Bloomsbury Nursery School



School Improvement Plan 2022-24

Our School Improvement Plan priorities are drawn from our Self-Assessment. Actions, Details and Impact have been set through discussion and action planning with all stakeholders: Staff, Governors, Parents and SLT. It is reviewed and progress is evaluated regularly. Our School Improvement Plan centres around the following themes: School Context; Overall Effectiveness; The quality of Education; Behaviour and attitudes; Personal Development and Leadership and Management.

Our Intentions

At a recent Staff Development Day, our team of Educators reflected on our vision/intention. We considered our whole school community. (October 2022)

We want our staff to be: Cared for, listened to, supported, valued, respected as professionals, to feel confident, have access to training opportunities, to continue to develop knowledge and expertise, appreciated, praised, to work as a team, to communicate with one another, to support one another's emotional wellbeing, to develop positive relationships, to feel confident to ask for help, to be happy.

We want our children to be: Cared for, Joyful, happy, engaged, confident, empathetic, persistent, to have self-belief, to know their rights, to make choices, to develop resilience, to able to express their emotions, to feel valued and cared for, to develop good listening and attention skills, to be curious, demonstrate wonder, take risks, accept challenges, ask for help and develop resilience feel like nursery is a second home, to grow and thrive, to feel valued and respected, to be listened to, to have fun, to have the opportunity to be creative, to be challenged, to feel secure and comfortable, to receive early intervention, to have a good routine, to feel safe, to be protected, feel free, develop friendships, We want our children to reach for the stars. To be ready for their transition to school.

We want our families to be: Included, to be welcomed, listened to, involved, to know their children are safe and happy, to feel like we are a safety net, to be informed on all aspects of their child's learning, respected, feel confident to approach and ask questions, to be offered support (ESOL/Family Support/Food Vouchers/Cost of Living) to support us by respecting timekeeping etc., to be our partners.

1. Parental Engagement

October 22 Picture:

- Parental engagement has been impacted over the past two years due to Covid
- The current children have lived through a pandemic, therefore it is so important that we work in partnership, ensuring learning is extended beyond the classroom to promote recovery
- The large majority of our families have EAL; this can be a barrier when communicating information.

Aim:

- Parents and carers are positively engaged and better able to support their child's learning as they are involved in the wider life of the school.
- Communication & Partnership: To ensure good communication internally & externally, involving parents in their children's learning & working with parents to ensure attendance in line with national expectations

ACTION/INTENT	IMPLEMENTATION; DETAILS: Who / When / Cost / Frequency	ІМРАСТ	M	ONITO	RING	
				22	23	24
Improve communication to ensure families are well	Annually – diary dates and calendars' published on website and emailed to	Parents are well informed of all events in school as	Autumn			
ensure families are well informed; letters, text, calls and	all families. Hard copy given to families	well as their children's progress. Advance notice	Spring			
emails. Improve means of communication through developing our school app and information in community languages	during welcome visit. Half termly -email newsletters documenting all events scheduled for the half term ahead As needed- emails to be sent out to parents. Daily – All staff verbal messages or follow up phone calls. Plenty of notice given for all events.	ives time to arrange attendance to events, so ttendance is good. arents feel included and informed. arents are able to access information, which is ublished in their home language when possible.	Summer			
To actively seek to listen to	Termly Questionnaire with feedback	Parents views, thoughts and opinions will be heard	Autumn			
Parents/Carers views , ensuring parents voices are heard,	emailed to parents documenting responses and actions to further	and acted upon Parents will feel valued and be able to genuinely	Spring			
valued, listened to and acted upon	develop Consultations at Termly Coffee Mornings	contribute to the schools development	Summer			

