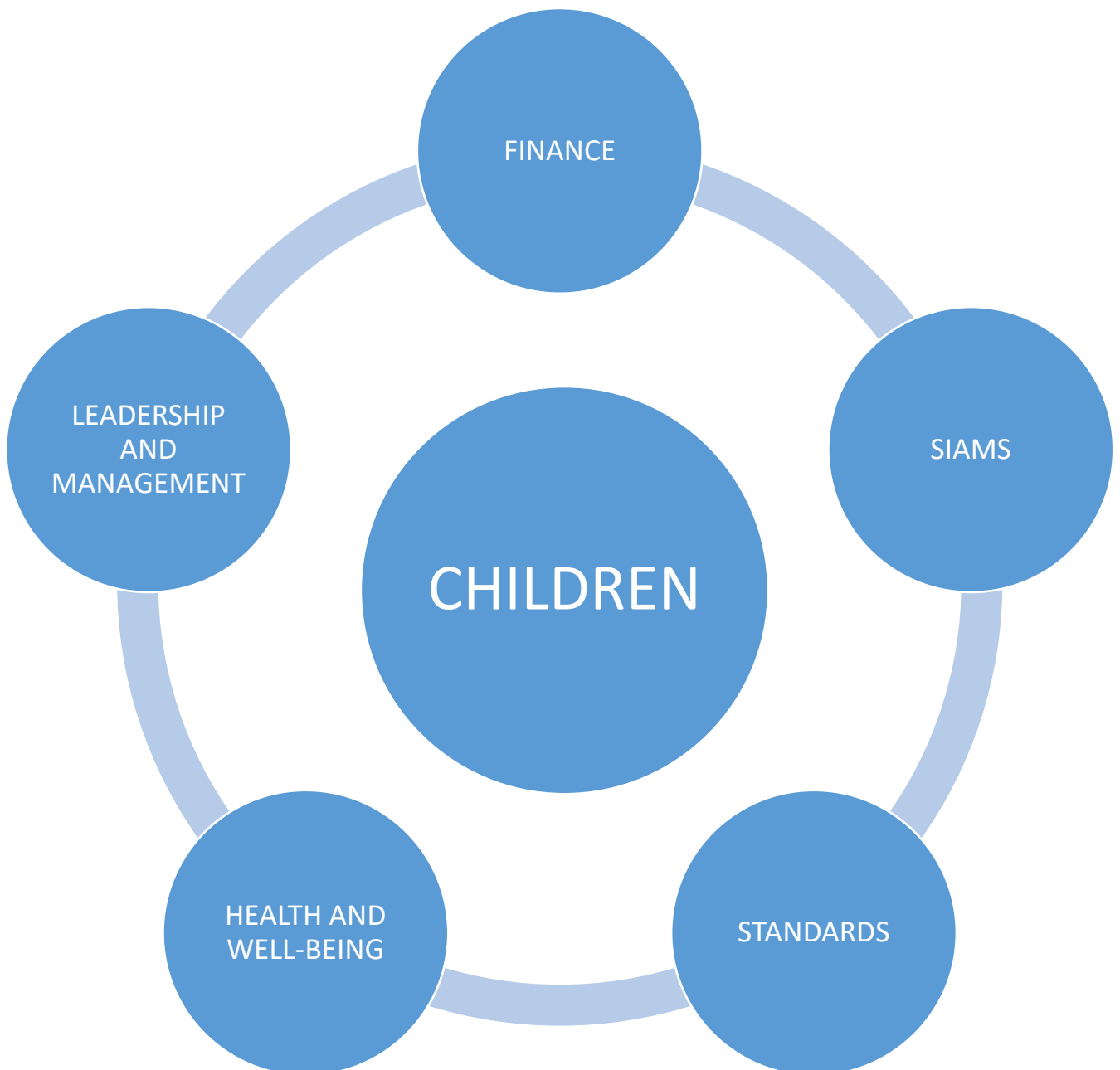


Mary Dean's CE Primary School

Strategic Plan

2019-2022



***A School family,
learning for life
in all its fullness.***

(ref: John 10:10)

