

Lourdes Secondary

Standards and Quality Report 2021-22



We will love, teach and care for you as your parents and carers do

Context of School

Lourdes Secondary is a large comprehensive Catholic school with a pupil population drawn from a large area on the south side of Glasgow. The school offers a vibrant environment for learning and teaching which has, at its heart, our development as an inclusive community of faith and learning.



Inspired and strengthened by Gospel values, we aim to ensure that the needs of all pupils are met and that all pupils are given the opportunity to develop their abilities and God-given talents. In doing this we support, enable and guide our young people as they prepare to live enriched and purposeful lives while meeting the challenges of modern society.

We offer:

- a climate of high expectations and aspirations for all
- a school environment where all are safe, supported and included
- the pursuit of excellence in learning and teaching
- a positive, Catholic ethos which encourages and celebrates achievement
- a dynamic, enabling culture where achievement and attainment for all is central
- a focus on ensuring staff, pupils, parents and the wider community work in partnership to provide the highest quality of education and care for all our young people

Our school community is enriched by its diversity and Gospel values underpin all that we do. In our daily lives, our words, actions and relationships aspire to reflect and promote these values. In Lourdes Secondary, we have high expectations and high standards and aim to achieve success in attainment and achievement for all through working in partnership with pupils, parents and carers, our local parishes and the wider community.

The school has a strong and very supportive Parent Council who work in close partnership with the Senior Leadership Team and with all groups within our school community.

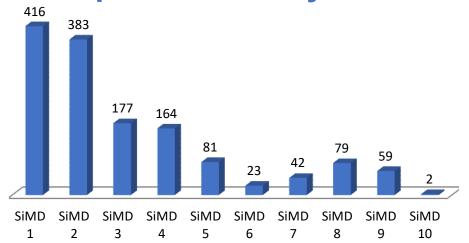
The school has seven associated primary schools: Our Lady of Lourdes, Our Lady

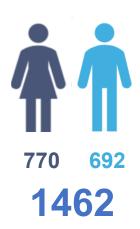
of the Rosary, St George's, St Constantine's, St Marnock's, St Monica's and St Saviour's. We also attract placing requests from across Glasgow and the surrounding areas.

In Lourdes Secondary, our commitment to our pupils is that: we will love, teach and care for you as your parents and carers do. The Senior Leadership Team consists of the Head Teacher and five Depute Head Teachers. The school currently has 12 Faculty Heads/Principal Teachers of Curriculum. The Pupil Support Team includes six Principal Teachers of Pastoral Care, six Pupil Equity Funded (PEF) Principal Teachers, a Principal Teacher of Employability & Wider Achievement, Support for Learning staff, English as an Additional Language staff, Learning Zone staff and a team of partners from across our school community and from across Glasgow. We also have a DYW Coorindator and MCR Co-ordinator.

The school roll is currently 1462 pupils, with approximately 69% of our young people from deciles 1-3. We have a strong track record of meeting our learners needs and this is reflected in a strong pattern of continuous improvements in outcomes for all.

Pupil numbers by SiMD





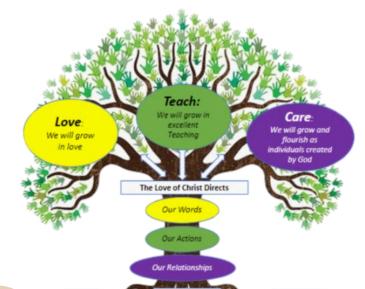








Improvement Drive to '25



Throughout 2021-22, we have been in a period of initial school improvement planning. all All staff had the opportunity to shape our improvement priorities, by joining one of our School Improvement Groups.

- Vision, Values and Aims and Strategic Planning
- Curriculum Review and Timetable Restructure
- Learning, Teaching and Assessment
- Promoting Positive Relationships
- Chaplaincy
- Health and Wellbeing

Following the review and consultation of the Curriculum Review and Timetable Restructure

group we now have a 30 period week, consisting of 6 x 55 minute period per day

Lourdes Secondary is a Catholic community committed to a journey of Continuous Improvement



to support the highest possible personal and academic outcomes for our learners The work from these groups has developed our School Improvement Priorities for 2022-25.

