

# Vision, Values and Strategic Direction

**2026 - 2029**



**West Kirby**  
Grammar School



## Our Values

*Our six core values are underpinned by the importance of CHOICE. They are not simply words on a page – we live and breathe them every day, driven by our determination to inspire and support every child in the pursuit of their goals.*

### Community

We're proud of our sense of community and family at WKGS, as well as our contribution to the local and wider community.

We choose to be collaborative, caring and kind, showing empathy and honesty in our actions.

We value our tradition and have a vibrant House system that helps to create a compassionate and caring community.

### High Expectations

We are aspirational for ourselves and those around us, taking great pride in our achievements.

Our work is goal-orientated, celebrating success in different forms while striving for excellence in our pursuits.

We naturally have high academic expectations and challenge everyone to achieve their full potential, both inside and outside of the classroom.

### Opportunity

We offer exceptional opportunities for all in a wide variety of contexts.

Our extensive curriculum ensures that every student has the opportunity to discover their talents.

We encourage everyone to embrace our extra-curricular provision and wide range of enrichment activities; we promote leadership at all levels.

### Innovation

We strive to create the leaders of tomorrow; individuals who are daring and forward thinking and who work to inspire those around them.

Creativity is highly valued and we aim to find inventive and enterprising solutions to the challenges we face.

Change is embraced as we develop inventive new practices and systems.

### Curiosity

We encourage all members of our community to display a love of learning and to show an inquisitive approach to challenge.

The ability to reflect on practices is key, along with a passion to improve. Asking questions to deepen understanding and looking beyond the confines of the curriculum is actively encouraged.

### Endeavour

We work with motivation and resilience, whatever the challenge ahead.

Determined to succeed, we challenge ourselves and those around us to improve.

We engage with our tasks and work with perseverance to achieve.



# Our Vision

## Pioneering Excellence:

At West Kirby Grammar School, we are a forward-thinking community with a relentless commitment to excellence. We aspire to greatness by working together to achieve something truly special, while valuing the traditions and heritage that have shaped our school community for over 100 years. We recognise that the needs of our students, and the world around them, are continually evolving, and so we reflect on and refine our practice to ensure we prepare every young person for life beyond WKGS.

For us, innovation is not about that constant generation of new ideas, but about the thoughtful refinement of exceptional practice and a determination to improve continuously. We aim to inspire and empower every student and staff member to reach their full potential through intellectual curiosity, creative thinking, and high expectations. We encourage our students and staff not only to strive for excellence, but also to lead with integrity, purpose, and ambition within our school and beyond. This continues through every stage of the school, including in our Sixth Form, where students are supported to develop independence, self-motivation, and confidence as they prepare for a fulfilling and purposeful life beyond WKGS.

## Compassionate Community:

Being pioneering takes courage and bravery and, without the support of a compassionate community around us, this is impossible to achieve. At WKGS, we care deeply about creating a culture rooted in kindness, empathy, and mutual respect, where students, staff, and the wider community support one another and feel a genuine sense of belonging.

We want every individual to feel known, valued, and encouraged to be authentically themselves. While academic success matters deeply to us, we believe education is about far more than results alone. We place great importance on personal growth and wider development, supporting our students to understand themselves, engage meaningfully with the world around them, and leave WKGS with confidence, passion, and purpose.

Together, we strive to develop thoughtful, compassionate young people who are ready not only to succeed, but to make a genuine difference in the world around them.

## Strategic Direction

Our areas of strategic focus for the coming year can be categorised into three headings:

- Exceptional Learning and Intellectual Engagement
- Culture, Character and Inclusion
- Organisational Excellence and Sustainability

### Exceptional Learning and Intellectual Engagement

At West Kirby Grammar School, learning is ambitious, intellectually rich, and rooted in purposeful engagement. We are proud of the strong foundations already established across the school and the consistently high standards demonstrated by both staff and students. Our focus now is refinement. We want deep thinking, active participation, and meaningful challenge to be present in every classroom and embedded throughout the learning experience.

We believe exceptional classrooms are built through strong subject expertise, thoughtful evidence-informed practice, and a culture where curiosity is valued and scholarship matters. We do not want students to simply complete learning, but to question, contribute, reflect, and take intellectual risks with confidence.

Alongside this, we are continuing to strengthen the precision and responsiveness of assessment so that teaching supports all learners to

thrive. We also want to develop an even more ambitious Key Stage 3 experience that captures students' curiosity from the moment they join the school and builds excitement about learning from the very beginning.

Professional development remains central to this work. CPDL will lead not only to professional growth, but also to sustained improvements in classroom practice over time. Reflection, collaboration, and continual refinement matter deeply to us. These help ensure that learning at WKGS remains academically rigorous, genuinely engaging, and transformational for all students.

### Culture, Character and Inclusion

At WKGS, we believe exceptional schools combine academic excellence with strong relationships, a positive culture, and meaningful opportunities for young people to grow into confident, compassionate individuals. We are proud of the strong sense of belonging within our community and remain committed to strengthening a culture where students feel safe to be themselves, proud of who they are becoming, and encouraged to contribute positively to the world around them.

