

# Westbury Park Primary School



*Together we discover tomorrow*

## Strategic Development Plan *2021 to 2023 (Review)*

*At Westbury Park School we value and respect everyone. As a learning community, we challenge and inspire one another, developing confidence to make positive choices in a changing world, so that together we discover tomorrow.*

*Prepared by members of the School Leadership Team, staff, Governors, parents and children between September and December 2020.  
This plan was devised using our knowledge and understanding of education at the time but we are aware that the educational landscape may change over the course of the next three years and therefore the plan may need to be refreshed in the light of these changes.*

## School Vision Diagram

At Westbury Park School we value and respect everyone.  
As a learning community, we challenge and inspire one another,  
developing confidence to make positive choices in a changing world, so  
that *together we discover tomorrow* .

Wellbeing, positive value and emotional resilience

Inspiring  
teaching and  
learning

Academic  
achievement

Sport and  
physical activity

Creativity  
Music/Art/DT

Technology/  
Science

A school serving the local community and engaging with educational  
locally and internationally.

## School Values

### Love of learning

- Enjoying learning and taking pride in our work
- Working hard and trying our best
- Developing interests and talents within and beyond the classroom
- Looking at mistakes as learning opportunities
- Sharing with others the excitement of new ideas and experiences
- Celebrating each other's achievements

### Respect

- Respect for others regardless of any differences
- Encouraging self-respect and developing empathy for others
- Being polite to others
- Listening to and being considerate of the opinions and needs of others
- Caring for the environment in school, around Westbury Park, throughout Bristol and the world

### Kindness

- Being fair and friendly to everyone
- Sharing willingly
- Treating others as we would like to be treated
- Remembering kind hands and feet and words
- Knowing when to compromise

### Forgiveness

- Realising when we have done something wrong
- Saying sorry and really meaning it, so we can start again
- Trying our hardest to forgive others

### Trust

- Being open and honest
- Feeling safe and secure
- Showing loyalty to our friends appropriately

### Responsibility

- Knowing when to ask for help
- Being ready to learn
- Being determined and not giving up
- Listening and trying to understand
- Learning to make the right choices

# Three Year School Development Plan

Jan 2021 to Dec 2023



AIM	<i>Our Long term vision and goals</i>	<b><i>Leading in Learning</i></b>	<b><i>Leading the Way</i></b>	<b><i>Leading Change</i></b>
<b>OBJECTIVES TARGETS</b>	<i>The specific targets to achieve these aims</i>	<ul style="list-style-type: none"> <li>To review and embed a high quality curriculum that reflects our community within the context of modern Britain.</li> <li>To embed the new Early Years Curriculum. To enable children to take a proactive role in responding to and engaging with the wider world through the curriculum.</li> <li>To raise standards of attainment and progress across the curriculum.</li> <li>To diminish any difference in outcomes between identified 'vulnerable' groups and their peers.</li> <li>To increase pupil voice in developing school direction.</li> <li>To be an inclusive school that leads the way in demonstrating the values of the following: Democracy The rule of Law Individual Liberty Mutual respect for and tolerance of those with different faiths and beliefs, and for those without faith.</li> </ul>	<ul style="list-style-type: none"> <li>To enable middle and senior leaders to drive school improvement through distributed leadership. To ensure teaching assistants are used effectively to improve outcomes for children.</li> <li>Westbury Park School will be a centre for innovation and excellence, sharing its experiences with other educational organisations.</li> <li>To embed Westbury Park School as a community hub that adds value to the local area beyond the school day.</li> <li>To ensure children and staff are supported in their health, mental health and wellbeing.</li> <li>To robustly tackle bullying behaviour and ensure children feel empowered to enact change.</li> <li>To ensure there is strong succession planning across all areas of leadership including governance and business management.</li> <li>Processes to monitor Governor Accountability and effectiveness are more robust.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure the school is financially secure and future proofed against a further period of austerity by increasing non-government income.</li> <li>The school will be able to manage budgets if the predicted falling roll in North Bristol manifests.</li> <li>To ensure the school buildings are being used effectively for the benefit of the children and wider community.</li> <li>To ensure school health and safety compliance processes mean the learning environment is stimulating and safe.</li> <li>To enact the current three year IT investment plan.</li> <li>To adapt the curriculum so that a mix of blended and remote learning is available.</li> <li>To ensure our sports offer is sustainable. To continue to monitor the educational landscape within the context of formal collaboration.</li> </ul>