- Curriculum, Learning, Teaching & Assessment
- Ethos, Equity & Equality
- Health & Wellbeing
- Learning for Sustainability

All staff will be invited to join one of these improvement groups at Launch on the October Inset Day.

Our aims for our pupils focus on two key areas:

- Improvements in Academic Outcomes
- Improvements in Personal Outcomes

Curriculum, Learning, Teaching & Assessment

Quality of teaching

- There is a strong culture of teacher agency: all staff are encouraged to employ innovative research-based pedagogy with their lessons which enhance pupil engagement.
- As a school we have a commitment to supporting Professional Learning and investing in staffing to enhance the quality of teaching. Professional Learning periods, PT PEFs and high quality collegiate activities have focused in developing knowledge of research led pedagogy.
- Staff, at all levels, are highly skilled in supporting pupils by planning interventions and adapting practice to support positive learning experiences and outcomes for all learners.
- Staff are skilled in using highly effective feedback, which moves learning forward, to support pupils to progress in their learning.

Planning, Tracking & Monitoring

- We utilise a wide range of planning systems to ensure our curriculum meets the needs of learners.
- We track the progress of all pupils and have the data available for staff, pupils and parents to facilitate dialogue relating to learning
- Data relating to EAL, CE and SIMD is available to staff to assist in planning learning experiences and to plan interventions to ensure positive outcomes for all learners

Pupils, parents and

staff reflect on

progress & plan next

steps in learning

Learning & Engagement

- Across our school pupils are highly motivated and show high levels of engagement within lessons.
- Learning experiences are varied, build on prior learning and ensure appropriate pace and challenge for learners.
 - Pupils are active participants who are aware of the purpose of their learning through BGE key skills and progression ladders. This ensures a high level of cohesion within the senior phase.
 Pupils are confident learners, who are offered a wide range of extracurricular and opportunities out with the classroom, in the wider community and world, to demonstrate their skills, attributes and knowledge.

Effective use of assessment

- Across all departments, assessment features within planned learning and is clearly explained to pupils, highlighting how to move learning forward.
- Departments are supported to develop a variety of assessment approaches appropriate for their context. Key skills and progression ladders within the BGE feature in all departmental approaches to assessment within the BGE and





Learning, Teaching & Assessment are planned together

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Pupil Progress is assessed & moderated

We reflect on

progress & celebrate success

Planning, Tracking & Supporting Learners Achievements

Pupil Progress is tracked at whole school level

Progress data is analysed & interventions to support pupils are planned

Progress is reported directly to parents, carers & pupils



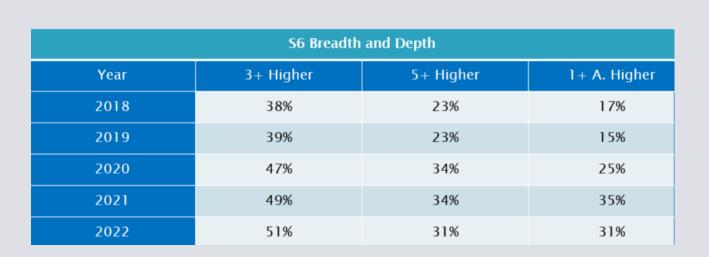
Results 2022

At Lourdes Secondary we have a strong pattern of supporting our learners to achieve their highest possible attainment, this is reflected in the excellent results achieved by our young people in their SQA examinations in 2022.



S4 Breadth and Depth						
	Year	5+ Nat 3	5+ N at 4	5+ N at 5		
	2018	92%	88%	42%		
	2019	91%	76%	41%		
:	2020	92%	84%	49%		
	2021	88%	82%	56%		
	2022	91%	84%	42%		

		SS Breadth and Depth				
	Year	1+ Higher	3+ Higher	5+ Higher		
	2018	54%	25%	10%		
•	2019	62%	33%	16%		
	2020	56%	38%	19%		
	2021	63%	43%	23%		
	2022	59%	40%	23%		

