



3 Year strategic Equalities, Diversity and Inclusion plan

2022-2025

School name: Horn Park

Overarching trust aim:

To develop an inclusive trust culture, where our values; ambition, optimism and resilience underpin the organisation.

The Compass Partnership of Schools is committed to ensuring everyone within our organisation feels included and thrives. We uphold and seek to promote the equalities act 2010, ensuring no-one is disadvantaged because of age, disability, gender reassignment, pregnancy/maternity, race, religion, sex or sexual orientation.

The 3 year equalities framework aims to consider how we break down the steps needed to meet our overarching aim. To achieve deep lasting change we take the approach of planning a process of engagement, exploration and finally embedding the actions being undertaken. In order to be responsive to the needs of the organisation we detail the smaller actions required to break down the overarching aim making adaptations and additions annually or more frequently if required.

Year 1 – Engage Trust Level Plan

Aim	Why	Trust level Focus	Lead individual/Time scales	Questions that indicate success
To develop a shared understanding of our trust values: ambition, optimism, and resilience Understanding what they are, what they look like and their importance	What we value influences how we conduct ourselves in every interaction we have. Our values dictate our behaviours as we work	Initial work with Talent architects and strategic leaders to develop a shared understanding of what inclusion is	MB Summer 2022 MB/ JC Autumn 2022	Do we all have an overarching agreement on how our shared values are conveyed in behaviour

towards realising our trust vision. A shared understanding of the values that underpin an organisation is critical to developing culture.

Work with headteachers and the business team deeply exploring what trust values look and feel like

- *Do we have a shared understanding and agreement?*
- *How are these underpinned in development planning?*
- *How do we make them more explicit to all?*
- *How do we work to embody that?*

How do we work with all stakeholders to ensure they are the DNA of the organisation?

..Training for 4 key strategic team members who will drive work

Work with Members, Trustees and LSC Chairs to deeply explore what trust values look and feel like

Review of committees and agendas to ensure the values are the basis for all decision making

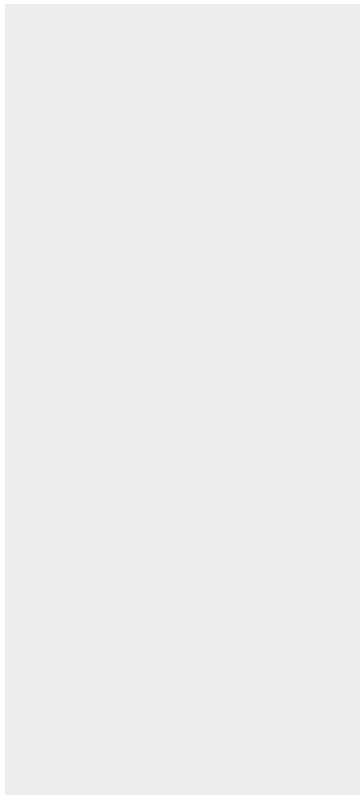
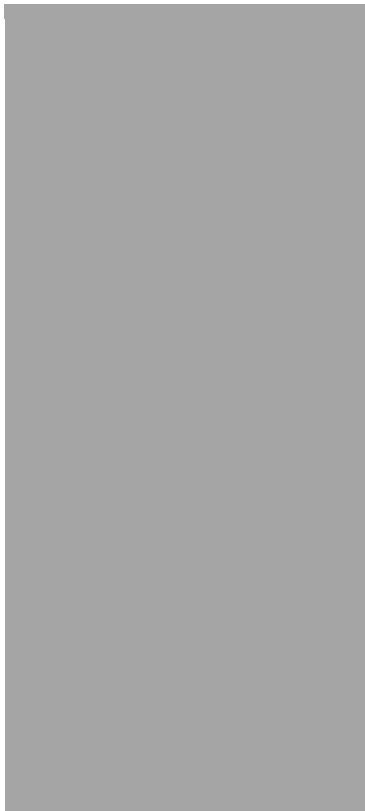
Do our shared values underpin our decision making?

Are there times that we use our values to challenge our decision making?

What do our wider stakeholders understand of our values and how is this seen in committees and groups`/use our values?

