

St. Adrian's Catholic Primary School

School Improvement & Development Plan 2017-2018



"To learn, to love, to live as a community of God with Christ as our teacher"

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Key to acronyms and abbreviations used in this plan and in Headteacher Reports

AdC	Admissions Committee	L&M	Leadership & Management
AfL	Assessment for Learning	MaCG	Maths Curriculum Group
APS	Average Point Score	MaST	Maths Specialist Teacher
ARE	Age Related Expectations	MSA	Mid-day Supervisory Assistant
AsstCo	Assessment Co-ordinator	PIU	Performance Information Unit
CoG	Chair of Governors	PMgt	Performance Management
CPD	Continuing Professional Development	PPA	Planning, Preparation and Assessment time
DFC	Devolved Formula Capital	PPG	Pupil Premium Grant
DHT	Deputy Headteacher	PSHE	Personal, Social, Health Education
EnCG	English Curriculum Group	PSP	Primary Sports Partnership
EYFS	Early Years Foundation Stage	PTA	Parent Teacher Association
FC	Finance Committee	ReCG	Religious Education Curriculum Group
FFT	Fischer Family Trust data	RoL	'RAISE on-line'
FG	Foundation Governor	SDFA	School Development Fund Account
FSP	Foundation Stage Profile	SEF	Self –Evaluation Form
GA	General Account	SEND	Special Educational Needs & Disabilities
Gov	Governor	SENDCo	Special Educational Needs & Disabilities Co-ordinator
GB	Governing Body	SFA	School Fund account
HAP	Higher Ability pupils	SLT	Senior Leadership Team
HCC	Herts County Council	S&L	Speaking and Listening
HfL	Herts for Learning Ltd	SL	Subject Leaders
HIP	Hertfordshire Improvement Partner	SSE	School self-evaluation
H&S	Health & Safety and Premises Committee	S&P	Strategy & Personnel Group
HT	Headteacher	TLA	Teaching & Learning Adviser
INSET	In-Service training	UAP	Under achieving pupils
ITAF	Interim Teacher Assessment Framework	VA	Value added
IWB	Interactive White Board		
KS	Key Stage		
LA	Local Authority		
LAP	Lower Ability pupils		
LCVAP	Locally Co-ordinated Voluntary Aided Projects		

Vision Statement

To be an outstanding Catholic school in the Mercy tradition that provides an excellent all-round education for every pupil in the school.

- Founded on a Mercy tradition, our vibrant, harmonious and engaging Catholic community will encourage all to make informed personal, spiritual and moral choices based on gospel values. Commitment to the Common Good of our global family will be rooted in a shared understanding of the social teaching of the Church and the collective rights and responsibilities of all.
- School leadership will require all staff to set high expectations and foster a culture of aspiration which enables students to develop as independent learners with the resilience, confidence and the skills necessary for lifelong learning. This will prepare our pupils for the next stage of their education and their life within and beyond our school.
- All pupils, regardless of their starting point, will make good or better than expected progress over time and will be challenged and supported to fulfil their God-given potential. The school's attainment will be above published national standards.
- The commitment and expertise of governors working with senior leaders will have a positive impact on pupils' outcomes. Their support, rigorous review and monitoring will ensure that the school continues to improve.
- To ensure the wellbeing of pupils is at the heart of our partnership, the school will build a strong relationship with parents, carers, the parish, the diocese and all relevant external providers.
- Striving for excellence, governors and staff will respond to continuous self-evaluation and the changes in our education system, basing their decisions on Catholic values, openness and creativity.

Strategic Goals for the School arising from the Vision Statement and Strategic Plan 2016-2019

1. To further develop the distinctive Catholic nature of our school within the Mercy tradition
2. To develop and embed sustainable high quality and robust leadership at all levels across the school
3. To build a culture of success and achievement for all regardless of their starting point.
4. To develop an aspirational and inspirational curriculum.
5. To strengthen engagement between school, parents and community
6. To secure effective and strong financial management to facilitate excellence in staffing and a high-quality learning environment in order to achieve excellent outcomes for pupils.

