

Larwood School School Development Plan - Overview

Mission	<p>Larwood Academy Trust's vision is to be the best provider of outstanding provision for special needs pupils in the country.</p> <p>During the next three years, our aim is to establish an all through (11-16 and then in time 11-18 formal pathway) educational pathway for SEMH children in the North Hertfordshire area. Such provision will be characterised by quality experiences, creative, engaging and personalised curriculum provision that is different to previous failed placements, and a range of supportive systems and processes that are qualified as exceptional and innovative. In short, the best provision possible and with a national reputation for such quality and outcomes.</p> <p>During the course of the year our day to day provision will be comprised of:</p> <ul style="list-style-type: none"> -Larwood School day provision for 86 SEMH pupils (many with additional needs)-Primary and based in Stevenage. -Larwood School Space Hub for 12 pupils. A specific hub within Larwood school that caters for SEMH pupils with autism. Primary and based in Stevenage -Brandles School day provision for up to 60 pupils with SEMH and a range of additional needs. Secondary and based in Baldock -Outreach services for social, emotional and mental health related support for 25 mainstream primary schools within Stevenage -On Larwood Site-counselling provision supplied to school and the wider community via The Butterfly Rooms
Aims	<p>We aim for every child to experience an outstanding education whilst at Larwood Academy Trust ensuring that they make progress in every area of their development. We will achieve this by:</p> <ul style="list-style-type: none"> *By providing a dynamic and flexible curriculum that meets needs and develops alongside the children. *Ensuring that every child has a strong and respectful relationship with the adults that work with them. *Providing a safe and secure environment which allows children to relax, have fun and enjoy themselves. All members of The Larwood Academy Trust community are valued. *By challenging children to succeed in all areas of school life, ensuring that pupils understand that we all make mistakes and that success comes in many forms. This may include improved behaviour, subject progression, and could be related to relationships and trust. *By employing and developing high quality staff that are dynamic, flexible, creative and determined to meet the needs of pupils in all situations and at all stages of development •By working with other parties to ensure we get the very best out of the children in our community and beyond. This includes parents, other professionals such as the Educational Psychologist, Attendance Officer, School Nurse, SEN Officers and Speech and Language specialists. •We model the fact that we never stop learning and engender a love of learning for all, as this is vital for our children and us in the ever changing society that we live in.
Strategic Development Priorities	<p>The Trusts three key drivers are:</p> <p>Progress-ensuring that the vast majority of our learners make outstanding progress when compared to starting points and context. Progress will take into account a range of measures which may include academic levels/results, behavioural improvements, engagement, attendance,</p>

social interaction, mental health and family related measures.

Well being-All members of our community will have access to support and advice, when they need it. Our provision makes an incredible difference and is monitored, tracked and evaluated. For many it is life changing!

Sustainability-growth and expansion bring challenges that we must plan for, deliver and adapt as events unfold. Evolution is an essential feature of our leadership strategy so that we meet the needs of our pupils today but also in the future.

Staff Development. The key component to our success is our staff. We want the best to be able to deliver the best experience! There is a need to develop support, challenge and an adaptable mindset for change.

Curriculum innovation-In order that our pupils may have successful lives in the locality or further a field, they need the knowledge skills, motivation, resilience, independence and adaptability for current and future situations. Our annual 'refresh and re-think' process related to all aspects of school life including the curriculum, will allow our Trust to be at the forefront of best practice in the country.

