



3 Year Strategic Plan

2016/17 to 2018/19

Enjoy Achieve Together

1. Foreword

For the academic year 2015/16 the school developed its first three year strategic plan. As we prepare for the next plan period, this document reviews the progress made against 2015/16 objectives, considers the appropriateness of the strategic aims for the new period, where necessary updates these and finally, details the targets for 2016/17.

Our aim in developing the plan is have a medium to long-term vision for the future and a robust strategy to achieve this vision. The purpose of this document is to communicate our vision, ethos and long-term direction for the school, so that we are all clear on where we are going and what we are trying to achieve. It is aimed at the key stakeholders in the school, children and their parents, staff, governors and other stakeholders. The strategic plan is complemented by the School Improvement Plan (SIP), our annual operational plan. The SIP is developed by the Senior Leadership Team in the school, and sets out in operational terms how the long-term strategy of the school is to be achieved.

We are justly proud of the school's achievements and values. We look forward to continuing with the excellent progress made in recent years with our primary objective being to consolidate the school's position as a truly outstanding school.

We would welcome any comments or suggestions.

Adam Tuson	Chair of Strategy Group
Lois Dignan	Chair of Governors
Lindsay Roberts	Head teacher

2. Highlights from the year 2015/16

2015/16 has been a strong year for the school. At a day to day level progress is reported via various channels including the detailed Head teachers report presented to the Governors at Full Governors meetings , and to all stakeholders though the weekly newsletter. More detailed monitoring is carried out via the governors reviewing areas that have previously been agreed by the Governing committees

Section 6 highlights progress against our agreed priorities and at a strategic level highlights include:.

The new school structure is now embedded including Assistant Head Teachers and School Business Manager

New Governance structure now in place and working well

Forest School firmly established

Curriculum changes inc. science now in place

Plus

A positive 3 year financial plan is in place - the school's financial position is secure

We have a full roll and sustained application rate

The school is now a National Support School and the Head a National Leader of Education

Kent Test Pass Rate

3. Key considerations over the next planning period

Whilst the Governing Body has confirmed that the strategic priorities remain the same over the coming planning period, three elements are of particular focus :

The external drive to greater collaboration and it's impact on structure /staffing

The question of 'academisation' and the various options and the best solution for our school

The constant pressure on budgets

4. Our Vision and Values

4.1 Vision

Goudhurst & Kilndown Church of England Primary School will provide a happy, caring and stimulating environment rooted in Christian values in which every child will flourish. We will realise the potential of every child and instil a lifelong love of learning. Our approach to teaching and learning will be inclusive, supportive and innovative and will embrace new education initiatives and leading technology. We will ensure that our children are aware of the world in which they live, understand the need to play an active role within the local and wider community and appreciate the importance of living a sustainable way of life. In partnership with parents and carers, we will help our children to build high self-esteem, independence and resilience and to develop the life skills they need for their future in an ever-changing world.

4.2 Values

Community Friendship Joy Love Peace Trust

Which we summarise as

Enjoy Achieve Together

5. Strategic Priorities

Our primary objective is to consolidate our position as an outstanding school whilst maintaining the ‘feel’ of the school that makes it so special. This will be achieved by:

Driving up standards

Narrowing the attainment gap and accelerate the progress of all pupil groups; increasing the proportion of ‘outstanding’ teaching; developing and improving school leadership.

Effectively employing technology

Ensuring children develop the necessary skills, knowledge and understanding as required by the curriculum; for teaching staff to allow them to do their job effectively; for administration staff to improve the efficiency of the administration processes.

Optimising our environments

Developing and managing Forest School in a sustainable way for pupils, the staff and forest owners; managing our premises efficiently.

Developing our structures and approach

‘Professional’ management of non-educational activities; at a local level, working more effectively across the quad; having an agreed position on school to school support; and looking to future, evaluating academy status for our school.

How will we know if we are effectively addressing our agreed priorities?

The SLT regularly measures progress against the current year objectives in the SIP reporting back to the Full Governing Body. The Governors engage in a programme of monitoring visits around the key issues and the content of this plan will be reviewed and updated annually. Ultimately the success will be the maintenance of our Outstanding rating.

