



*'St Mary's is a Christian School where we aim to  
Value – Inspire – Learn and Celebrate Together'*

# St Mary's Church of England Academy Development Plan 2017 - 18

Edition 2 dated 1/12/17

## Key priorities for 2017 – 2018

The Academy must continue to focus on teaching and learning priorities, particularly core subject improvement. We must start the academic year building on the Ofsted 'good' assessment, and focus on reading, writing and maths next steps. Staffing remains key and has the potential to undermine improvements – we must ensure KS2 staff issues are resolved and teaching stability provided to the pupils. If we are to be the best primary locally we need to continue to raise attainment and accelerate progress, particularly in KS2. We need to continually ask what are we trying to do, how we monitor the plan and how we identify/resolve issues.

- Priority 1** To raise attainment and progress in reading, writing and maths.
- Strengthen maths development through Singapore bar and 'Maths No Problem' (MNP) curriculum
  - Develop the teaching of reading, particularly comprehension
  - Strengthen writing development through sustained use of 'Talk for Writing' (T4W)
  - Teacher planning is matched to pupil needs
  - SEND provision is audited, monitored and positive progress to close gaps achieved.
- Priority 2** To strengthen teaching and support teacher development.
- Provision of high quality teacher CPD
  - All EY adults have appropriate training
- Priority 3** To improve behaviour and safety within the academy community.
- Develop behaviour management through Rights Respecting Schools (RRS)
  - Effective and supportive nurture and safeguarding systems in place
- Priority 4** To provide a sustainable fiscal plan, supportive to the teaching and learning needs.
- In year budget managed effectively and future budgets planned to support learning priorities

### Last Ofsted (June 2017)

What the school should do to improve further:

'Improve teaching and thereby outcomes in reading, writing and mathematics to consistently good, by making sure that':

- Plans to further strengthen new approaches to the teaching of reading, writing and mathematics are fully implemented, so that the improvements already seen are built upon and sustained,
- Teachers, especially those who are new to the academy, continue to benefit from high quality training and opportunities to learn from other teachers, both within and outside the academy,
- All adults in the early years have appropriate training to ensure that their interactions with children have the maximum impact in moving learning on,
- Teachers planning ensures that lessons are well matched to all pupils' learning needs, in order to engage them and challenge them appropriately.

To raise attainment and progress in reading, writing and maths.

- Strengthen maths development through Singapore bar and 'Maths No Problem' (MNP) curriculum
- Develop the teaching of reading, particularly reading comprehension
- Strengthen writing development through sustained use of 'Talk for Writing' (T4W)
- Teacher planning is matched to pupil needs
- SEND provision is audited, monitored and improvement evidenced

