



## ST. AUBYN'S SCHOOL IMPROVEMENT PLAN 2016-2019

- 1. FINANCIAL, BUILDING AND ADMINISTRATION**
- 2: EDUCATION PROVISION**
- 3: PASTORAL CARE AND RELATIONSHIPS**
- 4: LEADERSHIP AND MANAGEMENT**

### **Our Mission**

We are committed to the academic and all-round development of every child in the school.

Our aim is that each child becomes:

- A self-confident, independent, inquiring learner
- A considerate, moral, versatile individual
- A sociable, responsible, tolerant citizen

To achieve this, we work together to provide a learning environment, characterised by:

- High aspirations and clear expectations
- A broad balanced well-resourced curriculum
- Responsiveness to each individual's talents and needs

Our motto from 1884 still reflects our approach to teaching and learning today:

Fortiter, Fideliter, Feliciter

Bravely, Faithfully, Happily

**Area 1 FINANCIAL, BUILDING AND ADMINISTRATION – High aspirations and clear expectations**

Target	Action Required	By Whom	Time Scale	Resource & Training Needs (with costs)	Success Criteria
<b>The School:</b>					
New entrance at the rear of the school.	Development of entrance at the rear of the school. Close off the current entrance and exit and redevelop as emergency exit only.	MF LB	2018	Priorities and costs determined by the Governors.	Improved and safe access to the Senior building.
The foyer and reception area.	An architects drawing has been prepared and the area at the rear of the school has been cleared. The cycle store has been relocated there as a temporary measure. The boiler room door has been replaced in preparation for future works.  A specialist to design a foyer area. Quotes for redecoration, new lighting and furniture are currently being obtained.	MF LB	2016	Priorities and costs determined by the Governors.	Warm and inviting entrance to the School.
Additional Changing Room	To determine a possible solution to the current changing problem.	MF LB MS GB	2018	Priorities and costs determined by Governors.	To accommodate the changing load as a result of the extra activities offered at the School.
Refurbishment of the Senior boys toilets	Determined by the Senior department.	MF LB SD	2017		A more suitable facility.
Gent's toilet	Remodelling of gents toilet area and creation of storage space by closing off the door next to the gents.	MF LB SD	2017	MF budget	Create an opportunity for more storage.
<b>Pre Prep:</b>					
Permanent outdoor /covered learning area for water/sand, art/construction activities.	A construction to accommodate this request. Head of Pre Prep to source plans and photos.	MF LB	2017	Budget requirement.	Keep the children out of the sun and to protect them from inclement weather.
Soft pour flooring on playground.	Investigation by the Head of Prep on a suitable cost effective surface. Quotes are being obtained for certain areas of the playground	MF JB	2018	Budget requirement.	Less trips to the Nurse for sore knees and elbows. A safe playing area and surface for EYFS and the Pre Prep children.
Construction of a purpose built Nursery.	Accommodate two classes of 30 children.	JB MF LB	2016	Priorities and costs determined by the Governors.	A world class setting to compete with local Nurseries and to provide a facility to back up the excellent Nursery practice.

