

# Millfields Community School

# 2019- 2024

*Millfields ensures every child is engaged and set up for success. At Millfields we love to learn.*

## Strategic Plan



## 1. DEVELOPING OUR STRATEGIC PLAN

### 1.1 Executive Summary

Our strategic plan describes the broad direction of travel, extending over a period of 4 years, from 2019-2024. It sets out the school's vision, values and long-term strategic priorities. Details of implementation are in the School Development Plan (SDP). This ensures the school continues to attain the highest levels of pupil safety and wellbeing. It looks to innovate in the education of British liberal values, in the empowerment of pupil voice and in the collective appreciation of spiritual and ethical traditions.

During this time, Millfields Community School (Millfields) aims to be Ofsted 'Outstanding', achieving at least 'Good' in all areas. The school aims for levels of excellence outside and beyond Ofsted criteria, to achieve high standards in academic, creative and sporting areas.

### 1.2 How We Developed Our Plan

The governing body developed this plan incorporating feedback from staff, parents and the school children, starting from an initial Governors Away Day in April 2019.

### 1.3 Background

The school is currently judged as a Good school, with Outstanding features. At Millfields we aim for everyone to be part of a happy working community where we have high expectations of behaviour to encourage learning. The school re-gained the Gold Unicef Rights Respecting level 2 status in June 2017 and also holds the Healthy Schools, Quality in Extended Schools and Quality in Study Support Awards. Gold Primary Science Mark, Bronze Spanish Award, is an Ashoka Changemaker School and Global Network School

## 2 Vision and Values

### 2.1 Our Vision

To create an environment where children enjoy learning and become independent learners, creative and critical thinkers and active community members so that every child is encouraged to perform to the very best of their ability and achieve their full potential, moving on to secondary school having had a positive and enjoyable experience. At Millfields we love to learn.

### 2.2 Our Values

We work in partnership with parents, carers and other key stakeholders to ensure that all children are set up to be successful and happy citizens. We expect everyone to be responsible for themselves and others.

- Children in Millfields have enthusiasm for education - they *Love to Learn*.
- Our teachers are exceptional
- We value people who share and participate in the community at Millfields.
- We create a sense of security and belonging; valuing people, their rights and intrinsic value.
- We value and encourage children to express themselves appropriately.
- We create exceptional memories.
- We inspire children to want to always perform to the best of their ability.
- We pro-actively recognise and celebrate achievement.

## OUR STRATEGIC PRIORITIES

### 3. Curriculum

*The curriculum is the strategic map that directs a school's progress. Coherent education is predicated on strong curricular foundations.*

3.1 We will devise and develop an ambitious and broad curriculum whose intent is to create an engaging and stimulating education for all pupils.

3.2 Creativity will be a consistent theme throughout the curriculum, supported by enriching and immersive learning experiences.

3.3 Through quality training, all teachers will have a good understanding of the curriculum, and be equipped to adapt, where appropriate, the curriculum to best suit the diverse needs of all their pupils.

3.4 We will implement the curriculum across all age phases, in a way that allows access for all learners, irrespective of their starting points, and with particular focus on disadvantaged pupils.

3.5 The impact of the implementation of the curriculum will be measured with an accurate, timely and proportionate assessment that is not burdensome for pupils and adults alike.

3.6 Through the curriculum we will embed key knowledge, ensuring equity of access to key information for all pupils.

3.7 A love of reading will pervade the curriculum at every stage. A robust and engaging early reading curriculum and phonics programme will support and develop younger learners.

3.8 A highly effective mastery approach to maths will be embedded from Early Years through to Y6.

3.9 The curriculum is progressive, and will prepare pupils for each new stage in their educational journey.

3.10 We will adapt the curriculum provision following feedback from all stakeholders.

#### 4. Teaching and Learning

*The success of a school depends on the quality of teaching and learning. A dedicated, happy and skilled staff is essential to the provision of high quality learning experiences.*

4.1 All staff, including all support staff, will receive high quality CPD.

4.2 Teachers will have the opportunity to learn from colleagues in school and within the HTSA and beyond.

4.3 Staff will have effective and meaningful performance management, with all the support required to help them progress in their careers.

4.4 A range of innovative approaches will be employed in the implementation of the curriculum.

4.5 Teaching will challenge and stimulate all pupils; excellent academic progress will be the ambition for all pupils, regardless of their starting points.

4.6 Teaching and learning experiences and provision at Millfields will be recognised as a model for other practitioners locally.

