



Strategic Plan 2019-2022

'Be the Best You Can Be'

Stowe Valley Multi Academy Trust

Introduction

The overarching aim of the Stowe Valley Multi Academy Trust is to create schools that inspire and motivate our pupils to 'be the best they can be', academically, creatively, physically and socially as responsible citizens for the future. The Strategic Plan 2019– 2022 is intended to outline the key strategic objectives of the Trust over the next three years, sharing and defining our vision, and explaining the key goals and performance measures that will demonstrate the success of our Academy Schools in delivering inspiring and memorable education for all our pupils. It is underpinned by our values and expectations for all our pupils and will support our intention to become a recognised leader in education.

This overarching strategic plan will inform and be informed by the individual Academy School self evaluations, pupil outcomes and resulting school development plans, our annual Strategic Development Plan, our Growth Protocol and our MAT Education and Business Development Plans. It is our expectation that all these plans will be scrutinised and evaluated regularly by our Local Governing Bodies, our Trust Board Committees, and our Head Teachers Operational Board.

Addendum December 2020

The 2020 Covid pandemic has had an impact on our practice.

Through the law of unintended consequences, the restrictions imposed by the pandemic have created many positives; staff camaraderie, creative methods of using remote learning, resilience and kindness from our staff and students and numerous community projects. At the same time the impact on staff and students of missing so much school time and since September having interrupted school provision has, and will take its toll.

As a MAT our core purpose of supporting and valuing our students, staff and local communities remains as resolute as ever. We will do what needs to be done and meet future challenges by living to our values of kindness, resilience and confidence.

Our Vision

Our vision is encapsulated in our motto 'Be the best you can be'. We will

- create a seamless educational experience for our pupils across all key stages
- develop responsible, capable and confident young people who are active citizens in the 21st Century.
- use our success to drive us to reach even higher standards in all Academy Schools through a rich and motivating curriculum
- be recognised by our staff, parents and local community as providers of a safe, creative and ethical environment reinforced by a vibrant Community Dimension.

Overall, we will ensure that the Academy Trust proactively adds value to each partner Academy School so that the whole is always greater than the sum of the parts Our vision will be realised through the five objectives set out in this plan, underpinned by the five pillars on which our organisation is built

Curriculum a rich, inspiring and engaging curriculum that enables all our students to be the best they can be, that provides opportunities for academic, creative and sporting success, memorable experiences and creates in our students a life long love of learning

People - recognising and valuing the contribution made by our students, staff, parents and carers and stakeholders, ensuring we have the right people to deliver our vision, that they are well led and managed, provided with the highest quality training and support, and that they work in an environment conducive to positive well being. Engaging with our community

and building strong partnerships that support our moral purpose and enhance the work we do.

Environment - buildings and facilities that are fit for purpose and meet our stringent health and safety requirements, that provide a positive and stimulating environment for our students and staff whilst recognising our stewardship responsibilities

Finance - a robust and sustainable approach to finance that maximises value for money, minimises the risk of fraud or misappropriation, and supports our academies in achieving our objectives

Governance for Governance at all levels to be robust, based on best practice and striving for excellence

Each of our Academy Schools will make a unique contribution to achieving our aims supporting each other through collaboration and partnership to be the best they can be.

Key Elements of our approach

- Strong leadership that transforms the culture
- The pursuit of excellence is demonstrated by an uncompromising and successful drive for improvement in the leadership and management of teaching, learning and progression
- Excellent governance that challenges, supports and holds to account
- Recognising the role of teachers and developing them
- Outstanding teaching and pedagogical knowledge
- A broad and balanced curriculum that has expert knowledge and individual needs at its core
- Confident independent learners
- High aspirations and expectations of all who work in our Academy Schools that every pupil is able to succeed
- A 'no excuses' behaviour policy
- Secure and effective partnerships with parents/carers, businesses and the local community

Objective 1: Demonstrable educational improvement, clearly measurable in all our Academy Schools year on year.

Our ambition is for all our Academy Schools to provide outstanding Education that inspires and motivates all our students to be the best they can be. Our first priority is to have robust plans for sustainable improvement for those Academy Schools which have not yet been rated as Good or Outstanding by Ofsted. Our good and outstanding Academy Schools will have equally robust plans to sustain their current status and continue to enrich and improve their offer to students. The detail of how this will be achieved will look different for each of our Academy Schools recognising their unique strengths and areas for improvement.