Larwood School
School Development Plan
September 2020 to August 2021

SDP Project	Objective	Activities	Project Team	Resources and costs
<p>Improving Attendance Due by: 22/07/2022</p>	<p>To continue to improve attendance at Larwood School from a platform of 94%</p> <p>To improve attendance at Brandles School from a platform of 76% (pre-academisation) to 86%</p>	<ul style="list-style-type: none"> • Review and analyse patterns of attendance and personalised solutions for differing groups of pupils, such as those who are autistic, have ADHD, have experienced trauma etc. 04/10/2019 - 17/07/2020 - 1 user(s) - Started • Use attendance data and concerns/actions as part of Friday am meetings at both schools, minutes shared with Exec Head 15/07/2020 - 15/07/2022 - 1 user(s) - Started • Face-to face meetings organised with all persistent absentees to establish issues and ascertain solutions. Oct 2020 ongoing-Brandles 15/07/2020 - 15/07/2022 - 1 user(s) - Started • Continue to embed an attendance process from first response calling to reporting a child missing from education. Sept 2020 ongoing-Both schools 15/07/2020 - 15/07/2022 - 1 user(s) - Started • Review rewards and relationship with attendance, and ensure that pupils are motivated by the schemes in place. Check with students councils for feedback and make change where possible. 15/07/2020 - 15/07/2022 - 1 user(s) - Not Started • Monthly reviews where appropriate and follow up actions Daily/weekly protocol checks where needed for individuals causing concerns 15/07/2020 - 22/07/2022 - 1 user(s) - Started • Ensure leaders routinely and systematically communicate and record their concerns regarding Persistent Absence with the LA. Sept 2020 -Brandles 04/09/2020 - 23/07/2021 - 1 user(s) - Started 	<p>Sean Trimble (leader)</p>	<p>Time</p> <p>Individual programs and curriculum adjustments/rewards- £5000</p> <p>Attendance Officer contracts £?</p> <p>Rewards over time for those that meet targets-£500</p> <p>Total Cost: £6,000.00</p>

		<ul style="list-style-type: none"> • Sean Trimble and David Pearce to discuss attendance each week to check in on improvements/issues and actions <p>11/09/2020 - 23/07/2021 - 1 user(s) - Started</p>		
Project Description	A Trust wide approach to improve attendance			
Success Criterion	Larwood -95%+ attendance Brandles-2021-85%, 21-22-85%+			1

SDP Project	Objective	Activities	Project Team	Resources and costs
Developing Trustee's and Governance Due by: 14/07/2023	To ensure that a rolling program of events that aid Trustee's personally in their development but also allows them to confidently support and challenge the progress of the Trust	<ul style="list-style-type: none"> Review and adjust Trustee activities due to the pandemic and Covid during 2020-21 16/07/2020 - 16/07/2021 - 1 user(s) - Started Review and adapt practice in relation to risk and audit processes 16/07/2020 - 23/07/2021 - 1 user(s) - Started Consider the growth of the Mat (if) and when appropriate to do so. This decision will be informed by the quality of both schools, using a range of reflective approaches and reports (internal/external) 16/07/2020 - 14/07/2023 - 1 user(s) - Not Started Review policy and structure by the end of the cycle to ensure it is fit for purpose in light of where the Trust is in the three year cycle 16/07/2020 - 21/07/2023 - 1 user(s) - Not Started Produce a clear and agreed succession plan by end of October 2020 08/09/2020 - 30/10/2020 - 1 user(s) - Not Started Audit training needs and apply CPD program over a three year period 08/09/2020 - 11/12/2020 - 1 user(s) - Not Started Trustee to record and monitor events as they take place for purposes of compliance and value for money 08/09/2020 - 16/07/2021 - 1 user(s) - Not Started Develop and review a specific training module for governors in relation to typical provision/our specific provision for Trustees, in relation to autism 08/01/2021 - 23/07/2021 - 1 user(s) - Not Started 	Sean Trimble (leader)	Training courses-online/physically based-£500 Total Cost: £500.00
Project Description	To continue to support and enhance Trustee performance and knowledge to meet the needs of the role, staff and pupils within the Trust community			
Success Criterion	Trustee's will be compliant in statutory requirements for their role, but also able to flourish and be as strategic as possible for the continued growth of the MAT (size and reputation).			1

