



ST MARY'S RC HIGH SCHOOL

SCHOOL DEVELOPMENT PLAN 2026-27



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SCHOOL CONTEXT				PROGRESS
Date of Last Ofsted Inspection: December 2024. Retained ‘Outstanding’ judgement.	Number of pupils on roll: 745		Number/percentage of pupils in receipt of the pupil premium	
Estimated Current Judgements:			16.2%	
Safeguarding (met / not met): Met	Number/percentage of pupils with special educational needs (SEN) and/or a disability 18.8% (K)			
Inclusion: Expected				
Curriculum and teaching: Expected/Strong	Number of pupils with an education, health and care (EHC) plan 4.4%			
Achievement: Strong				
Attendance and behaviour: Strong (with Attendance Exceptional)	Number of pupils known (or previously known) to children’s social care, including children in need, looked-after children and young carers:			
Personal development and wellbeing: Strong				
Leadership and governance: Strong				
Suspensions & Exclusions (2025/26)	Number of suspensions or exclusions over time:	Total No. of incidents	21	Overall absence rate: 5.76% compared to FFT of 8.51% (2025/26) Attendance: All pupils: 94.24 FFT: 91.49 Persistent Absenteeism: All pupils: 12.5 FFT: 24.8
	No permanent exclusions in 2025-26	Total No. of pupils	17	
		No. of incidents		
		PP	7	
		SEN Support	6	
		EHCP	6	
		No. SEN Support	2	
	None	7		



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		By Year Group	No. of incidents		
		Y7	1		
		Y8	5		
		Y9	6		
		Y10	7		
		Y11	2		
Percentage of persistent absentees (10% or more missed)	Percentage of severe absentees (50% or more missed): 2.5% compared to FFT National of 4.8%				
Key Ofsted actions from last report	<i>Disadvantaged pupils have not achieved as well as other pupils nationally. As a result, they are not as well prepared for the next stage in their education or training as other pupils. Leaders and governors should ensure that the steps they are taking lead to disadvantaged pupils making rapid gains in their learning in order to close the gap with their peers. Ofsted January 2025</i>				
Key staffing areas of issue (e.g. temporary posts, staff receiving support)	• Head of MFL (unfilled vacancy) • Temporary Teacher of Computer Science (non-specialist) • Temporary Revised Pastoral Structure (2026/27): 2 x Heads of Key Stage & 2 x Assistant Heads of Key Stage • Teaching Assistants • Independent Careers Adviser • Additional Cover Supervisor capacity • EAL Coordinator vacancy				
Budget information (e.g. free reserves, in-year surplus or deficit, 3-year projections)	• As at 31.03.26 we had a carry forward balance of £244,704. We have set a small in-year surplus of £6,004 for the budget in 2026/27, with the aim to have a carry forward balance of £250k at year-end. • We will continue close monitoring of the finances and where possible review opportunities to increase income and reduce expenditure.				
Key performance indicators for the next 3 years	• Meeting or exceeding FFT20 targets across all key benchmarks (Achievement) • Attendance in top 10% of all FFT Secondary Schools (Nationally) • Improved financial sustainability, by reducing forecast in-year deficits up to and including 2028-29 and increasing reserves (see separate budget planning). • Plans at a developed stage for a new purpose-built teaching block (via schools Re-building Programme or similar bids process)				



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	• Admissions/Recruitment: To remain at 750 NOR and at PAN (150) in all year groups. • An inclusive curriculum offer which reflects national changes and developments to qualifications.	
Achievement gap issues (initially based on 2025 outcomes)	• Gap between the performance of disadvantaged pupils at St Mary's and that of their non-disadvantaged peers. Continue to narrow the gap between disadvantaged pupils at St Mary's compared to other pupils nationally, and to their non-disadvantaged peers at St Mary's.	
Objective 1	• FSM Performance (overall). Continuing to narrow gaps in performance (Using IDSR & FFt Similar Schools Report) 2025: for A8 (Disadvantaged) St Mary's above 28 similar schools (out of 50) 4+ Eng & Maths (Disadvantaged) St Mary's above 36 similar schools. 5+ English & Maths (Disadvantaged) St Mary's above 30 similar schools. This objective will be linked to FSM6 Attendance targets.	
Objective 2	• Performance of High Attainers in English/ Performance of SEN Support in English.	
Objective 3	• Performance of FSM pupils in Maths.	
Objective 4	• Rapid improvements in underperforming subjects	
Objective 5	• Increase the % of pupils gaining 7-9 grades based on early analysis of 2026 outcomes.	