Priority 1	To raise attainment and progress in reading, writing and maths.				
Target/Tasks	Actions	Responsibility	Monitoring	Funding and resources	Outcome and interventions
1.1 Provide MNP resources to Y1-6	Order for Sept 17	AC	SLT	£16K	Completed - all books rxd Jul 17
1.2 MNP CPD for teachers	4 Sept 17 - in school	AC	SLT	Nil	Effective
1.3 Monitor MNP	KS leaders	AC	TLG reporting to SLT	Nil	Nov 17
1.4 Reading and writing CPD	5 Sept 17 - in school	FF	SLT	Nil	Effective and prepared for term
1.5 Writing CPD	5 Oct 17 - in school	FF	SLT	£800	Teachers rated highly
1.6 Handwriting	Books and flip charts	FF	SLT	£1300	In place
1.7 York Assessment for Reading	Assessments TA training	FF	SLT	£500	Completed all assessments
1.8 Lexia comprehension	30 day trial (Y4)	FF	SLT	Trial - nil £6K for 100 pupils over 3 yrs	Underway in 4FF
1.9 Reading Café	Story bags Phonics parent workshops PTA to take over	MY MY/RR MY	SLT	£600 (PTA - library budget) Shelving/book funding for Arc - £2K	In place. Sacks now being lent. Workshops completed - parent feedback +ive
1.10 Revise timetable	Move assembly and create dedicated reading, writing and maths slots in morning	GK	TLG reporting to SLT Assess impact of change at progress meetings	Nil	New arrangements endorsed by tching staff
1.11 Staff to visit 3 Bridges School	Staff to see o/s school maths and English	AC/FF	SLT	£1K	Arranged - all teaching staff to 3 Bridges or Slough
1.12 SEND monitoring effective	Clear SEND action plan and evidence outcomes	LO	SLT	£750 (3 x SEN monitoring visits) (Catch up literacy)	
<b>Current situation</b>		<b>Desired Outcome</b>		<b>Success criteria</b>	
Need to improve reading and writing outcomes in KS1 and 2, and maths across all cohorts. Show consistency in teaching and evidence accelerated learning. Growth mindset introduced but needs to be fully embedded. Handwriting/presentation improving. SEND monitoring in place but assessment of impact and value for money problematic.		Improved KS2 outcomes (reading and writing to national average, maintain maths above average). KS1 results consistently at or above national average. SEND monitoring shows impact of interventions and SEN pupil progress. Growth mindset known and acted upon by all pupils. Revised timetable will provide for 90 minutes reading/writing daily.		Growth mindset fully embedded within school. Clear progress in reading/writing attainment and progress - maths maintained at above national average across all year groups. Clear SEND monitoring system in place with closing gaps.	

To strengthen teaching and support teacher development.

- Provision of high quality teacher CPD
- All EY adults have appropriate training

Priority 2	To strengthen teaching and support teacher development.				
Target/Tasks	Actions	Responsibility	Monitoring	Funding and resources	Outcome and interventions
2.1 Provide MNP teaching to teachers	PD day 4 Sept 17	AC	SLT	Nil - in house resources	Effective and tchs well prepared for term
2.2 Provide Reading and writing teaching to teachers	PD day 5 Sept	FF	SLT	Nil - in house resources	Effective and tchs well prepared for term
2.3 Writing CPD	PD day 5 Oct 17	FF	SLT	£1K	Tchs rated highly
2.4 EY TAs and apprentices - HNC levels/qualifications	To be qualified by Jul 18(TAs) and Jul 19 (apprentices)	RR	SLT	£500 (release time - may not be cost to school if released without cover)	
2.5 EY/KS1 staff - phonics training/updates	Refresher phonics training and induction training for new staff	RR	SLT	£500 (release time - may not be cost to school if released without cover)	
2.6 Staff CPD monitored	Monitor and report termly	GK	SLT - CH to provide summary to governors termly	£25K (total - staff development)	
2.7 Middle management trg	Via CASSA (for JA)	CH	SLT	£750	Arranged
2.8 NQT/RTQ support	Via CASSA	GK	SLT	£1K - register with LA (NQTs). Mentors for each	Arranged and ongoing
2.9 Provide teacher self-evaluation	Film lessons to enable teachers to self-observe Coaching in place Visits to Three Bridges and support of NLE	CH/GK	SLT - all teachers to have undertaken by Jul 18 Coaches/mentors	Video observations - Nil - ICT support Three Bridges - £1K NLE - £750	Tch visits to 3 Bridges and Slough arranged
2.10 INSIGHT training for teachers	INSIGHT trg to enable data management by teachers	GK	SLT - half termly	£1.6K (INSIGHT) Half termly progress mtgs	Completed. All tchs now using
2.11 Phonics CPD	EY/Y1 training inc visiting 'outstanding' school	RR	SLT	£250	
2.12 Primary Science quality mark	Science development inc CPD and co-ord mentoring	JA	SLT	£750	Arranged
<b>Current situation</b>		<b>Desired Outcome</b>		<b>Success criteria</b>	
Need for MNP training (especially yr gps 1, 2, 3 and 5. English training for all teachers (T4W and reading initiatives). Greater use of reading assessment required. GLD and phonics remain below national average. Academy and subject action plans in place but monitoring and communication within these is inconsistent.		Tching staff confident with MNP, T4W and reading comprehension. Revised timetable in place with greater reading focus in all yr gps. Improved reading and writing outcomes (to at least national average) and maths maintained above national average. Outside visits and support of NLE to help teachers establish what 'outstanding' teaching looks like. Reading assessments (eg York) underpin class reading plans. Improved internal monitoring and communication.		Progress in reading across KS1 and 2 improves in all year groups. Phonics and GLD at/above national average. Writing attainment in KS1 and 2 raised to national average. Maths attainment remains above average. EY baseline assessment used to identify next steps with targeted pupil programme throughout year. All teachers undertake self-review observations and expanded coaching process in place. Staff feedback confirms improved internal communications.	

