



The Stables Independent School

SCHOOL DEVELOPMENT PLAN 2023/2024

School context					
Number of pupils on roll	13 4 pupils left Summer 2 2023 1 pupil joined Summer 2 2 pupils joined Autumn 1 2023	Number of pupils eligible for pupil premium	100%	Number of pupils with statement of special educational needs (SEN) or education, health and care (EHC) plan	13
Percentage of pupils on track to meet expected standard/attainment targets	TBC	Percentage of pupils on track to exceed expected standard/attainment targets	TBC	Number of pupils currently not on track to meet expected standard/attainment target	TBC

Intake information (% of pupils with low, middle, high prior attainment)	L: 100% M: 0% H: 0%	Most recent Ofsted grade	Good	Staff turnover over the previous year	School Administrator
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Objectives for 2023/24	
Objective 1	To adapt and embed the curriculum, focussing on meeting the learning and therapeutic needs of the children.
Objective 2	To develop systems for senior leaders to monitor, analyse and review the curriculum across all subjects to ensure that lessons build logically on what pupils know and can do, and to inform the SEF and SIDP, providing direction and purpose for school development.
Objective 3	To create a clear and stable staffing structure supported by effective CPD, to develop staff skills so that roles and responsibilities are clearly defined and executed effectively. Create pay scales for staff at all levels to support recruitment and retention and link to performance management.
Objective 4	To implement a programme of improvement and development for the outdoor learning area and the school grounds in order to provide a wider variety of recreational and enrichment activities.
Objective 5	To improve behaviour and attitudes across the school.

OBJECTIVE ONE

To adapt and embed the curriculum, focussing on meeting the learning and therapeutic needs of the children.

Intention		Implementation				Impact
Area of Focus	Evidence of Need (Why we are doing it)	Action Plan	Who	Time Scale	Budget/resource Implications	Success criteria/impact and evidence
Develop the curriculum to meets the Independent School Standards	Area for development from Norfolk audit. To improve positive outcomes for all pupils	Review current curriculum offer. Review current curriculum policy. DHT to work alongside curriculum lead teacher. Liaise with all staff on development plans. Conduct scheduled curriculum development meetings. Meets to be arranged in a timely fashion	HD DHT Curriculum lead teacher Teaching staff	Review termly	Possible funding impacts for new recourses Possible impact on staff times	Improved curriculum added to school systems. Curriculum meets the Independent Schools Standards and audit outcomes. Increased opportunities for pupils to achieve and develop. Draft revised curriculum offer in place. This is an ongoing process Timetable for meetings in place

Develop school curriculum policy	Area for development from Norfolk audit. Improve the school's profile.	Review current policy. Amend policy as appropriate.	DHT Curriculum Lead RE HT	Review as appropriate and in line with changes in requirements	No funding impacts. Possible impact on staff times	Curriculum will be fit for purpose. School website will be updated Revised policies in place and on website with further review taking place on all other policies.
To carry out baseline assessments on schedule	To improve initial assessment data and develop learning plans	Set timetable for Baseline assessment activities. Ensure assessment follows timescales. Ensure appropriate assessment tools and recourses available Records to be added to Earwig	DHT Curriculum Lead Teaching staff	Half termly	Baseline assessment materials required.	Staff and pupils are aware and prepared for baseline assessment activities. Improved prior attainment tracking in place and data used. Baseline assessments recorded on Earwig some access issue still present
Use baseline assessment data to develop individual learning plans	To ensure all pupils are on appropriate learning pathways	Carry out baseline assessments. Analysis of results. Review individual plans as appropriate. Use data to inform planning	DHT Curriculum Lead Teaching staff	Half termly	Baseline assessment materials required. Time set aside for planning (PPA)	Improved outcomes for pupils Improved start point data Improved development of curriculum and individual learning plans Improvement to planning
Introduce TITAN program across whole school	Increase opportunities for all pupils	Train all staff in use of TITAN program Develop a bank of shared recourses. Share best practice	DHT Curriculum Lead Teaching staff		Cost of offsite activities and possible recourses	All pupils accessing TITAN Increased learning experiences for pupils Development of new life skills Whole school Titan activities will be timetabled for Autumn term 1 2023
Accelerated Reader program	Area for development from Norfolk audit. To encourage reading as a fun activity	Review use and suitability of program. Review pupil progress data and engagement. Discuss in team meeting. Introduce paired reading opportunities for older pupils to engage with and support younger pupils	HT DHT Curriculum Lead Teaching staff		Cost of new books	Increased engagement of pupils in reading and to aid assessments in reading. Improved progression data

