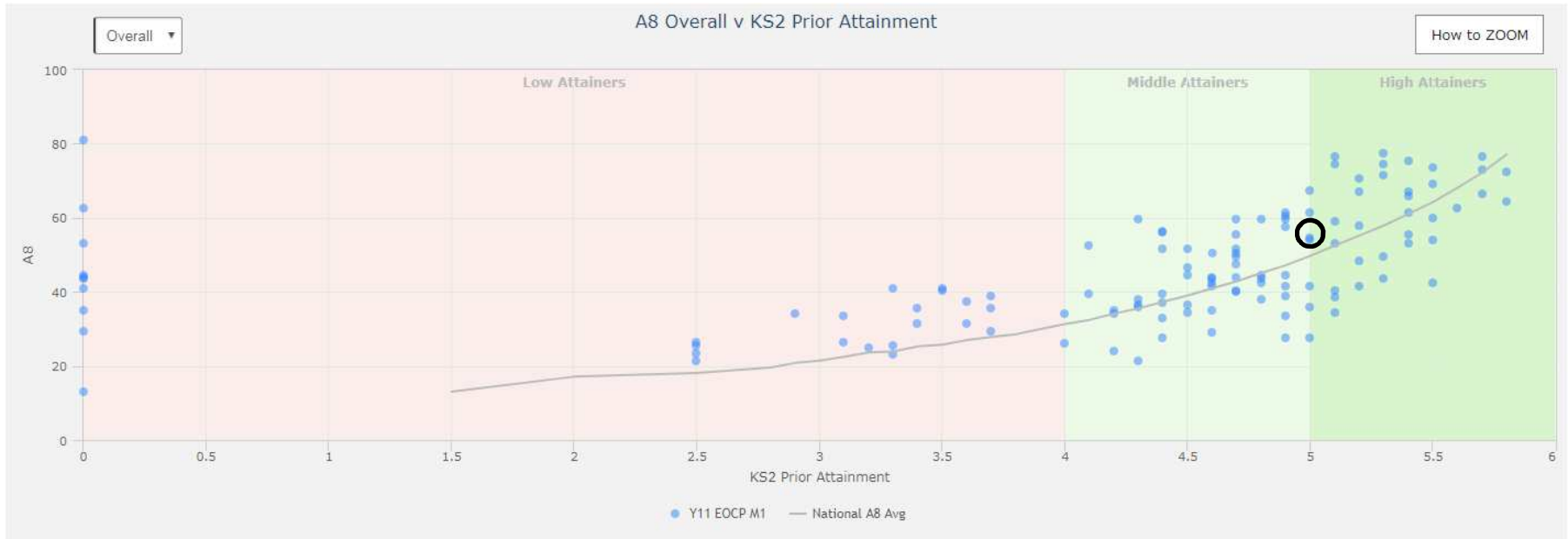
Ofsted 2016



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Ethos and Culture



- Knowing the students
- Whatever it takes
- Student support

“Pupils respect each other and know how to stay safe.”
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High Expectations

Teaching and Learning

- Consistency
- Class level: Quality first teaching
- Classroom practice:
 1. The Marriotts Way
 2. Every Minute Matters
 3. The Learning Journey
 4. Everybody Reads and Writes Well



“Significant improvements in standards of teaching, learning and assessment have led to a rapid increase in pupils’ outcomes.”

Ofsted 2016

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Robust Accountability

- Directive Leadership
- 8 week tracking and Quality assurance cycle:
 1. Week One: New module begins
 2. Week 2- 5: Teaching
 3. Week 6: Assessments
 4. Week 7: Data input, analysis, staff training
 5. Week 8: Close the Gap teaching



‘Leadership at all levels is highly effective because senior leaders set clear expectations of staff and pupils’

Ofsted 2016

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Curriculum

- Curriculum Model: Key stage 3 and 4, Options
- Knowledge curriculum: Learning Journey 7-11-13
- Academic vocabulary and cultural capital



“Subject leaders are rapidly leading change in the school.”

Ofsted 2016



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Whatever it takes

- **Early intervention** at a senior level.
- **Direct accountability** at senior level for pupil outcomes at an individual level. RSL role
- **IAG:** for parents and students
- **Approach to Learning:** grades/ strategy
- **In loco parentis:**
 - **Tuition:** morning, lunchtime, after school, weekends, holiday, study hall, homework club
 - **Pixl**
 - **Resources,** knowledge booklets, revision guides, flashcards
 - **Chasings students**



“Leaders have raised the achievement of pupils through a programme of substantial monitoring and support.”

Ofsted 2016



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Closing the Gap : The Marriotts Way

- Ethos and culture
- High Expectations and accountability
- Forensic knowledge of students and data
- Quick, rigorous intervention
- Commitment: 'these kids can'



'a no excuses' culture where all pupils can achieve well'

Ofsted 2016

"Leadership at all levels is highly effective."

Ofsted 2016



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