4.7 High quality teaching will ensure a safe, creative, respectful and enjoyable learning experience for all learners.

#### 5. Health and Wellbeing

*Good health and wellbeing forms the foundation children require in order to learn, grow and lead a happy and fulfilling life.*

5.1 We will maintain our commitment to being an inclusive, rights-respecting school.

5.2 Pupils will be offered regular opportunities and encouraged to express their thoughts and feelings in a non-judgmental and supportive environment.

5.3 The school community will embody a healthy-eating ethos, where pupils are encouraged to make well-informed, positive choices about their diets.

5.4 Regular access to nature and the outdoors will be embedded into the curriculum and facilitated through events such as outdoor learning days and Forest School.

5.5 We will continue to invest in a strong PE curriculum and broad range of extra-curricular activities in order to promote a love of sport and physical activity across the school.

5.6 We will strive to diminish any barriers excluding our children from opportunities to engage in sport or physical activity.

5.7 The school will offer extensive opportunities for pupils to participate and engage in competitive sports, including entering a wide range of competitions at all levels.

5.8 We will continue to inspire positive role models through the on-going celebration of success.

5.9 Behaviour expectations will be consistently high across the school, with mutual respect being a fundamental characteristic of the pupils' attitudes.

5.10 Safeguarding will be robust for pupils at every stage in their journey through the school.

5.11 Pupils' awareness of how to keep themselves safe and make good choices will extend to the pupils' digital usage and their activities outside school.

5.12 We will continue to promote pupil self-care and provide counselling for when events in pupils lives become too difficult to manage independently

## 6. Diversity and Inclusion at Millfields

*Millfields has set the standard with our diversity and equalities education policies - we have woven equalities and diversity throughout our curriculum, events, and remain a UNICEF Rights Respecting School. Now we need strive towards leadership that represents the community we serve.*

6.1 We commit to making our Governor's Board and PSA committee more diverse in order represent the makeup of community of the students and families we serve.

6.2 All pupils and families will be offered the same high level of opportunity and provision, irrespective of ethnicity, faith, gender, SEND, or financial circumstances.

6.3 Diversity will be celebrated at every level, within the curriculum and through the wider school experience.

## 7. Leadership and Management

*We will have effective management and leadership of the school. Our management and governance structure will be fit for purpose in order to support and implement the strategy of the school.*

7.1 We will nurture our body of staff and constantly look to develop our skills in delivery, feedback and assessment.

7.2 We will have a clear structure within the school and a clear sense of line management for all staff.

7.3 Management roles should be clearly identified to all school stakeholders.

7.4 We will ensure that there is a strong senior management team and effective succession planning.

7.5 Staff members feel empowered to speak up and challenge the status quo when they see areas for improvement.

7.6 Management take the lead on ensuring the school keeps to its budget and remains financially prudent.

7.7 Management make a clear effort to promote diversity and inclusion throughout the school.

## 8. Financial Resilience

*Millfields is under financial pressure due to consistent, year on year budget cuts. Even in the face of these extreme measures, we have maintained a balanced budget due to our excellent and effective financial management. However, we will look to new avenues for fundraising to help keep our students have access to the services they need.*

8.1 We will continue to have a management and governance structure that is fit for purpose by nurturing our body of staff, managers and governors and constantly look to develop skills in delivery, feedback and assessment

8.2 We will explore fundraising for a grant writer role

8.3 We will explore a capital campaign to raise funds for our school

8.4 We will be prepared to actively participate in any discussions about governance of the school, e.g. academisation or other initiatives

## **9. Partnerships and Community at Millfields**

*Millfields is a community school and, as such, plays an important role in Hackney and our surrounding neighbourhood. We engage with our neighbours - both locally, nationally and globally.*

9.1 We want our students to be active participants while they attend Millfields, but also carry that civic duty with them once they go to secondary school and into adulthood. We will make opportunities for them to volunteer with local charities.

9.2 Through Democracy Week, we make civic participation fun, thrilling, and demonstrate the importance of active involvement in the wider world.

9.3 We will continue to be an influential participant in the community (local and national including: Hackney Teaching School Alliance - HTSA and Ashoka Changemaker Network).

9.4 We reach out beyond Millfields to positively affect our neighbouring colleagues

9.5 We are a strategic leader in the HTSA.

9.6 We lead best practice in engaging with our wider stakeholders

9.7 We are known as a place of excellence within the local, regional and national education environment