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SAFEGUARDING							
TARGET	ACTIONS	EVALUATION	WHO'S RESPONSIBLE	WHEN IT'S TO BE ACHIEVED BY	COST	SEF REFERENCE	PROGRESS
Maintaining an open culture in which safeguarding is everyone's responsibility	Statutory staff safeguarding updates training. Specific INSET training on the key KCSIE updates which take effect from September 2026. New Staff Safeguarding Induction training. Increased Supervision for Pastoral Leaders. Further staff training on professional communication with key stakeholders	Staff training records. Monitoring shows there are effective systems in place to report concerns. Safeguarding Link Governor Visits. Further DSL training for newly appointed Assistant Heads of Key Stage (w/e from September 26). Safeguarding Network Meetings via Heart of Mercia MAT. Stakeholder voice responses suggest staff feel well supported and appropriately trained to uphold their safeguarding responsibilities.	ALE (DSL) Safeguarding Committee Safeguarding Link Governor Heads of Key Stage Wider Pastoral Team Whole school	Ongoing	DSL Level 5 training for SLT and HOYs. Safeguarding SLA: £6,184 Software package for logging safeguarding: £1,409 Proposed upgraded school gate and communication: £5,765 + VAT.	Page 1	



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	Governor Training as part of the annual Governor Away Day (Oct 2026) Infrastructure: New and improved School Gate communication system (intercom), to support school's approach to safeguarding.	Summary and analysis of governors' feedback following training.					
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INCLUSION							
TARGET	ACTIONS	EVALUATION	WHO'S RESPONSIBLE	WHEN IT'S TO BE ACHIEVED BY	COST	SEF REFERENCE	PROGRESS
Leaders and staff establish strategies that consistently enhance the opportunities and experiences of disadvantaged pupils, those with SEND, those who are known (or previously known) to children's social care, and those who may face other barriers to their learning and/or wellbeing.	All Staff INSET Training re: approaches to adaptive teaching & learning. Focus on the experience of disadvantaged/SEND learners in all subject DDPs and Exam Analysis meetings (twice yearly). Provision for SEND/Disadvantaged learners will be an ongoing focus for T&L Development Group (and pedagogical development). Effective strategies to support opportunities and experiences of disadvantaged/SEND pupils, linked to staff	Evidence of ongoing staff professional learning. Department Review process including Executive Summary Reports which highlight evidence of effective strategies. Staff feedback surveys following training show confidence in delivering an adapted approach. Monitor progress for disadvantaged pupils and those with SEND via analysis of termly performance data. Participation data will highlight inclusive approach to enrichment offer.	AHT T&L (ACA) Deputy Head (ALE) & SENCO (VRO) Head of Year 7 (Transition) Standards & Curriculum Committee Safeguarding Committee	End of school year	Staff CPD budget to include INSET presenters / training: £7,500	Page 4 (Inclusion)	



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	appraisal objectives for 2026-27. PPP Review Process. Further develop new SEND transition arrangements. Further engagement with the Virtual School and appropriate CPD, to support our pupils known, or previously known, to social care.	KS4 Achievement outcomes.					
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CURRICULUM AND TEACHING							
TARGET	ACTIONS	EVALUATION	WHO'S RESPONSIBLE	WHEN IT'S TO BE ACHIEVED BY	COST	SEF REFERENCE	PROGRESS
To ensure that our curriculum and teaching for disadvantaged pupils, those with SEND, those who are known (or previously known) to social care, is implemented consistently well to remove barriers to achievement for these pupils.	Department Review Cycle: Continued focus of paired learning walks (disadvantaged/SEND) Staff INSET & training 2026/27 including a focus on 'Inclusion by Design' beginning in Sept 2026 Priority focus in all DDPs for 2026/27. Ensure that curriculum developments at St Mary's are aligned with national changes and are fully supportive of disadvantaged and SEND learners.	Monitoring as part of the Department Review process shows that the curriculum is suitable, well-planned and sequenced across all subjects. Pupil workbook scrutiny (as per Dept Review) shows that plans are generally followed and that pupils gain foundational knowledge and skills through the Key Stages. Analysis of performance of disadvantaged/SEND learners via termly data drops. PPP Reviews	AGI/ACA Standards & Curriculum Committee HODs SENCO & Intervention Manager Teachers	Ongoing	Staff CPD budget to include INSET presenters / training: £7,500	Curriculum & Teaching Page 5.	