Restart school reading library	Key workers – quality weekly books,	Parents are able to support their children's early	Autumn	
	that celebrate diversity and promote equality, available for children to take	reading at home without worrying about purchasing resources, and can more effectively	Spring	
	home	engage with progress discussions in school.	Summer	
	Introduce library at C&L workshop			
	Ensure books are of a good quality,			
	with a selection of bilingual texts available			
Actively involve Parents and Carers in their child's learning	Half termly curriculum themed workshop- documented on annual	Parents feel well informed and invested in their child's education and the school. They are able to	Autumn	
through planning a rolling	calendar to enable parents to plan in	see the staff team and school ethos in practice and	Spring	
programme of half termly workshops	advance	are better equipped to support their children's learning.	Summer	
Set up a Half Termly Coffee	DHT/ Nursery Teacher to co-ordinate	Parents work together for the benefit of the school	ne Ve	
Mornings; to enable parents to contribute their thoughts, values	half termly themed coffee mornings, to enable consultations e.g. Local Offer,	and their children. Their commitment raises the profile of parent participation and gives a positive		
and opinions	Parent Questionnaire (Parent Gov) to lead initiative and encourage parents. Cost: refreshments	model to other parents. Community links are formed.	Summer	
Open door policy for	Educator's availability and visibility at	Parents know keyworkers and the leadership team	Autumn	
Keyworkers, HT/DHT/SENCo	peak times. Especially as families no longer come into nursery at the start of	within the school, where they can be found and feel confident to approach them.	Spring	
	the nursery day. No cost.	Issues or concerns are discussed and dealt with immediately and sensitively.	Summer	
Actions Taken Towards Aim – Aut				
 School Visits completed ir HJ/SD/TC on doors and a 	September to all families to meet the ch	hildren		
	t when needed with up to date informat	ion		
	ve been emailed to all families			
The use of Tapestry to cor				
Actions Taken Towards Aim –Spri	ng 2023			

- Newsletters are emailed and published we plan to further explore effectiveness of school app, and consider other apps e.g. class dojo
- SD/TC to research further the effectiveness of Tapestry
- Spring term Parent Questionnaire is very positive
- DHT/SENCo has worked with families and community to seek views, concerns and further develop local provision
- Parent workshops have been well attended, as have Sign a Story sessions
- Home readers have been reintroduced audit quality of books and representation of diversity & inclusion

Actions Taken Towards Aim –Summer 2023

	2. GOVERNORS (Lead	ership and Management).				
Governors complete We have recently rec Aim: • Governors will have a schools strengths and	·	e a secure knowledge of the schools streng tee meeting ation across the Nursery and be able to co			·	ursery
	ct monitoring visits termly and feedback to		MO	NITORI		
ACTION/INTENT	IMPLEMENTATION/DETAILS: Who / When / Cost / Frequency	ΙΜΡΑCΤ	VIU	INTURI	NG	
	/ cost / requercy			22	23	24
All Governors to have	Governors to access statutory training at	al strong and robust Governance Governors will be enabled to complete	Autumn			
access to SGS Directory of training, and half termly	a time convenient to individual Governors		Spring			
twilight sessions focusing on	Nursery School to purchase SGS Directory		Summer			
Safeguarding. All Governors will complete statutory training; Induction,	of training Cost: £500 approx.					
Safeguarding, Prevent & Safer Recruitment						
Regular/Planned Termly	All Governors to visit school separately	Governors have a clear view of the	Autumn			
Governor Monitoring visits to school with an agreed	each term, with an agreed focus. Visits written up and fed back to FGB.	actuality of practice within the school and specific actions taken in key areas:	Spring			
focus	No cost implications.	Safeguarding, SEN, EYPP, LAC etc. Areas for development can be quickly raised and addressed.	Summer			
School Improvement &	Identified Governors to attend termly	Full Governing Body will have a rigorous	Autumn			
Curriculum Committee to meet once termly prior to	Curriculum Committee meetings. Data to be presented along with	understanding of the quality of	Spring			
full Governing Body Meetings.	outcomes of lesson observations and leaning walks. Governors to monitor Spotlights & meet with educators.	tions and Governing Body will have a rigorous knowledge of the quality of education.	Summer			