Review of 2016-2017

To further develop the distinctive Catholic nature of our school within the Mercy tradition

Continued engagement with Westminster Diocese regarding the academisation process; Embedded use of Ten Ten resources to support weekly assemblies, school liturgies and celebrations; Charitable events have included Lenten promises; collection for Catholic Children's Society; Comic Relief; St Albans Foodbank; HCPT charity; Children in Need; CAFOD and our ongoing local charity Harpenden Spotlight on Africa (HSoA). A full annual programme of celebrations within school and wider community. One staff member allocated to support RE development through prayer group and involvement in developing ideas for a Chaplaincy team and engaging with other Herts catholic schools; Rainbows loss and bereavement training. Increased confidence in use of new RE resource 'Come & See'; agreement trialling and moderation tasks successfully completed and assessments and progress systematically tracked through schools AM7 programme. Termly staff and governors' Core group meetings have supported governors' knowledge and understanding of all aspects of the teaching of RE.

To develop and embed sustainable high quality and robust leadership at all levels across the school

New subject leaders appointed for Science, Maths and Early Years and appropriate training provided. New Appraisal system introduced for all teaching and support staff and individual objectives agreed to support both SDP and OFSTED priorities. New formats for recording lesson observation and recording work scrutiny set up and added to new appraisal system to assist triangulation of evidence and ensure consistency in approach and expectation across the curriculum. Preparing for DHT course for one staff member. HIP interviews to challenge and support middle leadership in their roles. Visits from HfL personnel for HT appraisal; Standards review visit; safeguarding audits; and supporting NQTS in Maths and English. Termly core group meetings took place. Strength of governance and SLT recognised by OFSTED. Two staff members received mentoring training. Pupils attended Sports ambassador training; school council led in school events.

To build a culture of success and achievement for all regardless of their starting point

Three year trend of improved results continued. Attainment in all three areas at end of KS2 was high and increased although progress is not as high as last year due to stronger prior attainment at KS1. Deeper analysis by DHT informed teachers in prioritising interventions for pupils and highlighted how VA is being calculated based on prior attainment with KS1 attainment based on NC levels and KS2 attainment based on standardised scores. DHT produced individual reports for every child and class cohorts. Pupils' focus on building learning power and the resilience was praised by OFSTED.

All PPG pupils reached ARE at end of KS2 with some significantly exceeding in maths, reading and GP&S.

Maths Focus: MaST project on 'Conjecture and Convince' completed and award achieved with distinction. A significant increase in pupils' achievement in maths because of the targeted interventions implemented after identification through data analysis.

Reading Focus: Implementation of a rigorous programme for guided reading has been maintained throughout the term. As a result, our KS2 SATs outcomes have seen a significant rise from 74% to 93% working at the standard and 43% achieving a higher standardised score of over 110. The raised outcomes are seen to be replicated across most of the school and where the outcomes at present are not quite so strong there is a plan in place for taking it forward to accelerate outcomes for English the next year. Some EYFS & KS1 staff have attended additional phonics training to support phonics in the

