

# Hadrian School

Development Plan  
September 2018 - July 2020



## Introduction

Welcome to the 2018-2020 edition of the Hadrian School Development Plan. This document will review our goals for 2017 -2018 and map out how we intend to progress over the next two years as a result of our self evaluation process. (For costings please refer to the School 3 year Financial Plan.)

This document sets out our shared vision and goals linked to eight colour coded headings as shown opposite. Each of these areas correspond to key aspects of school life and are tracked through Strategic Targets, Maintenance Development Plans, Subject Development Plans, the school's committee and working group structures, the 3 Year Financial Development Plan and our School Development Plan.

We hope this document will achieve the following goals:

- It will clearly articulate and communicate our shared vision for Hadrian School which is informed through staff feedback, parental views and listening to our School Council/Trust Council/Pupil Voice
- It will inform and help all staff own and support our vision and direction
- It will be more accessible and user friendly to a wider audience of Teachers, Teaching and Learning Assistants, Support Assistants, Apprentices, Parents/Carers, Governors and Stakeholders
- It will help us to realise and raise our aspirations, narrowing the gap for all our pupils
- It will clearly self-evaluate our progress and evidence base our achievements.

Your comments and feedback would be very much appreciated.

# The Hadrian School Development Plan incorporates:

- Vision, Leadership and Management
- Assessment, Attainment, Achievement and Progress
- Safeguarding
- Provision, Projects, Facilities and Resources
- Benchmarking
- Extended Services and Stakeholders
- Equalities and Community Cohesion
- Continuing Professional Development



## The Strategic Targets in the 2017 - 2018 Hadrian School Development Plan were:

-  To embed a more rigorous work scrutiny monitoring system to consolidate record keeping procedures
-  To establish the new Rebound Therapy/HEADS Training Centre
-  We will implement a review of Middle Leadership and formulate a succession plan
-  We will review our Pupil Premium Funding to ensure it effectively targets need
-  We will review the Governance of Safeguarding



## To embed a more rigorous work scrutiny monitoring system to consolidate record keeping procedures

This outcome has been partially met. The priorities on the PLP are now more closely linked to the EHCP including therapy targets and Thrive outcomes where appropriate. However, our audit has shown that there is still a mixed picture across the school in relation to the consistency, challenge and continuity of outcomes for all pupils. This will partially be addressed on the staff Training Day on 7th January 2019. We will continue to frequently audit and track PLPs and Record Keeping on a termly basis.

## To establish the new Rebound Therapy/HEADS Training Centre

We are proud, delighted and so grateful to all who have helped in the fund raising, planning, building and resourcing of this fantastic new facility. Particular thanks to the HEADS Trustees and to our Projects and Facilities Manager for bringing this project to a successful conclusion. The HEADS Training Centre and the Rob Armstrong Rebound Therapy Centre are continuing to promote and market our new facilities with promising results.

## We will implement a review of Middle Leadership and formulate a succession plan

This is work in progress. We are planning ahead for the changing needs of school both in terms of our curriculum structure and the proposed changes in the school population following the SEND Review. The audit is complete and we have identified specific support to Subject Leaders. We have also agreed that any potential Middle Leadership posts will have to attain the National College Middle Leadership Qualification.

## We will review our Pupil Premium Funding to ensure it effectively targets need

We have produced a very comprehensive and detailed Pupil Premium plan that is on the website for information. We have completed a number of targeted interventions over the year in and out of school hours that have proved successful.



# We will review the Governance of Safeguarding

We completed a comprehensive audit of our Governance of Safeguarding during Autumn 2017. All policies and procedures were reviewed and staff training updated.





## Review of Ongoing Maintenance Targets 2017 - 2018

- We have continued to enhance Subject Toolkits with additional content from the Equals Semi-Formal Curriculum. We focused in particular on a number of projects including: Child Led Learning, Flow Art Project, Outdoor Art Gallery and the Thrive Project.
- We were successful in our reapplication for Arts Mark Gold. We will continue to work on developing our Creative and Performing Arts CPD offer with the intention of achieving the Platinum Award next time around.
- We were successful in attaining the Leading Parent Partnership Award.
- We have offered a number of therapeutic Rebound Therapy training courses for parents. We intend to run a Halliwick Awareness course for parents to allow them to support their own children.
- We have achieved the Healthy School Plus Award





