



Whole School Strategic Objectives

<p>1. Leadership</p>	<p>The learning culture of the school is dynamic, positive, ambitious and reflective. All staff benefit from personalised professional development opportunities and contribute to the leadership and transformation of an all-through 3 – 19 school community.</p>
<p>2. Teaching</p>	<p>All students experience good and outstanding learning experiences which engage, challenge, support and extend them. The development of strong communication skills sits at the heart of the learning experience for all students. Questioning and debate are encouraged.</p>
<p>3. Well-Being</p>	<p>All students are included in the full life of the school. Any additional needs are identified and provision is put in place to ensure that each and every student is supported and challenged to achieve their best. Safety is paramount; students are taught, guided and instructed where appropriate to ensure physical, emotional and on line safety. Bullying is not tolerated. Restorative Justice is used widely to ensure that students understand the impact of their choices. Staff are trained to be aware of risks and indications of need and Safeguarding and Child Protection is strong. Self-regulation of behaviour is promoted</p>
<p>4. Attainment</p>	<p>Sustained results at all Key Stages demonstrate that Eastbrook School students achieve greater than the national threshold for progress considering their starting points: KS1 Accurate baseline assessments in place KS4 >80% 3 LoP and >40% 4LoP English and >30%4LoP Maths >57% 5+A* - C including E+M P8 >+0.5 KS5 >215 APS per entry A Level >230 APS per entry BTEC >80% A* - C A Level</p>
<p>5. Achievement</p>	<p>All students working to and 85% achieving personal, ambitious targets All students building upon prior achievement and overcoming challenge to develop more sophisticated independent learning techniques and to enhance their knowledge, skills and understanding. All students well prepared for lifelong learning and making informed choices about each stage of their education and career.</p>
<p>6. Community</p>	<p>Working with, and responding to the needs of, our community is central to Eastbrook School. We have developed local and regional partnerships that benefit students, professionals and wider members of the community. Our community partners include; Glasgow University, University Arts London, Barking and Dagenham College, Havering Business Education Partnership, Bentley Wood High School, NEC 6th Form, Wellgate Farm, Metropolitan Police, Yes Futures, The Brilliant Club</p> <p>We are committed to maintaining and developing these local partnerships for the benefit of our students, including younger pupils from our link primary schools; Beam, Leys, Hunters Hall, William Bellamy and John Perry.</p>

Prior Performance and Whole School Targets 2015 – 2018

KS4 Targets 2018	
5+ A* - C inc E+M	>57%
P8	>0.5
3LoP English	>80%
4LoP English	>40%
3LoP Maths	>80%
4LoP Maths	>30%
A* or A English	>20%
A* or A Maths	>20%
A* or A Science	>20%
EBACC	>30%
A* - C English	>70%
A* - C Maths	>70%
A* - C Science x 2	>65%
5+ A* - G inc E+M	>95%
5+ A* - G	>98%

KS5 Targets 2018	
APS per entry A Level	>215
APS per entry Vocational	>230
APS per student	>700
Average grade per entry	>C+

Progress and Projection

	Expected Progress (Actual Progress)	External Result	Internal Result	National 2014 All Students RoL TM	Diff.	Target 2016	Target 2017	Target 2018
Y11	5+ A* - C inc E+M (A* - D)	43% (67%)		55%	-12%	48%	52%	57%
	3+ LoP E (current)	84%		70%	+14%	85%	85%	85%
	3+ LoP M (current)	62%		65%	-3%	70%	75%	80%
	4+LoP E (current)	39%		32%	+7%	40%	40%	40%
	4+ LoP M (current)	22%		29%	-7%	29%	30%	33%
Y11	5+ A* - D inc E + M		63%					
	5+ A* - C inc E + M		29%	55%	-9%	35%	39%	42%
	3+ LoP E		80%	72%	+8%	82%	82%	82%
	3+ LoP M		46%	66%	-20%	60%	62%	65%
Y10	2+ LoP E		72%	72%	0%	75%	75%	75%
	2+ LoP M		73%	66%	+7%	75%	75%	75%
Y9	1+ LoP E		84%	72%	+12%	84%	84%	84%
	1+ LoP M		66%	66%	0%	70%	72%	75%
Y8	Gold E		81%	72%	+9%	82%	82%	82%
	Gold M		74%	66%	+8%	75%	75%	75%

The one year detailed SLT Working Action Plan for 2015-2016 is the monitoring tool to ensure success through informed action, relevant impact measures and review / evaluation leading to further informed action.