All Governors to undertake an area of responsibility. Governors will assume responsibility for; SEND, Health & Safety, Safeguarding, Finance & Personnel Governors to retain that area of responsibility for minimum of 1 year Governors to complete termly monitoring visits to ensure compliance By focusing on a specified area, governors are able to better evaluate and challenge the effectiveness of the school. All vulnerable children have an additional layer of accountability for their care. Governors challenge questions to SLT to be highlighted at GB meetings. Challenge to be evident at each FGB/Finance & Curriculum Committee meetings, and the minutes to reflect this (CJ). All Governors to contribute; however Governor experience to be taken into account. Governors have a voice and their contributions are valued. Actions Taken Towards Aim – Autumn 2022 Three new parent Governors have joined our Governing Board We have agreed Terms of Reference, and areas of responsibility. Each meeting will commence with a lec governors to really get to know the team and children. Actions Taken Towards Aim – Spring 2023 We have a full and effective FGB with clear areas of responsibility	Autumn Spring Summer Autumn			
Finance & Personneland challenge the effectiveness of the school. All vulnerable children have an additional layer of accountability for their care.Governors challenge questions to SLT to be highlighted at GB meetings.Challenge to be evident at each FGB/Finance & Curriculum Committee meetings, and the minutes to reflect this (CJ). All Governors to contribute; however Governor experience to be taken into account.Governors have a voice and their contributions are valued.Actions Taken Towards Aim - Autumn 2022 governors to really get to know the team and children.Actions Taken Towards Aim - Spring 2023Ferson and areas of responsibility. Each meeting will commence with a lead accountability. Each meeting will commence with a lead	Summer			
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• •	ning walk in r	ursery, t	o enab	le
 Governors undertake monitoring responsibilities Effectice committee focusing on curriculum, with a newly appointed Chair FGB contributed to SFVS Need to ensure all new Governors have completed Prevent training – SD to deliver at Spring term FGB me Actions Taken Towards Aim – Summer 23				

3. Sustainability (Leadership and Management).

October 2022 Picture:

- Nursery schools have secured 'protection funding' for 3 years, however changes to funding and removal of full time places for vulnerable children have seen less money to schools in real terms
- Currently the school is working with a shared Leadership Model, sharing a HT with BB/GW MNS.

- SD to explore 'further developing' this shared leadership model considering options involving all stakeholders, seeking to consult to make the right decision for both schools moving forward
- Financial sustainability is currently uncertain. SD to explore further options, which may include a restructure and further changes to SLAs which will ensure school finances are more secure and all outgoings are cost effective.

Aim:

• Bloomsbury Nursery School is outward looking and works collaboratively with other schools to make cost savings which contribute to financial sustainability. The goal is to ensure the high quality of teaching continues, and that the school is financially viable.

ACTION/INTENT	IMPLEMENTATION/DETAILS: Who / When / Cost / Frequency	IMPACT		ONITO	RING	
	when y cost y requercy			22	23	24
To further develop a		Bloomsbury & Goodway MNS will	Autumn			
sustainable model of effective , high quality shared Senior		have robust Senior Leadership models across both schools. GW & BB will more	Spring			
Leadership, developing a	model across both MNS.	financially viable moving forwards.	Summer			
structure for each school to have secure, consistent Senior Leadership	FGB to consult with all stakeholders to seek views moving forward					
Good way & Bloomsbury to	BB & GW to work together, schools will	-	Autumn			
share SLA costs and CPD costs where/when appropriate		Spring				
	other training to reduce costs. Bloomsbury will be fully compliant and equipped to confidently Safeguard children AS to access DSL training SD/TC to access Operation Encompass training All staff to access Statutory Safeguarding, including Prevent training.	ensure all staff access statutory and	Summer			
Bloomsbury MNS will be the	8		Autumn			
lead school for the DFE Early Years Stronger Practice Hub	5		Spring			
initiative	Highfield MNS& Norton hall Children & family Centre, will lead the DFE		Summer			

	Stronger Practice Hub project,				
	developing and strengthening				
	provision across the West Midlands				
	region				
Bloomsbury MNS to lead on		The children and families of the	Autumn		
Developing Local Provision to	Developing Local Provision Project.	Ladywood District will access the right	Sup ring or	 	
support the Ladywood District	Create a team for the virtual hub and	services/support at the right time.	Spring		
PVI Sector to further develop	outreach support	Bloomsbury/Ladywood DLP will	Summer		
expertise to strengthen	TC to lead as District Language	strengthen partnerships, outcomes			
inclusive practice	Champion; providing support through	and provision for children and families			
	CPD & Outreach across the district	with SEND.			
Bloomsbury Nursery School to	SD to Chair Ladywood/Perry Barr	The Early Years sector will have access	Autumn		
lead the Ladywood District	District Steering Groups and networks.	to high quality partners that will be	ring		
Steering Group	Steering groups will meet once a term	able to support settings with ensuring	ning		
	and two district networks will be	the Early Years provision is a high	Summer		
	planned twice termly.	standard and to ensure children's			
	TC to lead on the role of Language	needs are identified and supported as			
	Champion, supporting the sector and	early as possible to help improve			
	leading CPD across the district	outcomes.			
Bloomsbury Nursery School to	CJ to strategically lead and manage	School finances will be effectively	Autumn		
assume strategic financial	the budgets for;	managed to ensure best value for	Spring		
responsibility for BB/GW	Bloomsbury MNS	money across all budgets	Summer		
Schools, as well as for the	Brearley MNS				
Ladywood & Perry Barr DLP	Consultancy at Goodway MNS				
projects and the SPH	Perry Barr & Ladywood DLP				
	West Midlands SPH				
Actions Takon Towards Aim - Au					

