

Alexandra Academy Trust Strategic Plan 2021-2024



Working together to create better futures.

Our Mission, Vision and Values

Mission

Our mission *is to establish high aspirations, excellence, enjoyment where everyone feels valued and is supported to achieve the best they can* as well as achieving excellent academic achievement.

Vision

'Working together to create better futures'

Our vision is wide-ranging. It encompasses aspiration, educational excellence, strong leadership, social mobility and equipping children with the skills and knowledge to adapt to a changing world.

We aim to be a community

- ❖ **Of high aspirations, excellence, enjoyment and discovery are evident and everyone feels valued and achieves to the best of their potential**
- ❖ **Where everyone is treated fairly and given equal opportunities, where we use evidence-based research to drive change in schools and where we provide high quality continued professional development to improve outcomes for children and staff**
- ❖ **Where the wellbeing of children and staff is a high priority and where we create motivated, lifelong learners and safely use a range of technologies to enhance and support learning and create a diverse network of schools ensuring every child has access to a first-rate education that embodies opportunity for all**

In doing so we will be working together to create better futures.

How the aims will be implemented:

- **High aspirations, excellence, enjoyment and discovery are evident and everyone feels valued and achieves to the best of their potential through:**

- ❖ Raising standards and QFT
- ❖ focusing on ensuring consistent and high-quality outcomes for children
- ❖ Leaders being proactive: identify and willingly tackle presenting and potential issues
- ❖ Empowering people: make roles and responsibilities clear and encourage others to take personal accountability
- ❖ Creating a safe environment: provide resources and implement policies so that children, staff and other groups are safe and well-cared for at all time

Where everyone is treated fairly and given equal opportunities, where we use evidence-based research to drive change in schools and where we provide high quality continued professional development to improve outcomes for children and staff through:

- ❖ Broadening horizons: make connections beyond your role and context
- ❖ Creating partnerships across and outside of the Trust
- ❖ Bringing people together: build inclusive teams that embrace diversity and respect differences
- ❖ Building great relationships: fostering trust, collaboration at all levels
- ❖ Share practice and research whilst foster an environment that encourages openness and learning from each other

- **Where the wellbeing of children and staff is a high priority and where we create motivated, lifelong learners and safely use a range of technologies to enhance and support learning and create a diverse network of schools ensuring every child has access to a first-rate education that embodies opportunity for all through:**

- ❖ Creating opportunities to get to know individuals across the Trust and understand what success looks like for them
- ❖ Creating opportunities for people to build skills and capability whilst encourage measured risk- taking and active experimentation
- ❖ Being a great coach: help people to be successful by being approachable, accessible and by flexing your style to meet their needs
- ❖ Taking responsibility for your own growth and development by pushing yourself to do your best; be knowledgeable in your field and embrace lifelong learning
- ❖ Creating opportunities to work with other school in partnership to support and enhance outcomes for children.

The Alexandra Academy Trust Core Strategy

Strategic Objectives (SO)

SO1: Further improving outcomes for children and young people and the Ofsted grades of academies in the Trust

- 1.1 Raise attainment and improve progress
- 1.2 Future proof leadership succession planning
- 1.3 Staff training to support leadership succession and MAT offer
- 1.4 Research highly effective ways of Teaching and Learning

SO2: Ensuring a financially viable and sustainable multi-academy trust (MAT)

2.1 Continuously improve the quality of provision whilst balancing the budget

2.2 Financial management, business efficiencies and growth strategy

2.3 Central Services Efficiency and value for money (VfM)

2.4 Reduce carbon footprint across the Trust

SO3: Risk management – strategic monitoring against key performance indicators (KPIs)

3.1 Strategic and education policy context

3.2 Build a strong, MAT infrastructure

3.3 Feedback from parents/carers, local community and regulators

3.4 Maintaining safe and secure environments for all students, staff and visitors

SO4: Ensure strong leadership and governance

4.1 School improvement and effectiveness strategies in place

4.2 Enhancing the governance at board level

4.3 Trust level KPIs to track Trust Executive impact and school targets

SO1: Further improving outcomes for children and young people and the Ofsted grades of academies in the Trust			
Target	2021/2022	2022/2023	2023/2024
1.1 Raise attainment and improve progress	All schools good or outstanding Devise a Trust standards document	All schools good or outstanding Implement Trust Standards document	All schools outstanding through Trust Standards document
1.2 Future proof leadership succession planning	Leadership capacity to support growth plans and the impact of the pandemic	Leadership capacity to support growth plans and the impact of the pandemic	Leadership capacity to support growth plans

