



3 Year Development Plan

2016 – 2019

2017 revision following acquisition of the Gwendolen Avenue site

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Principal's Introduction

The Hurlingham School has undergone many significant and positive changes over the past sixteen years. Following a change of ownership in July 2000 the pupil role has increased from 64 to its maximum of 326, which was achieved in September 2012 and has stabilised at that target figure. Staff numbers have also increased dramatically from 7 to 85 full and part time members of staff. In addition to this the whole school relocated in November 2004 onto a brand new purpose built site. This has dramatically improved the facilities available to the children and ensured that we are fully compliant with the latest disability, acoustic and general building regulations.

Throughout this process our overriding aim has been to ensure that the 'essence' of Hurlingham is not lost and that our focus remains on the importance of the individual child. We do this by creating a safe, homely and nurturing environment for all pupils in which they can benefit from the best education possible. Whenever we notice that an aspect of our provision can be improved, we do our very best to change things immediately.

The increased pupil numbers have underlined the necessity for tighter systems of control and monitoring in all areas in order to ensure that we continue to provide the very best foundation for each child. We have already addressed many of the areas which have been identified for review and the positive reputation of the school among the local and wider community continues to grow. However we must not become complacent. We have produced this 3 year development plan which addresses various aspects of Hurlingham School which we feel must be regularly reviewed and developed in order to ensure that we maintain and continue to improve upon the provision which we offer our pupils.

Fiona Goulden
Principal

July 2016

Statement of our School Ethos

Our School ethos is to provide a happy, secure atmosphere in which children can be the best that they can be. Our experienced, dedicated and enthusiastic teachers provide opportunities for the children which strongly promote creativity and independence of thought; we feel these are essential attributes for a child growing up in the twenty first century. We nurture self-confidence, self-discipline, self-motivation, self-esteem and, above all, an enjoyment of learning. We believe that happy children thrive, and that such scholastic happiness results from pupils experiencing a blend of challenge and support in everything that they undertake. We continue to foster an intimate and welcoming environment centred on family values, with a strong focus on good manners and respect for one another.

Our aims are:

- To emphasise excellence in all we do in the education and development of pupils at our school.
- To establish a sound, fair and moral community in which pupils can learn to live amicably with their peers within a happy and nurturing atmosphere.
- To provide a stimulating, safe, enjoyable and dynamic environment where children want to attend and develop a love of learning.
- To enable all pupils, whatever their abilities and talents may be, to access an excellent education throughout the Early Years Foundation Stage, Key Stage One and Key Stage Two.
- To provide a broad curriculum and a strong extra-curricular programme which develops the children's confidence and independence and ensures that they are well equipped for life after Hurlingham School.
- To widen the availability of the school to as many families as possible within our local community, through the provision of assistance in cases of hardship.
- To develop an ongoing partnership between parents and Hurlingham School as a whole.

This development plan is intended to be a working document which provides a framework to monitor the progress of Hurlingham School in achieving its aims. It gives us a rationale to know *where we are going* and *why we are going there*. It informs whole school action plans as appropriate. These action plans provide us with the structure to know *how we are going to get there*. We want to look back in 2019 with a sense of pride in our achievements, as we did in 2010, 2013 and 2016 as this document's predecessors drew to a close.

Jonathan Brough
Headmaster
July 2016

Teaching and Learning

Underlying principles:

The school's ethos of ensuring each child accesses the curriculum to the fullest extent and has the maximum opportunities to learn and make progress can only be achieved by high expectations, a dedicated approach to differentiation and by ensuring that the standard of education which we provide continues to be excellent. Children should feel involved in their own personal development which, in turn, should provide them with a greater sense of achievement, focus and control. Assessment, in its various forms, should become part of everyday school life but should not be associated with any form of stress or pressure. Our teaching staff should have the experience and motivation to put the children's learning at the heart of every lesson.