## Review of Ongoing Maintenance Targets 2017 - 2018 (continued)

- We have appointed a Well-being Champion and have successfully run training and well-being twilights for staff. We have also established a well-being room for staff to use as and when required.
- We have established an Outdoor Gallery adjacent to the Caterpillar Garden as a whole school Arts Project



## Review of Pupil Premium Funding 2017 - 2018



- One full time Teaching and Learning Assistant and one full time Support Assistant to support the Therapeutic Curriculum - **achieved and ongoing**
- The employment of 5 Apprentices to support pupils receiving Pupil Premium throughout the school - **achieved and ongoing**
- Two full days of Music Therapy per week facilitated by Nordoff Robbins Music Service - **achieved and ongoing**
- Additional Extended School Support through Early Bird Clubs, After School Clubs, Saturday Clubs and Summer Clubs - **achieved and ongoing**
- Additional individual pupil support to promote greater flexibility for targeted therapy and learning including the implementation of the Thrive Approach - **achieved and ongoing**
- Investment in staff training - **achieved and ongoing**
- Investment in parental training to initially focus on Rebound Therapy, Behaviour Support and Halliwick - **achieved and ongoing**





## Review of Sports Premium Funding 2017 - 2018



- *Enhancement of PE resources* - **Achieved**
- *New access steps for trampolines* - **Achieved**
- *Basketball equipment* - **Achieved**
- *Halliwick training* - **Achieved**
- *Inter Schools Sports Day* - **Achieved**
- *Additional Hydrotherapy sessions* - **Achieved**
- *PE coaching opportunities* - **Achieved**
- *Horse Riding experiences* - **Achieved**
- *CPD for staff* - **Achieved**
- *Development of PE Toolkit* - **On going**
- *Development of a Football Pitch* - **Achieved**



## Review of Whole School Continuing Professional Development 2017 - 2018

Time and resources were set aside to respond flexibly to the individual training needs of all staff. Hadrian School staff were given priority to access HEADS training (PP - Pupil Premium).

- Thrive (*Thrive Awareness for Parents*) - PP
- Confident Parenting - PP
- Rebound Therapy - PP
- Halliwick - PP
- Behaviour Support - PP
- Mindfulness - PP
- Massage - PP
- Child Led Learning - PP
- Music Therapy - PP
- Target Setting - PP
- Sensory Curriculum - PP
- CPOMS
- Moving and Handling
- Makaton
- Dance and Drama
- IT – Book Creator, iPad, Green Screen
- Safeguarding, Online Safety
- MSA
- First Aid, Epilepsy, Gastrostomy, Diabetes training
- Phonics - 'Letters and Sounds'
- Drama
- Art - FLOW and Outdoor Gallery
- PE - Gymnastics, Dance
- Evaluation, Feedback and Marking
- NVQ Level 2 Supporting Teaching and Learning





# Review of Short Term Goals and Aspirations 2017 - 2018

## Resources

Provision of sun shade to *Early Years balcony and Sensory Quad* - **Achieved**

Provision of new car park to *front of school* - **On going**

Redevelopment of *Wadud's Dwelling* - **On going**

Relocation of football pitch - **Achieved**

Redevelopment of the *Year 2 balcony play area* - **Achieved**

New school signage - **Achieved**

Upgrade of personal care facilities in *John's class* - **Achieved**

Thanks to generous public support we have installed high-tech CCTV across the entire school site.



## Review of Longer Term Goals and Aspirations 2017 - 2018 and beyond



- Convert to the new *Lightspeed* system of managing iPads remotely - **Achieved**
- Refurbishment of outdoor play resource adjacent to Year 2 and 3 - **Achieved**
- New flooring throughout school - **On going**
- Feasibility of a covered walkway between School and Sports Hall - **On going**
- Tarmac the path to the Kitchen and Sports Hall - **On going**
- Outdoor plasma screen - **On going**
- Enhance car parking facilities to the front and rear of the building - **On going**
- To look into another staff/parent fund raising project, e.g. Coast to Coast walk, cycle ride, parachute jump - **On going**





## A Celebration of Achievement at Hadrian 2017 - 2018



Welcome back to Marian!