Implement the use of Earwig	Mentioned in Norfolk audit	Purchase package Set up staff training program DHT to have system and school phones linked to improve accessibility	HT DHT	Autumn term 1	Cost of Earwig Program Cost of staff training Impact of training on timetables	Increased opportunities to evidence learning activity, progression Improved data storage and analysis SPo & GS have completed training session SPo & GS visited local school to study their use of system
Use of generic worksheet and materials (Twinkle & White Rose)	Area for development in Norfolk audit	Conduct review current recourses in regular use Discuss in teacher meeting Observe during learning walks and work scrutiny	DHT Curriculum lead	Spring term 2		Increased engagement in lessons Improved outcomes Increased differentiation Sheets used for extension tasks White Rose good for independent Math
Update marking and feedback policy	Area for development in Norfolk audit	Carry out policy review meeting Update policy as appropriate Upload revised policy to website ALL staff to read new revised policies and sign acknowledgement sheets	SPo GS	Summer term 1		Policy that is impactful and relevant RE in process of updating and certain revised policies on website
Intent, implication and impact	Area for development in Norfolk audit	Review planning, delivery and pupil work to ensure that there are close links and there is clear sequencing	SPo GS			Curriculum, teacher and work scrutiny meets added to calendar with recorded agenda, outcomes and actions
Length of school day	Area for possible development from Norfolk audit Analysis of behaviour trends	To clarify government and local authority requirement for school's face to face teaching obligation To be discussed at Proprietor/SLT meeting	DHT HT			Implement possible changes to school teaching day Increase in engagement and attainment Improvement in behaviour Draft notification letter in development. Proposed changes discussed in proprietor's meetings
Curriculum offer	Area for possible development	Finalise new school curriculum offer Update school website	HT HDT	End Summer term 2	Possible costs of recourses and	Improved offer and outcomes for young people

	from Norfolk audit				equipment for new activities	Creation of a robust and appropriate curriculum that meets the need of the pupils
Use of Earwig program		Carry out checks to ensure Earwig is used and updated in a timely fashion	HT DHT		Cost of new telephones	Improved progress tracking Improved ability to highlight gaps in learning Up to date data to inform planning
Finalise and publish new school curriculum		Review draft material Discuss proposed new curriculum with proprietors and staff	SLT Teaching staff	Middle summer term 2	Impact on work load	Improved opportunities and outcomes for pupils Compliance
Intervention planning		Use information data from Summer term 1 assessment activities to develop intervention plans for all pupils, taking into accounts targets on PEP documents HT/DHT to oversee	Teachers TA	Start of Summer term 2	Possible impact of staffing and timetables	Increased engagement Improved attainment Links between school targets and PEP/EHCP data Better use of early work time on timetable
School policies		All policies to be updates on added to website as appropriate All staff to read and sign compliance sheets		End of summer term		Compliance Improved website Accountability
Careers curriculum	Area for possible development from Norfolk audit	Review Careers program using Compass tool Review policy	SPo, GS, DRa	End Autumn term1		Careers program that is fit for purpose Updated policy Compliance
Phonics		Review Phonics provision and delivery Add phonics sessions to all class timetables Carry out learning walks and work scrutiny activities	HT/DHT Curriculum lead	On-going	Possible training costs Possible cost for buying new scheme	Improved holistic delivery Increased engagement and attainment
Curriculum documents		Produce new S.O.W. templates	HT/DHT Curriculum lead			Improved curriculum offer

