

Development Area 1: Overall Effectiveness of the School

Aim Impact on Stakeholders	Success Criteria	Planned Actions (how) and Timescale (when)		Lead Practitioner (who)	Monitoring/Self- Evaluation (impact)	Cost/Resources
1. To improve the standards of achievement across the school, accelerate the progress of historical poor achievement and narrow any attainment	 Raised achievement of pupils and gaps closed: EYFS targets set from baseline are achieved. Including increased target of exceeding in R, W and N 	1.1 All staff to be rigorous in expectations and modelling of key non-negotiables across the curriculum. This to be developed into a document as year progresses.	Start T1 ongoing	DW (with SLT input)	Assessment Cycle used to monitor What have we agreed so far? Is it evident across the school?	Management time
gaps Pupils challenge and reaching and exceeding	 73% combined EXS at KS1, 23% GDS 66% combined EXS at KS2 	1.2 Quality First Teaching development is provided through bespoke appraisal-linked training and expectations	Sep INSET ongoing	DW	Assessment Cycle used to monitor Appraisal targets linked	INSET: overtime for staff to attend £600
expected standards on exit Cohort set targets achieved PP pupils receive quality	a	1.3 Enhance and develop the whole school reading culture through immersing pupils in high quality, engaging texts, linked experiences and rewards for home reading.	T1 ongoing	GT	Learning walks Reward participation analysis Pupil conferencing	Rewards: £100 New Books: £200 + book fair proceeds
entitlement and their progress is enhanced as a result, any gaps narrowed against peers		1.4 Pupil Premium Champion role enhanced through regular accountability from HT and link governor	T1 ongoing	ThG	Termly data drop analysis PPMs Personalised approach reports	Management time
2. To strengthen the Courtney community by providing ongoing	 All stakeholders from governors to families, feel confident in the 	2.1 Create Parent Partnership role to ensure that there is a planned programme of curriculum enrichment	T1 ongoing	RW	Curriculum Event Parent Survey July 18	Creche and refreshments x 6 = £150
opportunities for partnershipschool's directionAll stakeholders value and share school ethos, creating greater collaborationapproach school	2.2 Member of SLT to be regular member of Friends of Courtney Primary (FOCP) to support joined up thinking between FOCP and school initiatives	T1 ongoing	GT	FOCP fundraising matches school priorities	-	
		2.3 Use parent/carer and pupil survey findings to measure progress and seek view. Feedback on actions taken as a result	T2 T6 Various	DW + SLT	Parent Survey July 18 Pupil Survey (various)	-



PRIM						
		2.4 Engage parents/carers in the development of the new school vision	T3/4	DW + governors	Parent responses	-
		2.5 Continue to provide termly. WOW events and class assemblies. Monitor uptake of PP families.	ongoing	ThG + teachers	Evaluation of take up Parent Survey 18	-
3. To engage in partnership working to secure high quality, aspirational school development that builds capacity to be shared	 All staff access specific, targeted and high qualit y CPD which is impact proven Internal and external moderation judgements are in line Staff evaluate network impact is high and influencing positive school development 	3.1 Leaders at all levels engage in professional support provided as LA 'Getting to Good' package: Paul Smith NLE Vicky Gordon English Cherry Hawker Maths Sonia Nicholls & Marie Taylor SLEs Rachel Webb EYFS	ongoing	SLT + EYFS Lead	Internal monitoring LA Reviews	Cover costs: VG 2 days GT + 1 day AJ = £495 CH 2 days RW + 1 day CE = £495 SLEs: 4 x 1/2 days = £390 RW: 3 x 1/2 day = £285
Stakeholders benefit from internal and external reflection and professional development		 3.2 Continue to develop external partnerships to bring reflection and new perspectives back to Courtney, building capacity and professional knowledge and understanding Cluster 5 Network RISE Alliance: BP, Peer to Peer, NQT Teachmeets Getting to Good network Year of Maths network Science and History BP Integra 	ongoing	SLT	Internal monitoring RISE Interim Reviews LA Reviews Maths Results	Cover costs: RISE BP: 12 x 1/2 days = £1140 Maths GTT: 10 x 1/2 days = £950 BP: £450 Leadership of BP: c£2000
		3.3 Develop greater rigour and impact measures within RISE work through clear leadership of groups, shared SIP, impact reports twice in the year, shared Development Plan (RADP)	ongoing	DW	Pauline Miller evaluation LA Reviews RADP Evaluation	-
4.To develop a whole school vision All stakeholders have a shared vision for Courtney	 All stakeholders have been consulted A shared vision has been agreed 	4.1 Series of meetings and consultation opportunities for parents, children, governors and staff to develop a vision culminating in a whole day development day facilitated by an external leader in February INSET	T3	DW	School Vision created	INSET overtime: 7xLBS, 2x RA, 3 x TA, 3 x T, office staff, cleaners, caretaker = £1400 External Facilitator = £350 Refreshments c£5 head = £250



