



Folkestone Ethos Schools
Improvement Limited
2021 – 2022



Introduction:

The governing bodies of the respective schools and academies that make up FESI recognise the value of school collaboration as a means to build capacity, sustainability and to raise standards within the individual member schools and academies.

The East Folkestone Church Schools have been collaborating in various ways for over 10 years and there is general agreement that the successes of the individual schools have been due, at least in part, to the cross fertilisation that comes from joint working.

All members recognise that the joint work has to be focused and stream lined with clear recognition that its purpose is to enable individual schools to achieve their goals as well as establishing a collective values base upon which education across our locality is founded. All FESI schools were judged good or better at their last inspection, and this status is expected to continue, due in part to our engagement with one another.

Some of the benefits of our collaboration include:

- Supporting one another in the context of reduced capacity from the local authority. This is especially relevant for three of our schools which became academies in 2013.
- Sharing CPD opportunities.
- Providing genuine challenge to one another via a “fresh eyes” approach.
- Collectively serving the diverse needs of the children of East Folkestone, an area of severe deprivation.
- Sharing our vision of the distinctive character of church schools.
- Safeguarding individual school values and ethos.
- Raising standards through immersing pupils in art, sports and the creative curriculum.
- Providing a forum for school leadership to problem solve and seek solutions together.
- In the current climate, facilitating a “safety in numbers” scenario where potential threats can be suitably addressed collectively rather than on a solitary basis.
- Reducing isolation issues that tend to be associated with small schools.

Aims

The aims of our company are as follows:

- To develop a desire for learning and an enjoyment of knowledge that promotes enquiry and rational debate.
- To feel secure and confident as individuals.
- To value and respect all members of the school community: pupils, staff, parents and governors and the contribution they make towards the success of the school.
- To respect and show sensitivity to the differences between one another and to celebrate the richness this brings.
- To facilitate and improve the process of transition for our pupils on entry to primary and secondary schools.
- To develop all children to their full potential and to recognise the needs of individual children and how they can be fully supported.
- To encourage all children to become responsible, independent people who are able to think deeply about the world around them.
- To develop in children a high degree of excellence in English, mathematics, science and the aesthetic and physical areas of learning.
- Preparing a curriculum tailored for the needs of our pupils
- To foster character development and enhancement of the curriculum via collective site facilities and staff expertise, eg forest schools, swimming and creative projects.
- To nurture positive attitudes towards punctuality, reliability and cleanliness.
- To help children understand the interdependence of the world in which we live and the interdependence we have with individuals, groups and nations.

For Church Schools within FESI –

- To develop children's spiritual awareness in the context of the Christian faith and Anglican doctrine and an ability to relate this to everyday life.

Folkestone Ethos School Improvement Ltd Development Plan 2021-22

This Improvement Plan highlights our main areas for development for 2021-22

- To improve the enjoyment of reading for all pupils.
- To enable maths and literacy leaders to improve the progress and attainment across all schools.
- Develop all staff who are delivering SEN support and enable pupil progress
- Raise the awareness of the new music curriculum across all schools.
- Ensure vulnerable pupils transition to Year 7.
- Enable staff need to fulfil their work roles but ensuring training and supervision.
- Ensure all teaching provision is good and working towards outstanding.
- To ensure that diversity and talents are shared and celebrated.
- Improve collective leadership across the FESI
- Improve leadership of religious education and SIAMs requirements for Church Schools

Priority 1

To raise standards of attainment and progress throughout FESI schools and close the gaps for vulnerable groups

Objectives	Actions	Time Line	Who is responsible	Cost implication and source of funding	Expected outcome	Monitoring and Evaluation	Achievements to be assessed in order to inform plan for 2022/2023
1.To improve the enjoyment of reading for all pupils.	Claire Jacobs to do CPD for all FESI schools reading for pleasure. So that all schools are able further develop themselves as places of excellence for reading.	Claire Jacobs to run a CPD session for all schools in FESI in Term 1. Establish Amazon wish lists where needed.	JeanO'Callaghan/ Sarah Laws St Eanswythe's	Meeting hosted at St Eanswythe's.	Teachers are confident readers and are aware of how to promote reading in their classes. All pupils are keen to read a wide variety of books.	Reading surveys at the beginning and end of the year for both staff and pupils.	
2.To improve progress and attainment in maths	Led by Robin Flack Maths leads to meet and decide the issues that need focusing on. So Maths leads are empowered to control own school's development and progress. To agree Moderation	Termly meetings	Robin Flack Christ Church FESI Schools Maths Leaders –	Meetings hosted as and when agreed by Maths Leaders	Establish best practice in meeting the needs of pupils. End of Year and End of Key Stage results in line with schools' own targets	Schools' regular monitoring of progress and attainment. Comparison with baseline data.	Moderation
3. To improve progress and attainment in Literacy	Led by Trevor North Literacy Leads to meet and decide their Years focus. So Literacy leads are empowered to control own school's development and progress. To agree Moderation	Termly meetings	Trevor North St Marys FESI Schools Maths Leaders –	Meetings hosted as and when agreed by Literacy Leaders	Establish best practice in meeting the needs of pupils. End of Year and End of Key Stage results in line with schools' own targets	Schools' regular monitoring of progress and attainment. Comparison with baseline data.	Moderation
4.To develop staff who are delivering support to SEN pupils	Led by Peter Talbot SENcos to meet and decide their years focus. Particular emphasis on enabling support staff to deliver quality learning to SEN pupils.	Termly meetings	Peter Talbot Castle Hill FESI Schools Maths Leaders –	Meetings hosted as and when agreed by SENcos	Establish best practice in meeting the needs of pupils. Good levels of progress achieved.	Schools' regular monitoring of progress.	