To improve behaviour and safety within the academy community.

- Develop behaviour management through Rights Respecting Schools (RRS)
- Effective and supportive nurture and safeguarding systems in place (Nurture Award scheme)

Priority 3	To improve behaviour and safety within the academy community.				
Target/Tasks	Actions	Responsibility	Monitoring	Funding and resources	Outcome and interventions
3.1 Introduce new behaviour policy with emphasis on KS2 actions and improvement in pupil behaviour	Revised behaviour policy in place Sept 17. Close supervision by SLT and classes/teachers supported	SLT	SLT and Governing Body	Nil	New policy in place - less incidents recorded to date
3.2 Introduce Rights Respecting Schools (RRS) in classroom	Class and whole school charters. Ethos of RRS embedded in behaviour management by all staff	SLT	SLT and Governing Body	Nil (but may be future resourcing implication - Award scheme or stationary/art resources)	Intro complete - need to engage with school council and take RRS agenda forward
3.3 E-safety workshops and social media updates for KS2 pupils, parents and staff	Pupil instruction Parent workshops Staff updates	CH	Safeguarding	Nil	Staff update Sept 17
3.4 Attendance over 96%	Pupils under 95% attendance to be managed via attendance process including letters, meetings and fines	CH	SLT	£600 (EWO)	
3.5 Safeguard, schoolsafe and e-safety training/updates	Staff updates. Governor safeguard and e-safety trg	CH	Safeguarding	£300 (train the trainer updates)	Staff and Gov trg completed Sept/Oct 17
3.6 Playground leaders (colour team sports leaders) support play time activities	Colour team sports leaders in place - play activities organised and supervised	HC/DF	CH	Sports funding/Sainsbury's vouchers	6 pupils completed course
3.7 Nurture schools award	Boxall profiles in place Play therapy and counselling in place. Track SEND pupils in line with passports.	LO CH - to inform Gov body on '6 principles' progress at gov mtgs	SLT/CH	£1K	
3.8 Boxall assessments in place	Assessments within all yr gps to underpin pupil assessment and management where reqd.	LO	SLT	Nil - part of Nurture school	Boxall workshop Nov 17
<b>Current situation</b>		<b>Desired Outcome</b>		<b>Success criteria</b>	
Behaviour management inconsistent. Increasing need to manage pupil and adult behaviour. Revised behaviour policy and parent code of conduct in place. E-safety an increasing concern (particularly use of social media) - range of pupil, parent and staff workshops undertaken. Staff in date for safeguard, school safe and e-safety training. Some Boxall profiles in use.		Staff updates for safeguarding, school safe and e-safety undertaken. Consistent approach to behaviour management in place. RRS used with Christian ethos to underpin behaviour expectations. Achieve Nurture Schools award. SEND provision mapping in place and monitored effectively. Boxall profiles routinely completed.		Increased engagement in classrooms - less disruption. Consistent approach to all behaviour issues maintained with greater communication across all stakeholders. Staff using RRS approach and pupils engaged with rights/responsibilities approach to behaviour management. Nurture Schools awards associated with behaviour management and academic progress/engagement benefits.	

To provide a sustainable fiscal plan, supportive to the teaching and learning needs.