MB Spring 2023

JC/ KJS A
Autumn 2022



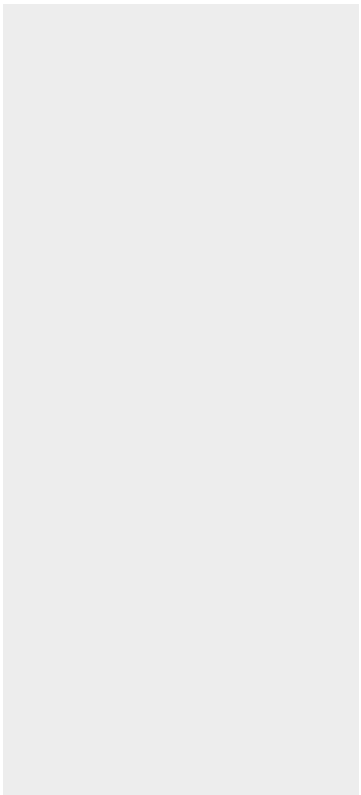
Work with parents forum to deeply exploring what trust values look and feel like
 Gather insight on how these look to parents
 How we consult with parents to gather further insight?

Do our values define our schools?

Work with Compass council to develop an understanding of our trust values and their understanding from the children's perspective

How do we consult and work together?

JC/MB
 Autumn 2022



To develop sophisticated evaluation of the data we hold to develop a strategy for the development of a more diverse work force

Using the data we hold more effectively will aid the identification of key areas where further exploration is needed

An evaluation of the use of Staff data

- What data do we currently hold?
- How do we use it most effectively to gain an improved workforce picture?
- How is data shared with schools to support work force planning

Explore ways of gaining a true picture of the

HC Autumn 2022

Are we able to empirically identify the areas where we need to focus on work force development?

Do we have an awareness of how we compare to other trusts schools?

Do we really know what it is like to be an minority group employee in our trust?

		<p>thoughts and opinions of a diverse group of the workforce</p> <p>Ensure workforce data is shared with headteachers to enable an improved understanding when developing priorities</p>	<p>HC/MB Spring 2023</p> <p>HC Spring 2023</p>	
<p>To ensure all groups of children make good or better progress and achieve inline with all children nationally</p>	<p>In order to offer the best life chances for all our children, we must recognise those groups at a disadvantage and use data effectively to target support to close gaps in attainment</p>	<p>Develop trust systems to track and evaluate key information related to equity of opportunity Effective systems of trust data analysis</p> <p>Use examples that buck the trend and share examples of good practice</p> <p>Develop opportunities for leaders to problem solve approaches to explore areas that continue to raise concerns</p> <p>To embed assessment systems for children with complex needs across all mainstream schools offering:</p> <ul style="list-style-type: none"> • A clear measure of progress and achievement • Moderation opportunities 	<p>JG/MB Autumn 2022</p> <p>JG/MB Autumn 2022</p> <p>Exec team ongoing</p> <p>MB/RH Autumn 2022</p>	<p>Is the data sophisticated enough to identify marginalised groups who are underachieving?</p> <p>Do we know examples that buck the trend both within and beyond our trust? How are we using these?</p> <p>Do we devote time to consider research and innovate?</p> <p>Are resources spent effectively to target the underachievement of minority groups? What does the progress and attainment of our complex children look like? Are we confident that targeted provision for these children is effective and resources are targeted?</p>

		<ul style="list-style-type: none"> Support for teaching to target specific areas of need <p>Ensure a continual review externally of examples of good practice and research to support development</p>	Exec and Strategic team ongoing	
To ensure all children have equal access to the Compass Curriculum and wider school opportunities	<p>Research demonstrates that when students have opportunities for wider social enrichment opportunities beyond the school day, they have greater academic success, fewer behaviour problems, and higher levels of positive social behaviours (Durlak, et al., 2011)</p> <p>Ensuring equity of opportunity provides experiences that support the softer skills needed to support greater success in life beyond school</p>	<p>Develop systems to ensure data is collected and analysed</p> <p>Use data as a basis to gather further information</p> <p>Plan to target areas of inequality</p> <p>Share innovative examples across schools to support with breaking down barriers such as budget constraints</p>	<p>MB Autumn 2022</p> <p>MB Spring 2022</p> <p>Strategic leaders Summer 2022</p> <p>Strategic leaders Spring 2022</p>	<p>Do we know how accessible wider aspects of school life are to all groups?</p> <p>How are you actively using the data you have to reduce inequity?</p>

