



Castle Hill
Community Primary School



Proud to be a member
of the Folkestone Ethos
Schools Company



Introduction:

The governing bodies of the respective schools and academies that make up FESI recognise the value of school collaboration as a means to build capacity, sustainability and to raise standards within the individual member schools and academies.

The East Folkestone Church Schools have been collaborating in various ways for over 10 years and there is general agreement that the successes of the individual schools have been due, at least in part, to the cross fertilisation that comes from joint working. More recently we have welcomed Castle Hill to our group, thus building even greater capacity. All members recognise that the joint work has to be focused and stream lined with clear recognition that its purpose is to enable individual schools to achieve their goals as well as establishing a collective values base upon which education across our locality is founded. All FESI schools were judged good or better at their last inspection, and this status is expected to continue, due in part to our engagement with one another.

Some of the benefits of our collaboration include:

- Supporting one another in the context of reduced capacity from the local authority. This is especially relevant for three of our schools which became academies in 2013.
- Sharing CPD opportunities.
- Providing genuine challenge to one another via a “fresh eyes” approach.
- Collectively serving the diverse needs of the children of East Folkestone, an area of severe deprivation.
- Sharing our vision of the distinctive character of church schools.
- Safeguarding individual school values and ethos.
- Raising standards through immersing pupils in art, sports and the creative curriculum.
- Providing a forum for school leadership to problem solve and seek solutions together.
- In the current climate, facilitating a “safety in numbers” scenario where potential threats can be suitably addressed collectively rather than on a solitary basis.
- Reducing isolation issues that tend to be associated with small schools.

Aims

The aims of our company are as follows:

- To develop a desire for learning and an enjoyment of knowledge that promotes enquiry and rational debate.
- To feel secure and confident as individuals.
- To value and respect all members of the school community: pupils, staff, parents and governors and the contribution they make towards the success of the school.
- To respect and show sensitivity to the differences between one another and to celebrate the richness this brings.
- To facilitate and improve the process of transition for our pupils on entry to primary and secondary schools.
- To develop all children to their full potential and to recognise the needs of individual children and how they can be fully supported.
- To encourage all children to become responsible, independent people who are able to think deeply about the world around them.
- To develop in children a high degree of excellence in English, mathematics, science and the aesthetic and physical areas of learning.
- Preparing a curriculum tailored for the needs of our pupils
- To foster character development and enhancement of the curriculum via collective site facilities and staff expertise, eg forest schools, swimming and creative projects.
- To nurture positive attitudes towards punctuality, reliability and cleanliness.
- To help children understand the interdependence of the world in which we live and the interdependence we have with individuals, groups and nations.

For Church Schools within FESI –

- To develop children's spiritual awareness in the context of the Christian faith and Anglican doctrine and an ability to relate this to everyday life.

Evaluation of the Folkestone Ethos School Improvement Ltd Development Plan 2018-19

At the FESI HT meeting on 27th June 2019, the benefits of our collaborative and the successes of the Plan were tabled. These include:

- Joint Inset Day with Jenny Mosley - “Being used in the classroom”, “Good calibre of speaker”.
- Secondary Taster Sessions – “Brilliant”
- Middle Leadership training – “Staff came back buzzing”
- Swimming Gala – “Pure excitement”
- Moderation with Margo Barraclough – “Great CPD”
- Overall effectiveness of the Plan – “Ideas great and events fantastic”
- Participation within a close network of schools on shared issues for school improvement

Areas for us to improve include:

- Fine tuning is required for FESI internal moderation as not always the “right people” are in place to ensure the meetings consistently result in the achievement of desired outcomes.
 - It was agreed to increase the time allocation for Years 1, 3, 4 and 5 with Margo Barraclough and cease internal FESI moderation.
- Middle leadership training – are the right people being selected, eg those who are in a position to hold “difficult” conversations? It was agreed the purpose of CPD was to inspire staff on this training and hold them to account for whole school improvement.
- Create collective ownership of the plan by sharing with all staff at the beginning of the 2019/2020 school year. Meeting scheduled for 17th September at Selsted to convey Plan to FESI teachers.