Reconfigure reception room classrooms.	Create more space for teaching and learning.	JB teachers in Pre Prep.	2017	Priorities and costs determined by Bursar and Headmaster.	Reception classrooms to match the Nursery development.
Develop the area adjacent to the pond as a playing area for Pre Prep.	Planning from the department as to how this development will work and what the requirements will be.	MK BK	2017	Priorities and costs determined by Bursar and Headmaster.	An extra playing area to help with the development needs of the setting.
Refurbish the toilets in Pre Prep.	Update and modernise the facility. Quotes are currently being obtained for these works.	MF JB	2018	Bursar to prioritise costs.	Healthier conditions established and easier to clean and maintain.
<b>Sports Facilities:</b> A new surface for the hard court area at the rear of the PAC.	Type of surface determined on advice from Sports director. Quotes are currently being obtained for a new surface and fencing.	MF LB GB MS	2017	Priorities and costs determined by the Governors.	Pupils are able to enjoy a new and safe playing area. No cars parked on this surface. Not a H&S risk anymore.
All weather playing pitch in front of the main building.	Planning Permission was obtained and the pitch has been constructed. It will be ready for pupil use from the middle of May 2016.	LB MF	2016	Priorities and costs approved by the Governors.	Playing surface for after school activities and break time play.
Swimming Pool.	Identify a suitable area.	LB MF MS GB	2019	Costs approved by Governors.	Time saving and improve swimming skill. Cost saving on transport to local pools.
<b>Classrooms:</b>					
Redecorate classrooms and install child friendly displays.	A rolling programme of classroom maintenance.	LB MF and HoD's	On-going	Departmental and maintenance budgets.	A comfortable environment for staff and children and the impression parents get of School.
Improved lighting.	Improve the physical lighting conditions in the classroom. As alterations and redecoration take place lighting is being improved.		On-going	Maintenance budget.	Improved ambience and vision.
Year 5 classroom.	Damp problem to be sorted. The problem has been identified and quotes are being obtained for improvements to the roof	MF	2016	Maintenance budget.	A more comfortable teaching and learning environment created.
SR6 classroom	Resolve the issue of the sloping floor and ill-fitting windows. Reconfigure the space to make this a more effective teaching area.	MF & SD	2016	Maintenance budget	A more comfortable teaching and learning environment created.
SR4 classroom	Resolve issue with leaking roof and ladybird infestation	MF	2016	Maintenance budget	No water running into the classroom on rainy days.

<b>Grounds:</b> Upgrade Fencing.	Replace the existing wooden fence above the wall along Woodford New Road with sturdier and more aesthetically pleasing construction.	MF LB	2018	Maintenance budget.	Aesthetically pleasing outlook from the road.
	Continue the programme of replacing the block work wall between Empress Avenue and the double gates on the New Road	MF LB	2016-2017	Maintenance budget.	Aesthetically pleasing outlook from the road.
Staff Car Park.	Improve the surface area and demarcate specific car park lines.	MF LB MS	2019	Priorities and costs determined by the Governors.	A more organised and aesthetically pleasing car park arrangement.
Outdoor classroom developed at the willow.	Design ideas from teachers and departments.	Teachers	2018	Departmental budgets.	Better teaching facilities and outcomes for pupils.
A rolling programme for the gardens.	Grounds manager to ensure colour at the entrance to the school in the summer and to ensure that the gardens around the school are kept neat and cut.	MF	2016 ongoing	Maintenance budget.	A neat and aesthetically pleasing school.

<b>Safety and security:</b>					
Entrance to the school.	Replace the existing shed and install a remote gate at the bottom entrance to the school.	MF LB	Summer 2017	Consider the planning implications. Maintenance budget.	Ensures the safety of the children and better control of people and vehicles within the school.
CCTV.	Upgraded installation of CCTV. This has been installed and coverage extended	MF LB	Jan 2016	Maintenance budget.	Reduce the risk of potential intruders and damage to property.
Lighting up the drive.	Lighting installed to create a safer environment for all present on the campus.	MF LB	2018	Maintenance budget.	Creating a safer and secure environment within the school.
FOB Access.	All staff to carry identification and security entrance system via the FOB.	MF LB	2018	Maintenance budget.	Added security and control measures within the school.
<b>Senior School:</b>					
Decorating.	Improve the area aesthetically and practically in order for the pupils and teachers to feel comfortable. The corridor on the lower floor has been decorated and improved with the addition of a locker room. The improvements will continue in upstairs corridor in the summer of 2016	SD MF LB	Sept 2017	Priorities and costs determined by the Bursar and Headmaster. A certain space to be made available, obtain costing and refer to Fabric Committee.	Creating an aesthetically pleasing environment.
Senior Access	Refurbishment of the Senior boys toilets new entrance next to locker area Remodelling of gents toilet area and creation of storage space by closing off the door next to the gents	SD MF LB	Sept 2018		Creating a convenient access for the Seniors.

