

## **BELMONT SCHOOL DEVELOPMENT PLAN 2022-23 (Last review by LAB Nov 22)**

### **INTRODUCTION**

This strategic School Development Plan provides an overview of our short term (one year) objectives in five key areas of the school:

#### **Leadership & Management**

To support, challenge and inspire in all areas to ensure outstanding practice across the school.

#### **Behaviour & Attitudes & Personal Development**

To increase the opportunity for every pupil to be safe and reach their full potential in school and within the wider community.

#### **Provision and Premises**

To ensure a safe community and exciting environment for building confidence, friendships, skills and knowledge.

#### **Outcomes for students**

To improve the quality of all to benefit the outcomes for pupils based on their needs.

#### **Quality of Education**

To support and challenge every pupil and staff member to achieve their full learning potential.

Objectives for the yearly plan are drawn up through the whole school self-evaluation process where all staff and Local Advisory Board (LAB) members are able to discuss and contribute through working parties associated with the five key areas. These objectives are then collated by the SLT and finally discussed and approved by the school's LAB.

Each objective is clearly defined by what success will look like, and how and when this will be achieved to provide a clear focus for the school during the year.

**This whole School Development Plan is achieved by school leaders and also supported via many operational development plans led by subject leaders and key stage teams.**

- each curriculum/subject area has a set of targets recorded in a department development plan.
- any staff members with UPS responsibilities also have a set of targets.
- each member of staff has their own CPD targets linked to the school's objectives.

### **COVID-19 context**

During the previous academic year all schools were disrupted and challenged by Covid-19. In recognition of this and to do the very best for the children in our care, Belmont may be adapting plans to ensure the very best 'recovery' for the students and staff.

#### **Abbreviations:**

SAND AT - Academy Trust

LAB - Local Advisory Board  
(governance)

SLT - Senior Leadership Team

KSL Key - Stage Leaders

GCC - Gloucestershire County Council

LA - Local Authority

F@B – Friends @ Belmont (Parent  
Teacher Association)

MAT - Multi Academy Trust

AFA - Achievement for All

PP - Pupil Premium

SDP – School Development Plan

CPD - Continuous Personal  
Development

DDP - Departmental Development Plans

UPS - Upper Pay Scale

R - RED - Behind timescale or at risk

A - AMBER - On target for deadline

G - GREEN - Complete

**ACTION PLANS FOR 2022/23 – BELMONT SCHOOL**

**LEADERSHIP & MANAGEMENT**

|          |  |  |
|----------|--|--|
| <b>R</b> |  | Behind timescale or risk on non-completion |
| <b>A</b> |  | Progressing and on target for deadline     |
| <b>G</b> |  | Complete                                   |



|          | <b>Objective Intent</b>  | <b>Actions Implementation</b>  | <b>Success Impact</b>   | <b>Monitoring</b>    | <b>Review Schedule</b> | <b>Led by</b>                             | <b>Cost</b>                          | <b>Start / End Date</b> | <b>RAG</b> | <b>Comments</b>   |
|----------|--|--|---|----------------------|------------------------|---|--------------------------------------|-------------------------|------------|---|
| Target 1 | <b>To further establish effective working practices</b> and systems within SAND Academy Trust.   | SLT members to lead this work and training with SAND. Roll out time scales and plan testing and training.  | Smooth running of the school's systems (ERP new finance package, Integris, EduPay, Sleuth).   | KD & SLT             | LAB Meetings           | Head                                      | Leadership time                      | Ongoing                 |            | Sept 22. SLT training for ERP booked All staff set up on EduPay (access being tested in Term 1)   |
| Target 2 | <b>SLT to implement Inspection Preparation Action Plan</b> following the external review of leadership and whole school effectiveness against current inspection criteria. | SLT Design Inspection Preparation Action plan for consideration by SAND AT and LAB (Term 1).<br>SLT implement training, monitoring schedule and set targets for staff/department teams.<br>SLT work with external SIP to Health Check school, identify priorities and ratify SLT judgements on standards.  | Belmont continues to be recognised as an outstanding provider by Ofsted.<br>Consistent high-quality lessons and learning in line with 'outstanding descriptors in inspection guidance'.<br>Outstanding safeguarding culture, training and processes.<br>Outstanding leadership. | SAND CEO / LAB & SLT | Ongoing                | KD & SLT                                  | Leadership time                      | Sept 22 - July 23       |            | 5 external SIP visits have been booked across this academic year.<br><br>Ofsted inspection training has been booked for SLT during term 1 and the resources remain available for 90 days. |
| Target 3 | <b>To expand the CPD offer for Learning Partners &amp; Apprentice staff</b>  | Appoint a senior teacher to coordinate provision for Apprentice Programme.<br>Appoint a HLLP to 'mentor' apprentices.<br>Appoint responsibility to a member of the SLT to coordinate CPD programme for LP's.<br>Ensure audit 'gaps' in skills or experience are filled.<br>Introducing a CPD pathway to ensure all staff progress to the 'Gold standards' or equivalent. | Increase staffing capacity and improve staff to student ratio.<br>Develop 'home grown' skilled and effective staff.<br>Improve provision for classes, reduce pressure on current staff team.  | KD & SLT             | Sept 22 to July 23     | KM Lead<br>KH CPD<br>LP's<br>NM<br>Mentor | Costs within school staffing budget. | Sept 22 - July 23       |            | Sept 22, Belmont now has 8 apprentices.<br>Audit of LPs complete.<br>Investigating whole school training needs.   |

