



مدرسة كامبردج انترناشيونال
Cambridge International School, Dubai

Project

New Horizons

School Reopening September 2020

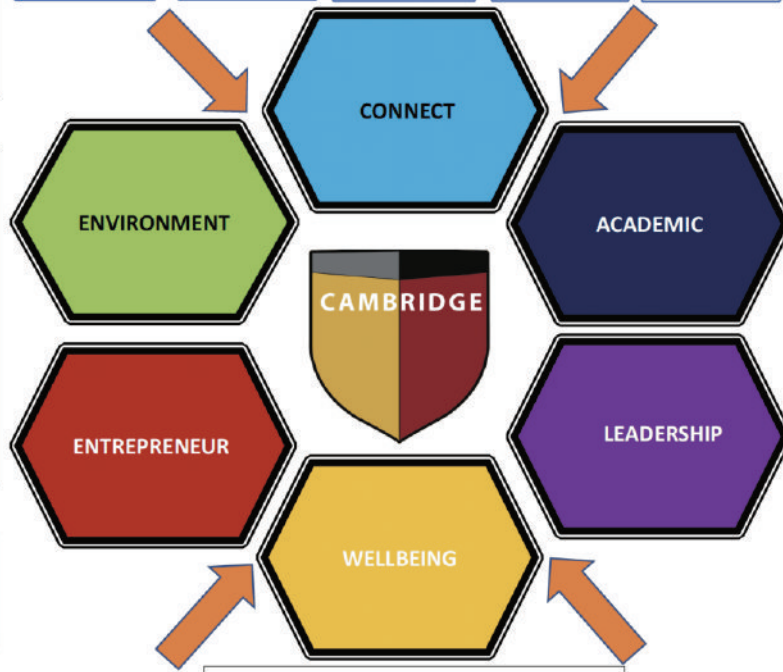
NAME OF ACTION PLAN	School Reopening September 2020
APPROVED BY	Principal: Lachlan MacKinnon
LEAD	SLT
DATE OF REVIEWS	Review 1 July 2020, Review 2 August 2020, Review 3 September 2020



VISION
 At CIS we strive for *excellence* in all that we do; through aspirational *expectations*

MISSION
 At CIS it is our mission to create students who are emotionally *resilient*, *flexible* and inspired to reach their *unique potential*. We aim to inspire students to be *independent* thinkers that will make an active and positive *contribution* to society, creating a more *peaceful* world.

VALUES
 Respect Empathy Honesty
 Responsibility Perseverance



SPIRIT
 Common Vision, True Dialogue, Corporate Social Responsibility

IDENTITY
 One People One Tribe, Common Mission, Culture, Brand, Customer Experience

VALUES
 Expectations, Common Values, Customers & Staff Satisfaction

CAPABILITY
 Imagination, Innovation, Abilities, Knowledge, Procedures, Training, Performance

BEHAVIOUR
 Reactions, Interactions, Kindness, Understanding, Tolerance, Supportive

ENVIRONMENT
 Physical Surroundings, Buildings, Relationships, Community

Everyone has the right to learn

Everyone has the right to be treated with respect

Everyone has the right to learn and play in a safe environment

CREATING

- > Design
- > Compose
- > Generate
- > Devise
- > Originality

ANALYSING

- > Deduct
- > Reason
- > Evidence
- > Precision
- > Hypothesise
- > Problem Solving
- > Logical thinking

META THINKING

- > Connect
- > Select
- > Plan
- > Monitor
- > Evaluate
- > Reflect

LINKING

- > Generalisation
- > Imagination
- > Abstraction
- > Cross Curricular
- > 'big picture' thinking
- > Seeing alternative perspectives
- > Finding connections

REALISING

- > Automaticity
- > Speed and accuracy
- > Flexible Thinking

EMPATHETIC

- > Collaborative
- > Concerned for society
- > Confident

AGILE

- > Enquiring
- > Creative & enterprising
- > Open-minded
- > Risk-taking

HARD WORKING

- > Practice
- > Perseverance
- > Resilience

Introduction

This document forms the draft considerations and actions that will be required for the re-opening of Cambridge International School Dubai (CIS) in September 2020. Inputs from education team as well as regulators will be required to establish a final strategy / planning document for publication to the community. A number of countries have commenced their journey towards re-opening both public and private schools, including China, Taiwan, Denmark, Japan and Norway, as the curve begins to flatten on new Covid-19 cases. With a number of other European countries returning in some form over the coming weeks.