		Develop Curriculum pathways document(snake) Develop new long term planning templates				New paperwork in place for September 2023. Review mid-term autumn 1
Class allocations		SLT meeting to discuss staffing Develop new school class structure Staff/pupils in new classes for transition weeks	SLT		Opens possibility to increase pupil numbers	Learners will be in best places to engage and achieve
End of year proprietors meeting		Timetable meeting Discuss staff/ class structure/new paperwork/pupil numbers	Proprietors SLT	Transition week		Senior leaders familiar with school new plans and paperwork Senior leaders agree on direct for school
Teacher meeting		Timetable meeting to discuss new class structure and paperwork	SPO, GS All staff to attend	On-going 1 per week		Staff familiar with new paperwork and procedures Review process in place
Review suitability of offsite provision	Highlighted in Norfolk Audit	Use Norfolk templates Develop list of appropriate providers	DHT Curriculum lead		Cost of new activities Possible travel costs	Compliance with H&S Provision that is fit for purpose Increase engagement and outcomes Increased opportunities
SEPTEMBER 2023						
Curriculum review		Set date for review meeting Discuss new offer. Discuss appropriate changes	GS ,DRa, SPO	Autumn 1	Cover for DRa	Improved provision to meet current requirements Curriculum finalised subject to on-going review Staff, children, parent/carers aware of curriculum and structure Updated on website
Planning paperwork review		Discuss and review new planning documents and procedures Explore alternate methods of planning.	GS, SPO	Autumn 1	Impact on planning time and timetables	Improved planning Decrease in planning time Ease of sequencing

						Update SOW template which includes Key skills targets for each subject
Timetables		Reiew timetables Review timetable for KM - Ongoing	GS, SPo	Autumn 1		Timetables finalised Staff, children, parent/carers aware of timetables and structure Updated on website
Careers provision		Set date for review meeting Use compass SEF to evaluate provision	GS ,DRa, SPo	03.10.2023	Cover for DRa whilst planning Possible cost of recourses, travel and event entry?	Improved provision to meet current requirements Increase cross curriculum planning Draft one page careers profile Completed Compass SEF
Intervention planning		Review current intervention plans Use learning walks and work scrutiny activity to access implementation	All staff GS, SPo	Autumn 1		Increase in attainment Increase in engagement Improvement in ILP Improvement to PEP targets
Phonic implementation		Review current phonics plans Use learning walks and work scrutiny activity to access implementation	All staff GS, SPo	Autumn 1	Cost of training Buy in costs for Phonics schemes	Increase in attainment Increase in engagement Improvement in ILP Improvement to PEP targets
Differentiation	Feedback from supervision sessions	Review current plans and paperwork Use learning walks and work scrutiny activity to access implementation In house staff training	All staff GS, SPo	Autumn 1		Increase in attainment Increase in engagement Improvement in ILP Improvement to PEP targets
Accelerated reader logins		RE to reset staff and pupil logins and passwords Teaching staff to login and check access	Teaching staff	Autumn 1		Record of current levels Increase in reading ability Record of activity 100% pupil access

Titan provision		Review Titan program Review timetables Review suitability for all classes Explore cross curriculum opportunities	DRa, GS, SPO	Autumn 1	Recourses, Travel cost of activities (Bus passes ect)	Titan access across whole school Increase in personal, social and like skills provision and Attainment
Work scrutiny		Set dates and add to school calendar Analysis of data Discuss with class teams Discuss in staff meeting	GS, SPO	On-going 1 per month for each class		Compliance Improved outcomes for learners Improved planning and sequencing of learning Sharing of best practice
Learning walks		Set dates and add to school calendar Analysis of data Discuss with class teams Discuss in staff meeting	GS, SPO	On-going 1 per class each month		Compliance Improved outcomes for learners Improved planning and sequencing of learning Sharing of best practice
OCTOBER 2023						
Careers provision		Evaluate data from Compass careers SEF Develop action plan for careers planning and implementation	GS, DRa	End Autumn term 1	Possible cost of new recourses Extra cost of utilising TITAN program	Revised careers program Increased delivery Compliance with Norfolk audit
Homework		Spellings and reading books to be sent home. Spellings set once per week Spelling test once per week Reading every day from home Reading books could be pupils on choice Accelerated reader books to be read in school	All staff	On-going	Possible cost of updating library selection	Increase engagement Opportunity for parent/care involvement in learning
Fresh start		Head teacher to review use and appropriateness of program Explore alternate provision	SPO, AB	End of Autumn 1	High cost of training and materials	Increase in reading ability Increase in engagement and progression

		Head teacher to prepare recourses				Increase intervention provision Fresh start delivery to commence start of Autumn term 2
Homework		Set schedule for homework Review homework policy	All staff	End Autumn 1		Schedule Math & English – set Monday return Friday Topic – set Wednesday return Tuesday Spellings – set Friday return Thursday Reading books sent home every day Updated policy and website
Careers		Evaluate Complete Careers key stage 3 program Evaluate careers provision Review careers policy	GS			PHSE association units to be used across all school years Demonstrate cross curriculum links to all subject Focused provision for years 7, 8 and 9 Updated careers policy Compliance
Topic morning		Develop end of topic showcase every half term Use barn and invite parents/carers DRa to led	DRa All staff			Inclusion in learning for parents/carers Show casing learner work Promoting school activity
Planning		Set deadline for Autumn term 2 planning Plans to be added to shared drive New templates to be used	All teaching staff	30.10.2023		Up to date planning Compliance
November 2023						
Planning		Set date and time for meeting for update and review meeting of subject planning	HT DH DRa			