One Leadership						
	Success Criteria	Delivery Milestones August 2016	Lead	Finance Exc. Time tabled staffing (1 st year)	2016/2017	2017/2018
1.1	The learning culture of the school is dynamic, positive, ambitious and reflective	The school engaging fully with STEM and EBACC Shared in house CPD, MA study, External CPD feedback systems - Strong practice leading CPD with partners	VKD NR NR	CPD Display Visits £5,000	Strong Reception provision in place	Successful move to new buildings complete Teaching School application
1.2	All staff benefit from personalised professional development opportunities	Planned programme of INSET for 3 years hyperlink Teaching Profile used to identify CPD needs Appraisal remains systematically linked to CPD School Leadership Programme reviewed and extended	NR VKD VKD/PF NR/AK	INSET Ext CPD Conferences £2,500	Appraisal Team extended	Working in partnership with University Teaching School
1.3	All staff -transformation - all-through 3 – 19 school	Change Team in place and regularly reporting to staff and GB	VKD SLT/CoG	Visits to/from schools £500	Primary ethos developed to add to 11 – 19	Successful transition to new buildings
1.4	The Accountability Framework provides challenge and identifies need for support	Whole School Review collates outcomes and impact of line management – data analysis – work scrutiny – teaching observations –learning walks and drives Leadership Action	VKD PF	Cover £1,500	Whole School Review = shared on line read only document	New staffing / leadership structure builds on Whole School Review – good practice
1.5	The school honestly knows itself Effective Governance Status reviewed each year	Effective self-evaluation in place at all levels Annual GB Report based on Whole School review 12 GB Questions regularly presented GB Plan linked to regular policy review Mon. Board and External validation of performance	VKD CoG CoG CoG/VKD	The Key registration ASCL conference GB Saturday £1,500	Schedule of GB visits reviewed Partnership audit of GB In-house GB Training reviewed	GB reconstituted to encompass all-through status
1.6	Coaching Culture Research led development	Teaching Squares and Leadership Partners SEND Training Teaching Observations and Learning Walks lead INSET	NR/AK PJ NR/AK	CPD cover Lesson Gems £1,000	On line bank of resources Whole staff teaching conference	Teaching School application
1.7	Leadership Development and Transformation	Staffing and Leadership Structure for all-through school and external Partnerships strengthened and include Primary. Partnership Map and Impact in place	VKD CoG LS PF	Cover Consultancy £1,500	Primary Leadership role Process and application for new roles underway	Structure in place and fully staffed according to student number
1.8	Prevent / CSE / anti bullying / anti-extremism – Safeguarding and H+S	All staff trained and updated regarding effective Safeguarding – external PREVENT training ICT Strategic Plan in place hyperlink Building plans – Logistics – phase management	SC NR LS VKD LS/SC	CPD £750	Extending training to primary phase and updated Healthy Schools Gold	Centre of effective Safeguarding Training
1.9	Value for Money Increased choices Y7	3 Year budget plan in place – matched to SDP Leadership Risk Plan and Critical Incident Plan Marketing Strategy reviewed	LS VKD LS	Adverts £1,500	Up front primary funding in place	All through funding and finance systems in place
1.10	Extension in phases and numbers	Mid Term Admissions making good progress EAL Admissions making outstanding progress Recruitment of Primary Lead	MH SC VKD	Additional staffing £80,000	3 extra Y7 classes One extra Reception Class	3 extra Y7 classes 2 Nursery +2 Reception
1.11	White British and E6 students continue to close the gap to national expectations for all	WHB Achievement Project underway hyperlink See Pupil Premium Action Plan hyperlink Intervention Map and Impact in place	Gov/PJ Gov/MH PF	Interventions £11,000	Longitudinal tracking in place with team of mentors for all WHB+PP	Project extended to early intervention in Foundation Stage
1.12	Literacy and Numeracy continue to rise	Reciprocal Teaching at centre of INSET see Literacy Action Plan hyperlink Whole School Numeracy rolled out through all subjects see Numeracy Action Plan - hyperlink	NR/MC AK/EJ	Capitation £2,000	Follow up audit for GAP Analysis and Impact Study	All staff using Reciprocal Teaching methods and Numeracy rolled out to all subjects