6. How did we do - Driving Up Standards

Driving Up Standards	2015 /16	Comments
Attainment	Attainment gap reduced from 20% to 10%	In year improvement in attainment gap, but increase in national base standard mean this target will not be met.
Progress	Progress for all pupil groups (especially those in receipt of the Pupil Premium Grant) are at least in line with national expectations.	Full data should be available in Dec 2016. All interventions in place for PPG children although it has not be possible to meet target. New curriculum with a robust assessment system to ensure pupil progress embedded
Teaching standards	Proportion of teaching considered outstanding increased from 30% to 60% consistently	All teaching at Good level with increasing proportion of Outstanding
Behaviours	Behaviour of pupils as measured against the Ofsted criteria maintained at the current outstanding level	Governors review delivery of the actions within the SIP that fall within remit of each team at last meeting of the current academic year
Safety	Safety standards for all pupils maintained at outstanding level	Staff attend appropriate staff development training and have opportunities to work alongside colleagues in the quad and other local schools to share good practice

6. How did we do - Effectively employing technology

Effectively employing technology	2015 /16	Comments
School Administration	Up to date technology systems	Audit of current equipment completed
For Pupils	Access to appropriate technology for the children to develop necessary skills, knowledge and understanding for their next level of education.	Keep abreast of latest best practice in Primary Education - although this a moving target.
For Teaching Staff	Staff have access to appropriate hardware and software to enable them to do their job effectively.	Staff training in place but the need remains on-going. Progress being made to the ICT mark. Regular sharing of good practice within the school. Some issues remain with the SIMs application.
For Parents		Trial of School Money completed and now rolled out. Benchmarking confirmed excellent financial deal for the school. iPAD available in the entrance hall. Website analysis indicates high % of parents are now using it as their main vehicle of communication. Online booking systems embedded.

6. How did we do - Optimising our environments

Optimising our environments	2015 /16	Comments
Forest School	Forest School with outdoor teaching and learning activities embedded within our everyday curriculum provision	<p>Forest School embedded. FGB agreement to increase to 12 sessions and extending for small groups</p> <p>Succession planning continues.</p> <p>Governor monitoring visits completed</p>
Premises	To have in place a 3-5 year premises, maintenance improvement plan by March 2016	<p>Prioritised costed rolling maintenance plan now in place. Advisors - Diocese Architects - agreement cancelled as no longer required.</p> <p>Energy supply options review completed</p>

6. How did we do - Developing our structure and approach

Developing our structure and approach	2015 /16	Comments
Within School	<p>SLT structure embedded and working effectively</p> <p>Develop Middle Leadership roles and maintain comprehensive succession planning</p> <p>School Business Manager working effectively</p> <p>New Governance structure embedded and effective</p>	<p>All actions completed - SLT structure in place and working well.</p> <p>Strong Financial Management of school budget through SBM/Resources Group. All budgeting completed on time. Significant cost savings tracked and delivered.</p> <p>SBM in place and working effectively</p> <p>New structure in place and working well</p>
School to School	<p>Formalise system whereby Quad schools work to deliver educational and financial benefits to all participants</p>	<p>MOU across the quad established and working well. Some shared bespoke governor training but more opportunity at this level. As a Quad participant it is possible to access 'collaboration money' which can be used to support academy conversion or federation.</p>
School Type	<p>G&K has a clear view on appropriateness of Academy status for our school</p>	<p>SLT and Governors actively engaged in planning most appropriate path for school through drive for greater collaboration / academisation. Change in Government policy has changed timing if not eventual outcome.</p>

7. The Plan in detail - Driving Up Standards (*The targets*)

Driving Up Standards	2016 /17	2017/18	2018/19
Attainment	Attainment is in line with national expectations of an outstanding school	Attainment is in line with national expectations of an outstanding school	Attainment is above national expectations of an outstanding school
Progress	Progress for all pupil groups (especially those in receipt of the Pupil Premium Grant) are at least in line with national expectations.	Progress for all pupil groups is in line with national expectations of an outstanding school	Progress for all pupil groups is in line with national expectations of an outstanding school
Teaching standards	All teaching 100% good. Proportion of teaching considered outstanding increased to 50%.	Outstanding Teaching is consistent - 50%	Outstanding Teaching is consistent - 50%
Behaviours inc. attendance	Behaviour of pupils as measured against the Ofsted criteria maintained at the current outstanding level	Behaviour of pupils as measured against the Ofsted criteria maintained at the current outstanding level	Behaviour of pupils as measured against the Ofsted criteria maintained at the current outstanding level
Safety	Safety standards for all pupils maintained at outstanding level	Safety standards for all pupils maintained at outstanding level	Safety standards for all pupils maintained at outstanding level

7. The Plan in detail - Effectively employing technology

Effectively employing technology	2016/17	2017/18	2018/19
For Pupils	Pupils have a good understanding of the potential of ICT to support learning at home and at school. They are able to discern which types of technology to use for specific activities.	The digital culture of the school allows pupils a voice to lead, promote and develop the use of ICT within the school. Planning of learning with ICT consistently challenges pupils, creatively and technologically to extend their capability.	Technology links with Secondary schools and other further educational institutions to enable pupil involvement in integrated STEM projects. School showcasing best practice in Digital technology.
For Teaching Staff	Staff harness full potential of ICT to provide creative and independent learning opportunities. This leads to significant gains in learning..	All staff harness full potential of ICT to provide creative and independent learning opportunities. ICT is an integral part of learning and is used across all areas of the curriculum.	Staff always show good or outstanding use of Educational technology across the curriculum demonstrating consistent growth of learning experience.
For Parents	All parent communications to be electronic. Development of video information on school website	Use of latest online technologies continues and extends parents' access to information from school and sometimes engage/respond to this information.	School exploits and explore new/emerging technologies to ensure safe and effective two way communication within and beyond the school. Parents respond and feedback on children's learning.
School Administration	Maintenance of up to date technology systems		