Careers planning		Review curriculum provision and develop draft action plan	DH		Ongoing	
Review and RAG curriculum action plan		Set meeting to carry out review of current curriculum action plan. RAG rate paln.	DH DRa		On going	

OBJECTIVE TWO	To develop systems for senior leaders to monitor, analyse and review the curriculum across all subjects to ensure that lessons build logically on what pupils know and can do, and to inform the SEF and SDP, providing direction and purpose for school development.
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Intention		Implementation				Impact
Area of Focus	Evidence of Need (Why we are doing it)	Action Plan	Who	Time Scale	Budget/resource Implications	Success criteria/impact and evidence
To increase SLT involvement in curriculum development	Area for development from Norfolk audit.	SLT to attend teacher meetings. SLT to share best practice Hold SLT meeting to discuss areas of weakness and strength	SLT DHT	Immediate Timetabled involvement	Impact on STL timetables and workload	<p>Closer working relationships</p> <p>Increase in sharing of knowledge, experience and best practice</p> <p>SLT clear and conversive with curriculum</p> <p>SLT meets held once per week with recorded agenda, outcomes and actions</p>

Establish a program of curriculum monitoring across the school.	To ensure constancy across whole school To ensure curriculum meets the aspirations for the school moving forward	Set schedules for learning walks, lesson visits and work scrutiny, that will enable senior leaders to monitor and evaluate teaching and learning across the school. Establish roles and responsibilities	SLT HT DHT STAFF	Immediate Timetabled involvement	Impact on timetables and workload	Records of outcomes from learning walks and work scrutiny meetings Evidence of consistency in planning and delivery. Improved outcomes for pupils
Review and update statutory policies	To ensure compliance and to make sure they reflect changes to practice.	Schedule policy review meetings Assign roles and responsibility to review policies.	SLT HT	Review end Spring 2	Impact on timetables and workload	School compliant Program of review established. Website will contain up to date information
Review of School SEF	Highlighted in Norfolk Audit	Establish responsibility and accountability. Establish review process and fix timescales	SLT	At least once per month or as change dictates	Impact on workload	The development of a school SEF that is fit for purpose and that feeds into the school development plan
Staff CPD program	Highlighted in Norfolk Audit	Conduct SLT meeting to discuss staff CPD requirements	SLT	End Spring term 2	Impact on staff timetables Training cost	Increase knowledge and confidence of staff Compliance Staff will feel valued CPD will aid professional progression Increased use of Smartlog with at least 90% compliance
Introduce Staff CPD tracking system	Highlighted in Norfolk Audit	Conduct assessment of need Develop CPD tracking system	HT DHT	On-going		Increased ability to track CPD and highlight areas of need New systems and process in place
Monitoring walks		Assign roles and responsibilities Develop timetable for learning walks Develop recording paperwork	HT DHT	On-going	Impact on timetables	Increase in SLT involvement in curriculum Improvement in teaching delivery

						Improvement of engagement and outcomes for pupils Compliance with standards
Policy Review	Highlighted in Norfolk Audit	Carry out review of all policies Update policies as appropriate	SLT	On-going		Compliance Update website
SMSC GRID		Discuss use of SMSC Grid in teachers meeting	All staff	On-going		Data recorded on Earwig system
Ensure that planning and strategic meetings take place as timetabled	Feedback from SLT	To ring fence time for meetings Use care home staff as cover for meeting times if appropriate	All staff	On-going		Deadlines can be realistically meet Actions from meetings can be completed Meets are set in calendars with agendas, outcomes and actions recorded
Management flow chart		Produce Mangement/staff flow chart highlighting roles, responsibilities and hierarchy	SLT	On-going		Improved chains of communication Accountability
Holistic cycle for SEF, SDP, Performance Development and CPD	Norfolk audit	To calendar of events for SEF, SDP, Performance Development and CPD review	HT/DHT	On-going		Compliance Improvements in whole school performance Events added to whole school calendar
End of year proprietors meeting		Timetable meeting Discuss staff/ class structure/new paperwork/pupil numbers	Proprietors SLT	Transition week		Senior leaders familiar with school new plans and paperwork Senior leaders agree on direct for school
Whole school calendar		Add dates for meetings, reviews observations and important events to whole school calendar. Explore using read receipt options	HT DHT	End of summer term 2		Accountability Appropriate deadline set Increased attendance in meetings and training Increase in prior knowledge
Thrive planning		Set date for planning meeting Record outcomes and timescales	SPo, AB	Autumn 1	Possible cost for training new staff	Increased delivery