Development Area 2: The Effectiveness of Leadership and Management

Aim Impact on Stakeholders	Success Criteria	Planned Actions (how) and Timescale (when)		Lead Practitioner (who)	Monitoring/Self- Evaluation (impact)	Cost/Resources
1. To embed outward facing school leadership that is	 Professional stakeholders have clear roles and responsibilities for which 	1.1 Introduction of regular supervision meetings, backed by meeting notes for members of SLT and Family Link	Ongoing	DW	Meet Appraisal targets FLW tracking system	-
based on good practice and a proactive, self- improving culture	 they are held to account Professional challenge keeps pupils at the heart 	1.2 RISE best practice groups developed to include research projects in spelling and editing, peer to peer challenge and support opportunities	ongoing	DW	Evaluation of Groups Internal monitoring LA Review	Cover: 4 days £660
School Development is secure and impact sustained. Individuals	 of our work Delegated leadership harnesses opportunities 	1.3 English and Maths leads are shadowed when monitoring, increasing expertise and whole school picture	Ongoing	GT RW	English and Maths SL reviews	Cover: 4 days £660
are enabled and leadership potential developed that	and builds capacityAppraisal and SDP targets reflect school	1.4 Staff Meeting cycle used to develop joint opportunities to monitor and agree standards in foundation subjects	T2 onwards	DW	Subject Governor Reports	-
benefits all stakeholders	 development priorities School grows in capacity, identifying and nurturing talent 	1.5 Appraisal targets based on Quality first Teaching and individualised data targets based on cohorts' needs	T1or T2	SLT	Appraisal Targets	Cover: 4.5 days (1 .5 x 3 times a year) £755
		1.6 Subject Leadership developed for teachers new to the role. Clear expectations shared.	T2	DW	Subject Governor Reports Leadership Folders	Release time on rolling programme provided by ThG
2. The Governing Body develop strength following Review	 Governor skills set wide and varied, supporting and developing all areas of school development 	2.1 Full Governing Body to finalise SDP and to monitor actions against RAP. Minutes of meetings better reflect level of challenge provided	T1 ongoing	Hſ	SDP + evaluations RAP + evaluations HT Reports Governor Minutes	-
Governor development is planned and proactive, responding seamlessly to school	 School is financially and educationally well monitored and fully secured 	2.2 Governor visits are rationalised so align with subject leader actions when possible to avoid duplication.	ongoing	SL + link Govs	Staff Survey SL/Gov joint reports	Cover RP: £330
development		2.3 Governor Training is broad and up to date, embracing latest developments in line with statutory requirements	ongoing	JH	Skills Audit Training Log Governor Minutes	Governor Training Package Integra



		2.4 Lead responsibility links are established. Governor roles spread capacity and understanding.	T1	ΗL	Governor Links List	-
 3. To develop the role of Pupil Leadership as a driving part of school development and school life Pupils have a stake, taking opportunities to invest in their school community and the Pupils are key contributors to the school's direction Pupils understand that democracy and responsibility form a key part of their role as leaders Pupils are well informed about their school and 	3.1 Further develop Pupil Voice through increased focus and opportunity: Houses (GT)	T1 ongoing	GT	Minutes Evaluation Report Pupil Conferencing	Badges: £120	
	School Council (ThG)	T1 ongoing	ThG	Minutes Evaluation Report Pupil Conferencing	-	
	Pupils are well informed	Digital Leaders (LB)	T1 ongoing	LB	Minutes Evaluation Report Pupil Conferencing	-
wider community	proud of its successes	Reception Buddies (RW/FF)	T1 ongoing	RW/FF	Minutes Evaluation Report Pupil Conferencing	-