Actions Taken Towards Aim –Autumn

TC has returned to her substantive post at BB. SD has appointed a new teacher at Goodway. LC has assumed role of SENCo. SD & MC continue to lead Ladywood & PB districts.

Actions Taken Towards Aim – Spring:

- BB MNS works collaboratively to lead HEART SPH for the Midlands
- DLP projects for both districts continue to contribute successfully to developing local provision
- SD continues to lead both district networks; strengthening partnerships and sharing good practice
- Spring 2023 budget indicates need for continued collaborative / project work or a potential restructure

• We have successfully recruited x 2 experienced teachers for both nursery schools

Actions Taken Towards Aim – Summer:

4. The Quality of education

October 2022 Picture:

- The quality of teaching within the school is outstanding, (Judged 'Outstanding' Ofsted 2018) and with ongoing teaching observations.
- In September 2021 the school implemented the revised EYFS, with a revised approach to documentation and assessment
- In line with the revised EYFS, the school has significantly reduced the amount of observations and unnecessary data collections, introducing a much simpler approach (OPAL), using observation checkpoints, Birth to Five & Development Matters
- The WellComm tool is embedded into our assessments, screening all children at baseline to inform provision and support

Aims:

- To sustain and continue to develop outstanding teaching and learning across the nursery school
- To further develop the schools bespoke curriculum, with a focus on high quality core books, early reading and early mathematics
- To ensure all children's individual needs are met; especially our most vulnerable children including SEND, EYPP & LAC

ACTION/INTENT	Implementation (DETAILS: Who / When /	IMPACT	MO	NITOR	ING	
	Cost / Frequency)			22	23	24
Whole staff to access Ofsted training focusing on		Staff will gain more knowledge and awareness of the changes to the EYFS	Autumn			
Curriculum	In September 2022	and confidence to develop new	Spring			
'The Pursuit of Excellence ' And ongoing high quality CPD focusing on best practice in the EYFS	All staff to access a rolling programme	strategies. Staff will have a better understanding of curriculum design and intent. Children have high quality teaching and learning opportunities, and are able to develop detailed knowledge and skills across the curriculum.	Summer			

Establish our own revised <u>Curriculum</u> that is ambitious and designed to give <u>all</u> learners (including those with SEND), the knowledge and cultural capital they need to succeed in life. Extend the offer of core books, ensuring books are ambitious, challenging and representative	Leaders to collaborate with other Nursery schools to share skills and knowledge SLT, along with all stakeholders, to construct a curriculum which is coherently planned and sequenced towards cumulatively sufficient knowledge and skills for future learning. The team to consider and select books for each phase, focusing on high quality texts, representative diversity and celebration of difference Planning of all areas of the EYFS to be delivered through core books Publish selected books on website, Facebook, Tapestry and through email to ensure all families can access electronically to extend learning beyond school New books will be introduced on a two weekly cycle	Children receive best possible learning provision, which meets individual needs and stimulates curiosity, deeper thinking and outstanding progress across all areas. Children achieve well across the full curriculum, and have positive attitudes to learning. The Curriculum means that children develop resilience and pride in their achievements. Children will develop a love of reading Children will access a variety of different genres Children will develop secure early reading skills Children will realise that books are a source of great enjoyment, as well as a means to access information Families will extend learning beyond school	Autumn Spring Summer Autumn Spring Summer		
Ensure we continue to provide an enabling and inclusive teaching & learning environment which supports/promotes inclusive practice, and enables/promotes communication and language development		The continuous provision is both challenging and well thought out so that children can make rapid progress across the curriculum with a focus on communication and language development. The children will have opportunities to engage in meaningful conversations with adults and peers throughout and within all areas of learning.	Autumn Spring Summer		

