



**St Mary's Voluntary Controlled Church of England  
Junior School**  
Heath Drive  
SG12 0RL

Phone: 01920463641  
Email: head@stmarys306.herts.sch.uk  
Date of report: 20/12/2016  
Effective Date: 20/12/2016

## School Effectiveness+ Action Plan Report

Action plans are the areas for improvement identified through the diagnosis and development phases of the School Effectiveness+ process. This report shows current action plans for the school.

### School Information

**Headteacher:** Andy Cosslett  
**Chair of Governors:** Nicci Smith  
**SE+ Adviser:**  
**Last Inspection Date:** 05/06/2014  
**Ofsted Outcome:** Good  
**Annual Budget:** £959,633  
**Number of Staff:** 30  
**Number of form entry:** 2.0

	<b>Pupils</b>	<b>% Boys / Girls</b>	<b>% PP</b>	<b>% SEN</b>	<b>% EAL</b>	<b>% WBPP</b>
Year 3	60	58.3 / 41.7	8.3	8.3	5.0	8.3
Year 4	60	41.7 / 58.3	11.7	6.7	3.3	10.0
Year 5	57	50.9 / 49.1	10.5	5.3	1.8	3.5
Year 6	60	55.0 / 45.0	15.0	8.3	1.7	15.0
All	237	51.5 / 48.5	11.4	7.2	3.0	9.3

## Action Plan

### Learning to learn (meta-cognition)

#### Area for Improvement

Raise standards in Mathematics through implementation of the Mastery programme.

Created on Monday 3rd October 2016 at 15:26 GMT, by Andy Cosslett.

Last updated on Thursday 8th December 2016 at 08:55 GMT, by Andy Cosslett.

#### Owner

Andy Cosslett, Clare Thorne and Sarah Gilliver. Link Governor; Liz Gore and Sandra Wilson

#### Status

Open

#### Outcomes

Standards in Mathematics are at least 85% at A.R.E across each year group.	30/06/2017
Last updated on Tuesday 4th October 2016 at 15:48 GMT, by Andy Cosslett.	
Children make 6 steps progress over the year.	30/06/2017
Last updated on Tuesday 4th October 2016 at 15:49 GMT, by Andy Cosslett.	
The gap between boys and girls attainment has closed so that boys attainment is greater than in previous years for each year group.	30/06/2017
Last updated on Tuesday 4th October 2016 at 15:50 GMT, by Andy Cosslett.	
The gap between PPF and non-PPF children's attainment has closed so that PPF attainment is greater than in previous years for each year group.	30/06/2017
Last updated on Tuesday 4th October 2016 at 15:51 GMT, by Andy Cosslett.	

#### Success Criteria

Use flexibility in the timetable to meet emerging needs, pre-teaching and interventions with whole classes and groups.	31/03/2017
Last updated on Tuesday 4th October 2016 at 16:16 GMT, by Andy Cosslett.	
Use of commutative, distributive and associative laws to be applied and used in number to check and challenge the depth of understanding.	10/02/2017
Last updated on Tuesday 4th October 2016 at 16:13 GMT, by Andy Cosslett.	
Ask children to justify, use conjecture and prove their answers.	10/02/2017
Last updated on Tuesday 4th October 2016 at 16:13 GMT, by Andy Cosslett.	
Use 'Teach, learn, confuse' strategy...'Are you sure?'	10/02/2017
Last updated on Tuesday 4th October 2016 at 16:14 GMT, by Andy Cosslett.	
Daily opportunity to discuss, evaluate and reason what and how their learning went using precise mathematical language.	10/02/2017
Last updated on Tuesday 4th October 2016 at 16:15 GMT, by Andy Cosslett.	
Teaching sequence of i. explore, ii. clarify, iii. apply.	16/12/2016
Last updated on Tuesday 4th October 2016 at 16:11 GMT, by Andy Cosslett.	
Children engage in selecting their own learning targets and challenges.	16/12/2016
Last updated on Tuesday 4th October 2016 at 16:12 GMT, by Andy Cosslett.	
Use of resources (manipulatives) to provide concrete examples for abstract concepts	16/12/2016
Last updated on Tuesday 4th October 2016 at 16:12 GMT, by Andy Cosslett.	
Use precise mathematical language	16/12/2016
Last updated on Tuesday 4th October 2016 at 16:14 GMT, by Andy Cosslett.	
Collaborative learning and marking used	16/12/2016
Last updated on Tuesday 4th October 2016 at 16:14 GMT, by Andy Cosslett.	
Precise hierarchical numbered sequence of success criteria to support closed objectives during 'clarify' phase (sometimes generated by/with the children).	16/12/2016
Last updated on Tuesday 4th October 2016 at 16:15 GMT, by Andy Cosslett.	
Links between key concepts across the domains are planned for.	21/10/2016
Last updated on Tuesday 4th October 2016 at 16:10 GMT, by Andy Cosslett.	
Open ended questions for children to explore and teacher prompts for '....and another'	21/10/2016
Last updated on Tuesday 4th October 2016 at 16:12 GMT, by Andy Cosslett.	
Opportunities to apply their learning within a real-life problem-solving or word problem format	21/10/2016
Last updated on Tuesday 4th October 2016 at 16:16 GMT, by Andy Cosslett.	