SDP Project	Objective	Activities	Project Team	Resources and costs
Safeguarding Due by: 21/07/2023	To continually review, adapt and where possible improve the safeguarding policy and practice across the Trust	<ul style="list-style-type: none"> • Brandles-Purchase 'Behaviour Watch' and embed its use across the school. 15/07/2020 - 16/07/2021 - 1 user(s) - Completed • Brandles-Integrate the Butterfly Rooms into the Brandles Hierarchy of Needs / support, to help support pupils stay engaged/attend/reduce need for RPI/reduce incidents over time 15/07/2020 - 21/07/2023 - 1 user(s) - Started • Revise and agree new protocols for SCR review and actions 04/09/2020 - 09/10/2020 - 1 user(s) - Started • Review and adapt Safeguarding policies in September (CP etc), share with staff and Trustee's and then track policy into practice as the year passes 04/09/2020 - 17/09/2021 - 1 user(s) - Started • Continue to add to the number of staff that are Level 2 trained for DSP role so that CP knowledge and precise is secure during change 04/09/2020 - 17/09/2021 - 1 user(s) - Completed • Monitor and review bullying data/logs as part of half term/termly cycle. Use school councils for feedback and make curriculum adjustments to reduce number of incidents over time. 04/09/2020 - 21/07/2023 - 1 user(s) - Started • To provide half termly updates to staff via dedicated training sessions that revisit/highlight best practice in relation to Safeguarding practice. This may include, referral processes, trips and visits, use of off site provision, national issues and localised responses. 04/09/2020 - 22/09/2023 - 1 user(s) - Started • Complete , review and share annual Safeguarding audit 18/09/2020 - 22/09/2023 - 1 user(s) - Completed 	Sean Trimble (leader) Bianca Osobu	CP training-1 per school per year £800/£2400 over 3 years Time Total Cost: £2,400.00
Project Description	To ensure the highest possible standards of safeguarding across the Trust and its various activities.			
Success Criterion	To ensure that the Trust has the highest standards of Safeguarding and that procedures are consistently applied over time, aiding the very best outcomes for our pupils that are possible.			1

SDP Project	Objective	Activities	Project Team	Resources and costs
Improving Behaviour Due by: 21/07/2023	To reduce the need for restrictive physical intervention in all schools to zero by 2023 (Note Larwood and Brandles starting from different base line positions)	<ul style="list-style-type: none"> • Brandles to implement, track and review new staffing model, funded by the Trust, that provides extra staff and support for pupils. Desired outcome is more proactive support/engagement and improved progress. 16/07/2020 - 23/07/2021 - 1 user(s) - Started • The Trust-Ensure that regular STEPS refreshers are delivered not only once a year but at regular intervals, with a clear focus and expected outcomes, based on data. 16/07/2020 - 14/07/2023 - 1 user(s) - Started • Larwood-Sustain a proactive response to behaviour management and support to ensure pupils spend less time out of class. Expect a 10% reduction year on year. 16/07/2020 - 14/07/2023 - 1 user(s) - Started • Larwood-BM support staff will ensure that they contribute to the intervention referral process and monitor impact, to help continued and sustained improvements over a three year period. 16/07/2020 - 21/07/2023 - 1 user(s) - Started • Brandles to introduce the use of Behaviour Watch to allow for increased accurate overview of events/patterns and responses to incidents. David Pearce is leading on this with Paul Smith 04/09/2020 - 27/11/2020 - 1 user(s) - Completed 	Pierre Van (leader) Sean Trimble	Steps training-trainer refreshers-£500 Steps trainer training £500 Total Cost: £0.00
Project Description	To continue to assist pupils in changing behaviour and the promotion of pro-social behaviours that assist learning, development and chances of future success.			
Success Criterion	Both schools in the Trust will have eradicated the need to use restrictive physical interventions, 2023.			1

SDP Project	Objective	Activities	Project Team	Resources and costs
Leadership Due by: 21/07/2023	To ensure that the Trust has leadership teams that are classed as outstanding, using a variety of parameters.	<ul style="list-style-type: none"> • Develop a Trust program of mentoring for middle leaders 16/07/2020 - 23/07/2021 - 2 user(s) - Not Started • Half termly Trust leadership development sessions to align practice, visions and ethos. 16/07/2020 - 21/07/2023 - 1 user(s) - Not Started • Extend the knowledge base for coaching for improvement at Brandles by at least one person per year. 16/07/2020 - 21/07/2023 - 1 user(s) - Completed • To review leadership structures and roles in light of HT's resignation at Brandles and any other changes that make take place at the end of academic year 20-21 and into academic year 21-22 14/04/2021 - 23/07/2021 - 1 user(s) - Started 	Sean Trimble (leader) Pierre Van	Time. Total Cost: £0.00
Project Description	To promote and develop leadership that is dynamic, driven and sustainable for the Trust as it grows.			
Success Criterion	Ofsted grade, Challenge partner Review, Autism Accreditation, staff and parent view will all support the view that leadership is outstanding.			1