To focus on Attention & Listening / Communication & Language Development, enabling children who start Nursery below age related expectation to make good progress and narrow the gap.	Attention Autism (Bucket Time)	Environments across Nursery will develop and adapt to meet the children's needs. Impact will be measured through observations, learning walks and data. Children are able to access the full EYFS curriculum due to raised achievement in SLC development. Children are able to communicate to share their knowledge and understanding as well as communicate their feelings and needs so that they feel listened to and valued, and are ready to	Autumn Spring Summer	
gup.	to make progress and meet age-related expectations. Educators to share targets and teaching guidance for parents to implement at home	learn. Children's sense of well-being is improved because they are able to express themselves clearly. Children leave Nursery ready to thrive in Reception at Primary School.		
To ensure there is a rigorous approach to the teaching of	Planning to include activities from the Letters and Sounds guidance to ensure	Children are confident and are developing a deep love of reading.	Autumn	
Early Reading and 'Early Phonics' development	a systematic approach to reading. TC/AS to create a medium term/long term plan documenting planned	Children enjoy identifying text in the environment and are beginning to recognise familiar words.	Spring	
	progression in skills taught each term All staff are knowledgeable and confident in teaching early reading/ phonics phonics using a range of materials and resources.	Children will develop their phonetic awareness through a range of activities which will enable them to distinguish between; Sound Discrimination, Rhythm and Rhyme, Alliteration, Voice Sounds and Oral Blending & Segmenting.	Summer	
To ensure there is a rigorous approach to the teaching of	TC/AS to further develop maths planning to document clearly the	Educators will be confident to teach	Autumn	
Early Maths		early maths skills	Spring	

	progression in skills taught across the nursery year Learning Intentions linked to core books to be delivered through adult directed teacher led sessions, reinforced through continuous provision	Educators will have a secure knowledge and understanding of mathematical development Children will become confident mathematicians	Summer	
Actions Taken Towards Aim – A	Autumn 2022			
Educators have comme	nced training through the DLP Attention Bham	n Approach		
All Educators have acce	essed Ofsted Training Sept 22			
Educators accessed an	Inset Day in October revisiting our Curriculum	Goals		
Actions Taken Towards Aim – S	Spring 2023			
 We have further development 	oped and refined our Curriculum Goals, with cl	ear expected, ambitious outcomes		
 Medium termly plannir review 	ng with clear learning intentions has been deve	loped – this we will use as a working docume	nt which we will co	ontinue to
Our curriculum focuses	on C&L, Early Reading, vocabulary developme	nt and early maths		
• We have re-designed o	ur planning format to make it clearer, with clea	ar learning intentions		
The Educational Psycho	ologist completed a learning walk with construc	ctive feedback focusing on inclusion/ C&L		
• TC is working with EYCs	s to further develop assessment/ tracking for a	ll wellcomm assessments		
Actions Taken Towards Aim –	Summer 2023			

appraochAim:	ilver RRSA in September 2016. Whilst our Ethc	os values a rights based approach, we have not cont intention of becoming reaccredited	inued or cor	nsolidat	tes this	5
ACTION/INTENT	IMPLEMENTATION/DETAILS: Who /	IMPACT	MC	MONITORING		
	When / Cost / Frequency					
				22	23	24
Review and plan for teaching	AS to audit areas of RRSA which need to	0	Autumn			
of Rights of the Child across the curriculum.	be addressed, and how they are already incorporated into the		Spring			
curriculum. Explicitly reference in the award. planning & practice.	Summer					
Form a Steering group which includes parents.	AS and Parent Governors to lead on	Parents have ownership of the award and	Autumn			
	forming a Parent Steering Group to support the school towards sustaining		Spring			
	Gold. No Cost.		Summer			
Questionnaires for children,		Starting points for all stake holders is	Autumn			
parents and staff.	groups from Unicef website. Circulate in Spring when initiative is underway	established and effective and realistic action plan can be put in place.	Spring			
	HJ to facilitate circulation and collation of responses.		Summer			
Ongoing Training for 2 key		,	Autumn			
staff members.	staff member, through BESS. who will then lead in-house training to	knowledge of the award and use this effectively to lead the process to achieving	Spring			
	disseminate info/requirements. Cost: free through membership of BESS.	Bronze level recognition.	Summer			

• Due to to other priorities this has not been a current area for priority. This will carry over to Autumn 23. We continue to promte the rights we selected as a school to be important.