The whole school community were delighted to welcome Marian back having bravely and successfully beaten the big 'C'. School wasn't the same without Marian but a huge thank you to all the Leadership Team for stepping up in her absence.



Congratulations to our wonderful staff, Governors, Parent/Carers and Friends of Hadrian for an amazing fourth consecutive outstanding OfSTED Report.

"Hadrian School has developed into an exceptional special school as a result of your strong leadership. You and senior leaders have a clear aim to make a difference to the lives of the children that attend the school. The school's motto 'together we make a difference' is demonstrated in the effective partnerships that leaders have developed with parents and carers, the local community, other schools and providers, the local authority and the local NHS foundation trust. These partnerships have enabled the school to achieve strong outcomes for pupils and make a highly valued contribution to the work of other providers."



The Rob Armstrong Rebound Therapy Centre

We are proud, delighted and so grateful to all who have helped in the fund raising, planning, building and resourcing of this fantastic new facility. Particular thanks to the HEADS Trustees and to our Projects and Facilities Manager for bringing this project to a successful conclusion. The HEADS Training Centre and the Rob Armstrong Rebound Therapy Centre are continuing to promote and market our new facilities with promising results.



Our termly 'Hadrian Heralds' continue to brilliantly document our journey as a school over the year. Added to this our School Blogs are also capturing our daily and weekly progress and feedback from parents/carers has been extremely positive.



Congratulations to all of the staff involved in promoting an outstanding Year 6 Activity Week.



## A Celebration of Achievement at Hadrian 2017 - 2018 (continued)



Congratulations to all who participated in our Shakespeare Festival production of Antony and Cleopatra at the Northern Stage Theatre in November 2018. A huge thanks to the Year 6 team for the hours of planning, preparation and practice for another wonderful performance.



Congratulations to Jess Burns for successfully gaining Qualified Teacher Status. We were very impressed with how successfully Jess has made the transition from Teaching and Learning Assistant to a leading practitioner in the classroom. Well done Jess!



Congratulations to June Ball on successfully gaining the Leading Parent Partnership Award in recognition of our outstanding offer to parents.



Congratulations to Scott Marshall for bringing the first FLOW Project to a successful conclusion and for finding the new funding for FLOW 2.



Congratulations to Dave Robinson for taking on IT Subject Leadership as well as PE and overseeing both subjects successfully.



Thank you to Greggs the Bakers for supporting school in so many different ways. They come along to school and undertake volunteering days, they sponsor our school to provide healthy snacks for the classes and they donate treats for us all at Christmas time.



A huge thank you to Elaine Quinn for planning our first Family Information Fun Day which was a great success.



Huge thanks to our wonderful volunteers and to those staff who generously give up their time to support a range of out of hours activities including After School Clubs, Saturday Morning Clubs, Summer Clubs, Social Events and a whole host of community sports and arts events.





## Checklist of Completed Tasks 2017 - 2018

	Autumn 2017	Spring 2018	Summer 2018
Questionnaire for Governing Body			
Questionnaire for Parents / Carers		√	
Questionnaire for Staff		√	
Questionnaire for Pupils		√	
Pupil Premium Review	√		√
Teacher Appraisals	√		√
TLA and SA Appraisals			√
Lesson Observations		√	
Learning Walks	√	√	√
SFVS Review		√	
Pupil Assessments	√	√	√
Policy Review	√	√	√
Updated SEF	√	√	√
Subject Leadership Handbook			√
Staff Handbook	√		
Website Updates	√	√	√
Governor Update	√	√	√
Maintenance Development Plan	√	√	√
Compass Trust Development Plan	√	√	√



Checklist of Completed Subject Toolkits 2017 - 2018

Checklist of Subject Toolkits 2017 - 2018

	Autumn 2017	Spring 2018	Summer 2018
Sensory Curriculum	√		
Creative & Performing Arts			On going
Outdoor Learning	Calendar		
Thrive/Behaviour Support			On going
Early Years			√
Literacy			On going
Numeracy	Audit		On going
Science			√
PE			√
PSHCE			On going
Humanities			√
Design Technology			On going
RE and Multi-Cultural	Calendar		On going
Communication			√



# Hadrian School

Development Plan  
September 2018 - July 2020  
New Strategic Targets  
and Projects





# New Strategic Targets 2018 - 2020



To trial a new Assessment Framework for the Pre-Formal, Semi-Formal and Formal Curriculum