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	Further review of Y9 Options offer. Data informed and targeted intervention programmes, including routine and systematic review. Focus on earlier intervention to support pupils' literacy development, including a more bespoke curriculum where appropriate.						
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ACHIEVEMENT							
TARGET	ACTIONS	EVALUATION	WHO'S RESPONSIBLE	WHEN IT'S TO BE ACHIEVED BY	COST	SEF REFERENCE	PROGRESS
Outcomes in national tests and exams are above average, including for disadvantaged pupils.	Outcomes for disadvantaged pupils will be a focus of all DDPs. Staff INSET and CPD on Adaptive Teaching Sept 26. Use internal assessment data (termly) to identify pupil knowledge gaps and shortfalls. Put targeted interventions in place for disadvantaged pupils (especially core subjects) Mock Exam Analysis Meetings – Jan 2027	School data compared with local and national (GCSE results 2026) SISRA SPI. Mock Exam Analysis: disadvantaged pupils v FFT20 and non-disadvantaged KS3 Assessment Data Analysis (focus on disadvantaged - termly). Annual Department Review Process. The attainment gap between disadvantaged pupils and those without identified disadvantages continues to narrow.	Headteacher (SWE) Standards & Curriculum Committee SLT HODs Classroom Teachers	End of school year	Interventions Manager - salary cost: £31,825 ALE – PP strategy/ambassador/implementing: 1hr per week: £3,470	Achievement Section Page 4.	



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	PPP Review Cycle Monitor and adapt the pupil premium strategy	The school's approach is clearly mapped and focused on ensuring provision and use of resources leads to improved outcomes and experiences for PP learners.					
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ATTENDANCE AND BEHAVIOUR

TARGET	ACTIONS	EVALUATION	WHO'S RESPONSIBLE	WHEN IT'S TO BE ACHIEVED BY	COST	SEF REFERENCE	PROGRESS
Ensuring a culture that is highly conducive to learning and where pupils show high levels of respect for others and rarely need to be reminded about positive behaviour.	Analysis of behaviour data at Pastoral and SLT meetings – address patterns/trends. Fortnightly meetings with each HoY to identify behaviour concerns and implement and monitor strategies for improvement. Engage with 'Behaviour Support Team' where appropriate. Staff training on de-escalation techniques and effective use of behaviour systems and processes. Changes to Behaviour Escalation Systems to reflect input from Behaviour	Reduction in entries for low-level disruption and rudeness to staff (SIMS/Edulink). Improvements in pupils' behaviour evident in staff survey responses. Executive Summary Reports (Department Review) highlight positive atmosphere and environment for learning, with strong pupil conduct.	VAV Safeguarding Committee Pastoral Team	End of school year	VAV – SLT behaviour lead, data and meetings - 2hrs per week: £5,695	Attendance & Behaviour Page 5	



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Attendance: Sustain overall (all pupils) school attendance which significantly exceeds national averages (FFT) Improve attendance of FSM6 pupils in Y8 for 2026/27	Working Group and findings from review in 2025-26. Sharing pupil conduct information with parents and carers to support a more informed and collaborative approach to behaviour management. Head of Key Stage lesson drop-ins. Department Review cycle 2026-27. Implement new systems and policy for mobile phone use w/e from September 2026 Standing item on SLT agenda (weekly) and in-depth half-termly analysis at SLT level.	St Mary's continues to receive FFT Attendance awards termly/annually for strong overall school attendance in top 10% nationally. 360 Analysis shows relative	ALE Safeguarding Committee Pastoral Team	End of school year	ALE – SLT attendance lead, 1 hour per week: £3,470 Attendance Officer – 1 day per week, term time: £10,815	Attendance & Behaviour Page 5	
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Reduce severe absenteeism for FSM6 from 10.5% to be at least in line with NA	Linked to appraisal objectives for relevant Head of Key Stage. Ongoing work with pastoral team and independent attendance officer. Identifying barriers and challenges to better attendance. Incentivise and reward improvements in attendance via school's rewards policy and processes.	improvements in the attendance of identified groups e.g. Y8 FSM6 and severe absenteeism for FSM6 pupils.		End of school year			
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PERSONAL DEVELOPMENT AND WELLBEING

TARGET	ACTIONS	EVALUATION	WHO'S RESPONSIBLE	WHEN IT'S TO BE ACHIEVED BY	COST	SEF REFERENCE	PROGRESS
Pupils benefit from a comprehensive personal development curriculum that teaches them age-appropriate knowledge to keep themselves healthy and safe, and prepare them for life in modern Britain	Values & Virtues (all pupils weekly – covering: Careers, Finance, Citizenship, RSE etc.) Regular assemblies including: SLT, Head of Key Stage and House assemblies. Whole school mass, House masses and Year group specific masses. Expansive extracurricular opportunities in arts, music, and sport School council (including pupil involvement in staff recruitment process)	V&V Coordinator monitoring provision and quality of V&V. Heads of Key Stage also monitor V&V and Sacred Spaces sessions. Head of Key Stage & SLT monitoring form time and V&V activities Extracurricular participation data shows all groups of pupils attend, especially disadvantaged pupils and those with SEND.	DHT (ALE)/ V&V Coordinator (LWI) Curriculum Enrichment AHT (AGI)	End of school year	LWI – V&V lead: £2,000	Page 8	



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	Peer leadership responsibilities e.g. pupil librarians, Youth SVP, CAFOD	Impact of pupils' work and leadership on school's approach to fundraising and community outreach work.					
	Curriculum Enrichment Week (summer term curriculum collapse to include extensive educational trips, visits and subject enrichment activities)	Stakeholder Voice Surveys re: benefit and impact of curriculum enrichment week.					
	Y11 Work Experience Week	Employer Feedback/Work Experience logbooks and staff visits.					