Two Teaching						
	Success Criteria	Delivery Milestones August 2016	Lead	Finance	2016/2017	2017/2018
2.1	All students experience good + outstanding learning which engages, challenges, supports and extends them.	Teach to the Top and scaffold – GTA extend remit Planning– Lesson Gems - Peer Observation + feedback Teaching Squares Reciprocal Teaching	DH NR/AK NR NR/MC	Lesson Gems Software RT Conference £500	Whole Staff Teaching conference Master Class Holiday School launched	Teaching School application
2.2	The development of strong communication skills sits at the heart of the learning experience for all students.	Think – Pair – Share Talking in role to extend use of Standard English Green Pen actions to improve as part of feedback Speaking and Listening expectations clarified for all	VKD DH NR/MC/ SBE	Resources £750	Student Lead Learners established – trained to lead and ensure positive communication	Teaching School application
2.3	Questioning and debate are taught and promoted.	Extend Debate Mate - Silent debate used well - School conventions clearly understood	NR MC SBE	Display Debate Mate Sch. Council	EBK debating structure identified in all SoW	Chartermark – 6 th form leading. Primary approach
2.4	Progress is measured against challenging learning objectives for all groups of students	All Target Groups making at least expected progress and 30% making greater than expected progress WHB, E6, SEND	PF MH	Additional staffing £25,000	All Target Groups making at least expected progress and 30% making greater than expected progress WHB, SEND	All Target Groups making at least expected progress and 30% making greater than expected progress WHB,
2.5	Marking and feedback positively impacts learning and progress	Work scrutiny show further improvements in the quality of feedback and action taken following feedback	PF		Consistent quality - staff increasingly confident with 3 way marking	Students independently redrafting Evolving primary policy
2.6	Evidence of active, independent learning is seen in lessons	Focus Weeks and Learning Walks and INSET sessions lead and evidence seen of Reciprocal Teaching techniques	NR/MC/ SBE	Training £500	Reduced teacher talk – link to debating skills Starters promote independent learning	New build used to capacity -GTA as Lead Learners -Enhanced independent learning through homework
2.7	A variety of teaching and learning styles ensures engagement and challenge	Work Scrutinies, Learning Walks and lesson observations show evidence of at least good levels of engagement and challenge - Starters used to engage Teaching Profile shows increase in good + outstanding Further Reduction in the use of on call	NR AK PJ PF	Cover £1,000	Lesson Gems bank enhanced Student Review completed	Students with SEND making outstanding progress
2.8	Homework extends learning	Extended focus on digital learning out of school	SC/NR/ AK	ICT £40,000	See ICT Strategy hyperlink	Major Homework Review
2.9	Revised SEND Team enhances SEND Specialist teaching	Specific planning and training within Inclusion Team Recruitment of specialist teachers from mainstream See SEND action plan – hyperlink CPD for all staff - KS5 provision extended	VKD PJ AW/DP	Additional Staffing £60,000	Recruitment of specialist teachers Maths / SEND and primary KS5 provision review	All through SEND staffing structure in place Review impact of CPD
2.10	E6 directed teaching	1 st call for interventions including Yes Futures Raise interventions in Y7/8 E6 Champion staff lead and Governor appointed Review impact of 14/15 and adjust use of funding	MH	PP Funding See specialist audit	Review impact of 15/16 and adjust use of funding Refer to national best practice	Review impact of 16/17 and adjust use of funding Refer to national best practice
2.11	Shared view of 'excellent teaching'	Develop definition of excellent teaching – MLT to lead Consistent use of progress data presentation All staff involved in peer observation and feedback programme Intense and rapid intervention for any RI teaching	NR PF NR VKD/PF	CPD £5,000	Paired INSET with partner schools	Teaching School