Actions Taken Towards Aim – Summer 23

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6. Attainment

September 2022 Picture:

- As we plan to recover from covid, we are further developing our curriculum to ensure it is bespoke and meets the needs of the current cohort. Our nursery teacher has returned from maternity leave. Professional conversations are becoming established. Our daily structure is secure; we are now planning to introduce differentiated group times for adult directed sessions.
 Aim:
- Attainment of children is good, with the large majority of children achieving or exceeding a Good Level of Development overall by the end of the academic year.

INTENT/ACTION	IMPLEMENTATION/DETAILS: Who /	IMPACT	MO	NITOR	ING	
	When / Cost / Frequency					
Further develop Bloomsbury	The revised EYFS was implemented as	Children will be empowered to	Autumn			
Nursery Schools approach to	of September 2021. Educators have	reach their full potential as learners	Spring			
assessment, with a clear and	all accessed training on the changes.	because attainment will be	Shing			
robust policy and assessment		captured accurately, understood by	Summer			
cycle that is adopted by FGB,	TC to review Bloomsbury's current	staff and used to identify any gaps.				
understood and implemted by	assessment Policy	Staff will develop confidence in a				
Educators, communicated clearly	Consult with Educators to ensure all	new assessment process which will				
to families	staff have a secure understanding of	enable them to understand their				
	our assessment cycle	children well. They will plan activities				
	Consult with families	and interventions which match the				
	Present to FGB in the Spring term 23	children's development and needs.				
	TC to monitor the implementation	There will be a new collaborative				
	through professional conversations,	approach to assessment which will				
	monitoring of Spotlight Observayions	enable more accurate judgements				
	Sampling of Tapestry Profiles	to be made.				

			1	-	1	
Ensure Professional Conversations take place on a weekly cycle; led	Educators will meet at the end of the day , on a fortnightly cycle, to evaluate	Educators will further develop expertise and confidence to make	Autumn			
by nursery teachers.	learning so that they can check	accurate assessments of children's	Spring			
Conversations to focus on next steps for learning and enabling environments.	understanding regularly and plan for effective next steps and gaps in learning.	learning Professional conversations will inform planning and next steps for learning	Summer			
Assessments are used to plan and sequence the learning	Assessments will be carried out to check where children are in their	Staff are professionally challenged to ensure they accurately assess the children and the assessment are	Autumn			
			Spring			
opportunities for all children.	learning. Assessments will be meaningful, purposeful and rooted in evidence. Leaders will use the assessments to identify where there are gaps and strengths in learning, which will feed into planning and interventions.	backed up with a secure knowledge of child development. Staff will use the assessments and data to drive forward high quality, objective led planning so that there are clear sequences to children's learning and development.	Summer			
Daily adult directed teaching sessions will take place for all	Staff to use information from the daily reflections, professional conversations,	Learning is explicitly planned for but leaves flexibility for following children's interests. Children are	Autumn			
children, with additional	and from assessment data, to plan		Spring			
interventions for children who require additional support	and have clear learning intentions. These will be linked to our core books. The environment will reinforce learning Intentions through continuous provision.	5	Summer			
Environment audit to plan for	Leaders to carry out Environment audits	The children will be free to develop	Autumn			
continuous provision to ensure that the environment allows the	at regular intervals to identify areas for further develop in our drive to create	skills in self- accessing, developing their own interests and	Spring			
learner to focus on learning.	an environment that is enabling, inclusive and challenging for all	characteristics of effective learning. The environment will reinforce	Summer			

e the rigorous and regular e of the evaluations children's ng, development and next would be secure. experienced educators re a range of high quality, ating learning opportunities nare best practice with all.	Autumn Spring Summer		
ng, development and next would be secure. experienced educators re a range of high quality, ating learning opportunities			
experienced educators re a range of high quality, ating learning opportunities	Summer		
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nsure a smooth transition tinual development and consiste	ent high stand		-
	nsure a smooth transition inual development and consiste intentions at group times, that c	inual development and consistent high stand intentions at group times, that are then consc	nsure a smooth transition inual development and consistent high standards e. intentions at group times, that are then consolidated