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lower classes.
To develop an aspirational and inspirational curriculum
<p>All teachers have appraisal objective with SL focus.</p> <p>Subject leaders for Maths, English, Science, RE, have all led staff meetings and whole school subject based curriculum days. In December, there was an Art based curriculum day. A very successful year in Sports achievements. Recently appointed PE subject leader for 2017-2018.</p> <p>OFSTED recognised and praised the effectiveness and impact of cross curricular links planned into the curriculum.</p> <p>Governor Core curriculum groups continued to inform governors on the curriculum and related developments.</p> <p>A wide range of class visits; day and/or residential have enriched the curriculum for pupils in all year groups.</p> <p>Extended after school club provision for art/ craft and for cookery due to demand; introduced cricket club.</p>
To strengthen engagement between school, governors, parents and community
<p>Strong links with parents maintained through monthly newsletters; weekly bulletins; invitation to participate in masses and class assemblies; curriculum meetings; class pages and support of PTA events. School dates of events, monthly newsletters and sharing Fridays scheduled in for parents.</p> <p>Parish linked events included, masses, concerts, summer fair and an afternoon tea event hosted by St Adrian's.</p> <p>SLT attended HfL HT seminars; SLT events held by the Diocese; St Albans consortium meetings and St Albans local partnership meetings.</p> <p>Success in local sports partnership events especially at the District Sports track and field events.</p>
To secure effective and strong financial management to facilitate excellence in staffing and a high quality learning environment in order to achieve excellent outcomes for pupils.
<p>Monthly monitoring visits held between Herts accountant, HT and finance governors to discuss and monitor school's financial situation. DHT participated in budget setting process this year.</p> <p>Class allocations all in place for new year with no replacement of TAs who have left.</p> <p>Our LCVAP for desperately needed toilet refurbishment bid was rejected; currently seeking clarification on why it was not successful as this is a serious condition for health and safety. Repair work on the heating system is due to take place over the summer; we await confirmation. All classes now fitted with new SMARTboards.</p>

In addition:

On the Governing Body, Mr Richard Belt and Mrs Jackie Harrison continued as Chair and Vice-chair respectively.

Through the Strategy & Personnel Committee, there have been key developments in reviewing the school's strategic vision and implementing OFSTED recommendations. The governing body continued with their revised committee structure for monitoring and review to enable governors to fulfil their key roles most effectively.

One parent governor has become LAN governor and a new parent governor elected; one parent governor has been appointed a foundation governor; the third parent governor's term of office ended with the academic year. Election process will take place in the autumn term.

The school made very significant progress in addressing the recommendations of the OFSTED inspection 2014 and in October 2016 OFSTED recognised St Adrian's as a Good school with some outstanding aspects.

The DHT has led the focus on PPG pupils' progress; reviewing their provision; monitoring their progress through a highly efficient tracking programme and evaluating the impact through data on the 'closing the gaps' measures.

The governors maintained their commitment to smaller class sizes in Y5&6 for maths and in Y6 for English again in 2016-2017 resulting in very good outcomes in the KS2 SATs. One teacher completed the MaST course with distinction.

There were some staffing changes in January 2017 due to one teacher leaving to travel abroad and one NQT leaving for personal reasons. The second NQT successfully completed her first year. At the end of the year two TAs left for other jobs, as did the admin assistant and caretaker.

Developments within the school environment have been due mainly to maintenance problems with the underground piping affecting the heating system. In addition, Years 1- 3 have all been fitted with new SMARTboards.

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To further develop the distinctive Catholic nature of our school within the Mercy tradition						
Goal 1 from the Strategic Plan	Planned Actions	Intended Outcomes	Led by	When	Cost	Reported progress
	Develop a chaplaincy team from the Year 6 pupil base to actively support the spiritual development of the school.	Children, guided by staff, to play a key role in leading the worship and Catholic life of the school.	SLT & LOC	Sep 17	£250 + time	
	Involve pupil chaplaincy team in the delivery of whole school assemblies. Weekly whole school assemblies, masses and class assemblies to be attended by teachers and support staff.	Strengthen the sense of community and collective worship.	SLT Whole staff	Ongoing	Time	
	Reintroduce a Service of Reconciliation and the Sacrament of Reconciliation for Yrs 4-6.	To further bring the Sacraments into the school and provide for those who may not otherwise receive the sacraments.	SLT & LOC	Spring	Time	
	Use the liturgical calendar to influence the development of prayer as well as religious knowledge.	To extend the pupils' prayer experience.	Class teachers	Ongoing	No cost	
	Increase the number of teaching staff who have CCRS.	To maintain the high quality of teacher subject knowledge.	SLT	July 2018	£500	
	Provide a termly opportunity for staff spiritual nourishment.	Teachers have time and space to reflect on their role in in delivering the school mission statement.	SLT	Termly from Sep 17	£500 + Time	
	Review and update The Catholic Life area of Section 48.	Section 48 SEF accurately reflects Catholic life in St. Adrian's.	SLT & EH	Spring	Time	
	Engage with other Hertfordshire Catholic schools, the diocese and external bodies regarding the programme of academisation.	To ensure the best possible outcomes for St. Adrian's School as part of an academisation programme.	SLT and GB	Ongoing	Time	