# Three Year School Development Plan

## Jan 2021 to Dec 2023



MILESTONES	What steps will we need to take by 31 <sup>st</sup> March each year to make sure we meet these objectives?				
		2	<ul style="list-style-type: none"> <li>Review all curriculum areas to include intent statements, knowledge and skills overview.</li> <li>Subject leaders to produce action plans with costings.</li> <li>Invest £30,000 into the curriculum over the next three years.</li> <li>To use the 'Coronavirus Catch up premium' effectively.</li> <li>Monitoring by subject leaders to ensure implementation and impact of teaching and learning is as expected.</li> <li>Improve KS1 playground offer to create opportunities for creativity and collaboration outside of the classroom – snug play equipment.</li> <li>Standardised Assessment materials are embedded and useful in planning next steps.</li> <li>Complete upgrade of front of school to allow increased opportunity to involve the outdoors as part of the curriculum.</li> <li>Look for opportunities to develop links with schools in other countries/areas.</li> <li>Governor subject links to be established with expectations and accountabilities to be clear.</li> </ul>	<ul style="list-style-type: none"> <li>Middle leaders and senior leaders given management time to monitor subject development.</li> <li>SEND Lead begins national professional qualification.</li> <li>EYFS lead, Maths lead and English lead encouraged to become Special Leader of Education (SLE) or equivalent.</li> <li>Explore peer mentoring programmes.</li> <li>Develop the role of mental health and staff wellbeing lead within school.</li> <li>Teachers trained on integration of smart learning solutions and Google suite.</li> <li>Plan how to begin the digital leaders programme in school.</li> <li>Sensory area/room to be established within school.</li> <li>ELSA training begins for a second Teacher assistant.</li> <li>Bronze 'All Together (Anti bullying) Award' is started.</li> <li>Inclusion in local project community work (Aurora Site) for the benefit of the children of Westbury Park School.</li> <li>Review the articles of association and funding agreement.</li> <li>Trustee Board to be established.</li> <li>Governor roles, expectations and accountabilities to be clear.</li> <li>Governors take an active role in NW24 cluster groups.</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade Wireless infrastructure.</li> <li>Upgrade interactive whiteboards across the whole school.</li> <li>Investigate whether extending the age range to 3-11 is of benefit to the school and wider community.</li> <li>Complete compliance and re-decoration works on the old caretaker's flat to reincorporate it into school.</li> <li>Investigate how the 'old caretaker's flat' can be used for the benefit of the community of Westbury Park School.</li> <li>Review current lettings offers and procedures.</li> <li>Investigate and embed premises management and health and safety systems.</li> <li>Upgrade to LED lighting across the school.</li> <li>Upgrade heating system in main school.</li> <li>Replace draughty doors.</li> <li>Replace water heaters across the whole school.</li> <li>Redecorate and resurface all classrooms in the main building.</li> <li>Redecorate the school hall.</li> <li>Review remote learning policy.</li> <li>Improve Key Stage 2 playground to allow for a more versatile multi sports space.</li> </ul>
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## Three Year School Development Plan Jan 2021 to Dec 2023