SDP Project	Objective	Activities	Project Team	Resources and costs
The Environment Due by: 21/07/2023	To provide an ever changing and improving environment for our pupils over time.	<ul style="list-style-type: none"> • To replace carpets over time at Brandles as identified 16/07/2020 - 27/08/2021 - 1 user(s) - Started • To consider and implement new Music room building to allow for Year 9 expansion. David Pearce is leading on this 16/07/2020 - 27/08/2021 - 1 user(s) - Started • To consider at regular intervals, how we can adapt the environment to cater for our pupils and their changing needs over time. 16/07/2020 - 21/07/2023 - 1 user(s) - Started • Painting update-rolling program as directed by Ian Reid with Heads of Schools. 16/07/2020 - 21/07/2023 - 1 user(s) - Started • To revamp key areas of The Space Hub, including the addition of canopies in the quad areas, to allow for planned expansion from 12 pupils in the area to 16. This also means our nominal roll will increase from 86 to 90. LA to fund. 10/03/2021 - 16/07/2021 - 1 user(s) - Started • For Brandles to work with the LA to introduce greater classroom capacity ready for Sept 21. This will allow for 2 classes per year group throughout the school and the gradual transition from 54, to 61 and in turn to 70 pupils. 17/03/2021 - 24/09/2021 - 1 user(s) - Started • To consider, gather quotes and prepare for installation of formal playground in the Space Hub area. 10/09/2021 - 17/12/2021 - 1 user(s) - Not Started 	Ian Reid (leader) Sean Trimble	Total Cost: £0.00
Project Description	Reviewing, altering and maintaining a superb environment for our learners and staff.			
Success Criterion	Pupils and staff will all indicate that they learn/work in an outstanding environment.			1

SDP Project	Objective	Activities	Project Team	Resources and costs
Developing outstanding staff Due by: 21/07/2023	To promote the very best professional development for staff no matter what their stage of career or aspirations.	<ul style="list-style-type: none"> • To host at least two joint training sessions per year with focus on common issues and solutions such as behaviour, curriculum, transition, trauma and safeguarding. 16/07/2020 - 22/07/2022 - 2 user(s) - Not Started • To provide opportunities for at least one member of staff in the Trust to engage with middle leaders/NPQH program per year to sustain and challenge leadership roles within the Trust 16/07/2020 - 21/07/2023 - 2 user(s) - Started • To provide a comprehensive and highly valued development process for staff, utilising internal knowledge and skills for continued staff excellence in our area. Staff will be surveyed to rate the quality of training at regular intervals. 16/07/2020 - 21/07/2023 - 2 user(s) - Started • To provide termly team building experiences for all staff in the Trust. 16/07/2020 - 21/07/2023 - 2 user(s) - Not Started • To review, on a termly rolling program the well-being of staff and the various ways that we support this. Our aim is to lead our sector in this type of support as it is recognised as key for dynamic and dedicated staff. 16/07/2020 - 21/07/2023 - 1 user(s) - Started • To expand the ability for staff to coach others into Branbles School with SLT members coaching at least one other person during 20-21 and three other staff training to deliver this in 21-22 09/10/2020 - 21/05/2021 - 1 user(s) - Started • To create and implement an opportunity for a women only coaching group focussing on leadership and management. 12/03/2021 - 14/05/2021 - 1 user(s) - Not Started 	Sean Trimble (leader)	500/year Total Cost: £1,500.00
Project Description	To provide excellent support and training for staff, no matter what their starting or current point of development may be.			
Success Criterion	Staff feedback will indicate that they consistently rate the development opportunities provided over time as outstanding.	1		

