Ref.	Target(s)	Action	Lead Person	Start/Rev./End	Success Criteria	Monitoring	Review and Future Action

HORTON KIRBY

SCHOOL DEVELOPMENT PLAN

September 2018 – August 2021

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Priority 1: Raise standards and achievement, with particular emphasis on raising the number of children 'exceeding' expected attainment and maintaining expected levels of progress.

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1.1 & 1.3	Ensure attainment for all core subjects is aspirational at 90%+ in KS2 and at least in line with national averages in Ks1	Share improvement plan with staff Sept 18 and Govs in Oct 18 October Performance Management to include school target of: 1) children achieving at GD to be in line with Nat averages. 2) Expected progress at 90%+ in all cohorts/subjects 3) ARE at least in line with 2018 Nat Averages in KS1 and at 90%+ in KS2 in all subjects. Monitor progress by class teacher and give support, focus and intervention to all groups identified. TAs to have Perf Man with targets around interventions and progress within these – to be followed by obs and monitoring.	PS/GP GP/PS /SLT SLT Core subject leads SF JC BM	S Sep 18 R Termly E Jul 19 And then on-going	By July 2018: GD in KS2 at 24%, 25% and 20% for Maths, Reading, Writing respectively. KS2 ARE at 90%+ in all subjects KS1 GD at 25%, 15% and 21% in Reading, writing and Maths respectively. KS1 ARE at 80%+ in all subjects 100% progress for each cohort in both Key stages – 90%+ expected progress(3points+)	**Termly:** Progress and Impact form completion by PS, SF JC LM Termly meetings with Sue Tunnicliffe PS to analyse progress and attainment by class/set Performance Management Oct 18, Mar 19 and July 19 by SLT and governors Governors – Prog cmmtee SIP – Sue Tunnicliffe Head of Trust – Steve Carey	

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1.2	Improve combined attainment in RWM from 77 % to 85% in KS2 Improve progress banding from average to Above average for school, as was the case in 2016 and 2017.	Y6 teachers to track progress/attainment termly to identify cusp children to be moved into targeted groups/intervention groups Closely track expected progress from Prior Attainment Group, as the year progresses ensuring accelerated progress takes place Stretch and challenge is focus for Lesson Obs and book Looks. PS to arrange some whole staff INSET for stretching more able children in term 1 2018 – with input teachers who have been o mastery courses. PS and SLT to lead Staff Meetings on stretching all groups in Terms 3 & 4 PPMs and assessment to focus on interventions to improve progress and attainment in both KS, but particularly Y6	JC BM JC BM PS JC SF	**S** Sep 18 **R** Termly **E** July 19 And then on-going	By July 2018: Combined attainment is 80%+ in KS2 and this is mirrored in other year groups.	**Termly:** GP and PS through Progress and Impact data and meetings SIP CC and KCC through termly data meetings. SLT to monitor progress of more able children in Governors – Prog cmmtee and Lit Link	

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1.4	Continue recent improvement in attainment in EYFS for those achieving GLD and exceeding ELG to 80%+ and 20%+	Introducing 'In The Moment' Planning in Child initiated, with focused children to ensure next steps are reached. Improvement in environment; language rich/curriculum coverage Improved outside area – play area -continue to update these resources. Phonic base reading scheme being introduced linked to Letters and Sounds Children on full timetable by week 3 in September EYFS lead working with main feeder nursery encouraging visits throughout the year, and to community link and boost pupil roll (19 pupils in 18/19). EYFS now using SPTO and liaising with Trust EYFS leads to moderate	JK	**S** Sep 18 **R** Termly **E** Jul 19 And then on-going	Improvement in EYFS continues with GLD and exceeding EGL still being above national averages.	**Termly:** PS GP Lesson and book obs termly: Progress and Impact meetings termly with GP CC and KCC EYFS lead – reporting to PS Polly Sharman – County EYFS Lead	**Termly:**

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1.5	Improve the figures for KS1 phonics screening to be 85%+ KS1 greater depth figures to be in line with national averages.	Phonics workshops for parents Y1 and Y1/2 teachers to assess, track and plan intervention for children Phonics homework to be introduced.	Class teachers SF LK/JM JA	**S** Sep 18 **R** Termly **E** Jul 19	Success in phonics is 85%+ and that improvement is sustained annually (as attainment has been below national average for 2 years).	**Termly:** GP PS JC JL	
1.6	Ensure that 100% of teaching is good or better, and that 70% is outstanding by Jan 2019, 90% by July 2019 and 100% by January 2020 Ensure gap between disadvantaged children and non-disadvantaged children closes and that progress/attainment is in line with peers.	Continue termly monitoring (6 x yearly) of books teaching and data. Put in programmes of support where concerns arise Monitor teacher skills and keep CPD relevant and updated Monitor individual classes progress Move consistently good teachers to Outstanding practitioners. Share good practise through peer mentoring, teaming Outstanding teachers with securely Good teachers	All teachers PS SLT Phase Leaders PS		By Jan 19 and ongoing: 100% of teaching practise including marking is of a consistently good standard at least, and this is reflected in class data. By January 2019, 70% of teaching is outstanding – moving to o90% by July 19	GP, SIP, SLT, Governing Body and Progress and Attainment cmmtee	