SVMAT recognises that our teaching staff and their leaders are critical to our success. We will support our staff to 'be the best they can be' by valuing the work they do, by ensuring they have the highest possible standards of leadership, training and support. We expect our staff to provide a rich and motivating experience for our pupils through at least good and increasingly outstanding teaching to our pupils and students. SVMAT expects Academy Schools to work together in the spirit of partnership and solidarity. We believe that sharing our strengths and challenges across our Academy Schools will ensure that they can all be successful and provide for the best possible outcomes for our pupils.

We will achieve this objective through:

- Outstanding leadership focused on creating a culture of success, supported through robust leadership development and strong local governance.
- Rigorous self- evaluation and school improvement planning.
- Teaching that is at least good and increasingly outstanding, achieved through access to high quality CPD, sharing of best practice across our schools and an individual development plan for our teachers.
- A rich and motivating curriculum that engages our students and supports their success

- Collaborative development of high quality support services, whether that is for SEND, Early Intervention, or technology to support learning.
- Quality Academy School to Academy School support and access to external support.
- The ongoing development of our Teaching School and the capability and capacity of the many excellent practitioners within our Academy School to contribute to their own and others' development.
- Effective recruitment.

Key Performance Indicators

- Ofsted, DfE Feedback and Academy School Self Evaluation Activities demonstrate effective action and improvement over time.
- Pupil Outcomes show the progress and attainment of the majority of our pupils is in line with or exceeding national benchmarks.
- Demonstrable progress of vulnerable groups
- The majority of teaching is good with an increasing proportion outstanding.

Objective 2: The MAT fosters an environment in which our students and staff are safe, happy, engaged and inspired, and which contributes to the development of well rounded individuals who are prepared for the future

Children and young people are at the heart of everything that SVMAT aims to achieve. We recognise that each child is unique, with their own strengths and talents and their own challenges. Our Academy Schools will focus on developing the best in each pupil, encouraging and challenging them to succeed, and providing a positive and inspirational learning environment. Our Academy Schools will be inclusive and respectful and will encourage our pupils to share these values. Each of our Academy Schools will offer:

- A broad, enriched curriculum, which takes advantage of partnership and collaboration to provide children with memorable experiences which inspire their learning.
- A 'can do' culture that believes every child has the potential to achieve success.
- A safe and stimulating environment that enables children to engage with their learning, and which has the highest regard for their well-being and personal development.

- Effective interventions and support for vulnerable pupils, and their parents utilising the best practice across all MAT Academy Schools.
- Opportunities for pupils to succeed in sports, arts, citizenship and other activities as well as their academic achievements.

Pupils can expect:

- Learning that inspires and fosters curiosity.
- Education that develops well rounded citizens of the future.
- Experiences that challenge, motivate and enhance their skills, aptitude and talents.
- High expectations that lead to high achievement.
- High aspirations that foster the development of strong ambition.

Parents can expect:

- Education that meets needs and extends potential.
- Values every child and aims to boost their confidence and self-belief.
- Timely information about progress, attainment and well-being.
- Commitment to develop as active partners in their child's education.
- Opportunities to be involved in the life of the Academy School and access to resources to help them support their child's learning and development.

Staff can expect:

- High quality leadership and management
- Excellent CPD, coaching and mentoring
- Peer to peer support, and good practice sharing across the MAT
- MAT development opportunities
- An environment that encourages excellence and innovation
- Well being support
- A comprehensive recruitment and retention strategy that incorporates a consistent, trust wide, appraisal system and career development path

Communities can expect

- School's that meet the needs and aspirations of the community
- A learning resource at the heart of the community

- An organisation committed to the positive development of the community

Key Performance Indicators

- Pupils and Parent surveys show high levels of satisfaction.
- Applications for admission to our schools show a rising trend over time.
- Attendance in our schools is in line with or exceeding National averages.

Objective 3. For Governance and Leadership at all levels to based on best practice, robust and striving for excellence

SVMAT fully supports the independence and distinguishing characteristics of each of our Academy Schools. We are committed to supporting the Academy Schools within the MAT for benefit of the communities served by the Academies Schools. We believe successful Academy Schools are best supported by strong local governance, with Governors who know their Academy Schools well and who provide support and challenge to the Head Teacher. We will devolve Governance so that decisions are made closest to the point at which they will have impact, at a level of autonomy proportionate to the success of the Academy School. Our Local Governing Bodies are the champions of our values in our Academy Schools.