**Milestones**

End of year attainment data	30/06/2017
Last updated on Tuesday 4th October 2016 at 15:53 GMT, by Andy Cosslett.	
Pupil progress meetings	28/04/2017
Last updated on Tuesday 4th October 2016 at 15:52 GMT, by Andy Cosslett.	
Pupil progress meetings	13/01/2017
Last updated on Tuesday 4th October 2016 at 15:52 GMT, by Andy Cosslett.	

**On-going Evaluation**

Staff meeting identified teachers evaluations as to which 'mastery' strategies were working well to date; - Planning as a year team - Justify answers/reasoning/expanding on answers: "How do you know?" - Developing understanding by having to explain/justify/apply in a wider range of situations - High expectation of using correct mathematical vocabulary - Challenging for all - encouraging children to rethink how they approach things to gain deeper understanding of concepts - Using questions with deliberate errors- spot the mistake: explaining why things are wrong - Leaving comfort zones- being creative, trying different things, resources etc - Giving children the opportunity to learn in the way they need to: eg: taking the stigma out of the use of manipulatives - Greater use of manipulatives - Word problems and use of the bar method to visualise these - Give me another - Pre/post teaching opportunities in assembly time	23/11/2016
Last updated on Thursday 8th December 2016 at 08:52 GMT, by Andy Cosslett.	
One of the teacher appraisal objectives related to 'mastery' in Mathematics. (based on a generic template in 'standardstracker' that could be adapted to meet individual needs).	21/10/2016
Last updated on Thursday 8th December 2016 at 08:55 GMT, by Andy Cosslett.	

## Action Plan

### Motivation and attitudes to learning

#### Area for Improvement

To develop the concept of 'Positive Growth Mindset' across the school to include pupils, teachers, classroom assistants and non-teaching staff in order for children to develop their internal motivation.

Created on Monday 3rd October 2016 at 15:52 GMT, by Alison George.

Last updated on Wednesday 7th December 2016 at 14:08 GMT, by Andy Cosslett.

#### Owner

Andy Cosslett and Alison George. Link Governor; Nicci Smith and Jane McCutcheon

#### Status

Open

#### Outcomes

Improved attainment and progress in boys and PPF children 30/06/2017

Last updated on Wednesday 5th October 2016 at 10:47 GMT, by Andy Cosslett.

#### Success Criteria

Teachers and TAs are consistently applying appropriate growth mindset strategies to help enhance learning in lessons. 21/07/2017

Last updated on Wednesday 5th October 2016 at 10:52 GMT, by Andy Cosslett.

Improve provision for children on the Autistic spectrum by raising further awareness of needs, strategies and social/emotional measures by developing an inclusive 'Pupil Passport'. 21/07/2017

Last updated on Thursday 3rd November 2016 at 13:33 GMT, by Andy Cosslett.

