



Strategic Plan 2022-2025

'Be the Best You Can Be'

Stowe Valley Multi Academy Trust

Introduction

Stowe Valley Multi Academy Trust is in its fifth year of operation. We are now a family of nine schools, educating over 5,000 students and employing in the region of 600. Our overarching vision remains 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. Despite the challenges of operating during a global pandemic for most of 2020 and 2021, thanks to the resilience, creativity and hard work of our staff, students and the communities around our schools we have achieved many of the objectives set out in our Strategic Plan 2019– 2022. All but one of our schools is rated Good or better by Ofsted, our students enjoy a rich and memorable curriculum, our buildings have seen considerable investment to create the right environments in which children can thrive and learn, we are financially healthy and we have a community of Trustees, Governors and other interested stakeholders who actively support and challenge our schools to improve the education and memorable experiences of our students.

As a Trust we recognise that many of our pupils, their families, our staff and our communities face challenges over the next three years. The impact of the pandemic on mental health and wellbeing and on the economy have been significant, and as a Trust we are committed to supporting our communities in their recovery. We are conscious of our

civic responsibilities as an Education Charity and major employer in our locality and want to build on the partnerships we have forged over the past five years.

Within this plan we will describe the three principle strategic objectives that will guide our Trust over the next three years. How they will be achieved may look different in each of our schools, and the annual Operational Plan for the Trust along with the School Improvement Plan for each of academies will describe in more detail the specific actions and timescales that will enable us to keep the Trust a vibrant learning community. 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 age ranges
- 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

As a family of schools we will work together to achieve the three objectives set out in this plan through 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 lifelong 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, have access to the right resources including utilising modern technology, and that they work in an environment conducive to positive wellbeing. 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 utilising sustainable technologies and having an awareness of the climate challenges ahead.

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**
- **A strong ethos based on kindness, confidence, and resilience**
- **A commitment to the welfare, safety and wellbeing of our staff and students**
- **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 so that every pupil can succeed**
- **A 'no excuses' behaviour policy**
- **Secure and effective partnerships with parents/carers, businesses, and the local community**

Objective 1: To provide all our students with the very best provision

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 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. We expect all our academies to have a clear plan that moves them towards outstanding provision, with a strong emphasis on providing inspiration and memorable experiences for our students. Our Academy Schools will be inclusive and respectful and will encourage our pupils to share these values. How this will be achieved will look different for each of our Academy Schools recognising their unique strengths and areas for improvement.

Each of our Academy Schools will offer:

- A broad, balanced, and enriched curriculum, which takes advantage of partnerships 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.
- Environments in which students feel safe, happy, and inspired to learn
- 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.

SVMAT recognises that for some students school is not a positive experience or presents them with significant challenges. We want to create a range of resources that will ensure that all our students with special educational needs are able to be the best they can be. We have developed enhanced SEN provision at Rokeby Primary School and will be sharing their expertise across the MAT.

Similarly, there is a small group of students who are not able to manage being in our schools, and who need a different form of education to enable them to be the best they can be. We recognise that the behaviour of some of these students can have a negative impact

on the communities they live in. We want our students, parents, and their teachers to have access to the right support at the right time so that they can remain in education, achieve and achieve well.

We will realise this objective through a combination of improvement in our individual academies and whole MAT provision, underpinned by

- 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, Alternative Provision, or technology to support learning.
- Quality Academy School to Academy School support and access to external support.

What will success look like?

- 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
- Effective Partnerships reducing exclusions and anti-social behaviour

Objective 2: To offer an aspirational, seamless quality educational experience to a greater number of children

Over the past five years Stowe Valley MAT has developed a strong infrastructure, a robust improvement strategy for the development of teaching and learning linked to our key values and ethos and has developed the management capacity to both support our existing academies and consider expansion. We believe we can provide excellent education to a wider community, as well as learning from partners to improve the education we offer. Over the next three years we will

- Develop partnerships and alliances to support the improvement of SEND provision in our schools, and alternative provision pathways, up to and including the possibility of identifying a Special School to join our family.
- Develop partnerships and alliances with the Nurseries and Primary Schools from which students join our academy and the 16-19 Further education providers, universities, and employers to whom our students move on, to further develop our seamless curriculum and ensure that it is fit for the future. Again, we will invite those partners to join our MAT where that will support both their and our development and the delivery of our vision
- Consider such opportunities as may arise to develop new school provision to meet the needs of our local communities

What will success look like?

Stowe Valley's family will have grown.

Our academies will offer a broad, balanced and enriching curriculum that will be recognised by others as a source of strength, and as a valuable learning resource

- Pupils with additional needs will be served well by our academies and we will be a provider of choice for other academy trusts or schools seeking excellent alternative provision for their students
- Stowe Valley MAT's existing partnerships and alliances will have been strengthened, and new collaborative opportunities will have been developed.

- all opportunities for formal growth of the Trust will have been identified and explored thoroughly
- pupils with additional needs will experience an inclusive environment, have access to the full curriculum and be served well by our academies

Objective 3. To develop our staff and support their wider progression within the MAT

Our 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, and by ensuring they have the highest possible standards of leadership, training, and support. Our vision is to be the employer of choice in the local education community, and to create opportunities for our staff to develop a long-term relationship with us with opportunities for progression and development.

We want to recognise and develop the skills and expertise of our staff in providing excellent education for our students, whether directly through teaching and pastoral support, or through the provision of the many 'backroom' operations that are needed to make our schools safe and vibrant places to be.

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
- Wellbeing support
- A comprehensive recruitment and retention strategy that incorporates a consistent, trust wide, appraisal system and career development path
- Modern technology to support teaching and learning

What will success look like?

Our well-being charter will have been introduced into all our academies. Our annual staff survey will demonstrate that a significant majority of our staff feel well supported and encouraged in their development.

- All staff will have access to a high quality well planned CPD programme
- collaborative networking opportunities for subject specialists, middle leaders and senior leaders will have developed across the Trust

- our annual staff survey will demonstrate that the majority of staff would recommend working for the Trust
- our Trust well-being survey shows that the majority of staff feel well supported , feel they have opportunities for professional development and are well led