Current status of FESI schools: At the end of the 2018/2019 school year all schools were judged to be good or better, with one acknowledged as outstanding and two on the cusp of the highest Ofsted grading.

Folkestone Ethos School Improvement Ltd Development Plan 2019-20

This Improvement Plan highlights our main areas for development for 2019-20

- We recognise the effective teaching and learning of Maths, especially for the gifted and talented, including the early years, to be a priority across all our schools. Reasoning in maths is also a particular area in which all schools wish to improve. FESI Maths Leaders will continue to meet to device collaborative actions likely to raise outcomes for this group of learners.
- We recognise that writing at greater depth is an area in which we can all strive to do better. FESI Literacy Leaders will work closely together to ensure that pupils “on the cusp” of greater depth are offered high quality teaching and a range of opportunities for children to develop their skills in writing.
- We intend to improve teaching across the FESIC so that there is an increased proportion of good and outstanding teaching which includes the effective deployment of teaching assistants. We will achieve this by robust joint monitoring, providing 360 feedback with targets so that pupils in all schools attain the highest of possible outcomes.
- Art and Music have always had high prominence across FESI. We intend to continue the joint workshops already established on various art, music and cultural projects.
- We intend to ensure our PE leaders cooperate in the drawing up of PE/Sport programmes for their respective schools and academies in a manner that uses capacity across the company. Our schools will use the Sports Premium to good effect to extend opportunities for all young pupils to take part in sports.
- We need to ensure that all aspects of a child’s education are duly considered, including issues associated with attendance, exclusion and transition. Our view is for pupils to flourish with robust systems in place for safeguarding, whilst equipping schools to be able to provide educational facilities to meet the needs of pupils with complex and multiple needs.
- Wellbeing and mental health is an issue that had been problematic for many of our pupils, staff and members of our respective school communities. We intend to develop whole school strategies to facilitate healthy lifestyles and positive dispositions.

Priority 1

To raise standards of attainment and progress throughout FESI schools and close the gaps for vulnerable groups

Objectives	Actions	Time Line	Who is responsible	Cost implication and source of funding	Expected outcome	Monitoring and Evaluation	Achievements to be assessed in order to inform plan for 2020/2021
1.To improve progress and attainment in maths	Maths leaders to liaise with a focus upon improving pupils reasoning skills as well as number of pupils attaining greater depth at the end of each key stage.	September 2018 initial meeting, and termly meetings thereafter	FESI Schools Maths Leaders – chaired by Robin Flack (Assistant HT at Selsted)	Meetings hosted as and when agreed by Maths Leaders	Good practice observed in problem solving and U & A. End of Year and End of Key Stage results in line with schools' own targets	Schools' regular monitoring of progress and attainment. Comparison with baseline data.	
2.To improve progress and attainment in spelling	Embed whole school approach to the teaching and learning of spelling	September 2019 – June 2020	Jane Wilson (St Eanswythe's) & Anna Carter (Christ Church)	Meetings/CPD and targeted resources	80% + of pupils in FESI schools achieve age related national expectations	Schools' regular monitoring of progress and attainment. Comparison with baseline data.	
3.To improve progress and attainment in writing	A. English leaders to continue with external moderation arrangements to further embed consistency in judgements of pupils' writing	<u>10th October</u> Year 2 – am & Year 6 – pm <u>6th December</u> Years 1 & 3 – am Years 4 & 5 – pm <u>7th February</u> Year 2 – am Year 6 – pm <u>1st April</u> Years 1 & 3 – am Years 4 & 5 – pm <u>1st May</u> Year 2 – am Year 6 – pm <u>26th June</u> Years 1 & 3 – am Years 4 & 5 – pm	Margo Baraclough FESI Schools English Leaders Early Years will conduct internal FESI moderation on the dates set aside for end of key stage year groups.	Meetings hosted at St Mary's £600 per session	Good practice observed. End of Year and End of Key Stage results in line with schools' own targets	Schools' regular monitoring of progress and attainment. Comparison with baseline data.	