Staff have an understanding of the key principles and theories affecting our attitudes and beliefs about ourselves and learning. 25/01/2017

Last updated on Wednesday 5th October 2016 at 10:49 GMT, by Andy Cosslett.

Staff have a range of ideas about how to apply these within a school or personal context. 25/01/2017

Last updated on Wednesday 5th October 2016 at 10:50 GMT, by Andy Cosslett.

Teachers and TAs have practical strategies for immediate use in the classroom for enhancing learning 25/01/2017

Last updated on Wednesday 5th October 2016 at 10:51 GMT, by Andy Cosslett.

#### Milestones

Formal lesson observations and learning walks recognise growth mindset strategies being used. 21/07/2017

Last updated on Wednesday 5th October 2016 at 10:55 GMT, by Andy Cosslett.

Drop-in lesson observations recognise growth mindset strategies being used. 31/03/2017

Last updated on Wednesday 5th October 2016 at 10:54 GMT, by Andy Cosslett.

#### On-going Evaluation

AG completed 'Autism' audit and related 'Action Plan' (paper copy) following consultation with a nominated Governor/parent and teacher. 02/11/2016

Last updated on Thursday 3rd November 2016 at 13:35 GMT, by Andy Cosslett.

### Professional development

#### Area for Improvement

Begin to identify long term goals for individual professional development.

Created on Friday 16th September 2016 at 14:34 GMT, by Andy Cosslett.

Last updated on Wednesday 7th December 2016 at 14:21 GMT, by Andy Cosslett.

#### Owner

Andy Cosslett. Link Governor; Karen Laudato

#### Status

Open

**Outcomes**

Teaching staff will begin to have a long term goal agreed as part of their appraisal planning related to their professional career development. 31/10/2016  
 Last updated on Tuesday 20th September 2016 at 07:53 GMT, by Andy Cosslett.

**Success Criteria**

Review the long term goal annually as part of the appraisal process. 31/10/2017  
 Last updated on Tuesday 20th September 2016 at 07:52 GMT, by Andy Cosslett.  
 Teachers record a long term (2 to 3 year) goal as part of their appraisal planning 31/10/2016  
 Last updated on Tuesday 20th September 2016 at 07:50 GMT, by Andy Cosslett.  
 Record the process success criteria and support that will help them meet their goal 31/10/2016  
 Last updated on Tuesday 20th September 2016 at 07:51 GMT, by Andy Cosslett.  
 Head discusses with appraisers and appraisees to consider long term goals e.g. Leadership skill development, becoming a deputy head, moving onto the upper pay spine... 30/09/2016  
 Last updated on Tuesday 20th September 2016 at 07:48 GMT, by Andy Cosslett.

**Milestones**

Annually review long term goal 31/10/2017  
 Last updated on Tuesday 20th September 2016 at 07:52 GMT, by Andy Cosslett.

**On-going Evaluation****Safeguarding****Area for Improvement**

Site manager needs to fulfil hiring and security responsibility as outlined in job description by ensuring all hiring and school events are covered.

Created on Monday 26th September 2016 at 07:54 GMT, by Andy Cosslett.

Last updated on Wednesday 7th December 2016 at 14:06 GMT, by Andy Cosslett.

**Owner**

Andy Cosslett and Joanne Scripps. Link Governor; Tony Gibbons

**Status**

Open

**Outcomes**

Site is checked and secured by site manager at the end of each day including hirings. 30/09/2016  
 Last updated on Monday 26th September 2016 at 07:57 GMT, by Andy Cosslett.  
 Reduction of impact on headteacher, leadership team and business manager to cover enabling them to better focus time and energy on learning, teaching and finance. 30/09/2016  
 Last updated on Monday 26th September 2016 at 07:58 GMT, by Andy Cosslett.