This CIS re-opening planning document considers best practices which have been implemented in such countries, as well as international research on the matter of re-opening not only schools but other industries especially social infrastructure. One aspect we will need to consider, is that there may not be a one solution fits all for our group of schools. Some schools may be able to accommodate certain controls, where others may face greater challenges due to physical capacity e.g. the social distancing of 2 meters within classrooms.

Over the coming weeks and months there will no doubt be a significant number of insights into what has worked well in countries such as China, Denmark, Norway and Japan, as they start to re-open their schools. By reviewing and analysing such information, will allow us to make further improvements and ensure that we are able to apply even higher standards, which fit our educational, operational and regional needs.

Regulators and other authorities will play a large part in how schools will re-open and operate. As of now, we currently do not know how much leeway or control they will provide individual operators and therefore we need to consider and plan for different scenarios as well as be on the front foot in advising them on best practices.

Besides safely reopening under appropriate health and safety protocols, the school will confront a new set of challenges, including reenrolling students, helping students recover lost learning, and preparing for viral resurgence.

CIS Distance Learning Hub will be established as the crisis nerve center through this process and beyond. This will enable a coordinated response through strong leadership, effective operations, and systems for ongoing on the spot decisions covering;

CIS's School Reopening Action Plan identifies five (5) major priority areas to begin transforming and transitioning CIS community back to school.

Target 1: Reopening Procedures - Operational School day

Target 2: Health and Safety

Target 3: Teaching and Learning

Target 4: Wellbeing and Student Safeguarding

Target 5: Communication

Target 1: Reopening Procedures - Operational School day					
Objective (what needs to be done)	Key Strategies - Action Plan (What will we do to make it happen)	Performance Indicators (How will we know when we have been successful)	Lead Person	Start/Rev/End	Notes
To avoid large group gatherings	<ul style="list-style-type: none"> Common Year group assemblies cancelled. Virtual assemblies to be held PE lessons are held in smaller groups and team games avoided Lunch breaks to be staggered and segregated based upon year groups External examinations conducted in small groups using all classrooms AKNS campus if available to be used to conduct external examination Synchronous lessons to be conducted for the rest of the school, on days where student numbers are high for an examination like Maths, English or Sciences (Oct/ Nov external examinations) Virtual Awards Ceremonies to be held for the different Phases 	<ul style="list-style-type: none"> 2 metres social distancing is successfully maintained Sparse student population visible on campus at a given time Course syllabus completed as per SoW through synchronous lessons Students are commended for their achievements 	SLT Examination Officer	Sept 2020 Dec 2020	Should the current pandemic continue
To ensure school Transport adheres to HSE guidelines	<ul style="list-style-type: none"> Number of students in each bus to limit to half its normal capacity Temperature checks conducted before entering the bus Hand sanitisers available on bus Swipe machines and cards to be constantly disinfected Students to wear hand gloves and mask if required (exception younger than 6 years) Hygiene rules to be displayed in the bus Ensure proper ventilation-use of windows whenever possible Number of bus routes to be increased 	<ul style="list-style-type: none"> High standards of hygiene are maintained in the buses Less crowding in buses Students use safe and sanitised buses All students adhere to rules of health and hygiene Students are engaged in blended learning 	STS MSO-Health & Safety Officer	Aug 2020 Sept 2020	<p>Transport provision the number of seats utilized on the buses will need to be reviewed so appropriate distances can be maintained. This won't come without its challenges though, as this will impact fleet optimization and routes.</p> <p>This may involve Increasing the number of bus routes, for instance, or organizing routes by cohort would reduce proximity and exposure but would require more drivers, funding, and sanitization between routes</p>

