



Ashby Hastings Primary School



Core Strategic Plan 2021-2024

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Symphony Learning Trust Key Objectives

Object Focus	Ref :	Outcomes	2021-2022	2022-2023	2023-24
1. Leadership and Management	1a	Implement updated systems of due diligence as a framework for all schools in the MAT and a set of standards for schools to provide consistency in environment, communication, parental engagement, enrichment	Review / Implement	Embed	Embed
	1b	Implement a recruitment & retention strategy based on a positive ethos, professional development and enhanced opportunities for all staff in order that SLT can become an 'employer of choice'	Review / Implement	Embed	Embed
	1c	Implement a bespoke Quality Assurance Programme across the Trust with validation/peer review to continually challenge expectations in all schools	Review / Implement	Embed	Embed
2. Teaching, Learning and Assessment	2a	Implement a consistent and secure system of Assessment across the Trust to maximise pupil progress to drive standards forward	Review / Implement	Embed	Embed
	2b	Develop projects to improve pedagogy across the MAT	Review / Implement	Embed	Embed
	2c	Develop and implement systems of cross-MAT moderation and quality assurance	Review / Implement	Embed	Embed
3. Behaviour, Safety and Welfare of Pupils (including mental health)	3a	Implement rigorous safeguarding processes in all schools to ensure the highest standards of safety in all schools	Review / Implement	Embed	Embed
	3b	Implement the highest expectations of Behaviour for Learning in all classes	Embed	Embed	Embed
	3c	Embed a strong ethos in each school by promoting British Values and global citizenship	Embed	Embed	Embed
	3d	Develop systems for schools in supporting children's mental health and well-being	Embed	Review / Implement	Embed
4. Outcomes for Pupils and groups	4a	Year 6 – above national average for progress and for standards in all schools	Embed	Embed	Embed
	4b	Develop systems to ensure that all stakeholders uphold the values of Aspiration, Innovation and Excellence	Embed	Embed	Embed
	4c	Outcomes for disadvantaged groups above national to help close the gap	Embed	Review / Implement	Embed
5. Outward Looking and Growth	5a	To increase the number of schools and pupils within Symphony to ensure we continue our moral duty to provide high quality education to an increasing number of pupils Aim is for 12 schools by 2024	Embed	Review / Implement	Embed
	5b	Embed Initial Teacher Training in order to develop the next phase of outstanding teachers for the Trust	Review / Implement	Embed	Embed
	5c	Develop and Implement an appropriate professional development curriculum for staff	Embed	Embed	Embed
	5d	Implement Leadership Development programmes to enable staff to progress and to encourage retention within the profession (career pathways)	Review / Implement	Review / Implement	Embed
	5e	Implement School to School Support where needed	Embed	Embed	Embed

Ashby Hastings Staff Structure

Senior Team

Name	Key Responsibility
Matthew Brookes	Executive Head, Safeguarding, School Performance
Rachel Mckeown	Head of School, Teaching and Learning
Lisa Watson	Senior School Business Manager, Finance and Operations

Teaching Team

Name	Key Responsibility
Amy Foster	EYFS Leader
Alison Freeman	SENDCo
Marie Brittle	EYFS Learning Support Assistant

Support Team

Name	Key Responsibility
Steve Smart	Site Manager
To be appointed	Key Holder/Cleaner
Joanne Ball	Admin Assistant (part time)
To be appointed	Admin Assistant (part time)
To be appointed	Midday Supervisor

Ashby Hastings and the Symphony approach...



Symphony Learning Trust will ensure that Ashby Hastings, as a 'new' school, will receive full additional support during the first three years of establishment. The role of the Director of Primaries will be to oversee the school development and assist the Head of School in leadership and strategic development.

Peer monitoring reviews, led by the CEO, together with Ofsted monitoring visits, will ensure Ashby Hastings begins as it means to carry on; providing outstanding education to the pupils.



Ashby Hastings will be embedded as a Symphony school from day one; it will have its own unique curriculum and identity but will share the Symphony vision.

'Inspiring minds to foster confidence' is the mind-set for Ashby Hastings staff, pupils and community.