- In year budget managed effectively and future budgets planned to support learning priorities
- 3 year budget based on National Funding Formulae and sustainable staffing levels

Priority 4	To provide a sustainable fiscal plan, supportive to the teaching and learning needs.				
Target/Tasks	Actions	Responsibility	Monitoring	Funding and resources	Outcome and interventions
4.1 Indicative budget for 3 years (draft)	NFF predictions Projected staff costs	JV	Governing Body	Nil	
4.2 3 yr capital investment plan	ICT suite 2 replacement options Maintenance/buildings upgrade plan in place	CH	Premises/Finance	Funding subject to audits/scoping reports	
4.3 Annual staff review	Staff review - Spring 18	CH	Governing Body	Nil	
4.4 Temperature control (aircon) provided to Y2 and 4 classrooms	Fit aircon to Y4/Y2	CH	Premises	£5K (capital) In place for Summer 18	
<b>Current situation</b>		<b>Desired Outcome</b>		<b>Success criteria</b>	
NFF expected 2018 - indication is 2.1% rise in GAG but impact on other income streams not known. Projection is for falling budget in real terms with consequential need to make budget cuts (predominately from staffing costs). Current staff savings being made through natural wastage. Capital investment in temperature control and ICT.		Stabilised budget prediction with ability to forward plan (particularly staffing levels and pensions liability). Governors to provide clear direction on future budget decisions. Adequate working environment in classrooms (temperature control)		Aircon fitted to Yr 2 and 4 classrooms. Chrome books in full use (upper KS2) Future ICT plan agreed Budget in place with capital investment underpinned by budgeted depreciation costs	

## School Monitoring Cycle (Green Complete Red Outstanding)

	<i>Autumn 1</i>	<i>Autumn 2</i>	<i>Spring 1</i>	<i>Spring 2</i>	<i>Summer 1</i>	<i>Summer 2</i>
<b>Governors</b>	Feedback on SATs Academy Development Plan (ADP) Business interests Annual summary of accounts Set budget Review SIAMS/SEF Improvement Partner report	PM review for Principal Performance Governor visits week Monitor budget Safeguard Audit SIP Report Governor training review Academy Development Plan (ADP)	Review Key Issues Raise Online Review SIAMS/SEF SEN report Delegated Powers Monitor ADP Lit Report Review pupil premium inc spending & impact Safeguard audit report Academy Development Plan (ADP)	Health and Safety audit Improvement Partner report Governor visits week Reports from Assistant Principals (curriculum and teaching) governor visits iaw training plan Academy Development Plan (ADP)	Audit of spending Review SIAMS/SEF Draft Budget and SLA's Monitor Performance management Academy Development Plan (ADP)	ADP review Draft Budget and SLA's Draft next ADP Governor visits week Prospectus ~ update School profile published Review pupil premium inc spending & impact Subject leader reports Academy Development Plan (ADP)
<b>Principal</b>	ADP Set budget Update SIAMS/SEF Improvement Partner Report Classroom Observations SLT PM Admissions policy SEN Report	Observation of teachers (PM objectives) Data analysis Update SIAMS/SEF Safeguard audit + report SEN Report ADP	Set draft budget Monitor Planning ADP mid year review Data analysis Update SIAMS/SEF Improvement Partner Report Review Parent/pupil questionnaires CPD Report SEN Report ADP	Classroom Observations (PM objectives) Data analysis Update SIAMS/SEF Parent/pupil questionnaires SEN Report ADP	Monitor subject leaders Data analysis Update SIAMS/SEF Collective Worship Draft Budget and SLA's CPD Report SEN Report ADP	ADP Review Draft ADP for next year SATs/Data analysis Update SIAMS/SEF Draft Budget and SLA's EOY PM Set budget CPD Report SEN Report ADP
<b>Deputy Principal</b>	Data analysis Draft SEF/ADP inputs Set pupil targets Teaching staff PM Initial predictions Classroom Observations SEN Report Monitor action plans	Assessment Data analysis moderation Observation of teachers (PM objectives) ASP Online Book scrutiny & moderation report SEN Report Monitor action plans	ADP mid year review Moderation Update predictions SATs preps Data analysis CPD Report Book scrutiny & moderation report SEN Report Monitor action plans	Moderation SATs preps Data analysis Classroom Observations (PM objectives) Book scrutiny & moderation report SEN Report Monitor action plans	National Tests ~ timetable/rooms Moderation Classroom Data analysis Budget bids CPD Report Book scrutiny & moderation report SEN Report Monitor action plans	Assessment SATs results - analysis Draft ADP for next year and review EOY PM CPD Report Book scrutiny & moderation report SEN Report Monitor action plans
<b>Assistant Principals/KS leaders/core subject leaders</b>	Monitor action plans Monitor Planning Teaching staff PM Music Audit resources	ICT RE Classroom obs/work scrutiny Observation of teachers	Foundation subjects Science Reports for governors Lit Review Book scrutiny &	Art Sex education - Jun 17 Maths Review Classroom Observations (PM	History/geography Subject leader reports Budget bids Book scrutiny & moderation report	SATS review (English, Mathematics) PSHE Assessments in subjects for the year

