



HEATHFIELD
KNOLL
SCHOOL

School Improvement Plan 2024-26

SCHOOL IMPROVEMENT PLAN 2024-26

INTRODUCTION

"Experience is the teacher of all things."

(Julius Caesar)

Heathfield Knoll School has over 400 years of experience in teaching. In that time, the school has grown and developed. Latterly, the school has opened a nursery, sixth form, specialist SEND unit and since 2020, when the school was acquired by KSI Education, it has benefitted from around £2m investment in infrastructure and buildings.

This publication presents the next chapter of the school's development and improvement across the next 2 years. It is a working document and will be updated termly to reflect changes and progress made.

The school's mission is to **enrich**, **challenge** and **prepare** our pupils.



ENRICH

Heathfield Knoll School's mission is to **enrich** our pupils through a broad and inclusive education, in a nurturing and supportive environment where wellbeing is paramount.



CHALLENGE

We **challenge** our pupils to find their own pathway by encouraging curiosity, critical thinking and inquisitive minds.



PREPARE

We **prepare** pupils for their future by encouraging resilient learners, leaders and compassionate global citizens.

'Children display high levels of personal and emotional security, consistently demonstrating that they feel extremely happy.'

(ISI Report, Early Years, 2022)



ENRICH

Vital for both physical and mental wellbeing, co-curricular activities, such as sport, drama, music and outdoor learning, are also seen as important for boosting transferable skills. There is a growing body of evidence¹ that links non-cognitive skills, including resilience, self efficacy and other emotional and social skills, with improved educational, employment and wellbeing outcomes.

Effective communication with parents and pupils is necessary to better understand needs and to assess the success of strategies. The result should be a curriculum that reflects the issues and diversities of our society and that captures the full strengths of each child.

'Pupils are encouraged to expand their interests outside the classroom and become increasingly confident performers through their participation in the performing arts.'

(ISI Report, 2022)

'The staff at your school are amazing and make my children feel happy to be at HKS.'

(Current school parent, 2025)

'Many pupils find pleasure and achieve personal and academic success through the school's encouragement to develop their interest and talent in a range of extra and co-curricular activities.'

(ISI Report, 2022)

CO-CURRICULAR

The school will provide a suitable and broad programme of extra-curricular and enrichment activities that are appropriate to age, aptitude and ability so that all pupils are provided opportunities to participate and make progress and are enthused beyond the classroom.

PUPIL VOICE

The school will provide further opportunities for pupil voice and conversation so that pupils articulate their feelings and justify them in both informal and formal settings and are given the responsibility and trust to develop their confidence.

PARENT VOICE

The school will provide relevant information that is easy to access and understand so that parents remain informed about their child's progress and personal development.

¹ Extracurricular activities to develop life skills (DfE, 2020); Access to extra-curricular provision and the association with outcomes (Education Policy Institute, 2024)





CHALLENGE

Metacognitive strategies, or encouraging pupils to think about their own learning, can be worth 7 months' progress when used well². Such strategies need to be aligned with a purposeful assessment and an ambitious curriculum that balances ambition, relevance, flexibility and inclusivity for all children.

METACOGNITION

The school will embed self-directed learning, problem solving and critical-thinking skills across all year groups so that pupils become independent learners.

ASSESSMENT AND REPORTING

Whole school approach to assessment and tracking so that pupils and their parents understand the next steps needed to progress.

'Personalised learning, wellbeing and inclusivity are at the heart of this enchanting small school.'

(Good Schools Guide)

'All pupils achieve significantly higher GCSE grades than expected for their ability on entry. This represents rapid progress in their knowledge, skills and understanding as they move through the school.'

(ISI Report, 2022)

HOW MUCH DOES AN EXCELLENT EDUCATION COST?

In 2024 the average annual fee at a private school was just over £18k³. Fees at independent schools in Worcester, on average, are 25% higher⁴ than at Heathfield Knoll. In the current political and economic climate, views differ as to the extent that an independent education is the reserve for an elitist few. Heathfield Knoll strongly believe that the benefits of an independent education should be affordable and we will continue to keep the cost of our school fees accessible.

² Metacognition and self-regulated learning (Education Endowment Foundation 2022)

³ Statista.com (Dec. 2024)

⁴ When compared to the total tuition cost of sending a child from Reception to Year 11 across the two largest independent schools in Worcester (correct as of Jan. 2025)



PREPARE

School should ensure children and young people leave education ready for life and ready for work, having built the knowledge, skills and attributes they need to thrive. This includes an excellent foundation in the core subjects of reading, writing and maths, access to a broad curriculum including vocational subjects, and guidance on next steps beyond school.

'Children benefit from opportunities to learn about the wider world and cultural diversity.'

(Ofsted, 2025)

'The quality of the pupils' personal development is excellent.'

(ISI Report, 2022)

'We are very proud of what she achieved in her GCSEs and she is really enjoying her A levels at Ludlow College.' (Parent, Year 11, 2024)

LITERACY

Establish a whole school culture of reading through engagement, choice and the celebration of reading achievement so that pupils become motivated readers, improve their recognition of words and develop comprehension skills that are used across the curriculum.

PSHE AND RELATIONSHIPS EDUCATION

Improved organisation of RE and RSE resources, including assessments, so that pupils' progress may be better monitored and additional support put in place where needed.

A whole school approach to PSHE so that all pupils are equipped with a sound understanding of risk and the knowledge and skills necessary to make safe and informed choices whilst respecting the needs of others.

CAREERS

A whole school approach to careers education so that all pupils are prepared for the opportunities of adult life, can make informed choices about their future and reach their potential.





Douglas classrooms refurbished
(Summer 2024)

New sixth-form tutorial
spaces (Spring 2024)

Regeneration of pond and local
habitats (Spring 2026)

Nursery relocation to
Cedar (Summer 2025)

Dining Room extension
(September 2023)

Demolition of after-school
building (Spring 2025)

Wellbeing and study hub
The Haven (Spring 2025)

Cedar: Early Years and
Reception (Summer 2025)

Purchase of the
Meadow (Summer 2024)



SITE DEVELOPMENT

Refurbishment of the Fellows classroom block will begin in February 2025.

This will include additional tutorial spaces for the Sixth Form to support growth in this area of the school. Fellows will largely match the appearance of Douglas housing our KS2 'hub'.

To allow work to commence on Fellows, secondary maths lessons will move to the main house in the spaces currently occupied by the Haven - our wellbeing and intervention space. The Haven, in turn, will move to the now vacant Preschool building and new outside social spaces will be created for the whole school. Finally, the nursery will move to larger accommodation in Cedar for September 2025.

Aside from the modern spaces, significant investments will be made to furniture and play equipment across the Early Years. This will support increased growth in this key area of the school. Discussions will also take place with parents when there are firmer plans to share.

The school wants the best for every child at the school. These changes support this aim.



LITTLE CEDARS DAY NURSERY

Introducing our Little Cedars Day Nursery. This will be opening in September 2025. These are artist impressions showcasing the new improved look and specialist furniture.



Baby Room



3-4 Years Room