7. The Plan in detail - Optimising our environments

Optimising our environments	2016 /17	2017/18	2018/19
Forest School	Forest School delivering 12 session per pupil per year	Detailed plan is established showing clear progression across the age ranges.	Forest School sessions being offered to other schools.
Premises	Clear succession plan in place with additional level 3 teacher Up to date 3-5 year premises, maintenance improvement plan implemented. Priorities and incorporated within the budget April 2017	2 Level 3 Practitioners in place leading FS school.	

7. The Plan in detail - Developing our structure and approach

Developing our structure and approach	2016/17	2017/18	2018/19
Within School	<p>After significant change in 2015/16 focus now on maintaining and supporting SLT structure, Middle Leadership roles and SBM</p> <p>Continued development of Governance structure. Deliver further cross quad training</p>		
School to School	<p>Further development of Quad school relationship to deliver educational and financial benefits to all participants</p>		
School Type	<p>G&K to determine appropriateness of Academy status for our school and preferred structure</p>	<p>Identify schools who would be interested in entering into a Federation/MAT</p>	<p>Begin the process of Academisation or Federation.</p>

8. Strategy Implementation - 2016/17 *(inc. some SIP elements)*

Critical enablers required to deliver the chosen strategies

	Target Position	Current Status	Actions required
Driving Up Standards	To continue to be an outstanding School	<p>Outstanding (Ofsted March 2014)</p> <p>Some new and relatively inexperienced teaching staff</p> <p>Embed Governance Structure</p>	<p>Improve the Learning Environment Continue to build child's resilience and independent learning- Blooms Taxonomy/Metacognition strategies</p> <p>Consider introducing Growthmindsets/Mindfulness</p> <p>Reinforce how parents can support maintenance of outstanding rating such as attendance/punctuality</p> <p>Build Staff's resilience Mindfulness/Improved well being</p> <p>As part of review of GB's effectiveness, Team chairs to comment on the contribution made by individual members of their team.</p>

8. Strategy Implementation - 2016/17

Critical enablers required to deliver the chosen strategies

	Target Position	Current Status	Actions required
Effectively employing technology	To ensure our technology systems are appropriate for all users	Pupils	Keep abreast of best practice in Primary Education
	To maintain a clear costed and agreed IT Plan	Teaching Staff	Put a mentoring programme in place
		Admin' Staff	SBM to audit current use of technology in school administration and identify options to reduce cost and improve efficiency
		Parents	All communication to be electronic to include responses. SBM to review and implement
		Plan in place	

8. Strategy Implementation - 2016/17

Critical enablers required to deliver the chosen strategies

	Target Position	Current Status	Actions required
Optimising our environments	Embed 12 Forest School sessions per child	12 sessions every year for every child	Review and evaluate impact. Employ another TA to cover FS for the extra session
	Qualified resources	One Level 3 teacher One Level 2 teacher	Succession planning - Evaluate Internal or external Level 3 FS leader who is not a teacher Outdoor classroom - application for funding has been submitted.
	Maintain 3 year costed plan regarding maintenance programme for school premises	Plan in place	

8. Strategy Implementation - 2016/17

Critical enablers required to deliver the chosen strategies

	Target Position	Current Status	Actions required
Developing our structures and approach	<p>Effective interaction with quad schools for academic and non academic matters</p> <p>Clear position on appropriateness of Academy status for G&K</p> <p>Professional Management of non-educational matters</p>	<p>MOU in place</p> <p>Limited cross school Governor Interaction</p> <p>Limited procurement co-operation</p> <p>Good level of understanding of options and impacts</p> <p>SBM in place</p>	<p>Shared annual bespoke governor training</p> <p>SBM to establish appropriate relationships and agreements joint procurement</p> <p>Working Party to review options for academy status. Route to be agreed by FGB by end of academic year.</p> <p>Three year budget proposed against strategic plan end Term 4 Cost saving opportunities on-going . Buying relationships established with Quad by end Term 2</p>

9. Evaluation

The SLT regularly measures progress against the current year objectives in the SIP reporting back to the Full Governing Body.

The Governors engage in a programme of monitoring visits around the key issues and the content of this plan will be reviewed and updated annually.

Ultimately the measure of success will be the maintenance of our Outstanding rating.