		<ul style="list-style-type: none"> <li>All curriculum development materials published on the website, including long term plans.</li> <li>Silver 'Eco Schools' Award achieved. (Environment award for children's ECO Club).</li> <li>Involve the community in environmental projects e.g. sustainable development of the old St Christopher's site.</li> <li>Knowledge organisers are embedded in the curriculum to improve parental participation.</li> <li>Subject workshops (Maths, English, Science, History, Geography) are delivered to parents.</li> <li>Remote and blended learning is embedded successfully.</li> <li>Investigate opportunity to run catch up tutoring after the catch up funding ends.</li> <li>Parent forum groups formed.</li> </ul>	<ul style="list-style-type: none"> <li>SEND lead achieves national qualification.</li> <li>ELSA training completed for second TA and intervention strengthened.</li> <li>Workshops offered to other schools in areas including Gingerbread, autism etc.</li> <li>SBM to have started Diploma in School Business Management.</li> <li>Further training on smart solutions and G suite.</li> <li>School employs an apprentice teaching assistant.</li> <li>School offers workshops to support parenting techniques.</li> <li>Subject leaders to develop links with teachers at secondary schools.</li> <li>School takes part in research projects with the Education Department at the University of the West of England.</li> <li>All together (anti bullying award) silver award achieved.</li> <li>All governors have completed Level 1 and 2 governor training.</li> <li>Link governors to update FGB over the course of the year on progress of their curriculum link area.</li> <li>Middle leader management course begins in school.</li> </ul>	<ul style="list-style-type: none"> <li>Complete refurbishment on 'old caretaker's flat'</li> <li>Improve school toilet facilities.</li> <li>Open school holiday club.</li> <li>Fire safety and asbestos management works completed.</li> <li>Plan to open a mezzanine level in the mains school building.</li> <li>Consider employing a Business Development Officer to manage enterprises which includes applying for grants.</li> <li>Upgrade of wireless devices (Chrome Books).</li> <li>Facilities Management Company in place to manage health and safety and compliance.</li> <li>Investigate and improve processes around managing school's environmental impact.</li> <li>Teachers feel confident in delivering remote learning e.g. have the correct portable device and given skills through appropriate training.</li> </ul>
		<ul style="list-style-type: none"> <li>Subject leaders use experience and training to fine tune curriculum offers.</li> <li>Implement peer mentoring systems.</li> <li>Subject workshops offered to parents in music, art/DT, computing, PE, RE and PSHE.</li> <li>ECO Schools Green Flag award achieved.</li> <li>School council starts to input into the next three-year development plan.</li> <li>Children feel their voice is heard in policy development and curriculum direction.</li> <li>St Christopher's/Aurora project ends with clear outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Bristol Ideal Standard achieved - BAVA (Bristol against violence and abuse).</li> <li>All together Anti bullying Gold award achieved.</li> <li>Succession plan in place for school leadership including governance.</li> <li>Best practice format allows staff to do outreach work. This could be visiting other schools or them visiting Westbury Park.</li> <li>Staff become visiting tutors at UWE education department and are actively involved in a research project.</li> </ul>	<ul style="list-style-type: none"> <li>'Old Caretaker's flat' growth plan developed.</li> <li>Develop wrap around care provision to include holidays and potentially 3-11 year olds.</li> <li>Develop the next three year IT plan.</li> <li>Old Caretaker's flat fully utilised</li> <li>Review MFM compliance contract</li> </ul>

**Between September and December 2023 the three year plan will be evaluated and a new strategic plan developed. The next long term plan will be published in January 2024**