	<ul style="list-style-type: none"> Synchronous lessons to alter between EYFS, Primary and Secondary school to avoid overcrowding on buses and the need for more buses and drivers 				
To provide adequate food services	<ul style="list-style-type: none"> Pre orders received and pre-boxed lunches provided Break times are staggered Parents are encouraged to send lunch boxes with students Face shields encouraged during meal breaks 2 metre distance to be maintained between students of different classes Water dispensers not allowed 	<ul style="list-style-type: none"> Compliant with physical distancing and hygiene Students eat home prepared food Queuing is avoided 	MSO Health & Safety Officer		
To develop a staggered start and dispersal	<ul style="list-style-type: none"> Possible 30 minutes staggered start and dispersal times Modules developed to run asynchronous and synchronous lessons 	<ul style="list-style-type: none"> Gatherings at entry and exit points is controlled Students numbers are reduced in school 	SLT Security MSO	Sept 2020 Dec 2020	Review possible one week on one week off scenario
To ensure classroom space adheres to HSE guidelines	<ul style="list-style-type: none"> Adequate desk space between students Sanitisation of surfaces and restrict to one group to use the same spaces Re-allocation of rooms and timetable where teachers move and restrict pupil movement Auditorium to be used where students' movement is restricted 	<ul style="list-style-type: none"> 2 metres social distancing maintained All surfaces are clean and safe Minimal movement across campus Less contamination of the campus A student is safe to use just one chair and table 	MSO Timetable Coordinator	Sept 2020 Dec 2020	
To arrange appropriate monitoring on entry and movement around school	<ul style="list-style-type: none"> Investment in the use of thermal imaging systems set up in the school Attempts to keep students in the same group throughout the day Social distancing enacted in canteen areas, assemblies, assessment sessions, parent pick-up areas etc. More personnel placed to conduct temperature checks 	<ul style="list-style-type: none"> Effective monitoring of student temperature on a large scale Less risk of more areas and surfaces getting contaminated No crowding in places like the canteen area, playground or the auditorium Bottlenecks are avoided at access and egress points 	Principal SLT	Sept 2020 Dec 2020	

Target 2: Health and Safety					
Objective (what needs to be done)	Key Strategies - Action Plan (What will we do to make it happen)	Performance Indicators (How will we know when we have been successful)	Lead Person	Start/Rev/End	Notes
Plan for a possible resurgence of COVID19	<ul style="list-style-type: none"> Newsletters and bulletins shared with CIS community in response to a resurgence of COVID 19 Action plan and approved Readiness Plan shared with parents and staff in August Physical, synchronous and asynchronous modules prepared over summer 	<ul style="list-style-type: none"> CIS community is well informed CIS community cooperates and confidently copes with national authority announcements Students learning continues in a safe environment through DL 	Principal SLT	July 2020 Sept 2020	Appreciate that local or national viral resurgence may occur. Being ready for multiple waves of closures and reopening, which will entail blending remote and in-person learning
Accommodation made for high risk community	<ul style="list-style-type: none"> Teachers and other staff who are within the higher risk category (underlying medical conditions, pregnant or older teaching community). work from home Students who are at a higher risk of developing COVID-19 are identified Risk students stay at home and follow synchronous and asynchronous lessons 	<ul style="list-style-type: none"> Vulnerable community is safe working from home Identified high risk students are safe with synchronous and asynchronous learning High risk students visit school on specific days only for physical lessons 	Principal SLT Health & Safety Officer	Aug 2020 Sept 2020 Dec 2020	
To ensure physical distancing is adhered to	<ul style="list-style-type: none"> Designated entrances and exits for different student cohorts are assigned Common spaces are sectioned off for specific groups Floor markings to direct foot-traffic flows. 	<ul style="list-style-type: none"> School infrastructure modified to facilitate social distancing High hygiene protocols are maintained Traffic flow and movement is controlled Students and staff maintain atleast 2 metre distance 	MSO Health & Safety Officer SLT	Aug 2020 Sept 2020 Dec 2020	
To ensure adequate hygiene is in place	<ul style="list-style-type: none"> Portable hand-sanitising stations set up at entrances and common areas 	<ul style="list-style-type: none"> Cost effective regular hygiene is promoted Safe and healthy students 	Principal	July 2020 Aug 2020	

	<ul style="list-style-type: none"> Permanent changes to the physical environment, such as no-touch bathrooms to be considered 		MSO Health & Safety Officer		
To ensure medical equipment and space is appropriate	<ul style="list-style-type: none"> Adequate medical facilities, equipment and personnel to be made available. A number of specific isolation areas established to allow for any suspected students or staff to be safely isolated, until they can exit the school safely. Review of emergency procedures, including managing and reporting Covid-19 cases. A system for exiting any persons suspected of having the virus will be established with the health authorities The number of hand sanitisation points across the schools will be increased Regular guidance and instruction for hand washing given to students, particularly for younger ones 	<ul style="list-style-type: none"> Well stocked medical equipment High quality medical support provided when needed COVID 19 suspected cases are safely isolated COVID 19 risk of spreading among CIS community is addressed Suspected cases are discreetly reported to the DHA without causing alarm Entire CIS community is well aware of the hand washing protocol 	School Medical Team Health & Safety Officer MSO	July 2020 Sept 2020	
Access to school contractors needs to be monitored	<ul style="list-style-type: none"> Ensure all measures are taken for outsourced food suppliers and other contractors who are required within the school for day-to-day operations. 	<ul style="list-style-type: none"> All outsiders are safe and pose no threat to CIS community 	Security MSO	ongoing	
Ensure adequate PPE equipment is in place	<ul style="list-style-type: none"> Ensure PPE requirements for medical teams are conducted to ensure adequate resources are available. Access to schools for contractors and service providers to be tightened Pre-approvals to be obtained prior to visiting school such as travel declarations Temperature checks conducted on all those who enter school To create a health and safety action plan that involves the estimates of 	<ul style="list-style-type: none"> A well resourced School clinic Excessive number is avoided on school campus All outsiders screened before access given for entry An approved budget helps in successful mitigation of the risk A safe reopening of school in September 2020 	Principal MSO	May 2020 July 2020 Aug 2020	