We want students to develop confidence, self-belief, and pride in both their character and their achievements. That means creating an environment where expectations are clear and consistent, where kindness and respect are visible in daily interactions, and where students feel empowered to participate fully in school life. We believe

culture is shaped through everyday habits, routines, conversations, and relationships, as much as through wider strategic initiatives.

Our commitment to the wider curriculum and the development of the whole child sits at the heart of this work. Through the Beyond Horizons framework and the wider life of the school, students are encouraged to explore new experiences, develop leadership, contribute meaningfully to the community, and discover passions that extend far beyond examinations. We are equally committed to ensuring that these opportunities remain inclusive and accessible so that every student feels able to participate, belong, and thrive within the life of the school.

We also want to celebrate more clearly the things that make WKGS distinctive. The values we live by, the traditions we share, and the opportunities available to students all help shape a community that is compassionate, aspirational, and ambitious in equal measure. We believe a strong sense of collective pride matters because it helps young people feel connected to something bigger than themselves.

## **Organisational Excellence and Sustainability**

As the educational landscape continues to evolve, we are increasingly focused on ensuring that WKGS remains not only successful today, but strong, sustainable, and forward-looking. We believe sustained excellence is built through clear leadership, thoughtful implementation, and a professional culture where people feel trusted,

supported, and empowered to contribute to the ongoing development of the school.

We are proud of the commitment, expertise, and professionalism of our staff. Creating a positive professional environment matters deeply to us because we know people thrive best in cultures built on trust, clarity, collaboration, and shared ambition. Over the next three years, we want to continue building leadership capacity across the organisation while strengthening a culture where accountability is understood as a shared responsibility rather than compliance alone..

We are also increasingly focused on ensuring that our development priorities begin with clarity of purpose and a clear understanding of what success should look and feel like in practice. We want initiatives to be implemented carefully, evaluated thoughtfully, and aligned closely to the long-term direction of the school. We believe the greatest impact comes through sustained focus, disciplined implementation, and continual refinement over time.

Outward-facing leadership and long-term sustainability are equally important to us. By strengthening partnerships, building meaningful networks, and exploring strategic opportunities, we want to ensure that students and staff continue to benefit from a rich and evolving educational experience. In a challenging financial climate, thoughtful long-term planning and strategic income generation will help protect and enhance the opportunities available to our community for years to come.



## Key Performance Indicators

| Measure                      | Current     | Target | Measure                         | Current | Target |
|------------------------------|-------------|--------|---------------------------------|---------|--------|
| GCSE – Average Grade         | 7.1         | 7.5    | Extracurricular Participation % | 89      | 95     |
| GCSE – 9 – 7%                | 66          | 68     | Praise:Incident Point Ratio     | 14:1    | 14:1   |
| GCSE - Progress              | 0.60 (est.) | 0.80   | Attendance – Y7 – 11            | 95      | 96     |
| A Level – L3VA               | +0.11       | +0.1   | Persistent Absence %            | 9       | 5      |
| A Level – A* - A%            | 36          | 45     | Recruitment – Year 7            | 189     | 180    |
| Gatsby Benchmarks Fullfilled | 7           | 8      | Recruitment – Year 12           | 130     | 160    |

*\*All KPIs are also measured in Focus Groups (e.g. PP, SEND, EAL) with no gap expected.*

## Our Priorities for 2026-29

| Strategic Direction Pillar                       | Focus Area                                                 | Priority Summary                                                                                                                                                                                                                                  |
|--------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Exceptional Learning and Intellectual Engagement | Deep Thinking, Active Participation and Academic Challenge | Building on strong foundations, we will continue to refine the learning experience through ambitious curriculum design, engaging teaching and responsive assessment, ensuring every student is challenged to think deeply and achieve highly.     |
|                                                  | Professional Learning That Changes Practice                | We will continue to invest in professional learning that develops expertise, encourages collaboration and leads to sustained improvements in practice.                                                                                            |
| Culture, Character and Inclusion                 | Access, Opportunity and School Identity                    | We will continue to champion the values, traditions and opportunities that define WKGS while ensuring that the school remains accessible to talented students from all backgrounds.                                                               |
|                                                  | Developing Student Confidence, Character and Pride         | Through our Beyond Horizons framework and the wider life of the school, we will continue to develop confident, resilient and compassionate young people who take pride in themselves, their achievements and their contribution to the community. |
|                                                  | Consistency in Expectations and Everyday Practice          | We will continue to strengthen the routines, habits and behaviours that ensure students experience consistently high standards across all aspects of school life.                                                                                 |
| Organisational Excellence and Sustainability     | Leadership, Ownership and Collective Responsibility        | We will continue to strengthen leadership at all levels while fostering a culture where responsibility, accountability and improvement are shared by all members of the community.                                                                |
|                                                  | Planning for Impact                                        | We will ensure that improvement activity remains purposeful, evidence-informed and focused on achieving meaningful and sustainable impact.                                                                                                        |
|                                                  | Investing in Opportunity                                   | Through strategic investment, strong partnerships and careful financial planning, we will strengthen the long-term sustainability of the school while continuing to enhance opportunities for students and staff.                                 |
|                                                  | Staff Support and Professional Environment                 | We will continue to cultivate a positive professional environment where colleagues feel valued, supported and empowered to thrive.                                                                                                                |





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