<b>Marketing:</b>	530 + overall – continued innovative marketing strategies and raising academic, sporting and performing arts standards. Promotional material – curriculum directory (produced annually), handbook, (produced annually), prospectus (updated this year), and weekly newsletters. (done) Two Open Days to exhibit good practice and facilities. (done)	LB CW MS GH	Ongoing	Priorities and costs determined by the Bursar.	Tours and interviews to be conducted by the admissions officer and Head. Rolling audits to back up and maintain standards. Excellent administration and communication.
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## Area 2: EDUCATION- A broad, balanced, well-resourced curriculum

### 2.1 THE EDUCATIONAL EXPERIENCE PROVIDED

Target	Action Required	By Whom	Time Scale	Resource & training Needs (with costs)	Success Criteria
<b>Subject Audits</b>  Monitor and evaluate all curriculum policy documents and subject audits cycle ongoing.	Subject leaders empowered to take on areas of responsibility and mentored to ensure excellent work. Subject and HoD meetings used to discuss.	LB CW	Ongoing	Mentoring and meeting time. Implications for budget considered in Lent/Summer Term for September.	Documents in place. Subject leaders empowered.
<b>IT</b>  Review Information Communication Technology –  Investigate new VLE	Update curriculum and review resources allocation and use of ICT as a link with the curriculum. Monitor new scheme of work – to include coding and e-safety.  -through demonstration, engage staff in choice of new learning platform -identify timeline for installation and training -Introduce to pupils	LB PLD CW MS  SMT, M Graham	September 2016-17  September 2016-17	Inset for set up and ongoing support. Update for Budget implications in rolling programme.  Costings + impact on network/servers etc	New scheme of work in place for new curriculum set up, audit completed and devices piloted.  VLE used by all staff to engage pupils, incorporate good teaching strategies and engage with parents.
To undertake a full curriculum and timetable review to provide the most efficient opportunities for pupils to learn.  The development of outstanding teaching and learning.	To evaluate and refine the curriculum to ensure its relevance and accessibility to all children. To increase percentage time allocated to foundation subjects through each age phase.  Teachers' observation/learning walks INSET on differentiation, questioning and AFL. INSET on excellent lessons to be conducted by HoD's.	SMT CW MS CP JB SD  CW PLD HoD's	Ongoing and annual review  2016-2019	Budgets approved for INSET.  CPD as per budget allocation.	Up to date with government initiatives, satisfied staff, pupils and parents. Opportunity for pupils to improve skills.  Lesson observations indicate independent, IT, questioning use of AFL etc. is taking place.