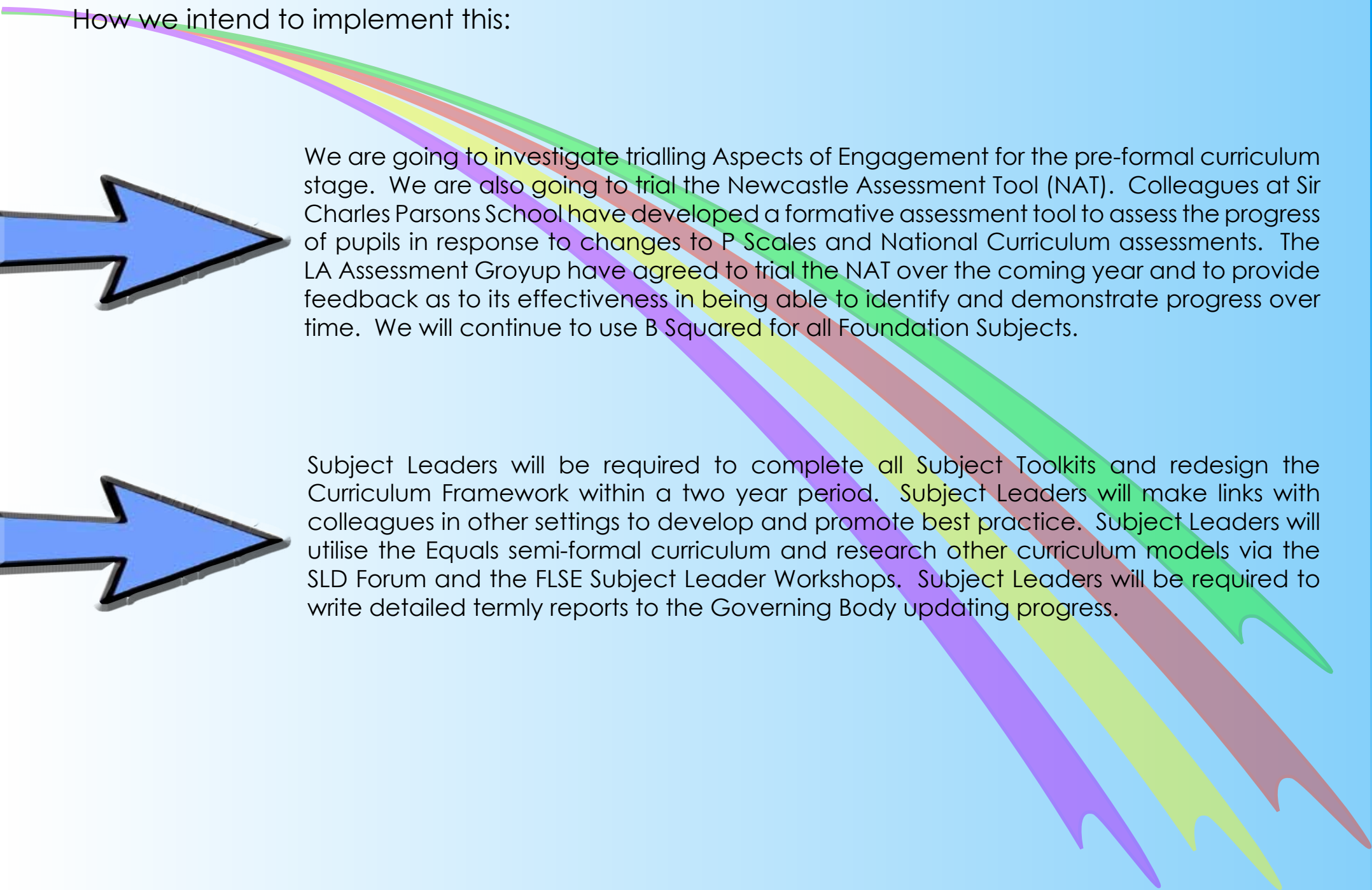


To further develop strategic subject leadership

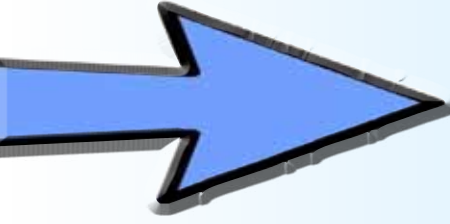
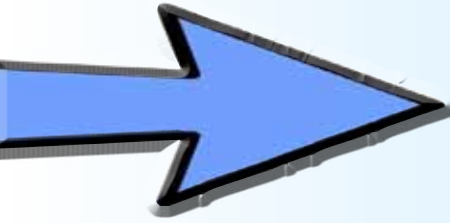