Development Area 3: Quality Teaching, Learning and Assessment

Aim Impact on Stakeholders	Success Criteria	Planned Actions (how) and Timescale (when)		Lead Practitioner (who)	Monitoring/Self- Evaluation (impact)	Cost/Resources
1. To develop approaches to fully secure vulnerable	 Key school leaders aware of vulnerable groups and associated targets 	1.1 Greater provision of support in Y6 targeted to address the historical legacy of underachievement in this group.	ongoing	RW	Data drop Practice Papers then review	Keep under review Reserve 3 x JC pms 12 weeks = £1100
groups, ensuring that all pupils make good or better progress within	 Teachers aware of vulnerable groups and individuals in their class 	1.2 Deployment of teaching assistants altered to allow for greater oportunities for pre and post teaching, gap filling and individual feedback	ongoing	ThG	Data Drop Learning Walk Provision Map Impact	-
ARE statements and National Expectations Attainment gaps	 Learning gaps filled for groups Wider school community engaging well in learning 	1.3 Work of Pupil Premium Champion responds effectively and timely to progress of PP individuals and supports teachers in closing barriers to learning	ongoing	ThG	DHT Best Practice Data Drop Pupil Conferencing Personalised Plan	-
narrow Pupils' life chances improved as they	 outcomes, supporting pupils Allocated funding having partition impact 	1.4 Employ flexible and dynamic grouping based on starting points	ongoing	All teaching staff	Monitoring Response to Action Points	-
achieve their potential Teaching and support staff meet appraisal	postitive impact	1.5 Pupil Progress Meetings restructured to increase effectiveness, greater regularity, inclusion of HT or DHT + English or Maths lead	T1, T3, T5 Light T2,4	SLT	PPMs linked to Data and progress Response to Action Points	Cover 6 days: £990
targets		1.6 Improved use of data by greater regularity so any slippage is identified sooner	ongoing	DW + all teachers	Data analysis	-
2. To build on recent improvements in the teaching and assessment of Writing	 Writing planning sequence is understood and adopted. Pupils are achieving at 	(See also English Action Plan and RAP) 2.1 Planning for writing is revised based on Learn, Use, Explore cycle using a high quality text which excites and motivates each class	T1&2	GT	Planning Book Looks	V Gordon - £330
Pupils achieving well and reaching expectations in Writing	chieving well least in line with value added expectations KS1- kS2 boys, Y3-6 girls and	2.2 Learning walls and classrooms environments demonstrate consistency and strengthen the children's ability to build on and link prior learning.	ongoing	GT	Learning Walks Pupil Conferencing	-



	 To close gender gaps (YR- 3 boys Y4-6 A wide range of moderation opportunities 	2.3 Writing is celebrated and given a high profile through corridor displays in order to excite and motivate the writers.	ongoing	GT	Learning Walks Pupil Conferencing	-
	support judgements and progress against ARE Milestones	2.4 Ensure the continued tightening and rigour of 'Every time I write' expectations with NFER and Babcock used to measure Spelling progress	Ongoing T5	GT DW	Book Looks NFER Test results	£450
	 Progress and SPAG is at least good 	2.5 Feedback and Marking Policy revised to reflect expectation to write more often in order to both involve the children and to ensure teacher time has maximum impact on standards	T2	DW	Feedback Policy Book Looks	-
		2.6 English lead to engage professionally and take necessary actions as a result of time with Vicky Gordon, English Consultant	ongoing	GT	SL Action Plan Staff Training Visit Notes	-
		2.7 SLEs deployed and managed effectively to maximise impact of their work	ongoing	GT & DW	SLE Visit Notes	-
		2.8 Boys' performance is carefully tracked, especially Y3 and below, and action taken if gap not closing	T2 onwards	GT	Data Monitoring outcomes	-
		2.9 RISE training and Best Practice used to develop editing and redrafting in Y1-6	ongoing	GT	RADP English Group Reports and Action Plan	(cover as outlined in BP section)
3. To improve outcomes in Mathematics to meet set cohort targets,	 Pupils are achieving at least in line with value added expectations KS1-2 Pupils secure good an 	(See also Maths Action Plan and RAP) 3.1 Develop greater consistency in the use of Maths Learning Walls to extend to include Problem Solving and Reasoning examples	T1 & T2	RW	Planning Book Looks	-
closing historical attainment gap.	 better progress in learning targets Opportunities for 	3.2 Embed entry and exit card practice and ensure results are used to base teaching	T1 & T2	RW	Planning Book Looks	-
Pupils achieving well and reaching expectations in	Problem Solving and Reasoning are regular for all children	3.3 Calculations Policy is revised in line with recent changes to practice	T2	RW	Calculations Policy	-
Mathematics		3.4 Maths lead to engage professionally and take necessary actions as a result of time with Cherry Hawker, Maths Consultant	ongoing	RW	Visit notes Staff training adapted	(cover already costed)
		3.5 Use NFER tests to obtain standardised score for Y3-5 and to provide test technique oportunities	T3,5	DW	Test scores	£620