PSHE.	Re-design the curriculum to accommodate current political situation – FBV and ‘Prevent’. Investigate the use of the Jigsaw curriculum. Jigsaw and training purchased for Sept 2016 (Reception – Y6)	MS	2016-2017	Increase budget allocation for the subject for the purchase of the curriculum.	Curriculum to fall in line with current DFE demands. Pupils are enlightened and understand good citizenship.
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<b>Additional Learning</b>					
Sustain and develop the use of the ISAMS Tracking module.	HoD conversations with teachers on pupil progress based on tracking information.	PLD and class teachers	2016	Local budget.	Improved learning outcome for the children.
Continue to develop classroom provision for EAL	Increase teachers’ responsibility for enabling progress and ensure they have the skills to do so.	PLD	2016	Additional Learning budget.	Will allow earlier and more accurate identification of SEN, EAL and More Able pupils.
Additional Learning Support.	Staff are accordingly trained and equipped to use technology to promote learning.	PLD	2016	INSET	Value added learning.
Improve more able provision	Develop staff’s ability to identify more able provision across the cohort Audit current provision and its effectiveness, including provision	PLD	2016	Audit/Staff meetings	Improved provision/targeted scholarship provision for maths and English
<b>Academic</b>					
Literacy Skills.	To improve through good transitions/speaking and listening.	PLD and HoD’s	2016-2019	HoD budget	Children better prepared for 11+.
Foundation Subjects.	Consider how additional time for the foundation subjects could be created in Senior School. (carousel etc.)	SD CW	2017-2019	n/a	Pupils better prepared for scholarships, CE and GCSE options.
EYFS resources (indoors and outdoors)	To plan and order through the budgetary process.	JB Teachers	2017	HoD budget	Delivering an outstanding, well balanced curriculum for the EYFS.
Improved skills in writing, listening, literacy and numeracy. Evaluate schemes for assessment in these areas.	Assess current schemes/methods and improve development needs from audit.	CW and subject leaders	2016-2019	As per budget.	Improved levels in these areas. Children’s writing levels show improvement.
To include Drama in the Senior and Pre Prep curriculum.	To appoint the current drama teacher to teach in the Senior and Pre Prep.	LB CW	Sept 2016	To budget for the additional requirement.	Pre Prep to enjoy the subject in the Christmas term and Seniors in the Lent and Summer terms. Improvement in pupil confidence and improved productions.
Review Reporting Structure and Grading.	Out of office day to plan the way forward.	SMT	2017-2018	Local budget.	Present a report to parents through formative assessment information.
Trips.	Year group trips planned for the same time in Summer.	SMT	Ongoing	Parent contributions.	Opportunity for development meetings and planning to take place.

### AREA 2.2 PUPILS' LEARNING AND ACHIEVEMENTS

Target	Action Required	By Whom	Time Scale	Resource & Training Needs (with costs)	Success Criteria
<b>Data Management</b>					
Managing Data: Make changes to benchmarking procedures to incorporate data from end of EYFS – KS1 – KS2.	Using PIPS data.	CW JB	Ongoing	As per budget.	Systems in regular use throughout the school. Teachers are able to differentiate effectively based on data received.
Introduce base line assessment in Year 3 for September and July.	PIPS Preparation.	CW	Ongoing	As per budget.	Early identification of talent and learning concerns.
Introduce aspects of baseline assessment in Nursery and Reception to link to any changes to Benchmarking.	PIPS Preparation.	JB	Ongoing	As per budget.	Early identification of innate ability.
Tracking and mark books.	System implemented on ISAMS.	PLD CW	2016	Local budget.	Formative assessments incorporated into reports via mark books.
Head's Commendations.	To determine what constitutes a commendation.	LB HoD's	2016	n/a	Pupils receive recognition for their good work.

### AREA 2.3 SPIRITUAL, MORAL, SOCIAL AND CULTURAL DEVELOPMENT OF PUPILS

Target	Action Required	By Whom	Time Scale	Resource & Training Needs (with costs)	Success Criteria
Review house system.	Heads of houses chosen to enthuse house spirit amongst the children. Always had them MIS to accommodate the entry of house points for weekly announcements. Done	LB MS	Sept 2016	Place in planner for house point allocation.	House banners in the PAC and weekly winning house notified at assemblies. (House points).
Focus instrumental teaching (class and VMT's) and improving the uptake of instruments at KS2 and 3 as a direct result of the new appointment of part time music teacher.	Role played by the Director of Performing Arts in the creation of an outstanding department. Assistance from the additional music teacher, and the drama teacher to increase the profile of "Expressive Arts."	DT CW CE	September 2016	Increased hours for the drama teacher	Pupils learn, take pride and are satisfied with the performances.
Performing Arts Assembly.	Organised and encouraged by the Director of Performing Arts.	DT CW LB	Sept 2016	n/a	Pupils become confident in performing in front of an audience.
PSHE Development in Senior School.	Re-design the curriculum to accommodate current political situation – FBV, 'Prevent'. Jigsaw for Y6	MS AC SD	Sept 2016	Increase budget allocation for the subject.	Curriculum to fall in line with current DFE demands. Pupils are enlightened and understand good citizenship.