## How we intend to implement this:



We are going to investigate trialling Aspects of Engagement for the pre-formal curriculum stage. We are also going to trial the Newcastle Assessment Tool (NAT). Colleagues at Sir Charles Parsons School have developed a formative assessment tool to assess the progress of pupils in response to changes to P Scales and National Curriculum assessments. The LA Assessment Group have agreed to trial the NAT over the coming year and to provide feedback as to its effectiveness in being able to identify and demonstrate progress over time. We will continue to use B Squared for all Foundation Subjects.

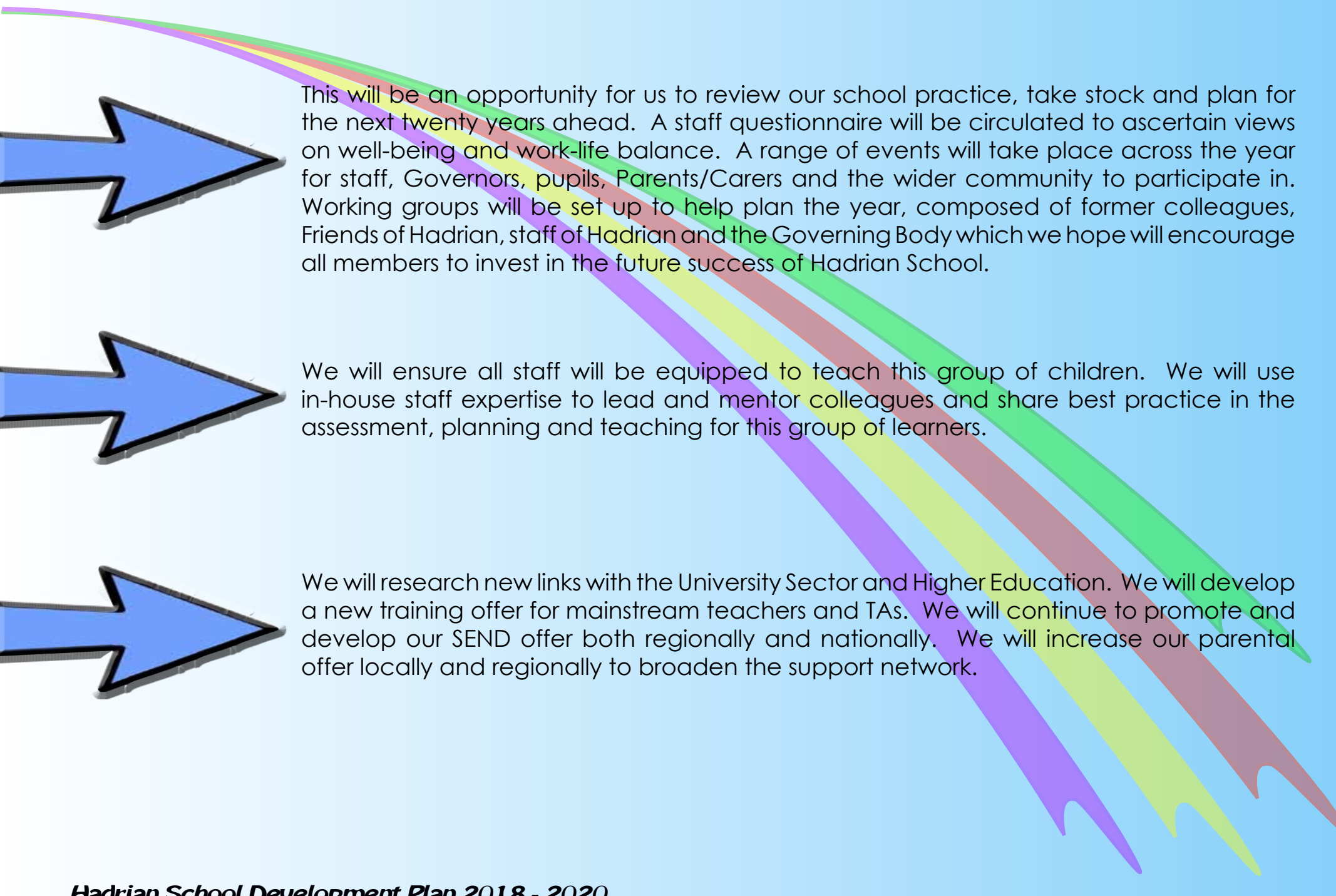


Subject Leaders will be required to complete all Subject Toolkits and redesign the Curriculum Framework within a two year period. Subject Leaders will make links with colleagues in other settings to develop and promote best practice. Subject Leaders will utilise the Equals semi-formal curriculum and research other curriculum models via the SLD Forum and the FLSE Subject Leader Workshops. Subject Leaders will be required to write detailed termly reports to the Governing Body updating progress.

 To plan the 20th Anniversary celebratory events which will maintain and promote the school profile

 To equip and train all staff to meet the needs of pupils with the most complex needs

To develop our HEADS Training Company offer to incorporate training packages for Universities, Teachers, TAs and Parents over the next 2 years.



This will be an opportunity for us to review our school practice, take stock and plan for the next twenty years ahead. A staff questionnaire will be circulated to ascertain views on well-being and work-life balance. A range of events will take place across the year for staff, Governors, pupils, Parents/Carers and the wider community to participate in. Working groups will be set up to help plan the year, composed of former colleagues, Friends of Hadrian, staff of Hadrian and the Governing Body which we hope will encourage all members to invest in the future success of Hadrian School.

We will ensure all staff will be equipped to teach this group of children. We will use in-house staff expertise to lead and mentor colleagues and share best practice in the assessment, planning and teaching for this group of learners.