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| Target 4 | <p><b>Employ Occupational Therapist &amp; Speech &amp; Language Therapist</b> to lead and improve outcomes for children and deliver CPD to Belmont staff team.</p> | <p>Audit whole school needs in these areas.</p> <p>OT &amp; SALT Action plans presented to SLT.</p> <p>Plans agreed for CPD and training offer for all staff.</p> <p>Agreed interventions and timetables for specialist support from therapists.</p> | <p>Barriers to learning will have been reduced through successful intervention. Staff will be more skilled in delivering OT and communication interventions and provision within teaching &amp; learning to support the needs of children. All children will have more of a voice within the learning environment.</p> | SLT | Sept 22 to July 23 | KH & TL | <p>£50k from within whole school staffing budget</p> <p>Recovery premium budget allocation 27,130</p> | Sept 22 - July 23 |  | <p>Nov 22 update Belmont has now employed two staff members for these posts who are now working in school.</p> |
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**ACTION PLANS FOR 2022/23 – BELMONT SCHOOL**

**BEHAVIOUR & ATTITUDES**

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| <b>R</b> |  | Behind timescale or risk on non-completion |
| <b>A</b> |  | Progressing and on target for deadline     |
| <b>G</b> |  | Complete                                   |



|          | <b>Objective Intent</b>  | <b>Actions Implementation</b>   | <b>Success Impact</b>  | <b>Monitoring</b>  | <b>Review Schedule</b>                  | <b>Led by</b>     | <b>Cost</b>                                    | <b>Start / End Date</b> | <b>RAG</b> | <b>Comments</b>  |
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| Target 1 | To further develop <b>Trauma Informed Relational School Values</b>   | <ul style="list-style-type: none"> <li>- High quality CPD offer to all staff.</li> <li>- Analysis of whole school data for behaviour and inclusion to provide targeted interventions for students.</li> <li>- Training and awareness for parents and carers to better support children at home with same values as school.</li> </ul> | <p>High whole school attendance. Behaviour and approaches of children who have experienced abuse or trauma show progress and improvement as a result of interventions and school ethos. The school community recognises and celebrates the success of children who develop and improved behaviours.</p>  | CY & KH  | Termly at SLT and all pastoral meetings | CY                | Leadership Time and resources from CPD budget  | Sept 22 - July 23       |            |  |
| Target 2 | <p><b>Whole school attendance target has been set at 93%.</b></p> <p>Implement national changes to attendance expectations.</p> <p>Upskill new attendance officer.</p> | <p>Whole school attendance is closely monitored by Key Stage Leaders &amp; SLT to ensure swift actions are taken to support groups or individuals with concerns.</p> <p>Regular meetings and ongoing monitoring and tracking to ensure attendance remains high.</p>   | <p>Whole school attendance target is 93% or above for this academic year</p> <p>Students received high number of learning hours leading to positive outcomes for learning and social development.</p> <p>All students with low attendance are monitored closely and given the support, challenge and encouragement to improve.</p>   | <p>CY &amp; KSL Attendance officer</p> <p>RC as DDSL for vulnerable children</p> | Termly at SLT and all pastoral meetings | CY                | 0  | Sept 22 - July 23       |            | Nov 22 update Term 1 attendance 95.3%  |
| Target 3 | <b>Embed very best practice around child-on-child abuse, harmful sexual behaviours and online safety.</b>  | Lead further training and work with parents, children and staff on child-on-child bullying and online safety to ensure whole school community is clear on how these actions and concerns will be challenged, and to be clear and confident in our processes for challenge and support in this important area of school life.          | <p>All staff are confident and skilled at identification and management of these safeguarding concerns. All staff receive training to understand the implications of child-on-child abuse and to report and challenge all incidents even concerns that appear minor. Children and parents report that school is a safe and caring environment and if any concerns arise staff taken them seriously and offer full support.</p> | SLT, DSL and Safeguarding Governor   | Termly & all LAB meetings               | KD, RC, IP and LC | Leadership Time and resources from PSHE budget | Sept 22/July 23         |            | <p>Whole school safeguarding training completed for all new staff before the start of term 1.</p> <p>Jan 23. Staff training session booked to cover further detail child-on-child, online safety, and annual work within PSHE curriculum reviewed by LFM.</p> <p>Safeguarding SIP visit booked to focus further on this area of school life. Head is leading a working party looking to develop even better work in this area.</p> |

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| Target 4 | <b>Secure Outdoor Play And Learning accreditation for Secondary School</b> | LL to secure high standard of accreditation (Gold) and further develop OPAL to facilitate learning and safe play. Look at play facilities for secondary & develop links with PE & Sport funding. | Student active play and engagement. Development of leadership, team work, values, communication skills and improved behaviour. OPAL (Outdoor Play And Learning) is embedded in secondary and primary and adapted for the larger number of students this year.<br>Greater outdoor provision and schemas offered to pupils. | KH & SLT | Termly SLT | LL, CC, FB & Play leaders | Sports and PE allocation plus OPAL budget. | Ongoing | <p>Development of play areas in the whole school budget for this year.</p> <p>Secondary areas need trim trail, sensory areas, building zone and water play</p> <p>Sept 22. SLT has secured funding for a for a large additional storage area for secondary OPAL, due to be finished by October 22.</p> |
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**ACTION PLANS FOR 2022/23 – BELMONT SCHOOL**

**OUTCOMES FOR STUDENTS**

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| <b>R</b> |  | Behind timescale or risk on non-completion |
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| <b>G</b> |  | Complete                                   |