**AREA 2.4 TEACHING (INCLUDING ASSESSMENT)**

Target	Action Required	By Whom	Time Scale	Resource & Training Needs (with costs)	Success Criteria
To prepare and develop staff as outstanding teachers.	Staff to use their Performance Review objectives to identify their development needs to aid their aspirations. Learning Walks. Base INSET on needs as identified by audits/observations etc. Peer observations and team teaching.	LB and SMT	Annual	Training of staff costs e.g. Supply.	Improved teaching to support positive learning outcomes.
Ensuring Effective Teaching (Planning, Teaching and Learning Quality).	Weekly/daily lesson plans agreed as whole school. Daily lesson plans agreed and in place for observed lessons. Monitoring and evaluation of the Teaching and Learning Policy.	LB CW	Ongoing and annual review	Time and Continued INSET.	Documents in place and used. Practice brought into line with Policy. Policy is refined with use. Teaching and learning improves as measured by appraisal.
Assessment for Learning (AFL).  Appraisal.	Develop the use of data manager on ISAMs as a tool to raise achievement: ensure all available data inputted.  New appraisal forms presented to appraise all educators.	CW PLD HoD's  LB	Ongoing – Sept 2016  Lent 2016	Meeting time. INSET for staff.  Training for Deputies and HoD's on the system.	Meaningful tests in place and data used to compare contrast and improvement performances. Performance and Assessment Report Raising Achievement.  Staff development and improvement process.
Review current grading system in light of curriculum changes and as a means of providing informed information to parents.	Observe National changes to find out what will replace levels and whether this will be appropriate to implement here. CW/PLD to become familiar with changes and disseminate to SMT and all staff. Inform Parents.	CW PLD	From Sept 2016 ongoing	n/a	Staff aware and grading system updated in line with National changes. Pupils and parents understand new systems.
Streamline current reporting structure across the school including timing and frequency and incorporating new grade systems as appropriate and linking to ISAMS.	Improve reporting system to give parents more specific and effective information regarding progress and development of pupils.	SMT	2016 and ongoing	Input from Head and HoD's.	Improved Reporting structure.

**AREA 3: CARE AND RELATIONSHIPS:** We are committed to the academic and all-round development of every child in the school.

**AREA 3.1: PASTORAL CARE, WELFARE AND HEALTH & SAFETY**

Target	Action Required	By Whom	Time Scale	Resource & Training Needs (with costs)	Success Criteria
Management of Pastoral Care, 10 Promises, School Mission, Special Educational Needs and Disability Act (SENDA).	Continue to develop discussion and action through Form Tutors and all staff, linked with Behaviour Policy.	All Staff	Ongoing Annual Review	Time	Clear lines of Pastoral communications. Connected to improved discipline records and support for staff and students and better communication to and from parents.



Record keeping system updated in line with Child Protection Regulations. Data Protection Regulations?	Background records for each child kept and stored efficiently. Record of personal development (staff and children). Data recorded on computer retrieval system. (New MIS) Day to day records by staff and students. Records for reporting to parents. All Done	LB JC PLD CW	Ongoing	Member of staff appointed to take on responsibility to help keep and update records.	Records in place and uses for value added and reporting to parents and school.
Embedding anti-bullying work, DCSF Guidance Safe to Learn. Department of Education strategy.	Review current School policy and update procedures.	LB MS MF	Ongoing	n/a	Keep up to date with current developments.
Health & Safety on school trips and around school for staff and pupils. Risk Assessments, fire risk policy and procedures.	Ensuring that MS/MF informs staff of updates.  MS needs to update HASPEV and Minibus policies.	MS MF	Ongoing	n/a	Risk assessments in place and safe to use areas.
Identification of all staff.	Staff to wear ID badges at all times.	Bursar	Ongoing	Identification of all staff obvious.	No unidentified persons wandering around the site.
Control parental access to the School site which is currently quite open. We are quite vulnerable.	Identify how access can be limited e.g. visitor toilets only, gates password protected, locked stairwells. Identify any budget implications.	MF LB SMT	From Sept 2017	Budget request to Governors.	Safer site.
Playground Safety.	To ensure that all children are safe and calm in the playground. All areas of the school to take a consistent approach to lining up. Restructuring of playtime in Pre Prep to improve procedures.	HoD/Pre Prep Staff	Ongoing	Staff Meeting time to introduce changes.	All children are safe and orderly.
Improve the safety of the School Site.	Proper fencing on the Main Road. Improve the main entrance and shed area.	MF LB	2017	Priorities and costs determined by Governors.	Improved safety of the site.

