



Document purpose

This document states the strategic direction and focus of Emmbrook Infant School for the 2016-2019 period. It is a combined deliverable from the Governors and Staff, building on the excellent ethos and performance of the school.

It will be reviewed and adjusted annually and used as core input to annual School Improvement Plans (SIP).

Document introduction

Since opening in 1964, Emmbrook Infant School (EIS) has been dedicated to the delivery of learning to children of perhaps the most impressionable age, from 4 to 7 years old. It is a duty and a pleasure delivered by the most diligent of staff, and supported by a focused and visible Governing Body.

With the constant drive to improve by the succession of teachers and leaders, the school enjoys an enviable reputation locally and frequently helps other schools by sharing best practices. The school is Ofsted graded 'Good' but displays many acknowledged 'outstanding features'. The school is likely to receive an Ofsted visit during 2017 and so much effort is underway to build on school strengths and ensure that the children are put at the heart of all thinking, planning and execution. From this approach, the Governors and Staff can more clearly identify and clarify the tasks to build towards an even stronger, efficient, and effective school.

Taking our heritage, evolving the current, and planning for the future is critical for the progress and longevity of the school. This document describes the school's strategic roadmap and summarises the agreed direction for the coming three years (2016-19). To achieve this, stakeholders have come together to shape and clarify several key school drivers, which form the very fabric of Emmbrook Infant School.

Content

Motto & Ethos	The essence of the school – our spirit, culture, and the way we do things
Vision	A compelling picture of where we want to be
Mission	What we aim to deliver today
Core Values	Describe those things which we won't compromise on and expect all those connected with the school to adhere, ensuring the development of all rounded individuals
Golden Rules	Outline the behaviours which we encourage children to demonstrate consistently
Celebration	Recognises the efforts, and achievements of children in their acquisition and deployment of skills, knowledge, and behaviour



- **Resilience** I will keep trying when I find things difficult in my work and in my play
- **Empathy** I understand that everyone is different and I am kind to everyone
- **Patience** I can wait for my turn without getting angry
- **Independence** I can do things on my own and think for myself
- **Curiosity** I like to ask questions and want to find out more
- **Honesty** I will always tell the truth, play fairly and not take things that do not belong to me
- **Self-Discipline** I know what to do in different situations and I will make the right choices
- **Confidence** I am happy to be me and not afraid to have a go
- **Teamwork** I can join in with other children, listen, use and share my ideas

Golden rules

In addition to the core values, EIS encourages all children to adhere to a set of 10 Golden Rules, which guide the behaviours expected of the children.

- Listen to every adult in school - Show me Ten
- Remember to say please, thank you and excuse me
- Always sit calmly and sensibly on the carpet
- Always walk around school
- Look after your own things carefully and tidily
- Remember to wait your turn
- Use your inside voice in school
- Respect and think of others
- Keep your school clean and tidy
- Behave sensibly and play safely outside

Celebration

Celebration is a fundamental part of school life at EIS, which is shown publicly in a number of montages across the school, plus during school assemblies and in the monthly school newsletter. Visitors to the school, including teachers and governors are often found enviously



reviewing the many displays of both school work and achievement. The school formally celebrates through:

- Silver Swans, awarded weekly in assembly and recognise when someone has made an extra or special effort – it can be work, manners, being helpful and alike
- Rainbow Award is for the Golden Rules and stay displayed from award to the end of the academic year
- The Core Value Tree shows the names of children who have demonstrated the core value for that month and are awarded by their teacher
- Head Teacher’s award is weekly and awarded directly by the Head Teacher who will have spotted someone going above and beyond in manners, helpfulness and alike
- Lunchtime recognition slips are awarded by Lunchtime Controllers and remain on display in the main hall for that week

Strategic Goals

Using the inputs of the strategic review, six goals emerged which set the direction for EIS strategy over the 2016-19 period. These will be reviewed annually, more often if new factors emerge which enable the school to remain agile. It is envisaged that working groups of Governors and Staff will be formed to focus on those goals requiring incremental resource in order to analyse and recommend action to the full governing board:

1. Outstanding academic achievement, progress and Ofsted grading

Goal Id	Action
1.1	Ofsted Outstanding
1.2	Phonics excellence in year 1
1.3	FS2 achievement and progress

2. Full capacity with pupils and teachers wanting to join and stay

Goal Id	Action
2.1	All staff retention
2.2	Successful recruitment
2.3	Full capacity
2.4	Staff vacancies filled

3. A model Infant with Breakfast and After-School services, an exemplary HI unit and offering teaching support to other schools. Strong links to EJS and ES for an Emmbrook ethos

Goal Id	Action
3.1	Support local extended hours’ services
3.2	HI Unit rated Ofsted outstanding
3.3	Deliver external consultancy and mentorship to local schools



3.4	Annual face to face and regular dialogue between all three Emmbrook schools SLT and Governors on common matters
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4. Consciously in or out of a MAT and/or Trust and operationally prepared

Goal Id	Action
4.1	Cost/Benefit analysis of options
4.2	Transition plan drafted
4.3	Determine plausibility and finalise decision

5. Strong stakeholder and community support for all aspects of schooling

Goal Id	Action
5.1	Awareness drive
5.2	Engagement in school activities
5.3	Evaluate options in the light of the Matthewsgreen Primary

6. Succession plans for continuity of leadership, teaching services and governance

Goal Id	Action
6.1	SLT risk analysis and mitigation plan
6.2	Teacher and TA staff analysis and mitigation plan
6.3	Non-Teaching staff analysis and mitigation plan
6.4	Chairs of Governors and committees trained and rotated