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LEADERSHIP AND GOVERNANCE

TARGET	ACTIONS	EVALUATION	WHO'S RESPONSIBLE	WHEN IT'S TO BE ACHIEVED BY	COST	SEF REFERENCE	PROGRESS
Ensure that there is a professional learning and expertise curriculum that is informed by the best available evidence, including research, and is precisely matched to priorities for whole-school improvement.	September INSET: 'Inclusion by Design' T&L Development Group – developing approaches to pedagogy. Links to performance management & appraisal. Increased peer observation opportunities coordinated across 2026/27. 10 x New Staff Induction sessions.	Impact on staff performance via evidence gathered from Department Review Cycle. Impact on staff workload. (Stakeholder voice)	ACA (AHT) T&L Development Group (LWI)	End of school year.		Leadership & Governance. Page 7	
Staff wellbeing & workload	Regular staff wellbeing and workload surveys, to identify areas where improvements or	Responses to staff surveys Improvements in staff attendance Reduction in absence and OH	SWE/SLT & Governors	End of school year.	Wellbeing budget for small social events: £500		



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Infrastructure & Resources: Develop the School's IT Infrastructure to ensure that it is safe, reliable and supports staff with the delivery of effective provision, and pupils with their digital learning needs.	efficiencies can be made. Commitment to reducing unnecessary admin burden and meeting time. Ongoing staff wellbeing initiatives. Implementation of key priorities within the school's 3-year IT Development Plan including updates and improvements to the network, hardware and software. Appoint a Digital Leader to work with focus group via Heart of Mercia Trust. Establish an AI Working Party to explore how AI can safely complement	referrals linked to work related stress External IT Review & Audit via Heart of Mercia. Standing item on Resources Agenda for termly meetings.	SWE (Head)/CBY (Business Manager) CJO (Network Manager) Resources Committee Heart of Mercia	See IT Plan for specific timelines	2026-27 IT capital requirement: £34,500 2027-28 IT capital requirements: £45,000 2028-29 IT capital requirements: £45,000		
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Greater income generation to improve the school's financial sustainability	T&L and teacher workload. Maximise community use via lettings and bookings of the new multi-surface sports pitch and other facilities. Publicise multi-surface pitch to local sports teams with the objective of being booked everyday post school hours and at weekends		SWE (Head)/CBY (Business Manager) Resources Committee	Ongoing	Budget for letting income set at £23,500		
Improve and develop physical school environment to better support staff teaching conditions and the learning environment for pupils	3-year Capital plan including: 1. Phase 2 of the Multi Surface Pitch Project 2. Lugwardine Court		SWE (Head)/CBY (Business Manager) Resources Committee Archdiocese of Cardiff & Menevia	September 2029	Phase #2 artificial pitch: £54,000 + VAT 2026-27 premises capital requirements: £55,000 inc		



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Develop systems and processes for more effective promotion of St Mary's, and its achievements both	3. Changing and toilet facilities in the existing Sports hall 4. Additional purpose-built teaching space 5. Reception Area 6. Improvements to specific department areas Accessing bids and grants e.g. VASCA funding, Clive Richards Foundation, Schools Rebuilding Programme, Herefordshire Council. Accelerating fundraising efforts and sponsorship opportunities. Establish an appropriate and effective social media presence.		SWE(Head)/CBY (Business Manager) STU (Head's PA) IT Staff with responsibility for publicity	Ongoing	toilet facilities and improvements to specific departments. Promotion and events, including advertising: £2,500		
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locally and nationally.	Greater presence within the local press and media. Greater use of Heart of Mercia & archdiocesan media publicity platforms. Exploring national accreditation for areas in which we excel. School website up to date with ongoing achievements and successes. Regular, high-quality communication with parents and key stakeholders. Open Evening/Open Mornings.		Governors		Update school website: £2,000		
CSI Preparation for Inspection in 2026-27	Ongoing updates to our comprehensive CSED document. Updated RE GCSE Analysis. RE Department Review (2026/27)	Inspection judgements and outcomes.	SWE(Head)/SWA/RSU (Head of RE) RE Department Spirituality Link Governor Safeguarding Committee	End of School Year.	Specialist support via SWA: £4,000		



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	Regular audit of our Spirituality and collective worship provision. Staff training. Governor training. Stakeholder Voice exercises.						
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