	costing, modification to infrastructure etc				
Test all staff before arrival at school	<ul style="list-style-type: none">In consultation with the health authorities, all staff to be tested before school re-opens as a matter of public health especially as tests become cheaper and quicker to give results.	<ul style="list-style-type: none">Safe communityAffordable test available to make this possible	Principal	Aug 2020	

Target 3: Teaching and Learning					
Objective (what needs to be done)	Key Strategies - Action Plan (What will we do to make it happen)	Performance Indicators (How will we know when we have been successful)	Lead Person	Start/Rev/End	Notes
To prioritise Students of Determination's reintegration to school	<ul style="list-style-type: none"> • Assignments are modified to allow access to learning • LSA to maintain 1:1 communication with their assigned students physical or virtually • LSA and parents communicate regularly with the subject or class teachers • IEP to offer scaffold or modification of assignments, as per IEP recommendations, for students. • Time and support provided to help subject or class teachers differentiate lessons and activities for students • Ace Department to communicate regularly with students and parents to ensure they have success returning to school 	<ul style="list-style-type: none"> • Scaffolding allows the Ace department to successfully cater to the SoD needs • IEPs cater to emotional, social and academic support • Teachers and LSA are well guided and supported • All SoD return to school in September 2020 • IEPs cater to emotional, social and academic support • Teachers and LSA are well guided and supported • All SoD return to school in September 2020 	SENCo	Aug 2020 Sept 2020 Dec 2020	
To ascertain academic progress that may have changed over the summer break and during Distance Learning	<ul style="list-style-type: none"> • Identify those students who may not return to school • Strategies to support recall of knowledge for those who return after a long period may need significant work to catch up on academics • Support extended to students who lacked devices, internet access, or parental support during lockdown period • To provide supplementary learning activities for students who receive support. • To track students' daily achievement and progress. 	<ul style="list-style-type: none"> • SoDs are supported with missing work • Gap in learning is reduced • Students benefit from additional practice that helps close the academic gap • Students achievement is tracked and interventions are supportive 	SENCo	Aug 2020 Sept 2020 Dec 2020	

Target 4: Wellbeing and Student Safeguarding					
Objective (what needs to be done)	Key Strategies - Action Plan (What will we do to make it happen)	Performance Indicators (How will we know when we have been successful)	Lead Person	Start/Rev/ End	Notes
To ensure all students registered with school have returned	<ul style="list-style-type: none"> Timetable with Synchronous/ Physical lessons to boost parental confidence in ongoing health risk Counselling sessions for disturbed children held with the Counsellor Pastoral team to hold Microsoft team meetings with students/ families who lack confidence Synchronous lessons to include more engaging elements 	<ul style="list-style-type: none"> Students confide in the Counsellor Students are confident to return back to school Strong pastoral support is evident Almost all students report back 	Well being Team Registrar	Aug 2020 Sept 2020	As schools reopen, some students may not return to class, for instance, because of parental concern about ongoing health risks or student disengagement after frustrating remote learning experiences.
Follow up on all child safeguarding concerns	<ul style="list-style-type: none"> LMs to connect daily with all students in the form class Daily absences followed by a phone call from school All staff to engage in contacting all parents through emails or phone calls monthly Absenteeism trends to be studied and acted upon instantly Safeguarding Team to act upon cases reported Counsellor to have regular Assemblies that address well being Speak Up posters are displayed in all form rooms Students have access to studentvoice_cis@gemsedu.com 	<ul style="list-style-type: none"> Students are confident in reaching to staff with pastoral concerns All students know who to approach Studentvoice_cis@gemsedu.com is often used by students to report their concerns Absenteeism is reduced All safeguarding concerns are addressed 	Safe Guarding Leads		Wellbeing is showing a great concern with a clear reduction in the number of reported child safeguarding issues through education personnel
To make sure that student hygiene behavior is reinforced	<ul style="list-style-type: none"> Weekly health and safety meetings held to reinforce health and safety protocols School personnel to conduct daily temperature checks for all that enter the school campus 	<ul style="list-style-type: none"> Health and safety protocols embedded Healthy staff and students attend school Students abide by the use of safety gear such as mask/ hand gloves Easy access to handwashing Well equipped washrooms with toiletries 	MSO		Temperature checks for anyone entering a school campus daily and have school personnel