|          | <b>Objective Intent</b>   | <b>Actions Implementation</b>  | <b>Success Impact</b>  | <b>Monitoring</b> | <b>Review</b>    | <b>Led by</b>                            | <b>Cost</b>  | <b>Start / End Date</b> | <b>RAG</b> | <b>Comments</b>   |
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| Target 1 | <b>To ensure the best possible learning outcomes and progress from children</b>   | Ongoing tracking and monitoring and analysis of data, leading to the successful implementation of targeted interventions including – Dancing Bears, Apples and Pears, Pegs 2 Paper, Doodle Maths, Power of 1   | Students make excellent learning progress across the core subjects English and Maths<br><br>Successful monitoring of all groups CIC, Boys, Girls, FSM to ensure all academic interventions are used to close gaps in learning/development and help secure fast progress towards targets.<br><br>Feedback from children and progress is positive about learning progress. | CY & IP           | Ongoing          | CY & IP<br><br>Support from KH, JFG & TL | Leaders Time and resources from curriculum budgets | Sept 22 - July 23       |            | Baseline assessments are taking place in term 1 with a date drop in term 2.<br><br>Following analysis of needs during 2021-22, Pupil Premium funding has supported recruitment of specialist staff to help close the gap. Recruitment has included specialist OT & SALT in addition to more intervention staff. |
| Target 2 | <b>To keep the gap closed between Pupil premium and non-Pupil Premium pupils as well as other key groups within school.</b>                             | Ongoing tracking and monitoring and analysis of data (Academic, Holistic, Behaviour and Attendance).<br><br>Implementation of targeted interventions both holistic and academic. Increased support from OT and specialist Speech and Language to reduce barriers to learning.  | Gap between Pupil Premium and non-Pupil Premium remains closed. The gap for all areas will stay closed through the adapted curriculum. All pupils making progress within their expected levels.  | KH                | Ongoing          | TA & JFG, IP, KH & TL                    | £ 88,800 pupil premium allocation                  | Sept 22 - July 23       |            | Baseline assessments are taking place in term 1 with a date drop in term 2.<br><br>Following analysis of needs during 2021-22, Pupil Premium funding has supported recruitment of specialist staff to help close the gap. Recruitment has included OT, SALT and additional intervention staff.                  |
| Target 3 | <b>To deliver a high-quality National Tutoring Scheme, and target a cohort of students for additional tutoring to close an identified academic gap.</b> | SLT to appoint a lead for the project to coordinate the tutoring programme. CY, KH and subject leads to identify a cohort of students for this targeted intervention.<br><a href="https://educationendowmentfoundation.org.uk/education-evidence/teaching-learning-toolkit/small-group-tuition">https://educationendowmentfoundation.org.uk/education-evidence/teaching-learning-toolkit/small-group-tuition</a> | The identified academic gap between students is closed. Improved attainment within Maths, English and Speech and Language.   | SLT               | End of each term | CY & KH                                  | £26k (from DfE grant)                              | Sept 22 - July 23       |            | Sept 22. An experienced lead has been recruited, she completed analysis of needs during the summer holidays and sessions with the students started in week one of the new school year.  |