We will achieve this objective by:

- Having a clear Scheme of Delegation which is subject to regular consultation and review to ensure it is fit for purpose.
- Having a robust framework for evaluating the effectiveness of our Governance arrangements at all levels.
- Having clear expectations about the commitment, skills, competencies and conduct we expect from our Members, Trustees and Governors supported by robust recruitment, a 12 month 'mentor led' induction programme and continuing governance development programme.
- Effective succession planning
- Ensuring that our Governance processes are transparent and open to challenge.

Leadership that inspires, motivates and supports our staff and students is critical to the success of our MAT. We will achieve this by having in place

- A robust Leadership development programme
- Coaching and mentoring support for leaders
- Middle leader development, including MAT wide development opportunities
- Effective succession planning

At all levels of Governance and leadership we expect to demonstrate skilled identification and management of the risks faced by the MAT.

Key Performance Indicators

- Evidence of appropriate support and challenge in minutes of meetings.
- Members, Trustees and Governors have completed a Skills and Competency Audit, and each body can demonstrate that they have the relevant skills and experience to discharge their duties.
- Annual effectiveness reviews completed for the Trust Board by the Local Governing Bodies result in a rigorous and innovative improvement plan, drawing on best practice across the MAT.

Objective 4: To develop our MAT has a dynamic and sustainable organisation in line with our Strategic Vision

The Stowe Valley MAT will have grown from 3 to 9 schools between April 2017 and September 2019. The Board of Trustees recognises that it is in the strategic interest of the MAT to consolidate during 2019, ensuring that we have a robust infrastructure in place to support our schools and their students, that we review and develop key intervention strategies, and that any future growth is carefully managed to ensure that educational, governance and financial probity is sustained. Our primary concern in any decision about expansion is to ensure the MAT continues to deliver its vision of excellent education for all its pupils. Where appropriate this may include nursery provision, primary provision, 16 to 18 provision, SEND hubs or alternative education provision.

We will achieve this aim by:

- Building a strong infrastructure including reviewing the roles and responsibilities of central staff
- Having in place a systematic programme of school to school support needs of the individual schools
- Having a comprehensive strategy for the development of teaching and learning linked to our key values and ethos
- Understanding the needs and future aspirations of our students and communities and developing appropriate services with a particular focus on 16 – 19 provision, SEND provision in our schools, and alternative provision pathways,
- Developing partnerships and alliances that will support our development and the delivery of our vision
- Ensuring the Trust has the management capacity to deliver sustained improvement and potential growth
- Careful consideration of future growth, either through the joining of existing schools, expansion or the development of new schools in response to local need, in line with the guiding principles and due diligence set out in our Growth Protocol

Key Performance Indicators

There is a robust due diligence process in place which ensures capacity within the MAT to sustain existing schools, support new schools and that there is management capacity to deliver sustained improvement in all our schools

- Schools admitted into the MAT only when they successfully meet the requirements of the Growth Protocol.
- Annual analysis of the needs and aspirations of our students and community

Objective 5: For our MAT to have robust and sustainable finances that support our Academy Schools to be the best they can be.

“The most effective schools are those that think continuously about how to optimise their spending decisions to achieve the best outcomes for their pupils.”
DfE Review of efficiency in the schools system, 2013.

Stowe Valley MAT is responsible for the proper stewardship of the public funds it receives, including regularity and propriety, and for ensuring economy, efficiency and effectiveness in their use – the three key elements of value for money. Our Academy Schools need robust and sustainable finances to deliver our vision of memorable and inspiring education in which children can be the best they can be.

We will achieve this by:

- Developing financially intelligent Academy Schools who
 - Have a sound financial strategy
 - Evidence good value for money
 - Develop and maintain robust procurement and financial systems
 - Take advantage of efficiencies through collective procurement and collaboration,
 - Align their development plans with available resources
 - Build reserves through income generation, and effective bidding for alternative funding to enable them to provide curriculum enrichment
- Developing an efficient and effective infrastructure that provides our schools with the support they need whilst keeping our top slice at no more than 3% of school budgets.
- Having strong financial Governance, compliant with the principles and regulations of the Academies Financial Handbook.
- Having a robust Risk Management Strategy, supported by a rigorous Financial Scheme of Delegation and reporting mechanisms.

Key Performance Indicators

- Individual Schools demonstrate balanced budgets over a three-year period and/or have robust plans in place to achieve a positive balance.
- The MAT is able to build a reserve that allows the trust to support innovation and collaboration as well as mitigate against unforeseen financial requirements.
- The MAT is able to evidence income generation from grant or other alternate sources of funding, consistent with the Trust’s vision, including for Capital Projects.