**Success Criteria**

All hirings and school events during the week are covered by the site manager. 27/09/2016  
 Last updated on Monday 26th September 2016 at 08:00 GMT, by Andy Cosslett.  
 Availability for occasional weekend events should be given a half-terms notice, unless an emergency need. 27/09/2016  
 Last updated on Monday 26th September 2016 at 08:02 GMT, by Andy Cosslett.  
 All hirings and events should be published in the school diary at least a week in advance and brought up at the admin team meetings. 27/09/2016  
 Last updated on Monday 26th September 2016 at 08:03 GMT, by Andy Cosslett.  
 A minimum of one hours overtime to be paid to include travelling from home. 27/09/2016  
 Last updated on Monday 26th September 2016 at 09:47 GMT, by Andy Cosslett.  
 Site manager will be last to leave and ensure that the school buildings and grounds are safe and secure at the end of each hiring or event. 27/09/2016  
 Last updated on Monday 26th September 2016 at 08:06 GMT, by Andy Cosslett.  
 Site manager has clear objective set in appraisal to fulfil this responsibility within his job description. 20/09/2016  
 Last updated on Monday 26th September 2016 at 07:59 GMT, by Andy Cosslett.

**Milestones**

Mid year appraisal checkpoint 31/01/2017  
 Last updated on Monday 26th September 2016 at 08:07 GMT, by Andy Cosslett.

**On-going Evaluation****Data and school development planning****Area for Improvement**

To share with governors the full range of data beyond all children and PPF children but also include in termly reports data by gender, ethnicity, SEN and prior attainment.

Created on Friday 16th September 2016 at 13:52 GMT, by Andy Cosslett.

Last updated on Wednesday 7th December 2016 at 14:10 GMT, by Andy Cosslett.

**Owner**

Andy Cosslett. Link Governor; Learning and Teaching Committee.

**Status**

Open

**Outcomes**

Headteacher reports to governors will include data on pupil attainment and progress in Reading, Writing and Mathematics for all children, PPF children, by gender, SEN, Ethnicity and by prior attainment each term. 31/07/2017

Last updated on Tuesday 20th September 2016 at 09:09 GMT, by Andy Cosslett.

**Success Criteria**

Half-termly pupil progress meetings with teachers help to establish validity of data 31/07/2017

Last updated on Tuesday 20th September 2016 at 09:10 GMT, by Andy Cosslett.

Target tracker summary reports for attainment and progress are produced and include adaptations from default setting to include prior attainment of lower, average and higher attaining children. Ethnicity is set to non-white British. 31/07/2017

Last updated on Tuesday 20th September 2016 at 09:13 GMT, by Andy Cosslett.

Reports are generated by year group. 31/07/2017

Last updated on Tuesday 20th September 2016 at 09:14 GMT, by Andy Cosslett.

Governors interact with reports and are able to identify priority areas and raise questions as to actions being taken. 31/07/2017

Last updated on Tuesday 20th September 2016 at 09:14 GMT, by Andy Cosslett.

**Milestones**

Summer term Headteacher's report to Governors 21/07/2017

Last updated on Tuesday 20th September 2016 at 09:16 GMT, by Andy Cosslett.

Spring term Headteacher's report to Governors 31/03/2017

Last updated on Tuesday 20th September 2016 at 09:16 GMT, by Andy Cosslett.

Autumn term Headteacher's report to Governors 30/11/2016

Last updated on Tuesday 20th September 2016 at 09:16 GMT, by Andy Cosslett.

**On-going Evaluation**

## Action Plan

### Curriculum leadership

#### Area for Improvement

To consistently record and analyse pupil attainment and progress in all foundation subjects using 'Essex Target Tracker'.

Created on Friday 16th September 2016 at 14:07 GMT, by Andy Cosslett.

Last updated on Wednesday 7th December 2016 at 14:08 GMT, by Andy Cosslett.

#### Owner

Sarah Gilliver. Link Governor; Kerry Scripps

#### Status

Open

#### Outcomes

Attainment in Foundation subjects are formatively and summatively recorded to establish how well we are doing. 22/09/2017

Last updated on Monday 17th October 2016 at 12:09 GMT, by Andy Cosslett.