	<ul style="list-style-type: none"> Talks in lessons to encourage the use of masks, hand gloves, sanitiser and hygiene etiquette All school facilities undergo frequent sterilisation/ deep cleaning to ensure the campus is clean All washrooms are well stocked with essential cleaning material- such as soap, sanitisers 	<ul style="list-style-type: none"> Campus is clean and safe 	<p>Health & Safety Officer</p> <p>SLT</p>		<p>administer checks using standard thermometers</p>
<p>To ensure cleaners continue high hygiene standards</p>	<ul style="list-style-type: none"> .At the end of each day, all surfaces are cleaned Cleaning staff are trained in conducting a safe cleaning process Use of safety equipment is mandatory 	<ul style="list-style-type: none"> School facilities are maintained and made safe No fear of infection Well trained staff Health and safety of the work force is also a priority 	<p>MSO</p>	<p>Sept 2020</p> <p>Dec 2020</p>	<ul style="list-style-type: none"> Enhanced cleaning of surfaces during and after the school day can be another vital element of promoting hygiene Training and frequent reinforcement of staff, parents, students, and entire communities stay updated on important health and sanitation practices

Target 5: Communication					
Objective (what needs to be done)	Key Strategies - Action Plan (What will we do to make it happen)	Performance Indicators (How will we know when we have been successful)	Lead Person	Start/Rev/ End	Notes
To ensure clear communication with the community	<ul style="list-style-type: none"> Communication and messages to parents needs to be very clear, it needs to define the revised safety controls that are to be implemented and more importantly, how this will impact the day-to-day environment of the school. Communicate with staff and parents on a daily basis. Respond to emails in compliance with our norms of no more than 24 hours. Disseminate student and parent surveys and analyse results to make the necessary changes to the programme. Continue to hold regularly scheduled meetings virtually i.e. year level, department, and full phase meetings. 	<ul style="list-style-type: none"> Parents are updated with new adjustments and amendments All stakeholders are well informed All queries addressed within 24 hours Modifications implemented from feedback received through surveys Virtual meetings keep all leaders and staff well informed and activities are quality assured 	SLT	Aug 20 Sept 20	
To ensure that adequate signage to be in place	<ul style="list-style-type: none"> Adequate signage and messages in the schools needs to be installed as reminders of the controls in place and social distancing rules. 	<ul style="list-style-type: none"> Signage is visible at all key points and easy to follow Social distancing is maintained all around school 	MSO	Aug 20 Sept 20	

Next steps

1. Form a cross functional Project New Horizons working group to discuss and finalise the CIS re-opening strategy. The group will incorporate education, operations & HSE, IT, marketing & enrolments and services.
2. Continue to research country and regional specific approaches to the re-opening of schools, using lessons learned and best practice to inform decisions.
3. Continue to work closely with local authorities and regulators to ensure where possible, a consistent and practical approach is applied. Providing advice and guidance to these entities to ensure policies are constructive.
4. Establish a comprehensive 'return to school strategy', developed by key stakeholders within CIS, based upon global research and lessons that have been learned by countries who have already returned to school.

Conclusion

As schools around the world commence their journey towards re-opening, it is important that we are able to apply standards and guidelines, which have firstly been implemented and tested across other countries which are ahead of the curve in terms of the virus outbreak. This gives us an advantage to understand what works well and what does not e.g. in China, the introduction of separate groups switching every day did not work well and quickly changed to weekly switches. It is hugely important that we are able to provide a safe and healthy environment to our students, parents and employees, upon returning and ensure that we communicate this well to families so the 'perceived risk' is as close to the 'actual risk' as possible. This is not to say that the challenges around Covid-19 are to disappear and be forgotten about overnight - we will continue to see such challenges until a vaccine is developed, tested and the general population immunised.

This document forms the early stages of CIS' strategy towards returning to education being delivered in the physical classroom. As previously highlighted above, a lot will be dependent on the requirements / controls which are to be implemented by the UAE authorities and how quickly they change. Therefore, we see this planning document as an evolving piece of work over the coming weeks and months. One thing that is for sure, CIS will be ready for re-opening, at whatever date is given to us as long as we plan accordingly.