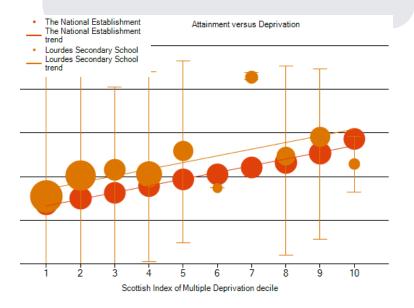


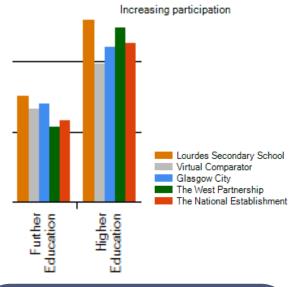


National Benchmarking

Attainment vs Deprivation

- Lourdes Secondary is above national trend in most SIMD bands
- The majority of Lourdes pupils reside in deciles 1-5, in which Lourdes significantly out performs the national average.

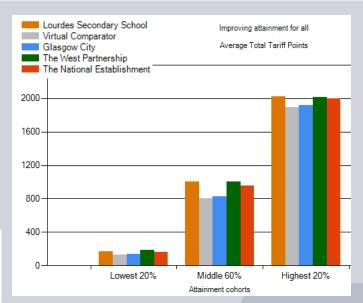




Positive Destinations

- Lourdes Secondary is above all measures for Further/Higher Education leaver destinations, this is a key area of strength in securing sustained positive destinations for our young people.
- 94.8% of all young people achieved a positive destination, this is significantly above Glasgow and National averages.







Percentage of Leavers Attaining Literacy and Numeracy

2021

Lourdes Secondary School SCQF 4

Virtual Comparator SCQF 4

Lourdes Secondary School SCQF 5

Virtual Comparator SCQF 5

Improving attainment in literacy and numeracy

Literacy & Numeracy

 Lourdes Secondary is above Virtual Comparator for Literacy & Numeracy at SCQF Level 4 & 5.

Improving Attainment for All

- Lourdes Secondary outperforms most measures within Lowest 20%
- Lourdes Secondary outperforms all measures in the Middle 60% and Highest 20%

PT Literacy - PEF

In October 2021 a PEF funded PT of Literacy was appointed to support the development, delivery and evaluation of professional learning in literacy for staff across Lourdes Secondary to raise attainment and close the poverty related attainment gap.

PT Literacy Actions 2021-22

- Developed departmental links with all departments
- Delivered Writing Revolution Professional Learning and training to literacy based subjects
- Led Primary cluster BGE Moderation and Literacy training
- Developed Primary transition resources and assessments





PT Literacy Priorities for 2022-23



- Primary visits with a focus on the training of staff, identification of pupils requiring support, diagnostic assessment, data gathering and these activities will support transition information.
- Building capacity and skills in Lourdes staff
- Supporting Nurture practices
- Continue targeted support for S2, work will continue with the pupils identified as requiring significant literacy support
- Work with the Departmental Literacy links will continue to focus on whole-school literacy strategies work with departments.

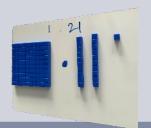
PT Numeracy Actions 2021-22

- Increased parental engagement through the Maths department online Numeracy Event (October 2021). Improved parental engagement / confidence in parent's own numeracy skills and helped parents support their child.
- The 2nd Common methodology booklet has now been created - Support now available for S1 & S2 course content. This mirrors the concrete and pictorial strategies being used successfully across the Maths department.
- Introduction of 'The Happy Puzzle Company' learning resources. Developing skills such as: strategic planning, lateral thinking, spatial awareness, sequencing, logical deduction and visual perception.



PT Numeracy - PEF







PT Numeracy Priorities for 2022-23

- Developing relationships within our learning Community by focusing on supporting Primary 5 pupils and staff to raise attainment in Numeracy with those not on target to achieve 2nd level by the end of P7.
- Implementing a Numeracy Intervention with targeted pupils in S1-3 to raise attainment in Numeracy.
- Supporting Science Department with delivery of Numeracy to ensure consistency across department and consistent approaches to Numeracy strategies across curricular areas

PT Science - PEF

PT Science Actions 2021-22

- Developed recovery plans in place for each subject in Science
- Developed S3 & S4 course timelines in to ensure quality and consistency, leading to increase in pupils continuing in science in S4.
- Developed consistent approach to assessments in the BGE for monitoring and tracking in S1-S3.
- Introduced targeted academic support and recovery supported study sessions for pupils in each discrete Science, leading to improved SQA attainment for learners.