Three Well-Being						
	Success Criteria	Delivery Milestones August 2016	Lead	Finance	2016/2017	2017/2018
3.1	All students are included in the full life of the school. Staff trained to be aware of risks and indications of need.	Record of Need tracks engagement as part of review process. Regular audit of display, engagement in activities and student feedback Student Teams established to build on 'Beat Bullying'	PJ/AW /DP NT/CMK AW/SC	£1,500	L6 increases as 4 th Option	100% students engaged in at least 1 after school activity – extended school day rolling out
3.2	Additional needs are identified and provision ensures that every student is supported and challenged to achieve their best.	Screening enhanced: MIDYIS, Adaptive Reading, etc. Access Panel outcomes shared as appropriate Rolling programme of specialist SEND training/ review feedback by department	PJ/NR/ MH/ MC/A W AW	£4,000	New SEND framework clear and embedded	Comprehensive all through strategy and procedures clarified Economy of scale allows for subject specialist SEND staff
3.3	Safety is paramount; students are taught, guided and instructed to ensure physical, emotional and on line safety.	ECS curriculum reviewed and Drop Down Days reflect updated need bespoke to each year group. See ICT Strategic Plan – hyperlink	SC/NR/ AK/CW A	External input £1,000	Centre of good practice	Revision of procedures to match needs of new build
3.4	Bullying is not tolerated.	INSET – Challenge – Stonewall membership Referral system simplified Audit using anti-bullying charter procedures Review Policy with students and parent/carer input RJ/anti-bullying CPD – Pastoral Team	PJ/VKD	£5,000	Restorative Justice process fully embedded Feedback on actions taken transparent	Chartermark and extend to primary procedures
3.5	Restorative Justice is used - students understand the impact of their choices.	Rolling programme of training built into Thursday programme All Pastoral and SEND staff trained	PJ	£150	All staff trained Consistent use of RJ	Student leaders trained
3.6	Safeguarding and Child Protection is strong. Effective multi-agency support in place	All HoYs and KS Co-ordinators CAF trained + key SEND staff. Directory of regular partner/visitors – with photos compiled	PJ/CH/ AW SC/CH	£150	CAMHs Trinity model in place	All through structure in place
3.7	Self-regulation of behaviour is promoted. Team of Lead Behaviour specialists established. Y8 increasing rates of progress	Whole school display promotes positive choices Pilot student teams with Y8 Boys' class Identify and train positive behaviour champions – students – staff and GB Establish boys' class with consistent approach	PJ PJ/MS AM	Reward Activities Training Display £5,000	Co-ordination of successful student teams extended out to Y7 and 8	New build and display work together to promote positive behaviours
3.8	Attendance at least at national average. PA below 4%	Build on established procedures – focus on next layer of movers WHB attendance key focus Strengthen external action for Pas and at risk of PA	PF NT/CM K	SLA £10,000	Full Time EWO on staff Explore home tutor	All through structure in place
3.9	Students on time for school and lessons	Maintain morning late procedures – link to HoYs Re-issue out of class cards – enhance on call	PF NT/CMK		Review timings of the day/no. of sessions	Additional on call staff for new buildings Instant on call
3.10	Extended Day activities well attended and making impact	Link tracking of engagement and impact to HoYs role Link to inclusion audit	SC/NT/ CMK PJ/SC		L6 expectations Duke of Edinburgh	Extend range of offer utilising new facilities
3.11	Access Centre making positive impact	See Access Centre Action Plan - hyperlink	PJ AW	£15,000	KS4 options offered	Destination and careers IAG in place