In producing this three-year Core Strategic Plan, we have made the following assumptions

	2021/2022	2022/23	2023/24
Numbers on roll	20	60	90
No. of classes/split	1 FTE EYFS	2	3
Total Core Funding Income	£148,405	£267,424	£369,440



Implementation Plan 1

Area of Development	Leadership (including governance) and staff development	Leader(s)	Executive Headteacher and Head of School
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Start Date:	August 2021	Evaluation Dates:	6 monthly
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
To develop leadership team as Hastings grows	2021-22- £100 2022-23- £0 2023-24- £10000	Fully embedded senior team with quorate governing body and HoS		Fully developed LGB formed from skills audit and needs of the school		Expanded leadership team including assistant HT- possible restructure of model to remove Exec model and replace with HT model		CEO, Trustees and Exec Headteacher
Training for HoS	2021-22- £500 2022-23- £2000 2023-24- £0	Mentor training with HT from Ashby Willesley completed		NPQH started for HoS		NPQH achieved for HoS in readiness for possible restructure to HT model		Executive Headteacher
CPD	2021-22- £300 2022-23- £750 2023-24- £1500	Safer recruitment and DSL training completed for HoS		Sounds Write phonics training embedded for all teaching and support staff		Whole school staff CPD programme to be developed.		Executive Headteacher and Governors



Implementation Plan 2

Area of Development	Teaching and Learning inc Monitoring	Leader(s)	Head of School
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Start Date:	August 2021	Evaluation Dates:	Termly
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
Implement and amend new EYFS curriculum	2021-22- £500 2022-23- £0 2023-24- £0	EYFS curriculum in place and amended throughout the year to improve		EYFS curriculum fully embedded		EYFS curriculum to be flagship for other free schools joining the trust.		HoS and Exec HT
Develop KS1 Curriculum	2021-22- £1000 2022-23- £500 2023-24- £0	KS1 curriculum developed including resourcing for the following year.		KS1 curriculum started and amended to improve where necessary		KS1 curriculum fully embedded		HoS and Exec HT
Develop KS2 Curriculum	2021-22- £0 2022-23- £1000 2023-24- £1000	NA		Work with the RDG and other Symphony schools to develop the best curric for AH		Work with the RDG and other Symphony schools to develop the best curric for AH		HoS and Exec HT
Standards of Teaching and Learning	2021-22- NA 2022-23- NA 2023-24- NA	All lessons to be judged as good or better		All lessons to be judged as good or better		At least 50% of lessons to be outstanding with the rest at least good.		HoS and Exec HT + Peer Review Team



Implementation Plan 3

Area of Development	Standards in Core subjects	Leader(s)	Executive Headteacher and Head of School
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Start Date:	August 2021	Evaluation Dates:	6 Monthly
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
Standards in EYFS % GLD	2021-22- £1000 2022-23- £1000 2023-24- £1200	Based on baseline assessment, children will make good or better progress in EYFS.		% of pupils achieving GLD will exceed the national average.		% of pupils achieving GLD will exceed the national average by more than 5%.		HoS and Exec Headteacher
Standards in Y1 Phonics	2021-22- £0 2022-23- £250 2023-24-£250	N/A		% of pupils achieving pass mark or better will be at least inline with national figures		% of pupils achieving pass mark or better will exceed the national figures.		HoS and Exec Headteacher
Standards in KS1 SATs	2021-22- £0 2022-23- £0 2023-24- £250	N/A		N/A		Pupils will exceed the national averages in RWM individually and combined.		HoS and Exec Headteacher



Implementation Plan 4

Area of Development	Standards in EYFS	Leader(s)	HoS and EYFS Leader
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Start Date:	August 2021	Evaluation Dates:	Termly
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
To increase the number of pupils achieving GLD	2021-22-NA 2022-23-NA 2023-24-NA	% of children achieving GLD will be inline with the NA		% of children achieving GLD will be above the NA		% of children achieving GLD will be above the NA by more than 5%		HoS and EYFS Lead
To ensure that phonics is fully embedded	2021-22-£750 2022-23-NA 2023-24-£250	To introduce Sounds Write scheme within EYFS		To see improvements in reading writing in EYFS visible through books and assessment		Evaluate Sounds Write and continue training staff where necessary		HoS and EYFS Lead
To create a rich curriculum to suit the needs of all	2021-22- £400 2022-23- £100 2023-24- £100	Curriculum to be embedded, taking into account local contexts and links.		Adapted and improved for new intake of pupils		Monitor and evaluate the curriculum and improve where necessary.		HoS and EYFS Lead
To ensure Outdoor Provision is enriching the curriculum	2021-22- £5000 2022-23- £1000 2023-24- £1000	To have basic outdoor provision that enables teaching and learning to extend outside		Gross motor development and risk taking improvements in cohort		Impact on PD which will impact in most areas of ELGs		HoS and EYFS Lead