1.3 Staff training to support leadership succession and MAT offer	Skill staff through professional qualifications	Skill staff through professional qualifications for Development of central roles	Implementation of roles and improved MAT offer
1.4. Highly effective teaching and learning in all Trust schools	100% teaching and learning good or better in all Trust schools Progress scores move to plus in all schools across RWM	100% teaching and learning good or better in all Trust schools Progress scores move to plus in all schools across RWM	100% teaching and learning good or better in all Trust schools Progress scores move to plus in all schools across RWM

SO2: Ensuring a financially viable and sustainable multi-academy trust (MAT)

Target	2021/2022	2022/2023	2023/2024
2.1 Continuously improve the quality of provision whilst balancing the budget	Measurable improvement of the quality of provision within a viable and sustainable Trust and school level budget forecast	Measurable improvement of the quality of provision within a viable and sustainable Trust and school level budget forecast	Measurable improvement of the quality of provision within a viable and sustainable Trust and school level budget forecast
2.2 Financial management, business efficiencies and growth strategy	Consolidation of business efficiency strategies including: curriculum, staffing, non-curriculum and capital expenditure Incorporating additional COVID expenditure	Growth strategy implemented building upon consolidation of business efficiency and COVID recovery	Growth strategy implemented and Trust continues to grow
2.3 Central Services Efficiency and value for money (VfM)	Economies of scale support continuous improvement and efficiency skilling staff to further develop central team	Economies of scale support continuous improvement and implementation of the change and growth strategy ensuring growth in capacity	Growth strategy implemented building upon consolidation of business efficiency
2.4 Reduce carbon footprint across the Trust	Reduce energy consumption across the Trust schools – Report measures to the Board taken annually to reduce emissions, energy usage and expenditure	Reduce energy consumption across the Trust schools. Report measures to the Board taken annually to reduce emissions, energy usage and expenditure with year on year comparison	Reduce energy consumption across the Trust schools. Report measures to the Board taken annually to reduce emissions, energy usage and expenditure demonstrating 3-year downward trend

SO3: Risk management – strategic monitoring against key performance indicators (KPIs)

Target	2021/2022	2022/2023	2023/2024
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3.1 Strategic and education policy context	Link to local and national policy context incorporating all mandatory COVID guidance in relation to remote learning, health & safety, and testing	Address local and national policy context to maximise the quality of education and children's outcomes	Embed/ address need, local and national policy to maximise the quality of education and children's outcomes
3.2 Build a strong, MAT infrastructure	MAT infrastructure is sustainable, provides VfM and capacity to be flexible to meet additional requirements within the education sector due to the global pandemic	MAT infrastructure is sustainable, provides VfM and capacity to be flexible to recover from the pandemic and be responsive to changes required to maintain the quality of education	MAT infrastructure is sustainable, provides VfM and capacity for further growth and has evolved efficient, remote ways of sustaining its infrastructure and quality of education
3.3 Feedback from parents/carers, local community and regulators	Local community perceptions need to be assessed to maintain/improve reputation through feedback, taking into account school closure and remote learning.	Feedback to be enhanced by use of online surveys as well as parent evenings. NOR will continue to improve due to reputation.	Feedback to be enhanced by use of online surveys as well as parent evenings. NOR will continue to improve due to reputation.
3.4 Maintaining safe and secure environments for all students, staff and visitors	Trust wide compliance and training with Keeping Children Safe in Education (KCSIE) and mandatory safeguarding policies and Prevent policies, including COVID specific health and safety and safeguarding addendums	Trust wide compliance and training with Keeping Children Safe in Education and mandatory safeguarding, Prevent, Health and Safety policies and COVID addendums where applicable	Trust wide compliance and training with Keeping Children Safe in Education and mandatory safeguarding, Prevent and Health and Safety policies

SO4: Ensure strong leadership and governance

Target	2021/2022	2022/2023	2023/2024
4.1 School improvement and effectiveness strategies in place	Education Briefs through executive board and collaborative school improvement strategies across the Trust support the quality of education, curriculum breadth and school effectiveness.	Education Briefs through executive board and collaborative school improvement strategies across the Trust support the quality of education, curriculum breadth and school effectiveness.	Education Briefs through executive board and collaborative school improvement strategies across the Trust support the quality of education, curriculum breadth and school effectiveness.

			effectiveness – all school outstanding
4.2 Enhancing the governance at board level	Succession planning and training mapped to skills audit School Standards and Effectiveness and improvement plans Academies Financial Handbook 21	Succession planning and training mapped to skills audit School Standards and Effectiveness and improvement plans Academies Financial Handbook 22	Succession planning and training mapped to skills audit School Standards and Effectiveness and improvement plans Academies Financial Handbook 23
4.3 Trust level KPIs to track Trust Executive impact and school targets			