Four Attainment						
	Success Criteria	Delivery Milestones August 2016	Lead	Finance	2016/2017	2017/2018
4.1	KS1 Accurate baseline assessments in place	Appointment of EYFS specialist lead and associated staff team	VKD CoG	£100,000	Additional staffing EYFS curriculum and assessment in place	Additional staffing KS1 and KS2 curriculum and assessment in place
4.2	KS4 >80% 3 LoP English >40% 4LoP English >70% A* - C	Maintain use of transition matrices with all staff Permanent intervention groups within timetable Regular review of progress and action Enhanced intervention groups at KS3	PF NR SBE	£25,000	Topic led revision all subjects Personalised revision programmes extended Extended day Individual tutoring	Outstanding progress measures
4.3	KS4 >80% 3 LoP Maths >40% 4LoP Maths >70% A* - C	Topic led intervention sessions as for maths this year Extend external partnerships Specialist Tutor groups maintained Saturday and holiday schools continued	NT AK HB BGO			Outstanding progress measures
4.4	KS4 >70% A* - C x2 Science	Use of graduates GTA extended activities	DH			Outstanding progress measures
4.5	KS4 >60% 5+A* - C including E+M >+0.5 Progress 8 >VA 1000	Detailed review of 2015 performance Self-esteem/raising aspirations residentials – away-day Extend GTA activities to wider groups Regular review of progress and action of all subject every 6 weeks Review Y9,10 and 11 for individual student action	PF SLT NT	£5,000	Detailed review of 2016 performance Review 3 or 4 options	Detailed review of 2017 performance
4.6	KS4 All subjects with +ve P8	Enhanced focus on Sociology, DT and History Team Teaching in Sociology, History and support in DT	SLT	£2,000	Options show increase in students with 8 counting	3 years of +ve P8
4.7	KS4 EBACC further increased	Enhanced focus on History and Geography Extend take up of French Plan for second MFL offer	DH SLT	Additional Staffing £25,000	Additional staffing for 2 nd MFL offer	Combining EAL and MFL Teams
4.8	All including target Groups closing gap and moving to exceed national average for all (WHB, E6, SEND)	Review use of extended day Review and extend use of social media Increase external partners input into interventions WHB and E6 Champion	PF SLT	£8,000	Increased specialist SEND teaching	Gaps closed on all target groups Outstanding progress for all groups
4.9	KS5 APS per entry A Level ??? APS per entry BTEC ??? A* - C A Level >75% Aps Per student >700 ISR Success Rate ???	Maintain tighter selection procedures Extend L2 pathway Differentiate QA (monthly) progress checks Enhance GTA and Y10/11 interventions to raise retention	DH KD	£2,000	>210 APS per entry A Level >230 APS per entry BTEC >80% A* - C A Level	Major promotion drive for 6 th Form in new build
4.10	Include progress of all students	Produce own baseline assessment and 4 Matrix series for student without prior data to be compared alongside P8. KS5 on 4 Matrix	PF		Connect with similar school – share methodology	All through data system fit for a multi-phase entry school
4.11	A shared understanding of aspirational target setting and progress measures	Provide training and development for all GB Extend training for all teachers	PF AK	£500	INSET and GB training	INSET Staff and all through GB together