**Year 1- Engage
School Level plan**
Horn Park School

Aim	Why	Actions	Equalities strand Lead individual Time scales	Questions that indicate success
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<p>Ensure our curriculum reflects diversity through content and delivery and is reflective and accessible to our community</p>	<p>Children have access to rich and broad learning experiences which reflect diversity of communities and help to feel represented within their curriculum Children see differences in representation and see themselves as a part of that and are proud of their heritage, culture and or beliefs.</p>	<p>Subject leads to reflect and revise current curriculum documents as part of trust meetings and that at a school level to best meet needs of our children.</p> <p>Ensure that curriculum material can be adapted to suit the needs of all learners</p> <p>Reflect text choices for curriculum focus reflecting diversity with authors.</p>	<p>Subject leads 2023</p> <p>Autumn- spring</p>	<p>Can children see themselves in their curriculum? Do children have recognisable role models in their curriculum? Does our curriculum represent the wider community? Do children feel valued and respected?</p>
<p>Improve recruitment processes to ensure that we attract and appoint the highest quality people to Horn Park that represent the community that we serve</p>	<p>Horn Park can continue to provide the best possible education to children because it is fully staffed by a committed, diverse and dynamic team who have the right skills and attributes for their roles.</p>	<p>Review the current wording and format of Teacher and TA Job Advertisements including: Bringing diversity to messaging Ensuring language is inclusive Ensuring what Horn Park has to offer is attractive Review school tours in the light of candidate feedback to: Ensure candidates can talk to people from different teams or functions</p>	<p>ZC/JG- Autumn-Spring</p> <p>ZC/JG- Autumn-Spring</p>	<p>Do candidates see themselves reflected in the workforce at Horn Park? Can candidates see how they could thrive at Horn Park. Do our recruitment processes reflect the diversity and talent within our workforce? Does the values-driven culture at Horn Park and key aspects of the ethos of the school impact on candidates positively? By advertising effectively using routes that are current and do not target</p>

		<p>Understand the ethos of the school</p> <p>Can see how careers can grow and develop</p> <p>Review the use of the school website and social media for advertising job vacancies to ensure this is as effective as possible</p>	ZC/JR/JG- Autumn 23	geographically, are we attracting a larger and more diverse field?
<p>Ensure all children and families have equal access to the school day, ensuring that the cost of the school day is not a barrier that impacts children's opportunities.</p>	<p>Horn Park will recognise families who may require additional support to access all opportunities within school. Including but not limited to, healthy snacks, school journeys and PE Kits/School Uniform.</p>	<p>Research project carried out with Child Poverty Action Group identified cost of clubs such as music lessons, school dinners and trips were the main barriers to children accessing these elements of the school day. Work with Catering company to publicise and engage parents in lunches at main school events, parents' evenings.</p> <p>Continue to evaluate communication with parents, offering a range of school journey opportunities to ensure children are offered affordable and appropriate opportunities to access social enrichment opportunities.</p> <p>Review planning of charity fundraising days alongside whole school events.</p>	<p>ZC/JG</p> <p>Autumn – Spring</p>	<p>Are children able to access all aspects of the school day?</p> <p>Are financial costs for parents considered at a strategic level when activities/trips are planned?</p> <p>Do families feel confident in seeking support from school?</p>
<p>Ensure the attainment gap between</p>	<p>Having recognised there is a large attainment gap upon entry to education,</p>	<p>Continue to engage with the most current research</p>		<p>How quickly is the attainment gap closing?</p>

<p>disadvantaged and non-disadvantaged is minimalised and all children make good progress</p>	<p>we must use this data effectively to find ways to close the gap as quickly as we can. (Usually done so by year 6)</p>	<p>and practice to best inform CPD for all staff.</p> <p>Provide across trust collaboration opportunities to share good practice and successes.</p> <p>To continue to evaluate data closely in early years to establish key lines of support for individual groups e.g. speech and language</p>		<p>How are we using data in Key Stage 1 to inform strategic decisions</p>
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Year 2- Explore Trust Level Plan
To be populated upon evaluation of year 1