		Review timetables				
SEPTEMBER 2023						
Website review		Discuss in SLT meeting RE to update	GS, SPo, RE, JB	On-going	Possible update costs or costs for new site set up	Up to date website
SLT curriculum knowledge		Agenda item for SLT/Prop. meeting	NA	On-going		Ability to meet standards for audits and inspections Empowerment of all staff Development of clear and precise information Increase in information sharing
SEF/SDP		Set calendar date for reviews and updates.	GS	Autumn 1		Clear timescales Increased accountability Compliance
School calendar		Update Discuss in staff meeting	GS, SPo	On-going		Accountability Compliance Improved communications Updated website
Otters' class		Empty out office Refit classroom Decorate	All staff	W/C 02/10/2023Completed end Autumn term 1	New furniture and equipment Decoration costs New equipment or furniture for office	Classroom fit for purpose and ready for new intake
Internet		Agenda item for SLT/Prop. Meeting RE & SPo to work together	SPo RE DK		Possible cost of upgrades or new system	System fit for purpose Increased levels of access Decrease in issues and lost time
Planning		GS & SPo to discuss paperwork Evaluate current paperwork being used Develop new draft format and process	GS, SPo	Prior to end of Autumn 1		Revised paperwork in place and ready for use in Autumn term 2 Improved planning and delivery of lessons Improved standardisation of documents
Staffing		Agenda item for SLT/Prop. Meeting			Cost of training Possible increase in pay roll costs	Compliance Increase in school learner numbers Increase staff cover

New staff		Set dates for TA interviews Send out invites and paperwork for interviews	RE, GS, NA	WC 02/10/2023	Cost of training Possible increase in pay roll costs	Compliance Increase in school learner numbers Increase staff cover
OCTOBER 2023						
Website statements		Add statements to website	GS RE	End Autumn term 1		Up dated website Increased information sharing Compliance
SCR training		To train appropriate staff in SCR recording and editing Explore relevant provider	SPo NA		Cost of training	Compliance Up to date records Staff cover
School only SCR		To separate school and care home records	DK NA			Ease of access and completion Compliance
School sign for gates		HT would like school sign fitted to school gates			Cost of signage	Improved appearance
Microwave		Second microwave needed in kitchen for staff to heat lunches	NA	ASAP	Cost of microwave	Staff ability to eat lunch in allotted time
DDP		Suitability for education Proprietors to evaluate suitability of DDP in school education. Explore alternate approaches	Proprietors		Possible training costs for DDP or new approach	Improved intervention provision Improved individualised planning for pupils Increase in staff understanding and training levels
Fencing		Email sent 05.10.2023 to case quotes	DK		Cost of fencing and labour	Increase security and safety Compliance
Cost centre		School to have own budget and budget responsibility Email sent 05.09.2023 to chase up progress	DK			Increased accountability Increased empowerment for School SLT
Maintenance requests		H&S or Safeguarding repairs and maintenance requests to be highlight appropriately Maintenance team to prioritise works	Staff	On-going	Cost of repairs and materials	Essential repairs are prioritised Compliance Recourses and time appropriately allocated

New staff		2 new TA's in place Set dates and times for induction training Allocation of new staff	SPO GS JB			
SCR		Split SCR between school and homes Train appropriate staff	NA SPO			Ease of access