### AREA 3.2: LINKS WITH PARENTS AND THE COMMUNITY

Target	Action Required	By Whom	Time Scale	Resource & Training Needs (with costs)	Success Criteria
Links with Senior School.	Head to visit and establish sound relationships with Heads of neighbouring Senior schools. Head of Senior School to establish links with neighbouring schools. Heads of subjects to visit their counterparts where possible. Head to establish new links.	LB SD	Ongoing	Time.	Establish trusting and sound relationships.

Communication with parents.	Performing Arts Newsletter. Sports Newsletter. EYFS newsletter. Website update. Develop use of school Facebook and Twitter sites	MS LB JB DT GB MB/KS JC	Ongoing	Certain staff managing newsletter to learn the principles of Publisher.	Responses from parents are positive to the weekly newsletter and the half termly performing arts and sports editions.
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#### AREA 4: LEADERSHIP AND MANAGEMENT: Responsiveness to each individual talents and needs

Target	Action Required	By Whom	Time Scale	Resource & Training Needs (with costs)	Success Criteria
To clarify the roles and responsibilities of the Deputy Head, Head of EYFS and subject coordinators to enable them to support the Head in the continued development of the school.	To continue to build on existing job descriptions to formalise areas of responsibility further.	LB	Ongoing		Job descriptions updated and in place.
Establishing Staff Teams to identify the means whereby subject leaders have sufficient opportunities to monitor and evaluate teaching and learning to raise standards higher.	Continue to develop Subject Teams, clear objectives, accountable, responsible for subject development and planning. Continue to develop Phase Teams: Year group, Pre - train subject leaders in how to monitor and scrutinise.	CW	Ongoing	Clear guidelines set out for subject audits by CW.	Relationship with SMT and staff developed, subjects secure. Training to monitor and evaluate subjects.
Critical information for Staff.	To ensure that staff have a continued understanding of the curriculum, assessment, mark books, moderation and reports. A termly review, perhaps on inset day or a whole school meeting at the start of term, of where to find these and how they are used.	CW LB	Ongoing	Clear guidance set out by CW.	Teachers have a good understanding as to how the system works. All teachers work consistently, understanding their role and what has to be achieved.
To ensure that all children are safe and calm in the playground. All areas of the school to take a consistent approach to lining up, (not Seniors). Restructuring of playtime in Pre Prep to improve procedures.	Clear structure to the playtimes on the AWP, the use of playground and orchard in the summer give variety. Organised games that are supervised by the LTAS. The introduction of play equipment, lego and a designated area for football engage the children in a more fulfilling playtime. (specific to Pre Prep)	HoDs	Ongoing	Clear guidance set by HoDs	Pupils are comfortable at play times and all involved.
Development of the new EYFS and Pre Prep Head.	Transition phase with JB. Meeting with LB.	LB CW MS	2016	n/a	A seamless leadership/management introduction to EYFS and Pre Prep.
EYFS SDL	CP issue relating to EYFS	JB	2016	Training needs requested – IAPS CP Course	Deal with orange forms, discuss CP issues with LB