	Review teacher skills/book CPD School Council Eco Council SEN Report	(PM objectives) Book scrutiny & moderation report SEN Report Monitor action plans	moderation report SEN Report Monitor action plans	objectives) Book scrutiny & moderation report SEN Report Monitor action plans	SEN Report Monitor action plans	Agree subject action plans for next ADP EOY PM Book scrutiny & moderation report SEN Report Monitor action plans
<b>Class teachers</b>	New intake baseline information from pre-school settings Input progress data Agree pupil targets SEN Intervention review Parent report	Assessment In Foundation subjects Progress meetings Input progress data Order SATs resources SEN Intervention review Parent report	Input progress data Review pupils targets SEN Intervention review Parent report	Assessment In Foundation subjects Progress meetings Input progress data SEN Intervention review Parent report	Transition timetable Input progress data Draft pupil reports SEN Intervention review Parent report	Visit Pre-schools Assessment In Foundation subjects Reports to parents Input progress data SEN Intervention review Parent report
<b>SEN Co-ordinator</b>	Review pupils on SEN G&A registers SEN audit ISP's with teachers SEN TA's PM TA mtg SEN Report SEN walkround SEN Intervention review	Devise in house training and identify external courses Pupil Premium update/report SEN Report SEN Consultant visit SEN Intervention review	ISP's with teachers Interim PDR Special arrangements for SATs SEN Report SEN walkround SEN Intervention review	Interim Tests Report to Governors class meetings - review pupils progress/needs SEN TAs PM SEN Intervention review update/report SEN Report SEN Consultant visit	Special arrangements for SATs ISP's with teachers SEN Report SEN walkround SEN Intervention review	SEN Intervention review Foundation Stage re new intake SEN TA EOY PM SEN Transition Review Pupil Premium SEN Report SEN Consultant visit
<b>School Business Manager</b>	Playtime Leaders Set budget Delegated budget Spt Staff PM	Monitor budget 1 <sup>st</sup> qtr review	Playtime Leaders Delegated Powers Spt Staff PM Monitor budget 2 <sup>nd</sup> qtr review	Spt Staff PM Monitor budget	Budget bids Monitor budget Draft Budget and SLA's 3 <sup>rd</sup> qtr review Play leaders	Draft Budget and SLA's Monitor budget Spt Staff PM EOY review Draft Pay policies
<b>Pupils and Parents/ Carers</b>	Transition into new classes Curriculum Information School Council elections Parent meetings	Progress meetings Christmas Productions Open classes	Curriculum Information Parent evening	Progress meetings with class teacher - set new targets Open classes Parent/pupil/equality questionnaires	Curriculum Information EY transition Open classes	Parents evening/report Transition