#### Success Criteria

Overall analysis of attainment in the subject in each year group compared to other foundation subjects can help prioritise school and professional development needs. 20/10/2017

Last updated on Monday 17th October 2016 at 12:06 GMT, by Andy Cosslett.

Subject SEFs are updated by the subject leaders to include attainment data. 29/09/2017

Last updated on Wednesday 19th October 2016 at 13:00 GMT, by Andy Cosslett.

Ensure all teaching colleagues are recording an appropriate judgement (red, blue or yellow) against the relevant statements in Target tracker at the end of each unit of work (termly) 21/07/2017

Last updated on Monday 17th October 2016 at 12:04 GMT, by Andy Cosslett.

The relevant statements in 'Target Tracker' are edited into existing 'Medium term plans' to replace the existing assessment criteria.(Record 'band' that statement is in in brackets at the end). 21/07/2017

Last updated on Monday 17th October 2016 at 12:05 GMT, by Andy Cosslett.

At the end of the academic year (July) step judgements are made based on 'statement' records to help make a summative judgement for standards in the subject. 21/07/2017

Last updated on Monday 17th October 2016 at 12:05 GMT, by Andy Cosslett.

Subject leaders complete audit of TT statements against NC objectives and year group unit plans. 31/03/2017

Last updated on Wednesday 19th October 2016 at 12:58 GMT, by Andy Cosslett.

Subject leaders to monitor the progress of formative assessment against the statements across the year at key points. 31/03/2017

Last updated on Wednesday 19th October 2016 at 13:00 GMT, by Andy Cosslett.

#### Milestones

Mid year monitoring by subject leaders 10/02/2017

Last updated on Monday 17th October 2016 at 12:10 GMT, by Andy Cosslett.

#### On-going Evaluation

## Action Plan

### Engaging parents, community and other agencies

#### Area for Improvement

Developing community links with St Mary's Church to enhance children's understanding of the R.E. curriculum and exploit cross-curricular opportunities.

Created on Friday 7th October 2016 at 10:48 GMT, by Andy Cosslett.

Last updated on Wednesday 7th December 2016 at 14:05 GMT, by Andy Cosslett.

#### Owner

Alison George and Andy Cosslett. Link Governor; Ysmena Pentelow

#### Status

Open

#### Outcomes

• to see evidence of Christianity shown in classroom displays and hall display • to see evidence of RE using broader range of cross curricular, e.g. art, music, drama etc. • children to be able to discuss clearly and confidently talk about their experiences of RE across the curriculum and show good understanding of key Christian values. • evidence of a broader range of visits/visitors. 20/07/2018

Last updated on Friday 18th November 2016 at 11:07 GMT, by Andy Cosslett.

#### Success Criteria

\* Review school's RE curriculum in line with new Hertfordshire RE curriculum to further develop links across a broader range of subjects, e.g. through art, music, drama, creative writing. \* Discuss ways of assessing RE to show progression of skills and knowledge. 06/11/2017

Last updated on Friday 18th November 2016 at 11:25 GMT, by Andy Cosslett.

• Seek pupil's voice on their learning in RE to discuss what they are learning, what they would like to focus on and what they have learnt as they have progressed throughout the school. 19/06/2017

Last updated on Friday 18th November 2016 at 11:20 GMT, by Andy Cosslett.

• Work with year teams to develop one visit to the church per year group and to have a visit to or a visit from another faith. 14/06/2017

Last updated on Friday 18th November 2016 at 11:15 GMT, by Andy Cosslett.

• Have 'RE days' to further develop knowledge and develop links with the local community. 14/06/2017

Last updated on Friday 18th November 2016 at 11:18 GMT, by Andy Cosslett.

• Include other faith's key days/celebrations and songs in whole school assemblies. 05/01/2017

Last updated on Friday 18th November 2016 at 11:13 GMT, by Andy Cosslett.

• Use Harvest and Easter services to investigate Christian and other faith's celebrations around the world. 20/10/2016

Last updated on Friday 18th November 2016 at 11:12 GMT, by Andy Cosslett.