# Three Year School Development Plan

## Jan 2021 to Dec 2023



<p><i>How will we know when these objectives have been met and we can celebrate?</i></p>	<ul style="list-style-type: none"> <li>Quality of Education is recognised by Ofsted/school improvement advisers as having outstanding features. <b>(External Review)</b></li> <li>Statutory attainment data for Key Stage 2 is at least 15% above national averages. <b>(National assessment data)</b></li> <li>Higher standard at the end of key stage 2 is at least</li> <li>10% above national <b>(National assessment data)</b> Gaps in attainment for identified vulnerable groups diminish e.g. girls' maths. <b>(National assessment data)</b></li> <li>Intervention groups show impact <b>(Internal data)</b></li> <li>have achieved at least the ECO Schools Silver</li> <li>Award and be ready to apply for the ECO schools</li> <li>Green Flag Award. <b>(External validation)</b></li> <li>Resources for curriculum areas will allow for exciting and engaging lessons. £3000 per subject over three years. <b>(Subject leader reviews, action plans and appraisals)</b></li> <li>School Council action plans and development reports show progress in developing pupil voice. <b>(Child conference and school council action planning/minutes)</b></li> <li>School is recognised for quality of remote and blended learning <b>(Parent questionnaires and external validation)</b></li> <li>Community garden will be complete.</li> <li>Quality links with schools outside of Westbury Park. <b>(International School Award project started)</b></li> </ul>	<ul style="list-style-type: none"> <li>Westbury Park will have at least two trained Emotional</li> <li>Literacy Support Assistants to provide in house emotional support. <b>(External validation)</b></li> <li>The school will have a fully qualified Special Educational</li> <li>Needs and Disabilities co coordinator. <b>(External validation)</b></li> <li>The school will have a bank of Specialist Leaders in Education (SLEs) or equivalent in different curriculum areas. <b>(External validation)</b></li> <li>The school will have a trained mental health lead. <b>(External validation)</b></li> <li>Staff feel professionally fulfilled and supported. <b>(Staff survey/Governor Drop-in sessions)</b></li> <li>The school will have achieved the Bristol Ideal standard.</li> <li><b>(External validation)</b></li> <li>The governing board will reflect the requirements of the school through active recruitment based on skills audits.</li> <li><b>(Skills audit/Chairs Appraisal)</b></li> <li>To have achieved Gold All Together Award from the Anti</li> <li>Bullying Alliance. <b>(External validation)</b></li> <li>To provide updates to post parents/carers to appropriate external services <b>(Webpage or regular bulletin produced)</b> For inclusion to be recognised as a strength of the school. <b>(Ofsted or SIA report and parent survey)</b> SBM to have completed diploma in school business</li> <li>management <b>(External validation)</b> We will have employed one apprentice</li> <li>Subject leads to hold bi annual meetings with RGS subject leads. <b>(Minutes and action plans)</b></li> <li>Governor subject links working effectively <b>(Governor minutes)</b></li> </ul>	<ul style="list-style-type: none"> <li>The school will be generating in excess of £100,000 of additional 'net profit' from 'private' enterprises and donations that benefit the community. <b>(End of year accounts)</b></li> <li>Achieve Gold Award from Delegated Services recognising outstanding Health and safety processes in place. <b>(External validation)</b> Employ additional learning support teachers. <b>(Impact on data)</b></li> <li>School remains oversubscribed. <b>(End of year accounts)</b></li> <li>Community hub is used effectively - every school day and rented out in the evenings for lets. <b>(Internal monitoring)</b></li> <li>Wrap around care in place for before and after school and holidays. <b>(Internal monitoring)</b> School remains oversubscribed and popular.</li> <li><b>(Census data).</b></li> <li>School remains in a budget surplus. <b>(End of year accounts)</b></li> <li>School has clean audit reports. <b>(Internal Assurance Reports)</b></li> </ul>
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# Three Year School Development Plan

Jan 2021 to Dec 2023



			<ul style="list-style-type: none"> <li>• New articles and funding agreement agreed (On website) Member Board and Trustee Board working effectively</li> <li>• (Governor Minutes and self-evaluation framework)</li> </ul>	
Costing	<p><b>Three year costs -</b> <i>(To be reviewed regularly)</i></p>	<p>Subject leaders to be released 1 x day a year for 3 years. Increase investment. £3000 per subject over 3 years. Implementing peer mentoring. Improve KS1 play space - £ 7,000. Commissioning of specialist teachers (reading recovery).</p>	<p>SEND national qualification. ELSA qualification. Increase 1x ELSA TA. Build a sensory space. Pay for an apprentice. Additional training 3 hours for each teacher over 3 years. Improve KS2 play spaces - £25,000. Additional training.</p>	<p>Costings on 3 year IT plan. Caretaker flat project (£35000). Employ business development officer. Employ 1 x nursery teacher. Employ 1x nursery TA. Facilities Management Company in place.</p>
	<p><b>Three Year Income</b></p>		<p>Income from Leading learning</p>	<p>Savings on energy efficiency. Lettings and other Opportunities. Increase in income from out of hour's provision.</p>