Implementation Plan 5

Area of Development	Progress of different groups of learners (inc disadvantaged learners)	Leader(s)	HoS and Exec Head
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Start Date:	August 2021	Evaluation Dates:	Termly
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
Analysis of cohort and catchment of initial pupils.	2021-22- £100 2022-23- £100 2023-24- £100	Baseline and moderate on entry scores and moderate within Symphony-Measure progress by comparing GLD		Curriculum readjusted to meet the needs of specific individuals		Implement NTS testing for Y2 pupils to compare with Trust cohorts.		LGB and Exec Head
Provide opportunities of best outcomes for any PP+ children	2021-22- NA 2022-23- £1000 2023-24- £1500	Create register of needs if any in small cohort.		Some PP+ money targeted to support specific rather than generic needs.		Some PP+ money targeted to support specific rather than generic needs.		LGB and Exec Head
Implement PP action plan	2021-22- NA 2022-23- NA 2023-24- NA	Ask parents of initial cohort to register pupils if they meet the criteria		Draw down of PP funding for first cohort of Y1 pupils, creating an action plan to meet their needs.		Evaluate initial action plan and impact on cohort of Y1 pupils		LGB and Exec Head + CEO
Accelerate progress of PP and vulnerable Children	2021-22- £250 2022-23- £100 2023-24- £100	N/A No PP funding for initial year. However GLD analysed to implement plan for 2022		Analysis of phonics data to inform PP action and support plan.		Increased outcomes and accelerated progress over non PP children		LGB and Exec Head +CEO
Monitor gender gap trends	2021-22- NA 2022-23- £100 2023-24- NA	Baseline and moderate on entry scores. Moderate within Symphony		Ensure that curriculum is gender neutral and not biased.		SATs data shows no significant difference in performance.		LGB and Exec Head



Implementation Plan 6

Area of Development	Attendance	Leader(s)	HoS and Exec Head
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Start Date:	August 2021	Evaluation Dates:	Half Termly
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
Promote positive attendance through communication and reward.	2021-22- £100 2022-23- NA 2023-24- NA	Parents initial meetings understand the importance of high attendance. Attendance above 95%		Attendance above 96%		Attendance above 96%		HoS and Exec HT
Ensure that vulnerable groups attendance remains high.	2021-22- £50 2022-23- £0 2023-24- £0	Reward scheme for good attendees		No difference in attendance between PP and non PP		No difference in attendance between PP and non PP		HoS and Exec HT
Ensure that persistent absenteeism is intervened upon.	2021-22- NA 2022-23- NA 2023-24- NA	Attendance reports produced and actioned half termly		No persistent absence		No persistent absence		HoS and Exec HT



Implementation Plan 7

Area of Development		SEN and Inclusion				Leader(s)	HoS and SENDCo		
Start Date:		August 2021			Evaluation Dates:		Termly		
Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...	
The school's SEND policy and practice is compliant with legislation and DfE guidance and promotes an inclusive ethos.	2021-22- NA 2022-23- NA 2023-24- NA	The school has an up-to-date SEND policy and a SEN Information Report is available on the school website.		All staff use and participate in the graduated approach (assess, plan, do, review) for pupils with SEND.		Decisions about interventions and support for pupils with SEND are based on teachers' knowledge of individual pupils, the results of diagnostic assessments and research on evidence-based programmes.			
There is strong and effective leadership and management of SEND provision.	2021-22- NA 2022-23- NA 2023-24- NA	The school improvement plan has a strong focus on inclusive practice and improving outcomes for pupils with SEND.		The SENDCO advises governors on the use of the SEND budget.		Evaluation of the impact of SEND provision is incorporated into the school self-evaluation process, including the programme of learning walks and lesson observations.			
There is an effective system for identifying pupils' special educational needs	2021-22- NA 2022-23- £500 2023-24- £500	Progress is assessed regularly and data is thoroughly analysed.		A range of appropriate assessments, available in-school and from external sources, is used to identify specific barriers to learning.		The impact of all additional or different provision for pupils with SEND (including interventions and adult support) is thoroughly monitored and evaluated.			