Development Targets:

- TL1 To maintain a broad and balanced curriculum which offers pupils opportunities to develop their particular talents wherever they may lie
- TL2 To maintain our consistently high standard of teaching for all children, remembering our previous development targets of maximising the use of effective assessment and differentiation techniques
- TL3 To continue to provide learning support to all children whenever necessary, including the most able, as well as those with SEND
- TL4 To promote teaching that increases the children's opportunities for collaborative learning, whilst continuing to see opportunities for the children to take charge of their own development, including involvement in assessment and target setting
- TL5 To keep a detailed eye on national developments in education and to ensure that all proposed changes are critically assessed and incorporated into school provision if and when considered beneficial to the children
- TL6 To review the teaching of Reasoning as a curriculum subject throughout the Middle and Upper Schools, ensuring the closest possible correlation to the demands of senior schools' assessments at 11+
- TL7 To extend our teaching of Coding and Programming Devices by introducing the study of elementary robotics to Key Stage Two pupils and to broaden the range of devices experienced by our pupils
- TL8 To build on our 2013 achievement of Artsmark Gold through renewing it at an equal or higher level, implementing a specific Arts Development Plan which develops and extends cross-curricular application of the arts into all subject areas and age groups
- TL9 To reinvigorate our work with pupils identified as having specific skills and talents in advance of their chronological age, compiling everything we do for such children into an application for the NACE Award for provision for Able, Gifted and Talented Pupils
- TL10 To investigate other subject marks and accreditations which recognise our good practice in a variety of curriculum areas
- TL11 To develop pupils' listening and memorising skills through a range of meaningful and enjoyable activities which emphasise concentration on the spoken word and subsequent recall of what has been said
- TL12 To continue and extend dissemination of innovative work initiated by Hurlingham, through publication of articles in the national press

The Enhanced Curriculum

Underlying principles:

The school's ethos promotes each child accessing the curriculum to the fullest extent and having the maximum opportunities to learn and make progress. This may only be achieved by ensuring that children have an opportunity to excel in all areas of school life, wherever their talents may lie. The opportunity for children to participate, to varying degrees, in extra-curricular activities plays a vital role in developing self-confidence and self-esteem. This also provides an important opportunity for parents to witness their children's achievements. Children at Hurlingham School should be given opportunities to see how they are part of many communities, both in and out of the immediate school environment, and to realise that their actions can have a positive impact on those groups.

Development Targets:

- EC1 To maintain our happy environment where respect for one another is paramount; to achieve this through promoting the principles of 'good sportsmanship' across all areas of school life and insisting that all pupils conduct themselves accordingly
- EC2 To continue to monitor that all children are encouraged to make full use of the extra-curricular activities, including sport, creative, artistic and academic clubs, that are offered to them
- EC3 To maximise opportunities for the children to make a contribution to the development of Hurlingham School and its activities through increased diversity in pupil committees operating as part of our Citizenship programme
- EC4 To promote activities that develop Critical Thinking in all curriculum areas and to incorporate these, as appropriate, into schemes of work
- EC5 To develop pupils' role in recognising and celebrating their work, both through contemporaneous public performance and through greater use of the school website and other electronic media
- EC6 To redevelop an underused area of the school campus into a space for structured play, through provision of a climbing frame and other stimuli for adventurous activity

Pastoral Care, Welfare, Health and Safety

Underlying principles:

The health and safety of the children in our care is of overriding importance. Children should be encouraged to feel confident and at ease in the company of adults and their peers from an early stage, and take comfort in the knowledge that their worries will be taken seriously if they are raised with teachers. We believe that children who feel happy, healthy and safe will thrive, and that our school environment should provide a firm foundation for the rest of the children's lives.

Development Targets:

- PHS1 To ensure the provision of the highest standards of pastoral care for all pupils and staff, through continued emphasis of the roles of the form teacher and Head of Section
- PHS2 To ensure that our buildings continue to reflect the highest hygiene and safety standards
- PHS3 To maintain our excellent level of staff in-service training, including courses in Paediatric First Aid for the Early Years Foundation Stage, First Aid for Teachers, fire-protection work and increased awareness of diversity within the pupil, parent and staff population
- PHS4 To identify additional opportunities to mix year groups for collaborative work, including pupil mentoring and modelling activities
- PHS5 To encourage staff to work across the school and embrace opportunities to spend time with the widest possible range of age-groups of pupils

Parents and the Community

Underlying principles:

Parents must be involved in their child's school life and we must do all that we can to facilitate and promote the partnership between the School and home. Parents must also feel that they are receiving the correct level of information about their child's progress and that they can ask for, and receive support from, their child's teachers and the management and leadership teams in the school.