Leading in Learning		
Objectives	Outcomes	Next Steps
<ul style="list-style-type: none"> <li>Quality of Education is recognised by Ofsted/school improvement advisers as having outstanding features.</li> <li>Statutory attainment data for Key Stage 2 is at least 15% above national averages</li> <li>Higher standard at the end of key stage 2 is at least 10% above national</li> <li>Gaps in attainment for identified vulnerable groups diminish e.g. girls' maths.</li> <li>Intervention groups show impact</li> <li>To have achieved at least the ECO Schools Silver Award and be ready to apply for the ECO schools and Green Flag Award.</li> <li>Resources for curriculum areas will allow for exciting and engaging lessons. £3000 per subject over three years.</li> <li>School Council action plans and development reports show progress in developing pupil voice.</li> <li>School is recognised for quality of remote and blended learning</li> <li>Community garden will be complete.</li> <li>Quality links with schools outside of Westbury Park.</li> </ul>	<ul style="list-style-type: none"> <li>Whilst we await final external validation (Ofsted) we have self-assessed ourselves as outstanding in most areas – Quality of Education, Behaviour and Attitudes, Personal Development and Leadership and Management. The data trends in EYFS show a downward progression and with the gap closing between national and school and will remain a target.</li> <li>Three year trends show ARE as at least 15% above national.</li> <li>Three year trends show high levels of pupils achieving the higher standard and are at least 10% above national.</li> <li>Children with 'vulnerabilities' make progress against targets and outcomes are positive when compared within a national context e.g. all children with SEND achieving the expected standard in reading in Year 6 SATs</li> <li>Intervention groups were tracked as was ring fenced funding for recovery premiums.</li> <li>The school has achieved the Green Flag award</li> <li>Curriculum budgets and subject leadership responsibilities are embedded, action plans and three year strategies are complete.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure we are supporting EYFS children and families to make progress especially in phonics and writing.</li> <li>To support current Year 1 and 2 children to catch up following the pandemic – PSED, phonics, reading etc</li> <li>To support subject leads to develop 3 year strategies in their subjects</li> <li>To embrace technologies e.g. AI, micro bits, raspberry pi etc.</li> <li>Improve communication e.g. sports bulletin</li> <li>To ensure educational visits and residential complement the curriculum and parents are aware of how important they are</li> <li>To review the range of extra curricular clubs we offer and to streamline the management and administration of the clubs.</li> </ul>

	<ul style="list-style-type: none"><li>• Pupil voice now embedded through out the school through school council, eco council, peer mentors, wellbeing champions and sports captains.</li><li>• 97% of parents would recommend the school – this has been a consistent trend</li><li>• Garden is complete – many positive comments from the community and used during curriculum time.</li><li>• Various awards and projects e.g. NSPCC, Anti Bullying, Music Mark etc</li></ul>	
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## Three Year School Development Plan