Objectives	Actions	Time Line	Who is responsible	Cost implication and source of funding	Expected outcome	Monitoring and Evaluation	Achievements to be assessed in order to inform plan for 2022/2023
5. To develop the music curriculum across the FESI ensuring that all schools are able to meet the new curriculum guidelines.	Helen Brooks to do CPD across the FESI giving teachers the confidence to use music in a cross curricular way.	T1/2	JeanO'Callaghan/ Sarah Laws St Eanswythe's	Monies to be made available for cost of covering CPD	All teachers across the FESI understand the requirements in Music and can use new methods.	Music to be evident across the curriculum.	
6.To improve progress for vulnerable groups.	Facilitate and enhance the secondary transition process via taster sessions for pupils with complex and multiple needs	T6	JeanO'Callaghan/ Sarah Laws St Eanswythe's	Costs to be met by school budgets	Reduce the amount individual concerns about secondary transfer	Feedback from secondary schools	
7. Enable staff need to fulfil their work roles by ensuring training and supervision.	A. FESI Joint INSET at the Leas Cliff Hall Debra Kerr The Curriculum of Hope	T3	JeanO'Callaghan/ Sarah Laws St Eanswythe's	£7, 500 for trainer and venue	Improve and enhance whole school strategies to promote emotional health, wellbeing, respect, curriculum and community	Discuss views of event T4	
	B. Michelle Charlton-Taylor St Peter's To provide supervision for any FESI staff who require it.	T1-6	Toni Browne St Peter's	Cover for St Peter's.	Staff across the FESI will feel more supported.	Success to be monitored by use and staff opinions.	

Priority 2

To raise standards of teaching throughout FESI schools

Objectives	Actions	Time Line	Who is responsible	Cost Implication and source of funding	Expected outcome	Monitoring and evaluation	Achievements to be assessed in order to inform 2022/23 plan
1.To ensure all teaching provision is good and working towards outstanding	A. Increase percentage of good and outstanding teaching and learning through peer to peer observations, support and guidance within FESI schools	St Marys 29.9.21 Castlehill October 21 Christ Church 17.11.21 Harcourt 1.12.21 Selsted 2.2.22 St Peter's T4 St Eanswythe's T5	Head Teacher Open Forum (working groups of 3 Heads)	Costs to be met by school budgets	Schools with capacity provide 10 week coaching package (1 day per week) to facilitate quality first teaching	HTs who visit report back to the HTs.	
	B. Information technology is utilised to enhance teaching and learning within all FESI schools, with support provided smaller schools	Termly meetings by IT subject leaders Meet Virtually	Matt Easton Castle Hill	£1000 release time for support	IT provision within all FESI schools in sustainable and curriculum requirements being met	FESI IT working group to inform HTs at the end of terms 2, 4 and 6	
	C. Ensure all support staff are effective in supporting teaching and learning via visits to schools with good or better practitioners	T1-T6	HTs to negotiate visits	Supply	Teaching assistants are more effective in facilitating pupil progress	Appraisal reviews. Feedback to HTs at termly meetings.	
	D. Establish a bespoke system of training for ECTs So they are well trained a feel a part of the FESI	T1-6	JeanO'Callaghan St Eanswythe's Angela Woodgate Selsted	Costs to be met by school budgets	Well trained new teachers who feel confident and supported.	Reviews. Feedback to HTs at termly meetings.	
2.To ensure that diversity and talents are shared and celebrated	A. Enrichment of the curriculum through establishing a "Day of Languages and Music"	Term 6 2022	Toni Browne St Peters	£500 for venue	Celebration of cultural diversity within our FESI schools	HTs update to FESI directors	
	B. Support enrichment through establishing a FESI		Helen Brookes	Monies from grants.	All FESI schools participate in Choir Festival	HTs update to FESI directors	

	choir, culminating in a "FESI Choir Day in term 6"						
	C. Inclusive Sports Swimming Gala	Term 6			"Friendly" competition encourages a greater range of pupil participants in team sports	HTs update to FESI directors	

Priority 3

To improve leadership structures and systems that support and safeguard learning

Objectives	Actions	Time Line	Who is responsible	Cost Implication and source of funding	Expected outcome and time frame for expected outcome	Monitoring and evaluation	Achievements to be assessed in order to inform 2022/23 plan
1.	A. Develop the capacity of FESI school's curriculum leaders through networking, monitoring and evaluation activities	September 2021 – July 2022	Robin Flack (Christ Church)	Funding from external sources Virtual	Curriculum leads successfully develop understand of what is required, deep drives etc.. Standards raised as a result	Monitor surveys and action plans and evaluate impact on school improvement	
	B. Ensure Safeguarding arrangements in FESI schools are robust and effective	September 2021 – July 2022 One visit per term to a FESI school	Fiona Coombs	DSL time	FESI schools all have effective safeguarding procedures in place	Standing item on HTs termly meetings	
	C. Develop further the role of FESI Directors/Governors	Termly meetings to update directors of FESI Plan	FESI Directors	Leadership time	FESI Directors to develop their role of "critical friend"	Minutes from termly meetings	
2. Improve leadership of religious education and SIAMs requirements for Church Schools	A. Embedding and delivery of the new RE framework	Termly meetings	FESI working party Jo Arnold St Mary's	Leadership time	Assessment of RE has rigour and in accordance with enquiry foci	HTs update to FESI directors	
	B. Prepare schools for SIAMs inspection via the new evaluation schedule	September 2021 – July 2022	Anna Carter Christ Church	Leadership time	School vision and character is explicit, with all encouraged to flourish	Mock inspections by Church School leaders	