Implementation Plan 8

Area of Development	Safeguarding	Leader(s)	HoS and Exec HT
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Start Date:	August 2021	Evaluation Dates:	Annually
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
To ensure that KCSIE is disseminated to staff and any new staff joining	2021-22- NA 2022-23- NA 2023-24- NA	All staff fully versed in the contents of this publication		All staff fully versed in the contents of this publication		All staff fully versed in the contents of this publication		HoS and Exec HT
To ensure radicalisation awareness is embedded	2021-22- £100 2022-23- £100 2023-24- £100	PREVENT sessions held for all staff		PREVENT sessions held for new staff.		PREVENT sessions held for all staff		HoS and Exec HT
To ensure that safeguarding records are maintained	2021-22- £450 2022-23- NA 2023-24- NA	Introduce and Embed CPOMs		Embed CPOMs		Evaluate effectiveness of CPOMs		HoS and Exec HT
To make children safe in digital world	2021-22- NA 2022-23- NA 2023-24- NA	Children to know that adults should supervise access to the internet		Knowledge of reporting to grown ups about inappropriate content		Whole school safety awareness and training		HoS and Exec HT



Implementation Plan 9

Area of Development	CMH and well-being	Leader(s)	HoS
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Start Date:	August 2021	Evaluation Dates:	
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
To have happy and confident learners	2021-22- NA 2022-23- NA 2023-24- NA	To embed the ethos of AH throughout the school- INSPIRING MINDS TO FOSTER CONFIDENCE		Attendance will be above 96% showing happy children that wish to attend school		Behaviour will be deemed as outstanding throughout the school. Peer Review		HoS
To ensure that any CMH needs are met by professionals	2021-22- £500 2022-23- £500 2023-24- £750	Access to counsellors and prompt identification with parental signposting to professional help		Access to counsellors and prompt identification with parental signposting to professional help		Access to counsellors and prompt identification with parental signposting to professional help		HoS
PSHE	2021-22- £150 2022-23- NA 2023-24- NA	Embed the Cambridge Primary personal development programme		Developing the programme appropriately for age.		Developing the programme appropriately for age.		HoS



Implementation Plan 10

Area of Development	Parents, The Community and British Values	Leader(s)	HoS
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Start Date:	August	Evaluation Dates:	
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Aims / Targets	Three year costing	What success will look like by the end of 2021/22...	2021/22 Evaluation (inc RAG)	What success will look like by the end of 2022/23...	2022/23 Evaluation (inc RAG)	What success will look like by the end of 2023/24...	2023/24 Evaluation (inc RAG)	Actioned and monitored by...
To ensure that all stakeholders are part of the school community.	2021-22- NA 2022-23- NA 2023-24- NA	Regular in school events to ensure inclusion. Ensure that social media is a main line of communication to our community.		Regular in school events to ensure inclusion. Ensure that social media is a main line of communication to our community.		Regular in school events to ensure inclusion. Ensure that social media is a main line of communication to our community.		HoS
To ensure that British Values are embedded in the school curriculum	2021-22- NA 2022-23- NA 2023-24- NA	Celebrating British festivals, encourage pupil voice and actively be involved in community support		Celebrating British festivals, encourage pupil voice and actively be involved in community support		Celebrating British festivals, encourage pupil voice and actively be involved in community support		HoS
To ensure that pupils and parents have a regular voice.	2021-22- £100 2022-23- £100 2023-24- £100	To create an EYFS only school council to represent their views. To set up parent forum with regular meetings.		To develop the school council. Parent forum grows with school.		To develop the school council. Parent forum grows with school.		HoS