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| Target 4 | To ensure that <b>Reading interventions are having an effective impact</b> across the whole school community. | <p>Termly meeting with CY &amp; English co-ordinators.</p> <p>Reading ages tested twice per year for all children.</p> <p>Analysis of reading data leads to targeted interventions for children.</p> <p>High profile events like WBD run during the year.</p> | <p>Read Write Ink is embedded successfully across the whole school.</p> <p>All pupils increase their reading ages this year.</p> <p>The reading culture improves further creating more lifelong readers.</p> | CY | Ongoing | JFG | Leaders time & <b>£5000</b> for Read Write Inc start-up | Ongoing |  |  |
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**ACTION PLANS FOR 2022/23 – BELMONT SCHOOL**

**QUALITY OF EDUCATION**

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|----------|--|--|---|-------------------|------------------------|---------------|---|-------------------------|------------|---|
| Target 1 | <b>To ensure a challenging, creative and sequential curriculum</b> is being followed throughout the school providing maximum learning and development opportunities for children | <p>Sharing Best Practice is coordinated across the school</p> <p>Focus session review progress and allow for further CPD training</p> <p>Embedding curriculum is monitored via SLT &amp; SIP and feedback from staff</p> <p>This target will be monitored by lesson observations during term 2 and learning walks later in the year. This area also reviewed with all subject leaders.</p> | Pupils will be fully engaged and maximum learning and progress will take place in all subject areas. Teachers will be able to communicate the purpose and impact of all lessons so all stakeholders understand how plans, lessons contribute towards outstanding pupil achievement                            | CY                | Termly                 | CY            | Curriculum budgets & CPD Budget                 | Sept 22 - July 23       |            |   |
| Target 2 | <b>To successfully embed 'Teacher 360' to evidence and support outstanding practice.</b> Targeted CPD to develop the very best standards of teaching                             | <p>Induction to Performance Management process by CY</p> <p>Guidance and training to SLT and MLT who line manage teachers and lead assessment work during observations, learning walks and teacher reviews.</p>  | Lesson observations will indicate that pupils are engaged and making outstanding progress due to the planning, preparation and delivery of differentiated and active lessons. SIP Health Check and external reviews can readily see outstanding progress and this is reflected in their judgement / feedback. | CY                | Termly                 | CY            | CPD budget £10,000 whole school training budget | Sept 22 - July 23       |            | This target will be monitored via lessons observations and also via the term 2 data drop. |
| Target 3 | To provide an extensive <b>CPD offer to learning partners.</b> Ensuring they have the right skills for the developing needs within the school.                                   | <p>Audit CPD needs. Create CPD offer for LPS, individual and as a whole.</p> <p>Link new LPS with experienced HLTA as a buddy.</p> <p>Look at a buddy class system for SWAP days to enhance on the job learning.</p>   | LP's will feel valued and supported. They will feel they have access to the right skills and support to complete the job. Observations will show that they are working to the Belmont aspirational standards. Children will be flourishing from their support.  | KH, CY , EK, MG   | Termly                 | KH            | Allocation from CPD budget                      | Sept 22-23              |            |   |