Aims of the Strategic Plan

Children	<ul style="list-style-type: none"> • Children at all stages will achieve outcomes at least in line with national expectations with a significant proportion above this standard • Children will be able to explore their beliefs, free from prejudice • Children will experience opportunities to enhance their citizenship abilities through the curriculum and beyond school • Children will have a strong voice in the school
Standards	<ul style="list-style-type: none"> • The pupils of Mary Dean’s CE Primary will receive a high quality education following a rich and varied curriculum • Teaching will be of a high standard, consistently applied across the whole school • Disadvantaged pupils will be supported to achieve in line with their peers in all areas of the curriculum • Staffing plans will be driven by the needs of the pupils
SIAMS	<ul style="list-style-type: none"> • The school will implement the expectations of the Church of England’s vision for education by embedding and living the vision of the school throughout its work. • Policies and procedures will reflect the vision of the school • All stakeholders in the school will be able to articulate the school’s vision and recognise the impact this has on learning and standards • The school will continuously develop awareness of all British Values
Health and well-being	<ul style="list-style-type: none"> • Staff will be supported and encouraged to achieve a suitable work-life balance • The school will promote positive mental health attitudes towards staff, pupils and parents • The sport premium will be utilised to maximise opportunities for engagement in sport and exercise of a wide variety of types • Emotional support will be extended to all pupils who require it
Leadership and management	<ul style="list-style-type: none"> • Leaders at all levels will ensure their areas of responsibility function effectively and will understand and monitor the impact of their work • Governors will monitor progress against agreed criteria and challenge under-performance • Consultation processes will be extended to all stakeholders • Links will be strengthened with other partner schools in the South West Church Schools Group, engaging staff at all levels.
Finance	<ul style="list-style-type: none"> • The school will seek cost saving opportunities to maintain a balanced budget • The school’s finances will be stringently monitored by the Board of Governors to achieve the best possible value for money • Opportunities to maximise external funding will be sought by all leadership groups • Plans to expand the school will be implemented as pupil numbers increase • The needs of the school building will be addressed by sourcing additional funding

**Priority 1
Standards and curriculum**

Focus	Solution	Cost	Time	People	Success Criteria
Pupils will benefit from a broad, rich, varied and relevant curriculum	Curriculum review undertaken by teaching staff	0	Staff meetings	Teachers	Is there are relevant and varied curriculum planned for all pupils?
	Subject leaders will ensure their subject is in line with expectations and pupils' performance is monitored as part of their work	Release time 0.5 day per term	Release time	Subject leaders	Is the curriculum uniquely suited to Mary Dean's?
	Regular events and 'theme weeks' will enrich the work of the school in curriculum development	£300 per week (3 per year)			Are standards consistent across all subjects?
	National and international events of importance will be incorporated into pupils' learning eg 2020 plans	0	1 x week per long term	All staff Visiting professionals	Are pupils of all ages and stages engaged by the curriculum?
	Subjects will share similar expectations for use of correct English, marking and pupil outcomes	0	As required	All staff	Are all stakeholders involved in the development of the curriculum? Is learning suited to the changing needs of the children?
	Opportunities to embed, improve and develop spirituality will be taken at point of planning for all subjects	0	Monitoring time	Teachers	
	Opportunities to develop the teaching of Mathematics and English will be sought in order to keep these subjects high profile and fresh.	PPA time 0	RE leader monitoring time	RE leader TJ	
		0		Subject leaders	

	<p>Use of knowledge organisers to lead curriculum planning</p> <p>Creation of low-stakes tests to ensure children's understanding and retention of knowledge</p> <p>Development of tailored and appropriate curriculum</p>	<p>£20 k curriculum development 'pot'</p>	<p>PPA time</p> <p>PPA or release time</p> <p>PPA time</p>	<p>All leaders</p> <p>NC to lead</p> <p>All senior staff and subject leads</p>	
<p>Teaching will be of a high standard, consistently applied across the school</p>	<p>Teachers will be observed on a regular basis and good practice shared</p> <p>Any practice falling below the required standard will be quickly identified and appropriate support put in place</p> <p>Teaching staff will receive regular input on teaching and learning methods</p> <p>Computing and technology will be developed as learning tools and to support teaching</p> <p>Teaching spaces are well-utilised to maximise impact on pupils, especially</p>	<p>0.5 days cover per Team Leader per term</p> <p>As needed</p> <p>As needed</p> <p>Part of IT costs</p> <p>Capital budget</p>	<p>Termly</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>SLT and TJ</p> <p>SLT and TJ</p> <p>Teaching staff</p> <p>Teaching staff Computing leader</p>	<p>Do pupils' books show evidence of good learning?</p> <p>Are new initiatives implemented in classes?</p> <p>Is there consistency between teachers in a team?</p>