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	B. Extend further pupils' writing at greater depth in all year groups	Termly meetings	Craig Ward (Castle Hill) & Rebecca Langley (St Mary's)	Meetings hosted at Castle Hill	Good practice observed, standards raised in all schools.	Pupils write in a diversity of contexts and subject at greater depth	
4.To improve progress for vulnerable groups	A. Gifted and Talented workshops for more able children and in Maths at KS2 – Year 5 targeted group	To take place in terms 3 & 4 on Thursdays, 1.30 – 2.30 pm (initial session 09.01.20)	Rebecca Hogben - (MMS manager at Christ Church)	£1000 (resources & supply)	Increase % exceeding at the end of key stages in line with individual school targets	Base line data compared with end of key stage assessments	
	B. Facilitate and enhance the secondary transition process via taster sessions for pupils with complex and multiple needs	Term 6: AM 18 th June AM 25 th June	Jim Kreiselmeier (Christ Church)	Costs to be met by school budgets	Reduce the amount individual concerns about secondary transfer	Feedback from secondary schools	
5.To promote greater awareness of pupil and staff well being	A. Continue to foster and build positive relationships amongst pupils through wellbeing and mindfulness workshops for parents	Termly provision within FESI Schools	Michelle Charlton-Taylor (St Peter's) to coordinate training and coach FESI schools co-ordinators	Funding from school budgets	Reduction in the amount of disruption to teaching and learning due to greater self-regulation by pupils	Update given at HTs meetings	
	B. FESI Joint INSET at the Leas Cliff Hall	14 th February 2020	Jim Kreiselmeier (Christ Church) for Venue & Toni Browne (St Peter's) / Trevor North (St Mary's) for trainer	£7, 500 for trainer and venue	Improve and enhance whole school strategies to promote emotional health, wellbeing, respect and pupil behaviour	Update at HT meeting in term 4	

Priority 2

To raise standards of teaching throughout FESI schools

Objectives	Actions	Time Line	Who is responsible	Cost Implication and source of funding	Expected outcome	Monitoring and evaluation	Achievements to be assessed in order to inform 2019/20 plan
1.To ensure all teaching provision is good and working towards outstanding	A. Increase percentage of good and outstanding teaching and learning through peer to peer observations, support and guidance within FESI schools	Begin September 2019	Head Teacher Open Forum	Costs to be met by school budgets	Schools with capacity will provide 10 week coaching package (1 day per week) to facilitate quality first teaching	HTs (as part of termly HT meetings)	
	B. Information technology is utilised to enhance teaching and learning within all FESI schools, with support provided smaller schools	Termly meetings by IT subject leaders	Matt Easton (Castle Hill)	£1000 release time for support	IT provision within all FESI schools in sustainable and curriculum requirements being met	FESI IT working group to inform HTs at the end of terms 2, 4 and 6	
	C. Ensure all support staff are effective in supporting teaching and learning via visits to schools with good or better practitioners	Begin September 2019	HTs to negotiate visits	Supply	Teaching assistants are more effective in facilitating pupil progress	Appraisal reviews. Feedback to HTs at termly meetings.	
	D. Establish an NQT support network	Begin September 2019	Trevor North (St Mary's) - possible use of VERP as a tool for coaching and further development	Costs to be met from school budgets	NQTs have a forum to resolve issues associated with their own professional development as well as more germane matters	Reviewed at HTs meetings in terms 2 and 4	

2.To ensure that diversity and talents are shared and celebrated	A. Enrichment of the curriculum through establishing a "Day of Languages and Music"	Term 6 2020	Dorothy Driscoll	Grand Hotel £500 for venue	Celebration of cultural diversity within our FESI schools	HTs update to FESI directors	
	B. Support enrichment through establishing a FESI choir, culminating in a "FESI Choir Day in term 6"	Weekly sessions (Tuesdays) 2019/ 2020	Helen Brook	St Eanswythe's Church venue £6,000 from grants St Saviour's Church for Choir Day	All FESI schools participate in Choir Festival	HTs update to FESI directors	
	C. Provision of Inclusive Sports fixtures between schools (Reception, Years 1 and 2) Establish a FESI Swimming Gala at the leisure centre	Term 6 2020 March 27 th 2020 1.00 pm start	Ashley Jell (Christ Church) Jody Price (St Eanswythe's) Collette Cotton (St Mary's)	£500 for transport	"Friendly" competition encourages a greater range of pupil participants in team sports	HTs update to FESI directors	