• Develop links with church to involve members of the church in lessons, assemblies and visits from classes to the church. 22/09/2016

Last updated on Friday 18th November 2016 at 11:09 GMT, by Andy Cosslett.

Will remove Sikhism for the 2016-17 academic year to free up the curriculum to allow time to study Christianity and Hinduism in a more meaningful way. The new curriculum can then be developed in 2017. 12/09/2016

Last updated on Friday 18th November 2016 at 11:11 GMT, by Andy Cosslett.

#### Milestones

#### On-going Evaluation

### Governance skills and knowledge

#### Area for Improvement

Add approved Minutes to the school website. Identify, develop and train successors for key GB roles. Target HR experience individual to bring into GB.

Created on Thursday 22nd September 2016 at 14:49 GMT, by Nicci Smith.

Last updated on Thursday 1st December 2016 at 14:31 GMT, by Nicci Smith.

#### Owner

Governors



**Status**

Open

**Outcomes**

School community is better informed about governor meetings. Minutes are more easily accessible. Improved transparency.	31/07/2018
Last updated on Tuesday 22nd November 2016 at 11:22 GMT, by Nicci Smith.	
Develop a plan to continue HR capability within GB team once current HR professional steps down.	31/07/2017
Last updated on Tuesday 22nd November 2016 at 11:38 GMT, by Nicci Smith.	
Successors for key roles identified ahead of current Chair stepping down in July - Chair, Vice Chair, Committee Leads x 2. Successors undertake appropriate training during Spring/Summer 2016 and are confident to step up from September 17.	31/03/2017
Last updated on Tuesday 22nd November 2016 at 11:26 GMT, by Nicci Smith.	

**Success Criteria**

All approved Minutes for Committee Meetings and Full Governing Body Meetings 2016-17 academic year are added to school website within a week of approval.	31/07/2017
Last updated on Tuesday 22nd November 2016 at 11:17 GMT, by Nicci Smith.	
Successors for Vice Chair and 2 x Committee Chairs attend Effective Leadership for Governors training course. Current Vice Chair has already attended and has experience as a Committee Chair.	31/07/2017
Last updated on Tuesday 22nd November 2016 at 11:32 GMT, by Nicci Smith.	
Promote GB opportunities to community, with emphasis on HR professionals. Target known HR professionals to join GB. Chair and Vice Chair successors to attend appropriate governor training to develop HR capability.	31/07/2017
Last updated on Tuesday 22nd November 2016 at 11:41 GMT, by Nicci Smith.	
Chair already identified - Liz Gore. Three remaining roles have named successors by end of Spring term.	31/03/2017
Last updated on Tuesday 22nd November 2016 at 11:29 GMT, by Nicci Smith.	
Clerk to Governors saves a copy of minutes in PDF format and e-mails school secretary an electronic copy to add to the governors page of the school website.	05/12/2016
Last updated on Thursday 1st December 2016 at 14:31 GMT, by Nicci Smith.	

**Milestones**

May Meeting Minute on website	17/07/2017
Last updated on Tuesday 22nd November 2016 at 11:20 GMT, by Nicci Smith.	
March meeting minutes on website	22/05/2017
Last updated on Tuesday 22nd November 2016 at 11:20 GMT, by Nicci Smith.	
Spring Term Committee Meeting Minutes on Website	15/05/2017
Last updated on Tuesday 22nd November 2016 at 11:21 GMT, by Nicci Smith.	
February meeting minutes on website	27/03/2017
Last updated on Tuesday 22nd November 2016 at 11:19 GMT, by Nicci Smith.	
December meeting Minutes on website	06/02/2017
Last updated on Tuesday 22nd November 2016 at 11:19 GMT, by Nicci Smith.	
Autumn term committee minutes on website	30/01/2017
Last updated on Tuesday 22nd November 2016 at 11:21 GMT, by Nicci Smith.	
October 2016 meeting Minutes on website	12/12/2016
Last updated on Tuesday 22nd November 2016 at 11:18 GMT, by Nicci Smith.	

**On-going Evaluation**