PT Science Priorities for 2022-23

- S1 to S2 BGE Course and Assessment Development
- Build capacity of staff by developing range of teaching strategies utilised in lessons
- Develop research led pedagogy of staff through engagement in professional learning
- Develop teacher practice on to use iPads effectively in within Science

Whatarewegoingtodonow?

- To further enhance our Professional Learning, developing informed teacher agency, empower teacher leadership of learning at all levels.(Q.I 1.3)
- Review Curriculum Rationale focusing on curricular pathways (Q.I 2.2)
- Continue to improve the quality and consistency of Learning and Teaching (Q.I 2.3)
- Continue improve the attainment and achievement of all pupils (Q.I 3.2)

Ethos, Equity

& Equality



Lourdes Secondary is committed to ensuring Equity and Equality for all learners, and has a comprehensive support team in place to support all pupils to achieve the highest possible personal and academic outcomes.





Inclusion & Equity



- Most young people (82%) feel that staff and pupils work well together to foster positive relationships in school.
- Most young people report that they feel their views are valued by staff in the school, with a majority feeling confident in using their voice to instigate positive change.
- Most young people (84%) believe that Lourdes Secondary recognises and supports diversity.
- All staff in the school are informed by our detailed and informative Care Files and individualised GIRFEC Profiles to tailor learning experiences so that they can be accessed by all young people in their care.

Equalities at Lourdes

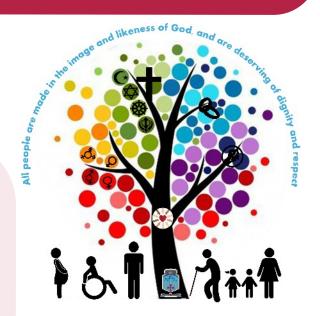
In 2021, the equalities group was formed at Lourdes Secondary. The overarching principle which guides this group is:

All people are made in the image and likeness of God, and are deserving of dignity and respect

In 2022-23 this group will:

- Develop Pupil led celebrations for Black History Month
- Lead training for equalities representative in every department
- Celebrate Feast day of St Martin de Porres, the Patron Saint of Equalities
- Develop pupil, parent and staff awareness of equalities through social media and PSE programmes

Lead Anti-Bullying Week



Black History Month Theme: Action not words

This will begin on Monday 3rd October 2022 and continue until Friday 28th October. Activities will include:

- PSE Content
- Curricular Content
- Departmental Displays
- Lunchtime Activities
- Cinema Screenings
- Assemblies
- Social Media Releases



Transitions to Lourdes

Transition meetings are held throughout the year between Pastoral Care, Senior Leadership, and Support for Learning staff in Lourdes Secondary with each of our seven associated primary schools. The purpose is to share information on all P7 pupils moving to S1: CfE levels for literacy and numeracy; pupils' general strengths and challenges inside and outside the classroom; friendship groups; ASN information; and any agency involvement.

P7 parents are offered two formal evenings to receive information, support and advice in preparation for their children joining us in S1. We have an Open Evening in November focusing on Learning & Teaching and in April focusing on Pupil Support.







Enhanced Transition

In addition, we have a planned enhanced transition programme for a number of pupils and parents which include parental/carer meetings with Pastoral Care staff and Support for Learning staff and additional visits to the school for some P7 pupils.

Transition lessons

P7 pupils in our learning community participate in a literacy-based Human Rights project delivered by our Social Subject Faculty. The children visit the school in November and again in March to work on the project.

The project has been designed by Social Subjects staff in conjunction with our PT Literacy. Crucially, this project demonstrates how research-rooted literacy strategies are used to teach content across the secondary curriculum. Additionally, the final piece of writing which the children provide generates important transition evidence which can be assessed and moderated by secondary and primary colleagues using a shared understanding.

This experience gives the pupils the opportunity to visit Lourdes Secondary and begin to familiarise themselves with the building, pupils and staff. P7 pupils are also invited to participate in a 2-day Induction Experience in May. The pupils follow a S1 timetable; in the course of the 2 days, we give the children a real opportunity to experience the routine of a secondary school pupil.