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PRIM		-				
		3.6 Participate in South Glos Year of Maths	ongoing	RW & CE	Evaluation of Impact	(cover already costed)
		3.7 Provision for girls in Y4-6 develops confidence and performance in class and in tests.	ongoing	RW	Girl Conferencing	-
		3.8 Profile of Maths in the school environment beyond the classroom is raised	T2 onwards	RW	Learning Environment	
		3.9 Joint planning and team teaching with NQTs and RQTs. Opportunities for teachers to observe best practice.	Ongoing based on need	RW	Lesson Observations Book and Planning Data	
		3.10 Assessment AREs are subdivided for greater precision and shared with children in books	T2	RW	Assessment Sheets Books	
		3.11 Multiplication tables are promoted through multiplication masters with emphasis on Y3 and Y4 being prepared for new test in 2019	ongoing	RW	Tables test progress monitoring	£120 badge hire
4. To embed the current practice of teaching and	 Shared planning and assessment cycle understood 	(See Science RAP) 4.1 Training provided to establish expectations for Science teaching and planning	T1	RP	Training Powerpoint Revised Expectations document	-
assessment in Science	 Working Scientifically clear and understood 	4.2 Planning reflects agreed cycle of skills and content of working Scientifically	ongoing	RP	Planning	-
Pupils achieving well and reaching expectations in Science	 Writing in Science is of high quality 	4.3 Science leader to provide bespoke support for teachers based on monitoring outcomes	T2, 3	RP	Based on monitoring outcomes	ThG to release
		4.4 Science Learning Walls in classrooms are consistent across the school	ongoing	RP	Learning Walks	-
		4.5 Ensure tightening of expectations in terms of quantity and quality of Scientific recording in books	ongoing	RP & GT	Book Looks	3 x 1/2 day £285 + ThG release time
5. To give further, informed control to pupils in self-	 AfL is used effectively to teach from starting points 	5.1 Revisit AfL and feedback and marking. Evaluate how practice has moved forward and refine.	Т2	DW	Feedback and Marking Policy Book Looks	-
assessment	 Progress is clearly enhanced through the 	5.2 Training provided to teaching assistants. Evaluate own practice and agree ways forward.	Termly	ThG	Lesson Obs Learning Walks	-
Staff enabled to provide quality personalised feedback and tailor provision for	use of AfL and evident in observations, book looks and pupil conferencing.	5.3 Develop consistency of practice of WALTs, success criteria, WAGOLLs and shared and guided groups.	ongoing	SLT	Monitoring: Learning Walks, Lesson Obs, Book looks, Planning, Professional dialogue	-

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pupils. Pupils enabled to	 Marking is consistent across the school 				LA Review	
receive feedback positively and use it purposefully to notable improve their learning		5.4 implement a strong process for pupil self and peer assessment against established success criteria.	T2 onwards	SLT	Book Looks Pupil conferencing Planning	-

Development Area 4: Personal Development, Behaviour and Welfare

Aim Impact on Stakeholders	Success Criteria	Planned Actions (how) and Timescale (when)		Lead Practitioner (who)	Monitoring/Self- Evaluation (impact)	Cost/Resources
1. Conduct ongoing staff training on Safeguarding Courtney is a safe	 All stakeholders understand policies and procedures and their role in keeping children safe 	1.1 Review and update policies and procedures linked to safeguarding, communicating regular reminders via the Weekly Bulletin	T1 ongoing	DW	Safeguarding Folder SCR Folder Weekly Bulletins Policies and policy review schedule	-
environment where all stakeholders feel able to be themselves and	 Staff and children feel safe and feel able to ask for support if they need it 	1.2 Induction for new staff and volunteers on Safeguarding and Safer Working Practices	as needed	SM	Induction Record	-
to flourish. • Courtney meets Safeguarding statutory requirements	 1.3 Carry out staff refresher on E-safety including: what to look out for how to report and record how are PSHE/Computing curriculum supports E-safety how the Behaviour Policy links staff personal protocols on E-safety 	Т2/3	LB	E-Safety Policy Training Notes E-Safety track E-Safety concerns log	1/2 day in lieu of December date ThG cover 1/2 day	
		1.4 Complete annual Safeguarding Audit, respond with Action Plan and share with governors	T2	DW	Audit Action Plan Governors Minutes	-