Priority 3

To improve leadership structures and systems that support and safeguard learning

Objectives	Actions	Time Line	Who is responsible	Cost Implication and source of funding	Expected outcome and time frame for expected outcome	Monitoring and evaluation	Achievements to be assessed in order to inform 2019/20 plan
1. Improve collective leadership	A. Develop the capacity of FESI schools middle leaders through networking, monitoring and evaluation activities	September 2019 – July 2020	Sarah (St Peter's) & Robin Flack (Assistant HT at Selsted)	Funding from external sources St Mary's venue	Middle Leaders successfully develop self-evaluation systems with standards raised as a result	Monitor surveys and action plans and evaluate impact on school improvement	
	B. Develop capacity to support all schools to robustly tackle underlying issues that may impinge upon continual school improvement	Continue with existing format September 2019 and schedule; Term 1 – St Mary's Term 2- Harcourt Term 4 – Selsted Term 6 - St Eanswythe's	FESI Head Teachers of respective school set agenda for scrutiny	Leadership time	FESI schools continue to strive to be good or better as evidence in ASP and other key performance indicators	Standing item of HTs termly meeting	
	C. Ensure Safeguarding arrangements in FESI schools are robust and effective	September 2019 – June 2020 One visit per term to a FESI school	FESI HTs/DSLs	Leadership time	FESI schools all have effective safeguarding procedures in place	Standing item on HTs termly meetings	
	D. Develop further the role of FESI Directors	Termly meetings to update directors of FESI Plan	FESI Directors	Leadership time	FESI Directors to develop their role of "critical friend"	Minutes from termly meetings	
	E. Improve ability of governors to challenge and support and thus assist in improving standards through training for Governor Mark	September 2019 – July 2020 St Mary's Christ Church St Eanswythe's	Helena Rodgers (St Eanswythe's)	£800 for each school to cover costs of application	Governors fulfilling their role in driving school improvement more effectively	Governor Mark achieved by all schools – governors pivotal in bringing about school improvement	
	F. Establish FESI Governors Forum	Seasonal meetings	Lynn Hukins (St Peter's)	Refreshments - £50	Facilitate collegiality amongst FESI Governors	Update at FESI Directors meetings	

2. Improve leadership of religious education and SIAMs requirements for Church Schools	A. Implementation of the new RE framework for teaching and learning	Termly meetings	FESI working party (St Mary's lead)	Leadership time	Assessment of RE has rigour and in accordance with enquiry foci	HTs update to FESI directors	
	B. Establish Godly play as a central part of understanding in RE	Staff meeting at St Eanswythe's in term 4	Nick Brinkley (St Eanswythe's)		RE leaders embed Godly play as part of each school's RE provision	HTs update to School Governors	
	C. Improve quality and engagement in Act of Collective worship	September 2019 – June 2020	Jean O'Callaghan & Sarah Laws (St Eanswythe's)	Transport and accommodation costs	Members of the school community value opportunities for worship and spiritual growth	Joint visits by school leaders to ascertain impact	
	D. Prepare schools for SIAMs inspection via the new evaluation schedule	September 2019 – June 2020	Anna Carter (Christ Church)	Leadership time	School vision and character is explicit, with all encouraged to flourish	Mock inspections by Church School leaders	
3. Improve provision for most vulnerable pupils	A. Greater liaison with outside agencies to ensure most vulnerable pupils receive immediate and most appropriate support and guidance in their educational setting	Termly meetings	Jean O'Callaghan (St Eanswythe's) Emma Cook (DHT Christ Church)	Leadership time	Whole school strategies reflect most effective practices of schools within FESI	HTs update to FESI directors	
	B. Increase parental engagement through educational, relevant and fun based workshops	Workshops scheduled to coincide with school dates/times for maximum impact	Jean O'Callaghan (St Eanswythe's) Emma Cook (DHT Christ Church)	Leadership time	Enhanced parental understanding of school educational aims and aspirations	Update at HTs meetings in terms 1, 3 and 5	

APPENDIX

2018/19 School Data