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		DH to monitor progress and attainment of PP children					
1.7	Teachers to ensure they focus on the progress of their classes/year groups between key stages: baseline to EYFS; EYFS to Y2; KS1 to KS2.	Progress targets of 90%+ in Perf Man set in Oct 18 – focus on progress over time from the key phases – EY to Y1; Y1-2; Y2-6 and ensure y groups in between are on track Termly pupil progress meetings to focus on above. Ensure all year groups focus on this equally as well as Year 6 do.	All teachers		Expected progress between these key phases is 90%+ as is in –year progress.	GP SIP Governors SLT in termly monitoring GP/JL/PS in PPM	
1.8	All subject leaders to robustly monitor progress, attainment, teaching, learning and coverage within their subjects throughout the year.	Foundation co-ordinators to get release time to monitor subjects through obs and work/planning scrutiny. Using Cobham School model doing this over a week -visiting classes and completing evidence file.	PS SF Found. Subject leaders		Monitoring ensures that foundation subjects curricula coverage is strong and standards are high – as in core subjects.	PS GP KCC SIP	
	All subject leaders to robustly monitor	Use Cornerstones curriculum to embed a cross curricula	JC SF LM		High levels of literacy and a good quantity/quality of	GP DH	

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	progress, attainment, teaching, learning and coverage within their subjects throughout the year.	approach, where good literacy is expected across the curriculum. Communicate expectations to staff: that good literacy, presentation is expected across subjects and that subject specific terminology is spelt correctly. Regular monitoring by subject leasers – creation of subject portfolios as evidence. Recently RE coverage was less evident – particularly in Y6, so this is a focus.			written work are evident across the subjects. All subjects are well covered in a cross curricula context.		

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2.1	Ensure that all staff, children and parents model and invest in the school values of respect, responsibility, resilience and reflection.	INSET Sep 18 to refresh and agree amendments to values and school vision.	PS GP Govs PTA	S Sep 18 R Termly E Jul 19	Parents and children are actively involved in school improvement.	GP Govs all staff children parents wider community	
and							
2.2	Develop direct parental engagement with classes parents	Share values with parents and children. Remind parents about high expectations with uniform, punctuality, attendance. Set up parent workshops on phonics, reading, writing and maths to reinforce learning. Use See-saw for improved communication					

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2.3	Improve attendance to at least nat av of 96%, with aspirational target of 97%, by end of Year2, raising to 98% by end of Y3.	DH to analyse 17/18 attendance stats for patterns; findings that may inform strategies. Attendance badges are now given out, along with non uniform days for classes with 100% for the week. Absence for sickness diarrhoea now moved to 24, from 48 hours (at parents' discretion). Yearly prizes/treats for 100% attendance and 98% - day trips. Each teacher given regular attendance reports for class and children to target, so dialogue with parents can begin.		S R E Sep 18 Termly Jul 19			

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Priority 3: Continue to develop positive behaviour for learning across the school (focus on strategies for independence).

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3.1 to 3.4	Develop positive behaviour for learning across the school	Improve and develop self learning and independence in learning/stretching/challenging oneself. Introduce Building Learning Power (BLP) across the school to improve attitudes to learning and achievement. Focus on mindfulness for children and staff – teamwork/positivity Improve playground behaviour; extend mindfulness and BLP to play environment	HT DH JH – leading on BLP INSET	S Sep 18 R Termly E Jul 19	Learning, achievement and progress are improved by developing ambitious and resilient attitudes within children and staff.	DH HT JH Govs SIP	

Priority 4: Increase the school role, pride in attending

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4.1 - 2	Increase the school roll and pride in attending	Marketing lead to improve marketing of school and digital profile. PTA to help with marketing in community Facebook pages and bring back Fetes to full Saturdays 9rather than after school) to increase the visibility/accessibility of the school in the community. Changes to Open Days for new in-take. 4 days –advertised in local newspapers; led by head-boys/girls that have been trained in giving school tours. Go over PAN in year groups – as adjacent year groups short fall can absorb this.	PS GP	S Sep 18 R Termly E Jul 19	Roll of school increases with Sept 19 intake at 45 and all year groups at full PAN or increasing to being close to PAN. Advert in papers to target low Y goups and state that we have places in EYFS, Year 3 and Year 5.	Govs, BH, PS GP	

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4.3 - 4.5	Reinforce expectations with uniform throughout the school.	Send letters regularly when chn not in uniform Prizes in assembly for uniform Teachers to model this – stricter approach and mores specific guidelines with regards to both adults and children.	**S** Sep 18 **R** Termly **E** Jul 19				

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Priority 5: Improve aspects of leadership, management and governance.