OBJECTIVE THREE		To create a clear and stable staffing structure supported by effective CPD, to develop staff skills so that roles and responsibilities are clearly defined and executed effectively. Create pay scales for staff at all levels to support recruitment and retention and link to performance management.				
Intention		Implementation			Impact	
Area of Focus	Evidence of Need	Action Plan	Who	Time Scale	Budget/resource Implications	Success criteria/impact and evidence
To ensure HT and DHT fulfil statutory responsibilities in terms for safeguarding, Looked After Children and Special Educational Needs	Area for development from Norfolk audit. To ensure is school is compliant	Assign roles and responsibilities. Tasks to be shared appropriately. set timescales and timetables for tasks to be completed. Review current policy, procedure and practice Establish accountability	HT DHT	Review prior to end Spring 2	Time set aside for development meetings and the production of required documents Possible training costs	School fully compliant All records up to date All policies and procedures up to date
Clearly identify the key roles and responsibilities of the School	Area for development from Norfolk audit.	Hold meeting to establish key roles and responsibilities. Ensure training is provided to support this role. Review as appropriate	SLT HT	Review prior to end Spring 2	Time set aside for development meetings and the production of required documents	Written evidence of the key roles and responsibilities of the School Business Administrator Clarity for all staff Appropriate workload for Bus. Admin.

Business Administrator					Possible training needs of Bus. Admin personnel Training costs	
Establish clear pay scales for teaching and support staff	To encourage staff progression. To ensure compliance and improve policy	Proprietors to set agenda for meeting. Pay scales to be reviewed. Pay scales document to be developed.	Proprietors SLT	TBC by SLT	Time set aside for development meetings and the production of required documents Possible impact on payroll costs	To assist with recruitment and retention of high-quality staff at all levels. Staff feel valued. Establishment of progression pathways
Establish a performance management cycle for teaching staff	To ensure school is compliant. To aid staff in progression To ensure staff meet their obligations To establish areas of strengths and weakness Staff receive support as appropriate	SLT meeting to review current processes. Review of paperwork HT and DHT establish roles and responsibilities with performance management tasks Establish time scales and timetables for performance management activities Discuss in staff meetings	SLT HT DHT	Immediate	Impact on timetables and workload Time set aside for development meetings and the production of required documents	Performance management cycle for teaching staff that is closely linked to school development. School meets any statutory requirements. Staff feel supported and valued. Supportive interventions in place
Staffing levels		Recruit new staff to appropriate roles Establish pay scales and progression routes	SLT	Ongoing	Increase in pay roll costs Training costs	3 new TA's in post Advert for new teaching post

Inset days	Staff CPD	Set school inset day for 23-24	DH/DHT	End summer term 2		Calendar in place
SEPTEMBER 2023						
CPD		Review training matrix Review staff CPD requirements Review outstanding CPD activities Book appropriate training Discuss CPD at supervision sessions	NA		Possible training costs	Compliance Appropriately trained and experienced staff Improved planning and deliver of learning Staff empowerment
TA training		Evaluate staffing levels Discuss TA requirement at meeting	SLT	Autumn 1	Impact of payroll costs	Appoint 2 new TA Increased levels of cover Improved levels of support and delivery
OCTOBER 2023						
Deputy head teacher role		DHT moved to non-teaching role due to increase demand for strategic input Increased demand to support Head teacher		Autumn term 1	Possible cost for new teaching staff and or training for internal promoted staff	Compliance DHT ability to fulfil role HT supported and able to fulfil role Staff place appropriately
DK & KL role		Proprietor roles and responsibilities required to complete school flow chart Discuss in Proprietors meeting 05.10.2023	DK KL SRo	Autumn term 1		Compliance Information sharing Transparency Up to date flow chart
SENSI training		Members of staff to do SENSI training to meet need certain of learners 2 learners stated	SPo	Autumn term 2	Cost of training	Compliance Schools' ability to meet need Improvement to planning and delivery

		Evaluate who is most suitable to do training				Increase in engagement and achievement
NPQSLT		GS to resume NPQSLT course Remote learning	GS	On-going	GS off site once every 6 weeks for 1 day	Qualified SLT member Staff progression Compliance
SCITT		CB to begin SCITT teacher training program CB to be removed from TA training Place to be allocated to new staff member	CB	Complete 2024	Cost of training Impact on timetables due to possible cover required to complete training	Qualified staff member Staff progression Compliance
BUS.TRAING		IMK & AS to begin Bus. training	NA	Complete 2024	Cost of training Impact on timetables due to possible cover required to complete training	Qualified staff member Staff progression Compliance
Staff progression		KM to become HLLA to replace CB	KM	Complete 2024	Cost of training and possible increase to payroll costs	Qualified staff member Staff progression Compliance
Training agreement		Letters need for training agreements DK to draft letter and agreement Staff on training to sign agreement	DK NA	On-going		Compliance Accountability Protecting school investment
ECT		Review changes in rules and procedures regarding ECT training and teachers. Review policies and practices for supporting ECT teachers	RE	Autumn 2	Possible impact on timetables and PPA allocation	Compliance Accountability Staff progression Enhance staff support Staff empowerment
IOSHH		Member of staff needs to be IOSHH trained	JB	Autumn 2	Cost of training	Compliance Staff progression