Development Targets:

- PC1 To continue to involve parents in aspects of daily school life in order to build a strong sense of partnership
- PC2 To maintain a high level of communication between parents and Hurlingham School, using the plastic folders whenever necessary but demonstrating a continued commitment to the environment through the ever-increasing dissemination of information via our website and e-mail whenever possible.
- PC3 To capitalise on opportunities facilitated by internet and cloud-based resources, such as secure learning platforms and assessment tools
- PC4 To continue to ensure that the Headmaster is recognised as readily available and approachable to all parents and pupils, including the "Open Door" policy at the Head's Office
- PC5 To continue to seek parental opinion regularly on both our successes and our areas for development, including use of a detailed survey questionnaire
- PC6 To participate in all local IAPS Cluster Group meetings, including hosting such meetings whenever possible, and to investigate possibilities for closer links with local schools from a variety of settings
- PC7 To capitalise on the expertise of parents from a variety of professional, cultural and faith-based backgrounds through inviting them to share their knowledge and experience with children in the role of the visiting expert

Leadership and Management

Underlying principles:

We recognise that a successful leadership team is a flexible leadership team, where the strengths of each member are developed and used to the greatest advantage to promote high quality teaching and learning throughout Hurlingham School. We are committed to ongoing professional development, in its many forms, for all staff. The excellent standard of education which we aim to provide for children can only be delivered successfully by excellent, highly motivated teaching staff. Teachers who are continuously positively challenged and developed professionally will feel a greater sense of fulfilment and job satisfaction and it is our belief that this has a positive effect on their performance. We recognise that all staff have a role to play in the leadership of the School and we encourage their contributions.

We are fortunate to have a new building, designed to provide the best possible education for the children within the limitations of the site. The changing nature of education means that we will need to assess our facilities regularly in order to ensure we provide a broad, balanced and modern curriculum.

In order to ensure that we continue to provide the very best education for the pupils at our school we must constantly review all aspects of our provision and ensure that the fee income is managed in a way which will permit necessary changes to take place.

Development Targets:

- LM1 To continue to monitor assessment data and use it to inform areas for development in whole school and subject action plans
- LM2 To continue to review subjects annually and to implement growth and change through the use of subject development plans
- LM3 To continue to facilitate the sharing of good practice through regular opportunities in staff meetings and development days
- LM4 To maintain an annual cycle of Staff Professional Development review and target setting which underpins the aims of the School Development Plan and Annual Action Plans
- LM5 To develop staff professionally through various forms of CPD, including a more comprehensive system of auditing and evaluating such resourcing
- LM6 To continue to recruit teachers of the highest calibre through national advertising and rigorous appointment procedures
- LM7 To review ICT provision annually and adapt, as appropriate, to ensure high quality teaching and learning and effective school data management systems

- LM8 To maintain a rolling 5 year budget/cash flow which accounts for the School's future needs, ensures the effective management of budgets and takes into account predictions of pupil numbers
- LM9 To audit subject accommodation through the school, paying particular attention to Art, Science, Design Technology and Computing throughout the three-year period covered by this development plan
- LM10 To ensure that the Board of Advisors continues to comprise members of a suitable calibre, experience and knowledge
- LM11 To provide regular opportunities for the Board of Advisors to come into school and build relationships with all the staff and pupils, thus facilitating effective appraisal, advise and challenge of our school procedures on a termly basis
- LM12 To implement a six-monthly review of the School's Emergency & Crisis Plan to ensure we remain fully equipped to deal with incidents effectively and thoroughly

Marketing and Admissions

Underlying principles:

Hurlingham is a co-educational, non-selective school and we continue to welcome all children, irrespective of their gender or ethnicity. We want to foster the growing reputation of the School as a place where 'children are celebrated, learning is encouraged, successes are rewarded. And, on top of all that, everyone looks as though they are having fun doing it' (*Good Schools Guide*). We are delighted to be seen as the school of choice within the local community and are determined to do everything we can to ensure this does not change.