PT Re-Engagement - PEF

In October 2021 a PEF funded PT of Re-Engagement was appointed to support the development, delivery and evaluation of a re-engagement strategy which targets young people who are unable to access mainstream learning experiences due to their additional support needs. This role will help raise attainment and close the poverty related attainment gap.

PT Re-Engagement Actions 2021-22

- Supported pupils identified by Pastoral Care, as low and non-attenders from Nov 2021
- Developed plans with Parent/Carers to support National Qualification and reengagement
- Pupils attended afternoon/after school sessions established in dedicated area.
- 75% achieved a minimum of 5 National 3 qualifications.
- Pupil's confidence grew, with 4 pupils returning for S5

PT Re-Engagement Priorities for 2022-23

- Develop early intervention planning and partnership for S3 pupils
- Develop support plans for 14 identified 14 non-attenders, initially achieve 5 National 3
- Develop and support core group of Teachers to deliver courses



PT Recovery - PEF

In October 2021 a PEF funded PT of Recovery was appointed to support the development, delivery and coordination of targeted academic support for identified pupils. This role then developed to include supporting pupils with ASD in mainstream education. This role will help raise attainment and close the poverty related attainment gap.

PT Recovery Actions 2021-22

- Co-ordinated whole school targeted recovery interventions, communicating information to parents and pupils
- Collated departmental recovery plans and communicated to SLT and Pastoral Care teachers
- Developed ASD recovery and support programme
- Identified pupils and communicated with parents to establish targeted support

PT Recovery Priorities for 2022-23

- Continue to work with current S3-5 in Senior Phase.
- Review of current S1 and S2 cohorts Identify pupils for BGE group.
- Support staff and Newly Qualified Teachers with ASD strategies
- Seek opportunities for parents workshops/ supports for parents
 (National Autistic Society – Teen Life)
 Contact established by: 31 May 2022
- Neurodiversity week (20-26 March 2023)





Chaplaincy

Inspired and strengthened by Gospel values, the Chaplaincy team aim to ensure that the spiritual needs of all pupils are met, and strengthened, and that all pupils are given the opportunity to develop their abilities and God given talents.

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Catholic Education Week

- Our learning community celebrated Catholic Education Week together, focusing on the theme of "Celebrating and Worshiping"
- As a Learning community we created a short video which highlighted the importance of Catholic Education in Celebrating our Faith in our schools.
- Pupils and staff attended 4 of our parishes to celebrate Education Sunday.

Feast Day of Our Lady

- All pupils participated in our Feast Day Reflection
- We celebrated as a school community through reflections within our curriculum in Art, English, Modern Languages & RE
- Pupils prayed special intentions for their loved ones
- Father David, lead us in prayer & reflection for Our Lady
- We celebrated with a special treat

Chaplaincy Priorities 2022-23

- Continue to develop opportunities to celebrate mass together as a school and faith community, deepening the faith life of our school.
- Continue to take small, measurable steps in deepening the Catholic Ethos at Lourdes
- Further development of BGE Retreat programme
- Develop Pupil Chaplaincy Group
- Further develop Caritas Programme
- Establish Whole School Fundraising Focus
- Continue to celebrate sacraments with pupils and develop knowledge of the Gospel through Whole School faith celebrations, Advent & Lent programmes

Advent at Lourdes

We celebrated our Advent season, by following the weekly themes of Hope, Love, Joy and Peace to lead our reflections and activities.

For each school day we had planned opportunities for pupils to engage with spiritual and catechetical activities.

During Advent we:

- Collected Food for Pollok Baptist Foodbank
- Offered Special Intentions to loved ones
- Donated to St Nicholas Care Fund
- Developed our knowledge of the Nativity
- Celebrated at our Carol Service
- Prayed together at our Advent Service



Lent at Lourdes

We celebrated our Lent season,by following the weekly themes of Temptation, Growth, Forgiveness and Faith to lead our reflections and activities. For each week we had a range of liturgical events; focusing on Praying, Fasting and Almsgiving as we reflect on Christ's example of service to others.