		JB best fit for training Evaluate and book most suitable training course				
Phonics		Staff need to be phonics trained List staff to receive training Book appropriate training course	SPo GS	Autumn 2	Cost of training	FP, TH, DRa, CB to do relevant training Qualified staff Staff progression Compliance Improved planning and delivery Improved intervention provision
November 2023						
GS Training		GS to add SLT training event days to whole school calendar	DH			Accountability

OBJECTIVE FOUR

To implement a programme of improvement and development for the outdoor learning area and the school grounds in order to provide a wider variety of recreational and enrichment activities.

Intention		Implementation				Impact
Area of Focus	Evidence of Need (Why we are doing it)	Action Plan	Who	Time Scale	Budget/resource Implications	Success criteria/impact and evidence
Development for the outdoor learning area to provide a wider variety of recreational and enrichment activities	Area for development from Norfolk audit. To encourage great pupil engagement	Consult School Council to obtain pupils' ideas for developing outdoor play area. Take proposals to Proprietors for approval. Discuss in staff meeting Obtain funding to enable work to go ahead. Obtain quotes and commission the installation of play equipment. Add new options to curriculum Highlight on school website. Carry out risk assessment as appropriate	Pupil and all school staff involvement	Review prior to end Spring 2	Possible costs for new equipment or ground works	Increase pupil engagement. Make better use of resources and outdoor spaces Increase school profile Improved outcome for pupils Increased physical activity opportunities. Increase cross curriculum links
New materials For outdoor area		Plan the use of the new materials available for outdoor activities Discuss in prop. Meeting and staff meetings Set timescales for completion of new equipment	All		Possible cost of new extra materials	
Picnic tables		Collect picnic tables from storage				Improvement to outdoor areas Enhance opportunities to socialise
Go kart track		To build pedal go kart track Pupils to design track layout Staff to build in summer holidays	JB		Cost for materials and labour	Increased use of outdoor area New social and physical activity

SEPTEMBER 2023						
Go kart track?		Review idea and practicalities Discuss cost and time	SLT		Cost of materials and labour Cost of pedal go karts	Opportunity to socialise Increase in fitness Possible use as running track for PE
Scooter shed roof		Contact maintenance team Discuss whether this could be done as a school services project	SLT Maintenance team		Rolls of felt Nails ect	No water leakage and subsequent damage No water damage to stored equipment
New concrete area		Could this be marked out with games ect. Purchase basketball hoop and stand			Materials and equipment	Better use of space Increased opportunities to play and socialise Area fit for PE lessons
New play equipment		Meeting to discuss what is needed Possibly install outdoor gym equipment Carry out audit of equipment			Materials and equipment	Better use of space Increased opportunities to play and socialise Areas and recourses fit for PE lessons
Bad weather plans		Meeting to discuss plans for lunch and break times during bad weather	SLT All staff		Possible cost of indoor play equipment or games	Appropriate use of free time. Decrease in in-appropriate behaviour Increased opportunities to socialise
OCTOBER 2023						

OBJECTIVE FIVE

To improve behaviour and attitudes across the school.

Intention		Implementation				Impact
Area of Focus	Evidence of Need	Action Plan	Who	Time Scale	Budget/resource Implications	Success criteria/impact and evidence
Introduce the role of Behaviour Lead	To support all staff in managing pupils' behaviour, risk assessments and behaviour management plans	SLT to appoint suitably trained and experienced person Risk assessments and behaviour plans to be reviewed Behaviour both negative and positive to be recorded	Proprietor SLT All staff		Possible impact of staff budget Possible cost of training	Increased monitoring and recording of incidents. Increased ability to analysis data and highlight possible trends significant incidents and RPIs to streamline communications Reduction in significant incidents
Recording of pupil behaviours and staff concerns	Area for development from Norfolk audit.	Introduce CPOMS system. Train all staff Report all significant incidents and RPIs	SLT to set up All staff use	Ongoing	Initial set up costs Time set aside for staff training	Increased monitoring and recording of incidents. Increased ability to analysis data and highlight possible trends significant incidents and RPIs to streamline communications between school, homes and other agencies and to assist with monitoring behaviour across the school.
How the school is able/not able to meet the needs of	Unsure appropriate placement and	Identify possible alternative placements Review individual learning plans Review areas of strengths and weakness	HT DHT All staff		Cost related to alternate provision offered	Improved outcomes for all pupils Increase engagement Increased pupil attendance