To develop and embed sustainable high quality and robust leadership at all levels across the school						
Goal 2 from the Strategic Plan	Planned Actions	Intended Outcomes	Led by	When	Cost	Reported progress
	Use core group meetings to extend governors' understanding of teaching, learning and assessment.	To increase the governing body's understanding of the standards, quality of teaching and learning and assessment in order that they might support, monitor and challenge the Senior Leadership Team.	SLT & GB	Ongoing	Time	
	Governing Body to review the Strategic Plan and the SDP termly.	Governors shape and steer the strategic direction of the school, ensuring clarity of vision and ethos.	GB	Termly	Time	
	Continue to improve the quality of subject leadership to impact on outcomes through: joint lesson observations with SLT; work scrutiny and moderation; data analysis; and reviewing the programme of studies.	Move the judgement of Leadership and Management towards outstanding.	SLT & SLs	Ongoing	£ 1000 + Time	
	Each subject leader to demonstrate how they have secured and sustained improvements to teaching, learning and assessment in their specific curriculum area.	Subject leaders have a direct impact on improving the standard of teaching and learning in their subject.	SLs	Termly	Time	
	Support the appointment of new subject leaders in PE, Humanities and the continued support of the Early Years leader.	New leaders understand their roles and responsibilities.	SLT	From Sep 17	£500	

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To build a culture of success and achievement for all regardless of their starting point						
Goal 3 from the Strategic Plan	Planned Actions	Intended Outcomes	Led by	When	Cost	Reported progress
	Teachers to embed small group focus teaching within lessons as an integral part of their classroom practice.	Learners benefit from clear, high-quality modelling.	Class teachers	From Sep 17	Time	
	Termly moderation of writing and religion with maths, science and computing moderation at one point in the year.	Moderation will improve teachers' ability to identify of pupils next steps through professional dialogue.	SLT & SLs	Termly	Time	
	Rigorous use of data in all core subjects, including Religious Education.	To inform planning and challenge any underachievement with targeted interventions.	DB & SLs	Termly	Time	
	Continue to work with support teachers to deliver targeted interventions.		Class teachers, SM & LS	Half termly	Time	
	Maintain the individualised monitoring of PPG pupils' progress and attainment.	To maintain a focus on diminishing the difference between vulnerable pupils and their peers.	DB	Termly	DHT time	
	Maintain the profile of 'Building Learning Power' via child focussed activities with the outcomes made visual around the school.	To further develop and extend pupil learning, become confident, independent and resilient learners.	DB	Termly	£100 + Time	

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	<p>Following the focus on improving the attainment in maths and reading in the last two years, there will be a focus on raising the attainment in writing in 2017-18. There will be a schedule of insets and staff meetings used to develop consistent practice to include:</p> <ul style="list-style-type: none"> • teacher use of shared writing • developing spelling • independent and peer proof reading • marking • assessment • planning 	85% of children achieve ARE in RWM in all year groups or progress for the cohort is at least good.	SLT & RH	Ongoing from Sep 17	£750 + Time	
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To develop an aspirational and inspirational curriculum						
Goal 4 from the Strategic Plan	Planned Actions	Intended Outcomes	Led by	When	Cost	Reported progress
	Continue to plan opportunities, across the curriculum, for pupils to exhibit the high standards achieved in English and mathematics.	To create learning experiences which bring together different areas of the curriculum, and provide a cohesive approach to learning.	Class teachers	From Sep 17	£250 + Time	
	Half termly focus on an individual area of the curriculum focussing on those not covered in 2016-17 (computing, Humanities and MFL etc.)	Confident pupils inspired by an enriched curriculum.	SLs	Half termly	£300 + Time	
	Non-core subject leaders to submit an overview and action plan on how the programmes of study, across the school, develop and advance skills alongside the content.	Raise the profile and quality of provision in foundation subjects.	SLs	By Spring term	Time	
	Continue to review and develop the range of extra-curricular activities offered.	A variety of extra-curricular activities to enhance pupils' personal development.	SLT	From Sep 17	Time	