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5.1 – 5.4	Improve aspects of leadership, management and governance	Advertise school's successes and increase school profile in wider community and local media. Increase Governor link visits, monitoring and recording. Staff to provide termly subject reports to Govs and subject development plans	BM DH HT Govs Subject Leaders	S R E	Sept 18	School has a high profile locally and roll/eyfs entrance moves to full PAN in each year group as a result. Governors regularly visit subject leaders and are able to hold school leadership to account as critical friends.	Govs in termly FGB and link Gov visits KCC SIP	

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	Term 1	Term 2	Term 3	Term 4	Term 5	Term 6
Week 1	8.9.14 **Gap analysis to inform planning** **Data led planning used by CTs** **Learning walks PS/GP**	3.11.14 **Data led planning used by CTs** **Pupil Progress Meetings**	5.1.15 **Data led planning used by CTs** **Pupil Progress Meetings**	23.2.15 **Data led planning used by CTs** **Pupil Progress Meetings** **Monitor interventions RL**	20.4.15 **Data led planning used by CTs** **Pupil Progress Meetings**	1.6.15 **Data led planning used by CTs** **Monitor interventions RL**
Week 2	15.9.14 **Book and planning scrutiny Lower KS1** **SWST spelling assessment** **Pupil Progress Meetings**	10.11.14 **Book and planning scrutiny LKS 2** **Learning walks SLT**	12.1.15 **Book and planning scrutiny LKS 2** **Learning walks SLT**	2.3.15 **Book and planning scrutiny LK S2** **Learning walks SLT**	27.4.15 **Book and planning scrutiny LKS2** **Lesson Obs. Lit.** **Learning walks SLT**	8.6.15 **Book and planning scrutiny LKS2** **IEP meetings RL/staff** **Learning walks SLT**
Week 3	22.9.14 **Book and planning scrutiny Upper KS2** **Lesson Obs. Lit.** **IEP meetings JL/staff**	17.11.14 **Lesson Obs Maths** **Book and Planning scrutiny Upper KS2**	19.1.15 **Book and Planning scrutiny Upper KS2** **Lesson Obs. Lit**	9.3.15 **Book and planning scrutiny UKS2** **Lesson Obs Maths** **IEP meetings RL/staff**	4.5.15 **Book and planning scrutiny UKS2** **Lesson Obs. Lit** **Monitor interventions CR**	15.6.15 **Book and planning scrutiny UKS2** **IEP meetings CR/staff** **PM final review**
Week 4	29.9.14 **Book and planning scrutiny KS1** **Lesson Obs Lit** **Performance Management Setting** **IEP meetings JL/staff** **Set up Interventions CR**	24.11.14 **Book and planning scrutiny KS1** **Monitor interventions JL**	26.1.15 **Book and planning scrutiny KS1** **Lesson Obs. Lit** **SWST spelling assessment**	16.3.15 **Book and planning scrutiny KS1** **IEP meetings RL/staff** **Lesson Obs Maths**	11.5.15 **Book and planning scrutiny KS1** **Y6 SATS**	22.6.15 **Book and planning scrutiny KS1** **Subject co-ordinators report to SLT** **Gap analysis to inform planning.** **Assessment Data on SPTO**
Week 5	6.10.14 **PM Setting** **Formal Assessment period: Next 2 weeks**	1.12.14 **Book and planning scrutiny EYFS** **Subject co-ordinators report to SLT** **Monitor interventions JL**	2.2.15 **Book and planning scrutiny KS1** **PM Mid- Year review** **Formal Assessment week** **Monitor interventions JL**	23.3.15 **Parents' Meetings** **Book and planning scrutiny KS1** **Formal Assessment week**	18.5.15 **Book and planning scrutiny EYFS** **Assessment Data on SPTO**	29.6.15 **Book and planning scrutiny EYFS** **Lesson Obs Maths** **Pupil Progress**
Week 6	14.10.14 **Assessment. Data on SPTO by Friday.** **Book and Planning scrutiny review for development reasons.**	8.12.14 **Assessment Data on SPTO by Friday** **Book and Planning review for development reasons**	9.2.15 **Assessment. Data on SPTO** **PM Mid- Year review**	30.3.15 **Book and planning review if development needed.** **Topic Scrutiny/Obs** **Subject co-ordinators report to SLT** **Assessment. Data on SPTO**		6.7.15 **Lesson Obs Maths** **Pupil Progress Meetings** **Class handover staff meetings**
Week 7	20.10 .14 **Parents' Meetings** **Progress and Impact form completed by Friday**	15.12.14 **Progress & Impact completed by Friday**	16.2.15			13.7.14 + 21.7.14 **Pupil Progress Meetings** **Class handover meetings**

Horton Kirby School Action Plan