



## 3 YEAR STRATEGIC PLAN

2021-2024

### Vision

What do we want to achieve?

We are a family of academies who share one vision:

**To provide the highest quality education for young people in the communities we serve.**

Our vision goes beyond our own Trust. We want to contribute to the broader regeneration of our region by empowering our students to have high aspirations, achieve excellent outcomes and enjoy learning.

### Mission

We will achieve our vision by being an excellent employer which ensures that all staff within and across our academies work together with high levels of moral integrity. We base every decision around one fundamental question: how will things improve for our young people as a result of this?

V	Value every member of our school community.
A	All policies and procedures provide clarity of purpose and are consistently applied.
L	Learning experiences are of high quality both within and beyond the classroom. We develop knowledge, skills and understanding, broaden horizons and inspire. We empower staff and students to demonstrate their own creativity, flare and passion for learning.
U	Understand that positive relationships are central to our success as a learning organisation. Our young people know that we work tirelessly in their best interests.
E	Expectations are high for all. Staff and students aspire to be the best they can now and in the future.
S	Success or failure for one represents success or failure for all.

### Who are we?

We are a small multi academy trust serving our local communities. Our Academies share one vision and implement the same policies, but we are proud that each has its own unique identity. Staff collaborate within and across academies. We are committed to continually developing all staff so that they have high levels of satisfaction and are motivated to provide the best possible teaching and support to our students.

We have the organisational expertise to support our academies and to support the sustainable growth of the Trust. Our central team has specialists in marketing, estates management, HR, Governance and Information Technology. The Trust hopes to grow sustainably over the next three years, by attracting local education providers who share our values. As it grows, we are confident that we will continue to have a positive impact on our local community stakeholders.

This three year strategic plan explains how we expect to achieve our ambition. As trustees, we are collectively committed to ensuring the Trust is a success.

We want all our stakeholders to be proud of our academies' achievements, inspired by our leaders, and reassured by the quality of provision.

## Strategic Plan Executive Summary

Strategic area	Strategic goal	Strategic outcome
School Improvement	Our academies have a clear approach to school improvement systems to ensure that they deliver a high-quality education.	All academies within the MAT will be rated as good or better by Ofsted.
Progress and achievement	Our academies make intelligent use of data resulting in excellent progress for all young people.	Outcomes for all academies are in line or above national averages.
Curriculum and assessment	Our academies have a broad and balanced curriculum matched to the needs of their intake. The curriculum ensures that students develop knowledge, understanding and skills with clear links to higher education and the world of work.	All students know that their education will support them to 'know more, do more and go further'. NEET figures are lower than the city and national averages.
Teaching and Learning	Our research based, clear approach to structuring learning provides a common language that embeds excellence within and across our academies.	100% of lesson observations indicate that the Trust planning structure is embedded. 90% of pupil voice surveys indicate that students feel that they make good progress and enjoy learning.
Covid recovery plans	No student is disadvantaged as a result of the pandemic.	Outcomes and destination statistics equal or exceed the pre lockdown figures.
Leadership and management	Trust leaders are authentic. They are self-aware, genuine and focused on students' success in the short and long term. They have integrity and lead with their heart as well as their mind.	Clear systems are in place to quality assure school improvement and ensure high levels of accountability. 90% of responses in staff surveys indicate that senior and middle leadership as good or better.
Staff development and wellbeing	Staff know they are valued as individuals and as part of their Academy and Trust Team. Their views matter and drive the improvement of the Trust. Professional development is high quality and has impact.	90% of responses from staff surveys indicate that staff feel valued as employees of the Trust and their individual academy. 90% of staff rate CPD as good or better. The impact of CPD is identified in 90% of routine monitoring activities.
Finance and resources	The Trust demonstrates high standards of probity in the management of public funds, particularly regularity, propriety and value for money.	Audit and review identifies that the Trust provides good value for money.
Governance	Governance: Ensures clarity of vision, ethos and strategic direction. Holds executive leaders to account for educational performance of pupils and the performance management of staff Oversees the effective financial performance of each academy and the Trust as a whole.	Minutes from all governance meetings include evidence of a high level of challenge. Those in governance are able to triangulate the evidence that is presented to them by questioning data, outcomes, senior and middle leaders.
MAT growth and development	To grow sustainably as a family of schools within the Tyne and Wear area.	Schools in the MAT build partnership arrangements with at least one additional educational provider.