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To strengthen engagement between school, governors, parents and community						
Goal 5 from Strategic Plan	Planned Actions	Intended Outcomes	Led by	When	Cost	Reported progress
	Develop an online parents' questionnaire.	A simple analytical tool to process stakeholders' views.	SLT	Spring 18	£150 + Time	
	Reintroduction of a Parents' Forum Meetings termly to support and develop the implementation of above Action Plan.	A channel of communication for parents and carers through dialogue with class representatives.	YH	By Nov	Time	
	Expand on current opportunities for parents to increase their engagement in their children's learning through providing curriculum information and Sharing Fridays.	Develop understanding and strengthen the partnerships between the school, parents and carers, the parish and the local community.	Whole staff	From Sep 17	Time	
	Revise report card formats to increase parental understanding of progress measures alongside attainment.	As above.	SLT	Spring 18	Time	
	Develop relationships with neighbouring schools to provide opportunities for moderation.	As above.	SLT	Ongoing	Time	
	Provide opportunities for pupils' voice including School Council presenting to governors.	As above.	SLT & SLs	From spring	£50 + Time	
	One class (1-6) per half term to attend a weekday mass at St. Bart's.	As above.	Class teachers	Half termly	Time	
	Plan opportunities to invite parishioners from St. Bart's and members of Watling View and Vesta Lodge communities to school events as appropriate.	As above.	SLT and Chaplaincy Team	From Sep 17	£150 + Time	

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To secure effective and strong financial management to facilitate excellence in staffing and a high quality learning environment in order to achieve excellent outcomes for pupils.

Goal 6 from Strategic Plan	Planned Actions	Intended Outcomes	Led by	When	Cost	Reported progress
	Maintain timely and rigorous Finance Meetings where governors closely monitor the school's financial situation.	Strong financial controls in place and systems to promote sound finance procurement.	Finance Committee	Ongoing from Sep 17	SFS contract + Time	
	Head teacher to provide Pay Panel with appraisal recommendations so the panel can make informed decisions regarding staff remuneration.	Recognition of success for a team of skilled professionals delivering excellent outcomes.	Pay Panel	Sep 17	Time + budgeted pay awards	
	Report termly to governors on the impact of reorganisation of teacher and support staff allocation.	Governors remain informed to the success of classroom changes.	YH	Termly	Time	
	Consider financial viability of delivering future initiatives that will enhance pupil experience – in particular UKS2 toilets.	A physical environment, both indoors and outdoors, that supports high quality learning and meets H&S requirements.	Finance Committee	Ongoing	TBA from GB accounts	
	Continue improvements in provision of IT hardware across the school.	Maintain a rolling programme of replacement and improvement of IT infrastructure.	Finance Committee	Ongoing	£10 000	

ADDITIONAL MONITORING NOTES	
Goal 1	To further develop the distinctive Catholic nature of our school within the Mercy tradition
Goal 2	To develop and embed sustainable high quality and robust leadership at all levels across the school

ADDITIONAL MONITORING NOTES	
Goal 3	To build a culture of success and achievement for all regardless of their starting point
Goal 4	To develop an aspirational and inspirational curriculum

ADDITIONAL MONITORING NOTES	
Goal 3 – Maths Focus	Maths Focus
Goal – Reading Focus	Reading Focus

ADDITIONAL MONITORING NOTES	
Goal 5	To strengthen engagement between school, governors, parents and community
Goal 6	To secure effective and strong financial management to facilitate excellence in staffing and a high-quality learning environment in order to achieve excellent outcomes for pupils.