individual pupils	development of learning plans	Review referral process Review curriculum offer Develop bespoke timetable as appropriate			Possible issues when supporting pupils with alternate provision	Develop strong links with appropriate alternate providers
Increase the number of opportunities for pupils to socialise with each other	Area for development from Norfolk audit. To reduce incidents of negative behaviours Increase positive behaviours	Encourage better interaction during break times, assemblies, enrichment activities, PE lessons and larger class sizes. Introduce team building activities Introduce paired reading opportunities for older pupils to engage with and support younger pupils	All staff	Immediate	Possible cost of equipment	Increased community cohesion Increase in pupil's social capital Decrease in anti-social behaviour incidents Decrease in recorded incidents Increase in pupils social skills Increased engagement in team games and activities
Facilitate pupils to take ownership for improving behaviours and attitudes around school	To involve pupils in school improvement To encourage self-actualisation	Appoint a head boy and head girl to promote pupils taking greater responsibility around school and provide role models for other pupils Add to school council meeting agenda Conduct an election. Embed positive behaviours and attitudes across all aspects of the school day	Teaching staff Pupils	Discuss at next school council meeting		Empowerment of pupils Increased sense of responsibility for own and others behaviours and attitudes Reduction in negative behaviour incidents Increase in positive behaviours
Consistency of expectation, rewards and sanctions taking into account individual starting points	Evidence of inconsistency in certain areas	Review current approaches Establish clear expectations Ensure all pupils are aware Discuss in student council meetings Involve pupils in development of behaviour improvement	All staff	Draft documents by End of Spring 2	N/A	Pupils and staff are clear and understand the expectations, rewards and sanctions Empowerment of pupils Increased sense of responsibility for own and others behaviours and attitudes

						Reduction in negative behaviour incidents Increase in positive behaviours
Planning for unstructured time		Use pupil council meeting to discuss pupil views and needs	HT/DHT		Possible cost of equipment and or games	Review of current timetable and break and lunch time activities
Change to school day	Behaviour reports	Draft letter to explain changes to end of day school time Obtain authorisation from proprietors Send out letters to parents/carers, social works and other appropriate people	HT/DHT	Start of summer term 2		Improvement to behaviours, attainment and attitude
Review exclusion policy and procedures	Due to increase in inappropriate behaviours	Review meeting Review paperwork	SLT	End summer term 2		Improvement in general behaviours Decrease in RPI Decrease in risk and harm Policy updated Autumn 2023
Evaluate behaviour tracking data	Due to need to reduce negative behaviours	Use CPOMS data to analysis behaviour patterns Develop intervention plans	SLT	Ongoing		Improvement in general behaviours Decrease in RPI Decrease in risk and harm
SEPTEMBER 2023						
Breaktime rota		Review new lunch time supervision plan Develop roto	All staff	Start autumn 1		Staff report that they like the time away from the class and this allows them to eat their own lunch Increase in children socialising Improved eating habits and manners Increased opportunity for SLT to socialise with learners

Tracking sheets		Review current use Discuss in staff meeting Standardise completion process	All staff	Autumn 1		Improve data collect Improved quality of data collected
Rewards		Discuss in staff meeting Review policy and procedure	All staff	Autumn 1	Cost of prizes and possible reward activities	Increase attendance Improved behaviour Compliance Up to date policy and procedures
Positive behaviours		Review how this is highlighted and promoted Review CPOM use Review rewards system	All staff	Autumn 1		Improved use of CPOMS system Increase attendance Improved behaviour Compliance
Student council		Review of student council activity Discuss in staff meeting Discuss in student council	SPo Student council member PUPILS	Autumn 1		Empowerment of pupils Better use of student council timetable
OCTOBER 2023						
Attendance awards		Review attendance levels and current reward system	SLT	Autumn 2	Cost of reward prizes	Top 2 pupils will receive rewards Increase attendance Improved behaviour Compliance