	<p>those who are vulnerable</p> <p>Staff will take opportunities to visit other settings to widen their experience and professional knowledge and to have a positive impact on teaching and learning</p>	PPA time budget	September 2019 changes	TJ SLT Teachers SEND team	
			Termly	All classroom staff	
Learning outcomes for pupils are in line or above National average	<p>Age related expected outcomes will be planned for by all teachers as an integral part of their work</p> <p>Pupils will be assessed regularly across subjects</p> <p>Gaps in progress or attainment will be identified and acted upon swiftly</p> <p>Progress meetings will focus on disadvantaged and/or those not making progress</p> <p>Opportunities to engage able pupils will be investigated to enhance learning experiences</p> <p>The pupil premium budget will be utilised to ensure high quality teaching and learning experiences to help pupils catch up or</p>	<p>Monitoring by SLT as part of release time</p> <p>0</p> <p>PPA time plus additional 0.5 supply cover x 4</p> <p>PPA time plus additional 0.5 supply cover x 4</p> <p>0</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Both ongoing and at key assessment points</p> <p>End of each term</p> <p>Ongoing</p> <p>Annual spend</p>	<p>Teaching staff</p> <p>Classroom staff</p> <p>All teaching staff Core subject leaders SLT HT SLT Teachers</p> <p>All teaching staff</p> <p>HT</p>	<p>Do Reception, Year 1 phonics, Y2 and Y6 pupils attain well in National tests?</p> <p>Is there evidence of pupils making strong progress?</p> <p>Do disadvantaged pupils make equally good progress and attain in line with their peers?</p> <p>Is there suitable provision and opportunity for pupils to exceed the expectations for their age?</p>

	exceed expectations (See plan)	As per PP budget			
PANDEMIC IMPLICATIONS	Pupils will be identified who require additional support to maintain standards of learning.	<p>All possible sources of funding will be sought and targeted at the children who need it most.</p> <p>Staff to be offered additional hours, or new staff brought in in order to meet the needs of the children.</p> <p>Catch up funding aimed at KS1 and Y3/4 in first instance (see catch up plan)</p> <p>School Tuition Grant to be implemented to support identified children in Reading/Writing/Maths</p> <p>COVID catch up fund to be utilised for in-house catch up (See catch up plan)</p>			
Staffing plans will be created to best meet the needs of the pupils as numbers change	Pupil numbers will be reviewed regularly	0	Monthly	HT JJ	Are there high quality teaching staff available for all pupils?
	Rising/falling pupil numbers are reported to the Board of Governors	0	As required	HT	Are all classroom staff suitably trained?
	Staffing is reviewed via informal consultation	0	Spring Term	HT	Is the school able to expand to meet higher demand for places?
	Staff are organised according to pupil numbers	0	Spring/Summer	HT	
Priority 2 SIAMS					
Focus	Solution	Cost	Time	People	Success Criteria
The school will implement the expectations of the Church of England's vision for education	<p>The school will have a vision statement clearly understood by all stakeholders.</p> <p>The vision statement will be part of all policies and</p>	<p>Nil</p> <p>0</p>	Early summer 2019	Staff Governors	The school's vision statement is published on the website, on newsletters, around the school and shared by all.

	documents produced post April 2019 Pupils will be taught about Christianity and other world faiths in line with the new SACRE curriculum plan (July 2019)	Training cost Resourcing costs - £1k allocation to RE	From April 2019 From July 2019	Leadership teams Office staff RE leader HT Link Governors	The vision will be clearly seen and shared. The school's RE curriculum will be up to date. The RE curriculum will be monitored as part of teaching and learning and high quality teaching will be evident.
Policies and procedures will reflect the Church School vision and ethos	At the review or creation of policies and procedures, the vision will be central to the process.	0	As required	Leaders Governors	All policies and procedures reflect the school's vision.
Stakeholders can articulate the school's vision and identify its impact on learning.	The school's vision will be central to monitoring processes and provide a focus for learning walks.	0	As per monitoring program	Leaders Church ethos group	Can stakeholders provide evidence of the vision in daily life in school? Do the children understand the impact on their learning?
The school will continuously develop awareness of British Values	British Values will be high profile, planned events or stand-alone activities within a rich curriculum	As required	See curriculum plans	Leaders Teachers Governors	Are the children confident in British Values? Can examples of British values be seen and articulated across the school community?

Priority 3 Health and well-being

Focus	Solution	Cost	Time	People	Success Criteria
Staff will be supported and encouraged to achieve an appropriate work-life balance.	Staff will be supported in engaging in out of work activities – eg staff gatherings. Social arrangements will be made and invitations extended to all staff members	Dependent on activity		JB All staff	Do staff take part in social events? Are events suited to the needs/preferences of different staff members?

	<p>Adverts and flyers for activities and events will be shared with staff via the staffroom.</p> <p>Meetings will be scheduled to ensure non-excessive workload for all staff including leaders.</p> <p>Staff will be encouraged to use the staffroom for a break in the middle of the day to increase social interaction.</p>				<p>Are staff aware of offers and special discounts?</p> <p>Are staff taking a break?</p>
<p>The school will promote positive mental health attitudes towards staff, pupils and parents.</p>	<p>Curly Wurly culture' will continue to identify staff members who have made a positive contribution.</p>	<p>Cost of Curly Wurlies (TJ)</p> <p>Dependent on staff member</p>			<p>Are staff recognised for contributions?</p> <p>Do all staff have someone to talk to or to look out for them?</p>
	<p>Special 'Secret Buddy' scheme to be set up. Staff to have a nominated secret buddy who keeps an eye out for them and ensures nobody struggles with too much pressure.</p>				<p>Are children well-supported?</p> <p>Are staff aware of all children's needs?</p> <p>Are external services meeting the needs of children?</p>
	<p>Staff toilets to be refurbished and updated.</p> <p>Pupils who could benefit from additional emotional support to be identified by classroom staff and passed on to SEND team.</p>				