SDP Project	Objective	Activities	Project Team	Resources and costs
<p>Outreach Due by: 23/07/2021</p>	<p>To demonstrate incremental improvements, using a wide range of data sources, in relation to behaviour across Stevenage primary schools.</p>	<ul style="list-style-type: none"> • Continue to upskill staff in the DSPL area – this will have a positive impact on the young children they work with and ideally be feedback to other staff at the school. Focus on reducing need for fixed term/perm exclusion and in creasing timetable and attendance for individuals <i>16/07/2020 - 23/07/2021 - 1 user(s) - Started</i> • More informed discussions and handovers between those responsible for each tier – leading to better provision and support sooner for those that need it. <i>16/07/2020 - 23/07/2021 - 1 user(s) - Completed</i> • Improved handover/transition to secondary school – sharing strategies that have been successful with primary aged support to secondary support provision. <i>16/07/2020 - 23/07/2021 - 1 user(s) - Started</i> • Create and extend the after care service or introductions to external agencies, support available so that pupil support (in whatever format continues to reduce exclusions/perm ex/increase attendance) <i>16/07/2020 - 23/07/2021 - 1 user(s) - Started</i> • Update-due to the pandemic, ensure that proposed inreach training such as ASC development does take place, and is assessed, when safe to do so. This would build on the existing 1 day courses that have already taken place. <i>25/09/2020 - 23/07/2021 - 1 user(s) - Not Started</i> • Revise protocols and methods of delivery in post Covid (all pupils back at school) phase to deal with demand and needs in locality. <i>08/01/2021 - 23/07/2021 - 1 user(s) - Started</i> • Include direct access to additional counselling services for summer term 2021, in a response to Covid effects on pupils/families using carry forward budget from DSPL funding and the Butterfly rooms <i>19/03/2021 - 23/07/2021 - 1 user(s) - Started</i> • Evolve the Outreach service to include an optional leadership and management review. This would initially be 	<p>Joe Scales (leader) Sean Trimble</p>	<p>Outreach money should equate to all activities/staff costs and resources Total Cost: £0.00</p>

	<p>targeted at those schools that seem to generate a higher load on pupils at any given time.</p> <p>09/04/2021 - 23/07/2021 - 1 user(s) - Started</p> <ul style="list-style-type: none"> • Create and monitor the use of a mental health surgery (weekly) for DSPL locality schools. This will be hosted by Sian Ford and will start in the summer term serving any of the 23 primary schools in Stevenage that may want to access it. <p>19/04/2021 - 22/07/2022 - 1 user(s) - Started</p>		
Project Description	To support, via the DSPL 2 Board, the improvement of behaviour in the 26 primary schools within Stevenage.		
Success Criterion	The DSPL area will recognise, via quantitative and qualitative data that great improvement in behaviour have taken place over a three year period (ending July 2021)		1

SDP Project	Objective	Activities	Project Team	Resources and costs
Space Hub Due by: 21/07/2023	To ensure high quality provision, via a dedicated unit, for a small group of up to 12 pupils.	<ul style="list-style-type: none"> Improved outdoor area. Benches with tables outside Hub x 4 Outside equipment <p>16/07/2020 - 27/11/2020 - 1 user(s) - Started</p> <ul style="list-style-type: none"> To conduct an internal review of the Space Hub with specific focus on ASD practice <p>16/07/2020 - 16/07/2021 - 1 user(s) - Not Started</p> <ul style="list-style-type: none"> Continue to evolve and adapt teaching to create the best environment for learning. <p>16/07/2020 - 23/07/2021 - 1 user(s) - Started</p> <ul style="list-style-type: none"> Continued/expansion of cooking sessions <p>16/07/2020 - 23/07/2021 - 1 user(s) - Started</p> <ul style="list-style-type: none"> Provide catch and interventions based on return from Pandemic <p>02/09/2020 - 11/12/2020 - 1 user(s) - Started</p> <ul style="list-style-type: none"> Monitor and review where pupils can return to main school <p>02/09/2020 - 07/07/2023 - 1 user(s) - Started</p> <ul style="list-style-type: none"> Review and plan for environmental changes that support the continued evolution of the space-internally and externally, allowing for an increase of 4 pupils in Sept 21 <p>12/03/2021 - 17/09/2021 - 1 user(s) - Started</p>	Emma Williams (leader) Sean Trimble Bianca Osobu	Tables/chairs-£800 Time Cooking ingredients-? Total Cost: £800.00
Project Description	To provide an outstanding and different p[ro]vision for our SEMH pupils with ASC			
Success Criterion	All sources of review and quality assurance will agree that the unit provide outstanding support and development opportunities for SEMH pupils with autism.			1