We will research new links with the University Sector and Higher Education. We will develop a new training offer for mainstream teachers and TAs. We will continue to promote and develop our SEND offer both regionally and nationally. We will increase our parental offer locally and regionally to broaden the support network.

## Ongoing Maintenance Targets 2018 - 2020

To embed a more rigorous work scrutiny monitoring system to consolidate record keeping procedures

Upskilling staff in IT competencies linked to appraisal

Implement new Health Care Plans

Outreach support to mainstream

Review Lunchtime provision

Review Responsibility Areas

Refresh Outdoor Learning Calendar

Refresh RE and Multi-Cultural Calendar

Refresh Subject Leadership Handbook

Publish a Rebound Therapy Assessment and Awards Handbook

Update SEF, Safeguarding, SDP

Launch new websites for School and HEADS





## Ongoing Maintenance Targets 2018 - 2020 (continued)

- Embed new Rob Armstrong Rebound Therapy Centre
- Investigate sponsorship for the Hadrian Herald
- Revisit Educational Visits/Residentials
- Secure funding for the FLOW 2 project



## Short Term Goals/Aspirations 2018 - 2020

Buildings and Resources 2018 - 2020

- Provision of overhead tracking in the new Rebound Therapy Centre
- Provision of shade in the Internal Quad
- Provision of shade in the EYFS area
- More Plasma Screens outside classrooms
- Gamalan Room
- Space for staff wellbeing
- Extension of football pitch
- Upgrade of lighting rig in the Hydrotherapy Pool
- Outdoor Plasma Screen next to Sports Hall
- Outdoor classroom - Yurt in Wildlife Garden
- New fence around the Wildlife Garden
- New Car Park to the front of school



## School Council Projects 2018 - 2020

- More clubs - tennis, football, karate, bikes, science, literacy, art
- Outdoor gym
- Disabled friendly trim trail
- More prams and dolls
- Remote control toys - helicopter, cars
- More footballs
- More new books for the Library - Harry Potter, Horrid Henry, Unicorn Books
- Heated lamps in the pagoda



## Staff Wish List

- Re-look at assembly format for seating and try circular shape
- More Teacher meeting time to talk
- More staff social opportunities
- Recycling project