	<p>Additional support will be provided in-house where possible and additional, external services included as appropriate.</p> <p>Parents to be provided with opportunities to talk and share their difficulties. Referrals to include parent support where required.</p>	<p>MAST budget</p> <p>MAST budget</p>			<p>Are parents able to share their concerns? Can school provide adequate effective support?</p>
<p>The sport premium will be utilised to maximise opportunities for exercise and engagement.</p>	<p>The sport premium will be used to provide resources, time, visitors, expertise and improved grounds to promote sport and activity.</p> <p>Children should have the opportunity to try different activities within curriculum time and as special events eg Sports Week.</p>	<p>Sport premium</p>	<p>Ongoing via tranches of funds</p>	<p>KH HT Leaders Stakeholders</p>	<p>Are all children offered suitable and challenging ideas for developing sport and activity skills?</p> <p>Does the school promote sport and health?</p>

**Priority 4
Leadership and Management**

<p>Leaders at all levels will ensure their areas of responsibility function effectively and will understand and monitor the impact of their work</p>	<p>Senior Leadership Team to take day to day responsibility for the running of their teams inc quality of teaching and learning and curriculum</p> <p>Solution –focused response encouraged from all leaders.</p> <p>Subject leaders to involve all teachers in creation of knowledge organisers</p> <p>All senior staff and subject leaders to have regular non-contact time to monitor their subject/area</p> <p>Governors’ monthly meetings will be begun by leaders in turn to discuss their specific area(s)</p>	<p>Nil</p> <p>Included in school budget share costing – HW to lead</p> <p>0</p>	<p>Ongoing</p> <p>From September 2019 and to continue</p> <p>Meeting time</p>	<p>TJ and all senior leaders</p> <p>All subject leaders</p> <p>Subject/area leaders in turn to attend</p>	<p>Are teams run effectively and efficiently?</p> <p>Are there examples of good/best practice being shared?</p> <p>Is the curriculum developing via knowledge organisers and the use of mini-tests for recall?</p> <p>Are staff sharing knowledge?</p> <p>Are all leaders keeping ahead of their area?</p> <p>Are governors well-informed? Is there the opportunity to question leaders?</p>
<p>Governors will monitor progress against agreed criteria and challenge under-performance of staff/groups</p>	<p>Monitoring data and information to be shared with Governors by HT at monthly meetings as per schedule.</p>	<p>0</p>	<p>Ongoing – meeting times</p>	<p>TJ and Governors</p>	<p>Are Governors well-informed about staff performance?</p>

Consultation processes will be extended to all stakeholders	Upcoming changes to be presented in a transparent way to stakeholders in school	0 Time	As required	TJ and Governors Whole staff body	Are staff included and informed?
Links will be strengthened with other partner schools in the South West Church Schools Group, engaging staff at all levels	Opportunities to be taken to develop role of other staff members via visits or specific activity	Release time to attend activity	Ongoing –	Core subjects and SIAMS leads as a priority	Do a range of staff have the opportunity to engage with other schools?

Priority 5 Finance

The school will seek cost saving opportunities to maintain a balanced budget	Board of Governors will be kept informed of all planned changes in order that they can consider the cost implications. Staffing plan to be drawn up carefully bearing changes in mind.		As new budget figures arrive	Board of Governors' finance group TJ KL	Does the school have adequate funds to progress?
The school's finances will be stringently monitored by the Board of Governors to achieve the best possible value for money	Finance group to meet regularly to scrutinise current budget position and to pre-empt any future issues.		Termly	Governors' finance group TJ KL	Are Governors secure in the school's position? Are governors fully informed?
Opportunities to maximise external funding will be sought by all leadership groups	Governor (MH) to take lead in sourcing external funding to support school projects	As can be achieved	Ongoing	MH Chair of Board TJ Senior Leaders	Are funding streams made available?

Plans to expand the school will be implemented as pupil numbers increase	Governors to plan to expand staffing as numbers increase according to figures presented.		As projected numbers rise	Governors' finance group TJ	Are there secure plans in place to manage increase in pupil numbers?
The needs of the school building will be addressed by sourcing additional funding	The school building is towards the end of its life and funds need to be carefully managed to sustain it safely. Pockets of funds for projects to be sought by all finance governors Governors to visit regularly and consider the condition of the building and general H&S issues.	As can be sourced	Ongoing	Governors' finance group A Young (PLP) TJ	Are there funds we can tap into? Will they be able to have an impact on the school building?