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		 1.5 Carry out additional training linked to Safeguarding roles Inter-agency for CP lead (DW) LAC (TG) Safer Recruitment (DW refresher, new 	As schedule/ courses running	DW/ThG	Training Log	-
2. Our revised		governors to support)				
2. Our revised Behaviour Policy has a positive impact on choices throughout	 Pupils feel confident that good and poor behaviour choices are responded to fairly by all adults. 	2.1 Behaviour Books monitored weekly looking out for patterns for groups, classes or individuals. Feedback given to teachers	weekly	ThG	Behaviour Books with feedback from ThG	-
the school day Courtney is a safe environment where	 Pupils feel that behaviour on the playground is good. All adults carry out their role responsibly and consistently 	2.2 Lunchbreak supervisors revisit expectations. Recording systems introduced to monitor balance of white or pink slips so children who always make the right choices get noticed.	T1 weekly	ThG	LBS minutes LBS recording log	-
behaviour is good		2.3 Rewards for the term are revised so that children who have made the wrong choices are not included. No child slips under the radar if behaviour consistently as expected.	End of each term	ThG	Record of children on gold	£180 on rewards (£30 per term)
		2.3 Regular LBS meetings with bespoke training needs identified and acted upon	Termly	ThG	Training Needs analysis	Play training and cover: £420
		2.4 Pupil conferencing regularly used to be confident about effectiveness of Behaviour Policy's rewards and sanctions	T2, T5	ThG	Pupil Conferencing Pupil Survey	-
3. Potential impact on staff wellbeing are	 SLT take all possible measures not to 	3.1 SLT to agree with staff how much monitoring information is fed back at any one time.	End T1	SLT	Staff Survey T3	-
considered when monitoring is carried out or new initiatives are introduced	 Balance between positives and areas for development is healthy Staff feel able to raise concerns if wellbeing threatened 	3.2 All feedback, whether verbal or written, should aim for more positives than areas for improvement unless there is real cause for concern.	ongoing	SLT	Monitoring feedback	-
Staff feel supported and are not overloaded to they can carry out their roles effectively.		3.3 All SLT to regular monitor staff wellbeing informally and consult staff at the start of each staff meeting	weekly	DW	Staff Meeting Minutes	-



4. Expertise on attachment theory is developed within the staff <i>Children with attachment</i> <i>concerns are well</i> <i>supported.</i>	 Children with attachment issues are well-supported Staff have expertise on which to draw Children with 1-2-1 SEND support work with more than one TA 	4.1 School to take part in Attachment training programme - ThG, SM, CH	Start T1 then 2x more	ThG	Provision Maps EHCP Reviews FLW Notes	-
5. Greater provision for physical exercise provided Children are happier at playtimes and develop healthy play options	 Trim Trail is well-used Children enjoy playtimes and have a lot of options 	5.1 Trim Trail to be built at the back of the school provided by Pentagon5.2 Playground markings to be painted onto surfaces	T2	TaG	Pupil Survey Behaviour Logs	Costs c £17000: £10 00 Children in Need grant £3000 Ladybirds. Rest covered by Sports Grant and other school funding. Playground markings (£1900) from fundraising

Development Area 5: Early Years Foundation Stage Provision

Aim Impact on Stakeholders	Success Criteria	Planned Actions (how) and Timescale (when)		Lead Practitioner (who)	Monitoring/Self- Evaluation (impact)	Cost/Resources
1. EYFS provision provides challenge and rigour	 levels of Good Level of Development meet the targets set from Baseline 	(See also EYFS Action Plan and RAP) 1.1 Conduct early, thorough and moderated baseline assessment; use to track pupils towards achievement goals	T1	FF	RISE BP Meeting notes	-
Each child makes rapid progress from their starting points.	 increasing levels of pupils reach exceeding against 'Good Level of 	1.2 RISE INSET on developing teaching sequence based on early learning goal targets. Effective provision	T1	Rachel Webb	Progress data Learning Walks LA Review	-
	Development' in the Prime areas based on Baseline outcomes	1.3 Conduct regular, monthly liaison with EYFS lead, providing information to design bespoke challenge opportunities particularly for more able pupils	ongoing	DW	Meeting Notes	ThG cover
		1.4 Plan support from EY advisors to work through targets on Action Plan through bespoke training package	ongoing	FF	Meeting Notes Visit Notes	-



1.5 RISE Alliance share best practice and recording and tracking formats with support from EY team	ongoing	FF	Progress data Tracking and Recording Sheets	(cover already costed)
1.6 Develop outdoor learning environment to enhance independent and continuous provision	ongoing	FF & LB	Learning Walks Planning	Resources £400