## Pupil Premium Funding 2018 - 2020



- After School Clubs fully funded by PP
- Lunchtime Clubs fully funded by PP
- Saturday Clubs fully funded by PP
- Summer Clubs fully funded by PP
- Development of an Engagement Curriculum to meet the needs of all learners
- All children have greater access to outdoor learning opportunities, purchase of appropriate wet weather clothing for a wider range of children
- Employing an Outdoor Learning specialist to work with staff and children and to provide activities during Outdoor Learning Week.
- Purchase and installation of all-weather canopy for Quad
- CPD for all teachers, including training from experts
- Employment of two therapists trained in Halliwick and Rebound therapies
- Higher staffing ratios, allowing teachers to deliver more focused activities to those with the greatest need
- Maintenance of current Music Therapy input from Nordoff-Robbins
- Employment of two therapists trained in Halliwick and Rebound therapies
- Training of more staff in Rebound and Halliwick and providing CPD for Thrive
- Employment of four apprentices
- Improved SEMH outcomes for children who are LAC/post-LAC/AFC
- Improved SEMH outcomes in children in receipt of PP funding
- Access to a wide range of activities through 'poverty-proofed' clubs
- Access to arts-based activities
- Access to STEM activities
- Access to increased IT opportunities
- Developing middle leadership in Pupil Premium Coordinator's role
- Sustained and strengthened parent partnerships

# Sports Premium Funding 2018 - 2020

- *New access steps for the Rebound Therapy Centre*
- *New swing frame for the Rebound Therapy Centre*
- *New resources for the SI Room*
- *New coaching opportunities for Gymnastics, Halliwick, PE*





## Whole School Continuing Professional Development 2018 - 2020

- Time and resources will be set aside to respond flexibly to the individual training needs of all staff. Hadrian School staff will be given priority to access HEADS training (PP - Pupil Premium).

*IT for all staff linked to appraisal targets (Jules Hughes)*

*Middle Leadership - Hannah*

*Epilepsy, Asthma and Medication training*

*Thrive Course - Antonia*

*Mental Health Champion - Nadia*

*Gymnastics*

*P.E.*

*Halliwick*

*Moving and Handling*

*Rebound Therapy*

*First Aid*

*Phonics*

*Art*

*Makaton*

*ITT Schools Direct training - Marc*

*Literacy (Eric Ferguson)*

*Maths (Les Staves)*

*Writing (Sheila Kingsland)*

*Whole School PLPs and EHCPs*

*Safeguarding*

*NVQ Level 2 Supporting Teaching and Learning*

*Complex Learning Training*



## Longer Term Goals/Aspirations 2018 - 2020 and beyond

- *New flooring throughout school*
- *Feasibility of a covered walkway between School and Sports Hall*
- *Tarmac the path to the Kitchen and Sports Hall*
- *Enhance car parking facilities to the front and rear of the building*
- *To look into another staff/parent fund raising project, e.g. Coast to Coast walk, cycle ride, parachute jump*
- *New additional Hydrotherapy Pool adjacent to the Rob Armstrong Rebound Therapy Centre*



## Hadrian School Designated Safeguarding Team



Chris Rollings is the Designated Safeguarding Lead (DSL) for Child Protection.



In his absence Deputy Head Teacher Marian Stokle or the Business Manager David Palmer should be approached as Deputy Designated Leads. In their absence Senior Teachers June Ball or John Mosley should be approached.



If staff have any concerns in relation to any member of staff other than the Head Teacher, they must bring this to the immediate attention of Chris Rollings.

If there is ever an occasion where staff need to approach our Chair of Governors, Mrs Pat Fox, eg. concerns in relation to the Head Teacher, she can be contacted directly on 0191 2670512 or 07522587070.

**Remember, it is everyone's responsibility to pass on any concerns to the Designated Safeguarding Team as soon as possible.**



# Self Evaluation Summary 2017 - 2018



In relation to the OfSTED Self Evaluation our results are as follows:

Overall effectiveness	Outstanding = 1
Effectiveness of Leadership and Management	Outstanding = 1
Quality of teaching, learning and assessment	Outstanding = 1
Personal development, behaviour and welfare	Outstanding = 1
Outcomes for pupils	Outstanding = 1



# Projects 2018 - 2020

- Continue to enhance our Outdoor Art Gallery
- Roman Festival and Yurt
- FLOW 2 Project
- Science and DT Week - May 2019
- Shakespeare in Schools Festival - Antony and Cleopatra
- 3 Day Arts Festival
- Child Led Learning Project
- Whole School Story Project
- Arts Mark re-application
- Plans for our 20th Anniversary