SDP Project	Objective	Activities	Project Team	Resources and costs
<p>Curriculum Due by: 21/07/2023</p>	<p>To constantly review, adapt and provide a curriculum that is suitable for our complex pupils and also that enables the best possible chance of societal success in later life.</p>	<ul style="list-style-type: none"> • Larwood-Summer Reading Challenge-To encourage reading for enjoyment for as many children who are willing to participate and to help minimize the impact of Covid 19 and a potential double disadvantage for our pupils. 16/07/2020 - 04/09/2020 - 1 user(s) - Started • Larwood-Implementation of the use of ‘pebbles’ curriculum alongside summative early baseline assessments – largely due to COVID but ALL new pupils will now start on Pebbles. 16/07/2020 - 20/11/2020 - 1 user(s) - Started • Larwood-Develop the communal Resource areas (Math, Literacy, Science) 16/07/2020 - 20/11/2020 - 1 user(s) - Not Started • Larwood-Complete the library renovation. 16/07/2020 - 11/12/2020 - 1 user(s) - Started • Larwood-Invest in a comprehension scheme to complement SAT’s comprehension activities. 16/07/2020 - 11/12/2020 - 1 user(s) - Not Started • Larwood-purchase and use more books in the reading scheme which help reflect diversity and inclusion. 16/07/2020 - 29/01/2021 - 1 user(s) - Started • Autism Accreditation update for Larwood to be completed by Feb 2021 16/07/2020 - 26/02/2021 - 1 user(s) - Started • Larwood-Explore the possibility of a digital library. 16/07/2020 - 19/03/2021 - 1 user(s) - Started • Larwood-Continued staff training on foundation subjects -Ofsted related target. Need for clarification on starting points, what is taught where and why and ending points for all subjects 16/07/2020 - 23/07/2021 - 1 user(s) - Started • The Trust-Implementation of the recovery curriculum to support those pupils adversely effected during lockdown. 16/07/2020 - 23/07/2021 - 1 user(s) - Started • Larwood-Provide more resources to enhance phonics 16/07/2020 - 23/07/2021 - 1 user(s) - Started 	<p>Sean Trimble (leader) Bianca Osobu</p>	<p>£500 for staff costs for reading challenge £1000-Maths/Science resources Total Cost: £1,500.00</p>

• Larwood-Further development of CREST science at Larwood..Replenish passports and stickers, and TOC for back of Science books to encourage teachers to begin implementing CREST early Autumn term.
Complete joint observations with SLT to ensure consistency in teaching and using STEM across the school

16/07/2020 - 23/07/2021 - 1 user(s) - Not Started

• Larwood-Graded support-So that pupils don't go from having a high level of support to none – a tiered/step down. Some may be school based some will be with external agencies, with success being indicated via a RAG rating system

16/07/2020 - 21/07/2023 - 1 user(s) - Started

• Larwood-Consistent delivery of interventions – we have a robust plan in place to support pupils receiving interventions consistently including reopening pod to act as a reading/phonics and SPRITE delivery program as well as 2 interventionists to deliver academic, brain gym and other interventions dually. POD will also be the base for Sand Tray therapy and cooking for therapy will also be taking place

16/07/2020 - 21/07/2023 - 1 user(s) - Started

• The Trust-Book scrutines to continue 2 per half term.

16/07/2020 - 21/07/2023 - 1 user(s) - Started

• Curriculum review and adjustments each year

16/07/2020 - 21/07/2023 - 1 user(s) - Started

• Larwood-Further development of Continuous provision. To offer advice and ideas on hands-on provision for Continuous provision stations.

To complete learning walks to observe individual class continuous provision implementation.

16/07/2020 - 21/07/2023 - 1 user(s) - Not Started

• The Trust-Explore and refine the standing of STEM/Crest across the Trust

16/07/2020 - 21/07/2023 - 1 user(s) - Not Started

	<ul style="list-style-type: none"> • Larwood-Continuation of Literacy, Math and Science days where visitors come in/facilitate in-house celebration days to enhance engagement in the Core subjects. To promote engagement in Literacy, Math and Science through hands-on, creative learning 16/07/2020 - 21/07/2023 - 1 user(s) - Not Started • Autism Accreditation process to start and be completed at Brandles by 2023 Bianca is overseeing this and Ian Reid at Brandles is the lead. 16/07/2020 - 21/07/2023 - 1 user(s) - Started 		
Project Description	Development, application and review of curriculum across the Trust		
Success Criterion	Outstanding and consistently evolving curriculum entitlement that is rated highly by internal, users and external verification processes.		1