Aims	Why	Actions	Lead individual/Time scales	Questions that indicate success
<p>Policy development</p> <p>To review policy and practices to our commitment to EDIB underpins all policies presentation</p>	<p>For Compass to deepen and embed our commitment to equality, diversity, inclusion and belonging there needs to be a shared understanding and commitment that is at the</p>	<p>Policy evaluation</p> <p>Development of a prompt of key considerations to evaluate policy development against our EDIB commitment</p>	<p>MB and HC- Autumn 2023</p> <p>Exec team - ongoing</p> <p>MB/BT Autumn 2023</p>	<p>Do all policies have the same commitment EDIB?</p> <p>Is the commitment understood and shared?</p>

	heart of all policy development	Identified group of Greenwich leaders to attend the 'Difference' Inclusive Leadership course		
Staffing and representation To work towards developing a more diverse and representative staff team, including increasing numbers of staff in leadership positions	A diverse work force is morally and socially right, and research indicates it improves the output of the organisation	To develop systems that enable equalities data to be easily collated and analysed to support effective action planning. Use data collated to review our recruitment processes. Consideration of the need for positive action	HC – Spring 2024 HC – Spring 2024 Exec and strategic team – Autumn 2024	What does the data tell us about our staff demographics? Who are applying for posts? How does our staff demographics compare with other trusts/schools in similar contexts? How does it feel to be a member of staff within our trust? How are we using PDC's to promote career development for BAME staff?
Curriculum To ensure all stakeholders have with a clear understanding of content and purpose of the PHSE curriculum	The PHSE curriculum supports the development of knowledge, skills and attitudes needed to contribute successfully to life in modern Britain. Clarifying the curriculum aims and content will gain improved buy in and	Develop a shared presentation for parents focusing on the PHSE curriculum, including the 'No Outsiders' programme. Schools to offer parental workshops PHSE curriculum evaluation in line with	MB Autumn 2023 Headteachers- Autumn term PHSE Leads	Is the PHSE curriculum a high profile across all schools? Do our parental communities know the content of the curriculum? Are parents confident in schools to deliver the content in an age-appropriate way?

	collaboration between home and school	<p>adaption to government guidance</p> <p>Develop summary policy and curriculum guidance readily available to parents</p> <p>Explore and share ways in which schools recognise and celebrate events that support the curriculum offer</p>	<p>MB – Spring 2023</p> <p>MB – Autumn 2023</p>	<p>Is the PHSE curriculum regularly reviewed and adapted to meet national policy and support the understanding of key issues that our children encounter?</p> <p>Does our wider curriculum offer promote and celebrate equalities?</p>
<p>Achievement</p> <p>To ensure all children who are disadvantaged by society make good progress and any identified gaps are quickly closed</p>	To offer the best life chances for all our children, we must recognise those groups at a disadvantage and use data effectively to target support to close gaps in attainment	<p>The success for all document is embedded across all schools</p> <p>Pedagogy outlined in the Compass teaching and learning framework embedded</p> <p>The BEST framework is embedded as a focus of school improvement</p> <p>Data used effectively to identify trends and share good practice</p>	<p>Headteachers/Exec headteachers – Autumn 2024</p> <p>Headteachers/Exec headteachers – Autumn 2024</p> <p>Exec headteachers – Autumn 2024</p> <p>MB – Autumn 2024</p>	<p>Are attainment gaps closing for key groups of children?</p> <p>Are appropriate systems in place to measure the progress and attainment of our most complex children?</p>
Attendance	Good attendance is a prerequisite of good attainment and can	rust attendance data is analysed, published half termly	MB – Autumn 2023	Is attendance at or above national expectations?

To ensure all groups of children have equal access to a high-quality education,	determine future life chances	Sharing of school's successes and challenges, highlighting good practice and problem solving	MB – Spring 2024	Is attendance of all significant groups in line with their peers
		Develop a directory of services available to support parents	MB – Spring 2024	Is appropriate sign posting available to ensure timely support for children and families?
		CPD for governors to better understand their accountability	MB -Spring 2024	Are systems in place to ensure impact of long-term medical absence is where possible minimised?
		Develop a trust pastoral group to ensure ongoing CPD and sharing of good practice	BT – Autumn 2023	