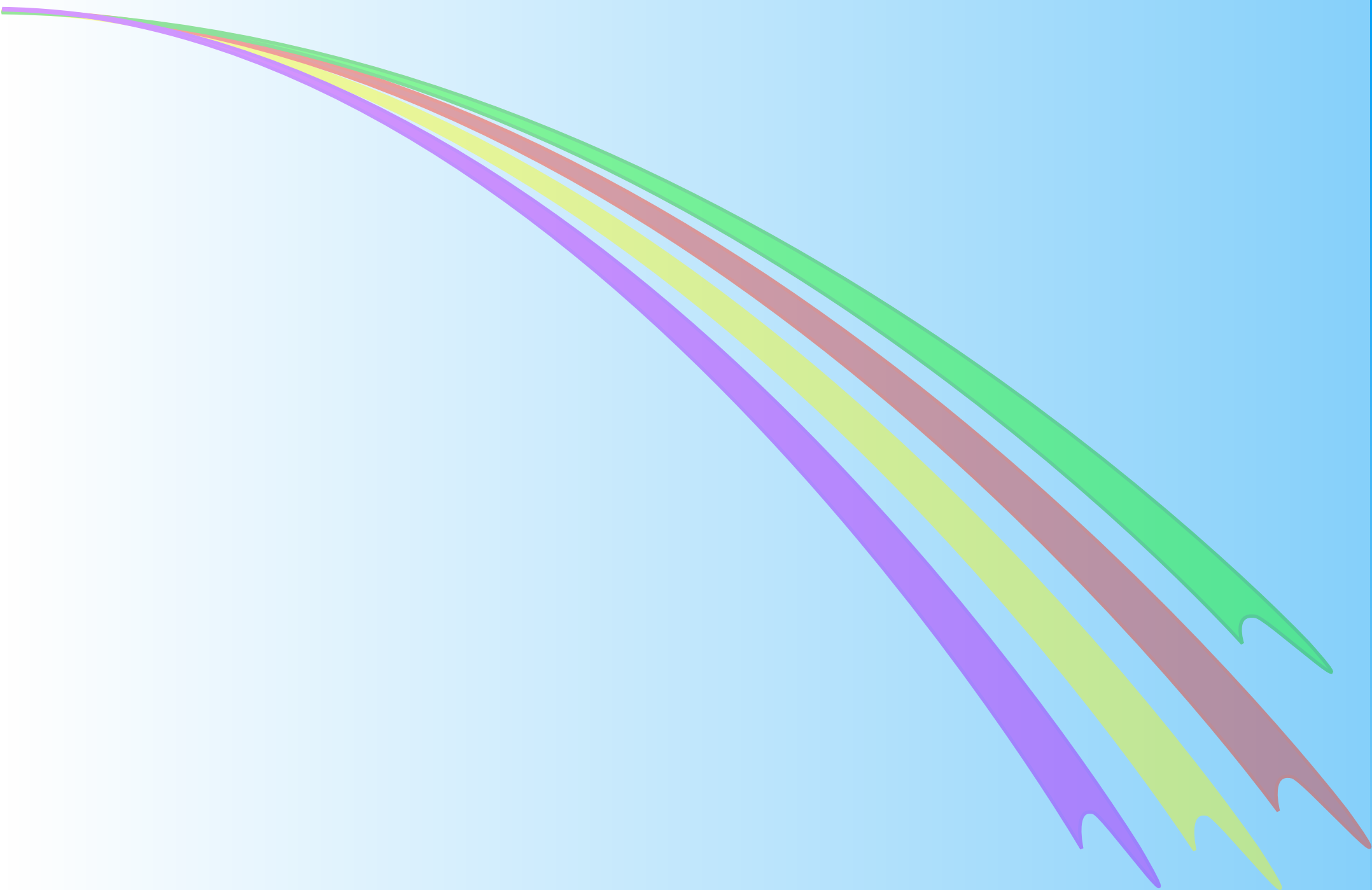


Primary Science Quality Mark reapplication

School Games reapplication







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HEADS Website: [www.headstraining.co.uk](http://www.headstraining.co.uk)