During Lent we:

- Collected items for refugees in Poland through "Magical Smiles"
- Encouraged our pupils to donate pocket money to SCIAF's Ukraine Emergency Appeal
- Developed our knowledge of the Gospel and the Stations of the Cross
- Celebrated at our faith at Prayer Breakfast
- Celebrated our faith with Fire Cloud's Passion of Christ
- Developed our faith with Net Ministry



PT Nurture

Nurture 2021-22

- Supported Core S1 & S2 Core Nurture Groups.
- Further developed Nurturing pedagogies within Lourdes through whole school training.
- Led staff training through Nurture Development Team on Nurture Principle 3, "The Importance of Nurture in Wellbeing and Self-Esteem".
- Supported development of learners through Equestrian therapy, angling and Golf programmes.
- Further development of 'Bagel Breakfast', ensuring all children at Lourdes can start the day without hunger.
- Planned and implemented sector leading Summer Programme pilot in partnership with Glasgow Psychological Services.







Nurture Priorities for 2022-23

- Develop staff training on Nurture Principle 6 "Transitions are Important"
- Evaluate and further develop:
 - √ Summer Programme
 - ✓ Equestrian Therapy
 - √ Golf
 - ✓ Angling
- Identify and support S1 & S2 core Nurture group
- Further develop Nurture English classes, developing interventions alongside PT Literacy

What are we going to do now?

- Further development of Pupil voice and positive recognition to ensure all learners are empowered and included. (Q.I 1.2)
- Continue to develop Catholic ethos and Chaplaincy, developing and embedding our faith across our school community. (Q.I 1.3)
- Continued improvements to targeted and universal support for our Pupils to ensure barriers to learning are removed. (Q.I 2.4)
- Further development of parental engagement in their children's learning and in the life of our school (Q.I 2.7)
- To promote inclusion and support learners' needs through the development and implementation of a programme of Nurture and the further development of our approach to Promoting Positive Relationships (Q.I 3.1)



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Health & Wellbeing



Health & Wellbeing Group

During 2021/22 the Health and Wellbeing School Improvement group was formed. The vision of this group is to support all members of our school community to become the best, most resilient, version of themselves, and to develop sustainable skills to look after their mental, spiritual, physical and emotional health in order to build a happy life.

The targets for Health & Wellbeing at Lourdes are:

- Every pupil attending one extra-curricular activity as a member of a team/club beyond the classroom. Every pupil attending or being a member of a team/club out-with school. Co-ordination of extracurricular activities with a focus on physical, emotional and mental wellbeing.
- All stakeholders have a clear understanding of what supports are available to maintain their physical, emotional and mental wellbeing.
- All stakeholders equipped with the tools required to support their physical, emotional, mental health and wellbeing. All stakeholders understand how to access support when these are compromised. All stakeholders fluent in the language/literacy of mental health; 'normalise the conversation' across our school community.
- Mental Health First Aid Training for all stakeholders.
- Embed a HWB day/experience for all year groups and for staff and for parents
- Opportunities for staff and pupils to engage in activities which support their physical, spiritual, emotional, mental health and wellbeing





Mental Health First Aiders

As part of our commitment to the health and wellbeing of our school community, we have trained a member of each department as a Mental Health First Aider.



- Have increased confidence when responding to issues underpinned by mental health factors. There are no formal duties attached to this role, other than to
- be a champion for good mental health, with a more in-depth understanding of factors which affect both children and adults.
- create a network of support across curricular departments which will enhance our current supports.



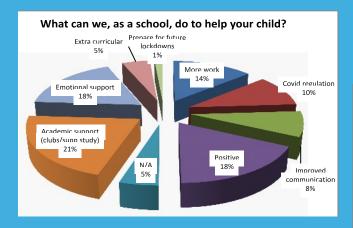


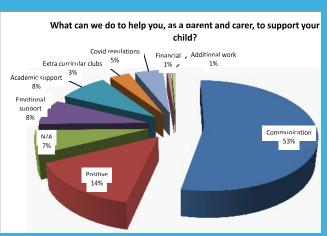


PT Parental Engagement - PEF

In order to support our pupils during a year of educational Recovery, we surveyed parents to identify what support our learners need. From this we planned in school, extra curricular and HWB interventions.