Jan 2021 to Dec 2023



Leading the way		
Objectives	Outcomes	Next Steps
<ul style="list-style-type: none"> <li>Westbury Park will have at least two trained Emotional Literacy Support Assistants to provide in house emotional support. (External validation)</li> <li>The school will have a fully qualified Special Educational Needs and Disabilities co coordinator. (External validation)</li> <li>The school will have a bank of Specialist Leaders in Education (SLEs) or equivalent in different curriculum areas. (External validation)</li> <li>The school will have a trained mental health lead. (External validation)</li> <li>Staff feel professionally fulfilled and supported.</li> <li>The school will have achieved the Bristol Ideal standard.</li> <li>The governing board will reflect the requirements of the school through active recruitment based on skills audits.</li> <li>To have achieved Gold All Together Award from the Anti Bullying Alliance.</li> <li>To provide updates to post parents/carers to appropriate external services</li> <li>For inclusion to be recognised as a strength of the school.</li> <li>SBM to have completed diploma in school business</li> </ul>	<ul style="list-style-type: none"> <li>We have 4 trained ELSAs to support mental health and emotional wellbeing</li> <li>SEND lead achieved NASENCO award</li> <li>We have SLEs in Early Years and subject leads are active in school to school support.</li> <li>Deputy Head trained mental Health lead</li> <li>Low staff turnover, high attendance, 0 grievances etc</li> <li>Staff take part in an appraisal process each year where they are supported to challenge themselves professionally – see training log</li> <li>Bristol ideal standard not achieved.</li> <li>Full board consists of a range of professionals drawn for the local community and beyond.</li> <li>Anti bullying award achieved</li> <li>Website developed</li> <li>SEND was part of a deep dive review and received positive feedback from SIA. Recommended to other schools. 97% of parents who have a child with SEND felt the school offered good or better support.</li> <li>SBM has kept updated through various courses and webinars.</li> <li>Subject lead networks are held with participating NW24 schools – this can include secondary schools.</li> </ul>	<ul style="list-style-type: none"> <li>Refine and improve flexible working policies/job sharing policies.</li> <li>To review how learning at primary school complements the KS3 curriculum.</li> <li>Review PE provision to ensure it offers great provision at a reasonable cost.</li> </ul>

## Three Year School Development Plan

Jan 2021 to Dec 2023



<ul style="list-style-type: none"><li>• management (External validation) We will have employed one apprentice</li><li>• Subject leads to hold bi annual meetings with RGS subject leads. (Minutes and action plans)</li><li>• Governor subject links working effectively (Governor minutes)</li><li>• New articles and funding agreement agreed (On website) Member Board and Trustee Board working effectively</li></ul>	<ul style="list-style-type: none"><li>• Governor Link meetings took place and system refined and reviewed regularly. Governors are taking part in regular curriculum learning walks in school.</li><li>• Articles and governance structure now updated and on website.</li></ul>	
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## Three Year School Development Plan

Jan 2021 to Dec 2023



Leading Change		
Objectives	Outcomes	Next Steps
<ul style="list-style-type: none"> <li>The school will be generating in excess of £100,000 of additional 'net profit' from 'private' enterprises and donations that benefit the community.</li> <li>Achieve Gold Award from Delegated Services recognising outstanding Health and safety processes in place.</li> <li>Employ additional learning support teachers.</li> <li>School remains oversubscribed. (End of year accounts)</li> <li>Community hub is used effectively - every school day and rented out in the evenings for lets.</li> <li>Wrap around care in place for before and after school and holidays. (Internal monitoring) School remains oversubscribed and popular.</li> <li>School remains in a budget surplus. (End of year accounts)</li> <li>School has clean audit reports.</li> </ul>	<ul style="list-style-type: none"> <li>In House wrap around care provision significantly expanded to host up to 80 children each day. Private lets including holiday clubs also generate income.</li> <li>Gold Health and Safety Award achieved</li> <li>Staffing is regularly reviewed to ensure we maximise support for children within the budget.</li> <li>The school remains over subscribed with us usually have a full cohort in reception. Children do move in year which means on average we have about 415 children at census.</li> <li>The school is used effectively to provide periplectic music lessons, an SEND pod and after school activities.</li> <li>Refer to number 1</li> <li>The school has maintained an in year operational balanced budget. Any overspend has been planned.</li> <li>Refer to internal assurance reports. All reports very positive and any actions are remedied quickly,</li> </ul>	<ol style="list-style-type: none"> <li>Review clubs on offer and refine and expand offer ensuring the administration is streamlined and maximum profit is generated.</li> <li>Review how best to staff lunch times and playtimes</li> <li>Create final version of Asset</li> <li>Management Plan to inform estates and reserves policy</li> <li>Investigate if being part of a family for schools will create more opportunities for the school community.</li> <li></li> <li></li> </ol>

# Three Year School Development Plan

Jan 2021 to Dec 2023

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