Year 2- Explore School Level Plan
To be populated by individual school

Aim	Why	Actions	Equalities strand Lead individual Time scales	Questions that indicate success
Curriculum	Children have access to rich and broad learning experiences which reflect diversity of communities and help to feel represented within their	Ensuring 100% of staff attendance to Compass planning and moderation groups to review and take into account social changes	ZC/JG -compass planning groups	Can children see themselves in their curriculum? Do children have recognisable role models in their curriculum? Does our curriculum

<p>accessible to our community</p>	<p>curriculum Children see differences in representation and see themselves as a part of that.</p>	<p>Teachers to review planning each term at a school level and respond to current climate appropriately</p>	<p>All staff - ongoing</p>	<p>represent the wider community? Do children feel valued and respected? Does our curriculum respond to social changes and events?</p>
<p>Improve recruitment processes to ensure that we attract and appoint the highest quality people to Horn Park that represent the community that we serve</p>	<p>It is important that our community feel that Alderwood reflects them and this supports better working relationships, which in turn, improves outcomes for children.</p>	<p>Continue to review and adapt the current wording of our adverts to ensure our EDI ethos is clear. Review employee voice to inform further decisions made regarding recruitment and interview.</p> <p>Continue to trial adapted recruitment format launched by trust and analyse data</p>	<p>ZC – Aut</p> <p>JR - ongoing</p>	<p>Do candidates see themselves reflected in the workforce at Horn Park? Do our recruitment processes reflect the diversity and talent within our workforce? Do we know what attracts and discourages candidates and why?</p>
<p>To ensure our children and wider community feel represented and valued within our school</p>	<p>All children, families and staff need to be able to recognise that they are valued and they have a place in our school community. This is reflected in all aspects of school life, including ethos, policy, documentation, and practice.</p>	<p>Ensure all stakeholders understand the difference between equality and equity and understand our ethos behind it. Use social events, assemblies, newsletter, events, parent meetings to deliver learning opportunities.</p> <p>Launch of My Happy Mind with all children</p> <p>Workshops to explore key community themes and barriers</p>	<p>Leadership - ongoing</p> <p>JW Aut</p> <p>Leadership – Aut 2</p>	<p>Do all members of the school community see themselves reflected within all aspects of school life? Are staff comfortable with our shared language and understand how we implement our EDI strategy?</p>

		<p>Community groups within school reestablished – School council, play leaders, ecadets, community daily jobs</p> <p>Commit to the 'Difference' project</p>	<p>JW – Aut</p> <p>JG - Aut</p>	
<p>Attendance</p> <p>To ensure that children have equal access to the school day through a commitment to regular attendance</p>	<p>Good attendance is a prerequisite of good attainment and can determine future life chances</p> <p>As a school, PA is above national</p>	<p>Commit to improve attendance through RBG's AAO service and personalised approach to key families.</p> <p>Sharing of school's successes and challenges, highlighting good practice and problem solving with governors</p> <p>Celebrate attendance in newsletters and assembly and phonecalls.</p> <p>All leaders to work with key families and analyse patterns and key groups to inform decision making</p> <p>Leaders to support all staff to be curious and tenacious around regular attendance.</p> <p>Engage with 'Difference' project</p>	<p>JG/JR -ongoing</p> <p>ZC/JG - ongoing</p> <p>Leaders/all staff -ongoing</p> <p>JG/MK/JR - ongoing</p> <p>Leaders - ongoing</p> <p>JG – Aut</p>	<p>Has our PA figure decreased? Are all staff tackling attendance? Have we improved the life chances for children who find attending school difficult?</p>

Achievement

To ensure all children who are disadvantaged by society make good progress and any identified gaps are quickly closed

Having recognised there is a large attainment gap upon entry to education, we must use this data effectively to find ways to close the gap as quickly as we can. (Usually done so by year 6)

Continue to engage with the most current research and practice to best inform CPD for all staff.

Provide across trust collaboration opportunities to share good practice and successes.

To continue to evaluate data closely in early years to establish key lines of support for individual groups e.g. speech and language

All staff to engage in ongoing CPD in Direct Instruction and Mastery

Data used effectively to identify trends and share good practice

ZC/JG - ongoing

ZC – Aut 2

CA –ongoing

ZC/JG ongoing

ZC – Autumn 23

How quickly is the attainment gap closing for key groups of children.

How are we using data in Key Stage 1 to inform teaching and assessment?

Are appropriate systems in place to measure the progress and attainment of our most complex children?