Recovery Parental Feedback





Wellbeing Evening



In February 2022 we we held an exciting, informative and interactive evening for S3 Parents/Carers to help to support their child's mental wellbeing and to also gain support, as parents, in coping with the challenges of modern day parenting.





Parents and carers had the opportunity to attend workshops out of the following options:

- Teenage Mental Health: Understanding how to help our children with their mental health led by Brian Costello from HeadStrong
- Ways to Nurture Wellbeing: Educational Psychologists delivered workshops on building resilience in our teenagers and providing tips on how to manage anxiety.
- Cyber Resilience and Digital Safety: Tips to help empower parents when using Digital Technology and supporting their child/ren in their use of Digital Technology.
- Mind and Body Relaxation for Parents/Carers: This workshop offered parents/carers relaxation and mindfulness strategies to help relax, manage stress and cope with the demands of parenting as well as providing signposting for local services and resources.

Activities which support physical, spiritual, emotional, mental health and wellbeing

Performing Arts

Our learners, across our learning community have had the opportunity to develop their skills, confidence and express themselves through participation within our Performing Arts department.

This has included:

- Christmas Celebration
- Mindfulness Sessions led by Scot Ensemble
- GlasgowCREATE Spring Concert
- RNSO Orchestral Day
- Matilda School Show







Blackpool

Over May and June, 10 buses of our young people visited Blackpool to celebrate a successful year of maintaining high standards in:

- attendance
- punctuality
- behaviour
- attitude-to-learning





Hill Walk

As part of our Recovery planning, developing opportunities for our young people to socialise and participate in experiences out with the classroom all S1 and S2 pupils had the opportunity to climb Conic Hill with their peers. This was such a success we are already planning a repeat for 2022/23.





Sporting Success

Our pupils have had a fantastic year developing their physical wellbeing and resilience through their participation in sport through:

- Young Sports Ambassador programme
- School Badminton, Basketball, Netball, Table Tennis & Weight Lifting clubs
- S2 Skiing
- Health Day
- Rose Riley Cup
- Women in Sports Week
- School Football clubs
- U14's securing the Glasgow League Title
- S1 team securing Glasgow Castle Cup
- S6 Kayaking
- S1 and S2 Sports days







What are we going to do now?

- Increase opportunities for staff to develop leadership skills at all levels across the school. (Q.I 1.3)
- Plan and deliver opportunities, which develop the spiritual faith and wellbeing of our Pupils (Q.I 1.3)
- Continue to improve targeted and universal support for our Pupils to ensure barriers to learning are removed. (Q.I 2.4)
- Development of planning to ensure improved physical, mental, emotional and spiritual wellbeing of all (Q.I 3.1)

Learning for **Sustainability**



PT Digital Strategy - Pl

Safer Internet Do

In October 2021 a PEF funded PT of Digital Strategy was appointed to support the continued development, delivery and evaluation of the school's Digital Strategy, for staff, pupils and parents across Lourdes Secondary, to raise attainment and close the poverty related attainment gap

Digital Strategy 2021-22

- Developed Digital Ambassadors programme
- Further development of the Digital Strategy Group
- Developed iPad Process for Pupil Care **Teachers**
- Developed iPad and formal repair process
- Developed Safer Internet Month programme
- Led Digital Strategy team to deliver Staff Digital Training sessions
- Secured funding through Digital Xtra Fund







- Further development of leadership within Digital Ambassadors & Digital Strategy Group
- Develop S1 Digital Learning Day Introducing S1 to the basics of using their iPad
- Staff training workshops developing advanced digital skills
- Pupil training workshops
- Plan and develop Safer Internet Week
- Develop planning to secure Digital Wellbeing Award
- Refresh Whole School digital policies and processes such as mobile phone/iPad, new pupil enrolment, pupil leaving and leave of absence
- Develop digital link with cluster primary schools
- Develop Planning to participate in Digital Schools Award European Programme

Whatarewegoingtodonow?

- Develop planning and opportunities to develop Pupils for a changing world, building a more sustainable and equitable future for all.(Q.I 2.2)
- Develop and embed Digital Strategy to develop Digital Innovation and Digital Literacy for all. (Q.I 3.3)