**ACTION PLANS FOR 2022/23 – BELMONT SCHOOL**

**PROVISION AND PREMISES**

|          |  |  |
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|----------|---|---|--|-------------------|------------------------|-------------------|-----------------|-------------------------|------------|---|
| Target 1 | <b>To secure additional specialist Health and Well-being Centre.</b> A specialist round space made from wood to support health and community use.   | CY to commission project once funding secured. Permissions and external build targeted for completion by Sept 2023. KD & F@B to support the project and priority for CS as fund-raising staff member.                       | Pupils, Staff and community engagement in physical recreation and therapeutic activities increases. Improvements in mental health and resilience, reduction in anxiety, stress.  | KD & LAB          | Termly SLT             | CY                | Est £500k       | Sept 21 – Sept 23       |            | Project has 30k already. 20k allocated from this year's budget and £10k from F@B<br><br>Plans are progressing very well with architect, however costs are dramatically increasing.  |
| Target 2 | <b>To create additional social areas for shade and shelter</b> across the school  | KD & MB implement plans following agreement from SLT and LAB  | To secure the following facilities by September 23.<br><br>Large secondary seating area with access to shade and shelter to allow for access all year around.<br><br>Primary reading area with shade and shelter   | KD                | Termly SLT             | KD & MB           | BUDGET TBC      | Sept 22 – Sept 23       |            |   |
| Target 3 | <b>LAB &amp; SLT to form a 2 - 4 year vision for outdoor site development.</b> Secure planning and funding for astro running track, Multi Sports area, and accessible cycle trail, working in partnership with, Pied Piper, Active Glos and F@B | KD has established a working group including internal and external stakeholders. TC is rep from LAB and CJ is rep from F@B. Fund raising plan agreed by Jan 22 and application for planning submitted when plans confirmed. | Costed plan agreed for facilities by October 22. Time line agreed for funding once total costs are known and final design agreed. Improving onsite facilities over the next 3 years (200m running track, multi sports area, accessible 800m family cycle trail, BMX pump track). | LAB/SAND & KD     | Termly SLT             | KD, LAB & SAND AT | Leadership time | Sept 20 - Sept 24       |            | KD has established a project group and support from numerous stake holders and charities July 20. Project has £200k seed money to develop facilities from Pied Piper.<br><br>Nov 22 update<br>Project group will be applying for full planning permission by December 22. Please see details in Head's report to LAB. |

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| Target 4 | <p><b>To secure an additional income stream</b> via expanding the Belmont community lettings offer</p> | <p>Post holder (CS) to work closely with SLT to:</p> <p>Employ 'play rangers' to open soft play at weekends so families and hire the facility</p> <p>Establish an online booking and refund system for customers</p> <p>Secure a CRM to ensure Belmont is GDPR compliant and additional personal information is secure and protected.</p> | <p>Additional funding into Belmont to invest in project to improve the school facilities for the students</p> | KD | Termly SLT | KD & CS | Leadership time | Sept 22 - July 23 |  | <p>Nov 22</p> <p>No applications for 'play ranger' jobs.</p> <p>SAND has not yet secured a CRM</p> |
|----------|--|---|---|----|------------|---------|-----------------|-------------------|--|--|