



## **Horsley Strategic Plan 2020 - 2023**

This plan sets out the long-term strategic direction for Horsley Primary School. The governors discussed what is being done well at Horsley and identified priorities for the future. It informs the School Development Plan that is developed by the headteacher and staff.

### **1. Where are we now?**

Horsley Primary School is a Church of England School which has Statutory Inspection of Anglican and Methodist Schools (SIAMS) inspections under Section 48 of the Education Act 2005. The most recent SIAMS was in 2017.

#### **SIAMS summary (2017)**

##### **Positive Governors – SIAMS Statements**

- The governors know the school well and use this knowledge to ensure that there are good outcomes for pupils (SIAMS, 2017)
- Governors take seriously the need to make decisions based on the school's Christian character so that all stakeholders can identify how these values affect the daily lives and achievements of all learners (SIAMS, 2017)

##### **Positive General - SIAMS Statements**

- Children behave well and this is universally acknowledged to be rooted in the school's Christian character and Christian values (SIAMS, 2017).
- The physical environment of the school vibrantly supports the school's Christian ethos, with imaginative and creative art work encouraging reflection and application of the school's Christian values (SIAMS, 2017).

##### **Positive Headteacher - SIAMS Statements**

- The new headteacher has clearly identified the school's strengths and weaknesses. As a result, leaders have a strong vision for the school and an understanding as to how to move the school forward based on its distinctive Christian character and Christian values (SIAMS, 2017).
- The new headteacher is driving the school forward with energy and passion. He has a very clear vision for the school based on distinctively Christian values and he is ably supported in the delivery of this by the governors. This has given a renewed impetus to

the desire to make the school's Christian values at the heart of all its work (SIAMS, 2017).

- Leaders have a good understanding of the school's performance and this leads directly to effective school improvement planning that is driving the school forward (SIAMS, 2017).

## **OFSTED**

More recently in November 2019 there has been an Ofsted inspection whose judgement confirmed that this a good school with one area of 'Behaviour and Attitudes' that Ofsted judged outstanding.

### Horsley School Ofsted report November 2019 findings:

- Horsley Primary School is a warm and friendly place to be. Adults forge positive and supportive relationships with pupils. Pupils feel safe and well cared for.
- The school is well led and managed. The headteacher has established a strong team of staff. They work hard to provide a high-quality education for all pupils.
- Governors are committed and hard working. They regularly visit the school to assure themselves of its effectiveness.
- Leaders and teachers are ambitious for pupils to reach their full potential. They provide a rich and demanding curriculum.
- The broad and stimulating curriculum ignites pupils' interests and prepares them well for life in modern society. Pupils thoroughly enjoy the many additional opportunities on offer, such as art, sport and music. Pupils work hard because they want to do their best. They know that they learn from mistakes and do not give up, even when learning is more challenging.
- Pupils are extremely eager to do well. They listen carefully and respectfully to staff and their peers' ideas and are wholeheartedly committed to their work. This has a positive impact on their progress and achievement.
- Pupils are very sociable and polite. They take responsibility for their actions and behave exceptionally well. Pupils confirm that bullying and poor behaviour are extremely rare. They say there is always someone to talk to if they have a problem.
- The arrangements for safeguarding are effective. Staff know pupils well and prioritise their well-being and safety. They work closely with pupils and their families to provide support.
- Leaders and teachers work closely with families to support pupils with special educational needs and/or disabilities (SEND). Well-trained staff provide additional teaching and effective pastoral support to help pupils to catch up. Pupils value this and say it helps them with their learning.

## **2. Where do we want to be?**

The school in 2020 has worked on a new vision statement:

### **School Vision Statement 2020**

*Jesus said, "Love one another as I have loved you" (John, 13)*

At Horsley C of E Primary, we seek to nurture respect: for ourselves, for each other and for the world around us. As an inclusive school community, we aim to create independent, emotionally resilient and aspirational learners who are prepared for their place in the modern world. Our curriculum is outward-looking, striving to build a foundation for the future, whilst seeking to nurture children's innate creative potential. Harnessing the collective energy of our community, we enable every child to shine.

*"Together, we can."*

The governing body has also reviewed its Governor Strategic Priorities:

- 1) To ensure that an outstanding teaching and learning experience enables every child to succeed and thrive.
- 2) To ensure that the highest standards of safeguarding and wellbeing are established and maintained for the children and staff within the school.
- 3) To preserve and develop the religious character of the school, in accordance with the principles of the Church of England, and in partnership with our parish and diocese.
- 4) To ensure that the school continues to exist as a central and sustainable part of Horsley in the long term.

## **3. How will we get there?**

We want to build on the school strengths and to develop on any areas to identified to improve on, to monitor and review this to ensure that the school thrives and is there for future generations.

- Governors will continue to build on their knowledge of the school and the school's strengths and the areas needing improvement. They will continue to have regular subject discussions, school monitoring visits and feel empowered to ask relevant and probing questions to ensure that appropriate decisions are being made.
- The governors will continue to seek an informed view on whether, in the future, it needs to form, join or grow a group of schools. This would be something that would need to be underpinned by robust due diligence and awareness of the need to review the effectiveness of governance structure and processes if and when the size, scale and complexity of the organization changes.

- The school and its governors will continue to be custodians of school premises and monitor their condition and any improvements necessary, alongside keeping the health, safety and well-being of those in the school of paramount importance. This includes Horsley school continuing to be a COVID-19 safe working environment, responding to post-Lockdown DfE and LA guidance (as appropriate to the school's context), and supporting children and staff in the transition to post COVID-19 normality including catch-up provision in the curriculum that is necessary.
- The school and its governors will continue to embed the 2020 school vision into the subject areas and all aspects of school, its governance and the decisions it makes.
- School leadership will continue to remain totally committed to providing an education that supports all pupils to achieve well at Horsley CofE Primary School. They will use their intimate knowledge of the school's strengths and those areas where further work is needed, to ensure relevant aspects of teaching/learning are on the school development plan.
- School leadership will continue to make good progress implementing the changes recommended by the Ofsted inspection in 2019.
- School leadership and the school will continue to develop its Christian distinctiveness and the religious education and experiences it provides for its pupils.
- The headteacher and senior leadership team continue to work closely with governors to monitor and review its agreed goals, along with projects that will be developed to address the aspirations under the governor strategic priorities. These will be linked to the school development plan. The school development plan will continue to be updated and reviewed on a termly basis.
- The school will continue to hold high value on the Continued Professional Development of staff at school Subject leaders' support staff to develop their leadership roles and to improve the quality of teaching and learning.
- The regular assessment opportunities that have been established will continue so that pupils' progress can be monitored to determine the impact of current initiatives on pupils' outcomes and to identify those pupils not making sufficient progress.
- Support for pupils not making sufficient progress and/or have any additional needs will remain a high priority.
- Safeguarding will remain high priority across Horsley CofE Primary School. That regular audits and updates are used to maintain outcomes and further improvement.
- The school will maintain and develops its relationship with its stakeholders and continue to seek, listen and respond to views from an annual parent survey, pupil well-being surveys and staff surveys.
- The school will continue to maintain a presence in the wider community and activities to raise the profile of the school, providing open mornings, regular newsletters and articles in the local magazines and the Friends of Horsley School continue to hold functions in the community that also help to raise funds.