Development Targets:

- MA1 To maintain a balance of pupils from the surrounding areas whilst taking into account the 1.2km catchment area
- MA2 To continue to develop and promote the School Website as a primary source of information about Hurlingham School.
- MA3 To maintain the high profile of the Hurlingham School's academic, pastoral, sporting and artistic reputation within the local community and further afield so that we continue to be seen as the school of choice.
- MA4 To maintain good relations with local feeder nursery schools and relocation agencies, as well as schools to which we send children at 11+

What do we want for Hurlingham School in 2019?

We want Hurlingham School to continue to be the most sought after co-educational day school in Putney, and for this to be achieved because:

- All children enjoy their school life, as they are given academic challenges appropriate to their ability. Our impressive facilities provide children with the space and the specialist equipment to experience a satisfying education so that they become known for their tangible love of learning. Standards and expectations are high, and the emphasis on a broad and balanced curriculum is maintained, so that Hurlingham children are well rounded individuals who have the skills to carry themselves through life.
- All staff, as well as the Leadership Team, share the ethos of Hurlingham School; they work with determination and collaboration to achieve the aims and values of the School and are recognised and rewarded for their contribution.
- Current and past parents are our greatest marketing tool; they value the partnership they have experienced with Hurlingham School, and they have confident, happy and successful children who are, to a large part, a product of a Hurlingham School education.
- Hurlingham School is well known and celebrated within the wider community. We are highly recommended by local nursery schools, and the schools that take our pupils at 11+ recognise the personal qualities of children who have had a Hurlingham School education.
- Hurlingham School has a reputation for strong and up-to-date teaching and learning within an academic institution that places an emphasis on traditional values and pastoral care, and a commitment to ensuring that every child is cherished as an individual.

Jonathan Brough
Headmaster

July 2016

Appendix: Integration of the Gwendolen Avenue nursery and pre-prep

Underlying principles:

We were delighted to acquire the former Lion House school, in Gwendolen Avenue on the west side of Putney, in September 2017. We now aim to transform it into a sister establishment to our main institution. It will provide EYFS education for pupils from the age of 2, and will also continue to offer an education at Key Stage One that prepares children for 7+ entrance assessments to selective schools. Should parents have a child in the nursery but *not* want a traditional Pre-Prep/ Prep pathway for their son or daughter, transition to the Putney Bridge Road site for Reception will be possible.

Development Targets:

- GA1 To transform all teaching areas on the Gwendolen Avenue site by means of a complete refurbishment, phased throughout the 2017-2018 academic year
- GA2 To rebrand provision on the Gwendolen Avenue site gradually as the refurbishment progresses, eventually losing the “Lion House” name in favour of “Hurlingham Nursery and Pre-Prep”
- GA3 To build on the established strengths and popularity of the EYFS provision in the school, initially by increasing access to laptop and tablet computing devices and training a staff member as a Forest School practitioner
- GA4 To transform use of data within the school, initially in terms of standardising record-keeping of pupils’ and parents’ personal information to established Hurlingham methods, then by researching and adopting an optimal online tracking system which will monitor pupil progression from the start of nursery through to the end of EYFS
- GA5 To review all schemes of work and programmes of study within Key Stage One to blend the particular demands of the 7+ assessment process with the established successful pathways used on the Putney Bridge Road site, particularly through the introduction of a Mastery approach to Mathematics and the purchase and implementation of a suite of laptop computers
- GA6 To review systems for external assessment of pupil progress on the Gwendolen Avenue site, adopting the same testing system used at Putney Bridge Road and reporting results to parents as appropriate.

Jonathan Brough and Jane Appleby
Headmaster and Head of Nursery and Pre-Prep

September 2017