Five Achievement						
	Success Criteria	Delivery Milestones August 2016	Lead	Finance	2016/2017	2017/2018
5.1	All students working to and achieving personal, ambitious targets leading to >80% 3LoP and 40% 4LoP	E6 given 4LoP targets WHB and E6 Champion role Y8 Boys' group Target Tutor Intervention Groups Saturday and Holiday programme All staff working to 80/40 Transition Matrices	PF MH	P.Premium See specialist audit	Extend intervention group if successful Extend focus on weakest subjects Repeat Y8 boys' class model and extend if successful	Further develop measures for student with no prior data Baseline assessment in EYFS established
5.2	All students building upon prior achievement – overcoming challenge to develop more sophisticated independent learning techniques to enhance knowledge, skills and understanding.	WHB and E6 champions Extend SEND Team Access Panel expanding learning and teaching profiles Literacy drive / Reciprocal Reading and Reciprocal Teaching Form Time Wonderopolis approach Saturday, Summer and holiday programmes	PJ NR AK	£35,000	All staff using Literacy software, skills and resources Y8 Boys' class repeated	Enhanced access via ICT strategy and new build Access Centre review in light of new build
5.3	All students well prepared for lifelong learning and making informed choices about each stage of their education and career.	Careers and IAG programme formalised and mapped against impact – visits – speakers - activities All using Fast Tomato and National Careers Website Display – aspirations and alumni Central database of contacts updated Attend Excel Careers Fair. Y9+10 interview Day – career plan CV of the future. Y7/8 introduction to University/apprenticeships – careers assemblies. Further enhance display – using EBK personal statements. 6 th Form work experience – UCAS and L2 pathway. New Directions and College Links co-ordinated tracked and supported	SC NT/C MK DM DH	£50,000 £8,000	Consider external IAG provider Raise awareness of Apprenticeships – especially high achievement level apprenticeships Explore role alongside UTC	Review Post 16 partners Bespoke Work Experience Programme Y10,11 and 12
5.4	All students making progress in mainstream and specialist provision	Embed and review next stage of ARP structure and provision Rolling programme of SEND teaching training for all Calenderised regular monitoring for literacy and numeracy	PJ DP AW NR/AK MC/EJ		KS4 Access Provision extended 6 th Form provision for SEND in place	3 – 19 pathways in place leading to Entry Level – Level 1 – Level 2 and Level 3 outcomes
5.5	Engagement of parent / carers supports enhanced achievement in all year groups	Focus – attendance at parent / carer evenings and Academic Achievement Day 2 Parent / Carer conferences	SC	£500	Benchmarking surveys updated	e-safety with parent / carers updated

Six Community						
	Success Criteria	Delivery Milestones August 2016	Lead	Finance	2016/2017	2017/2018
6.1	Communication with families	Young Interpreter Scheme supported	SC/MH	£1,000	Digital community extended	Review of all communication with key group of parent / carers
6.2	Working with the local community	Liaison with Alexander Court regarding new build and 'good neighbour' project Regular community communication regarding new build Contact and discussions with UTC	VKD	£500	Maintain best access throughout building phases Reception class publicised	All through school – increased access outstanding facility for the local community
6.3	Celebrating diversity	INSET Range of workshops planned Display constantly updated LGBT Champion training all staff Stonewall membership Sharpening recording and reporting of all discriminatory incidents Restorative Justice further extended	PJ VKD LS SC	£1,500	Maintaining momentum of improvement during the building phase Student views sought and responded to	Quality access and display not only welcomes but encourages engagement
6.4	NEC	Manage change to 3 schools not 4 Increase number of students travelling to us Increase average size of groups	DH	£500	Increase number of students travelling to us Increase average size of groups	Review post-16 partners
6.5	College Links	Dedicated member of staff Bespoke use of HBEP Y9 college preparation course introduced	PJ	£20,000	Impact of UTC explored L1, Entry Level and SEND links with college IAG extending range of college awareness	Progress of SEND enhanced
6.6	New Build engagement	Liaison with neighbours Consultation TfL and Eastbrook End	VKD SC		Explore all weather pitch bids	Launch all through school
6.7	University Links	Focus: Glasgow GCU, Yes Futures, Greenwich, UEL, Brilliant Club, Cambridge, Future Scholars, UCL Horizons, Aspirational days	DH SC	£5,000	Revive Imperial and Anglia Ruskin links Consider research partnerships	Co-ordination of all university links KS3 links and parental awareness extended Consider becoming an Open University study base
6.8	Alumni	Extend impact of Future First Visits from alumni increased Awards Evening – new format repeated	SC	£2,000	Calendar of workshops	
6.9	Performances					
6.10	Sporting contribution					

6.11	Primary links					