

Bay Education Trust Strategic Plan 2018-2021



BAY EDUCATION TRUST – Better Educational Standards Together

A values led organisation from two to twenty two.

STRATEGIC PLAN UPDATE SEPTEMBER 2019

A values led organisation from two to twenty two.



Bay Education Trust

BETTER EDUCATIONAL STANDARDS TOGETHER
A VALUES-LED ORGANISATION FROM 2 TO 22

OUR VISION

We will provide the highest quality educational experience for our young people **AGED 2 TO 22** and we will achieve this through a focussed and strategic approach to school improvement and by maximising the benefits of partnerships across the Trust both locally and nationally.

MISSION STATEMENT

- Our learners will be at the centre of all we do. They will be empowered and inspired to become successful lifelong learners who are resilient, active and responsible citizens.
- Our employees and partners are determined to be the best they can. We will invest in them in order that they will develop as high quality and valued members of staff.
- Our Trust will be relentlessly focussed on school improvement, valuing all, sharing collective expertise and celebrating success. We will judge our success on raising pupil standards and outcomes.

OUR VALUES

- **Openness and Integrity:**
We will uphold the highest moral values working with honesty, trust and integrity.
- **Inclusivity and Respect:**
We will strive to serve every young person, their families and the needs of the whole community. We will be child centred and inclusive valuing every individual learner.
- **Co-operation and Accountability:**
We will work in true partnership through a collaborative approach driving the highest standards for all.
- **Empowering and Inspiring:**
We will seek to achieve consistent teaching and learning across all our schools, inspiring our young people to learn, aspire and achieve.

OUR KEY PERFORMANCE INDICATORS

We will constantly judge ourselves by our progress towards:

- All children making at least expected progress and more of them to achieve better than expected progress.
- Eliminating the gap between advantaged and non-advantaged pupils.
- 100% of teaching being judged as good or better.
- Pupil attendance at national average or better.
- All pupils achieving positive post-school transition.
- Our budget relentlessly focussing on pupil outcomes.
- Pupil numbers being at those predicted in our 5-year financial plan in all three academies.

A values led organisation from two to twenty two.



BAY EDUCATION TRUST – BETTER EDUCATIONAL STANDARDS TOGETHER from 2 to 22

STRATEGIC PLAN 2018 – 2021 from 2 to 22

Paignton Community and Sports Academy – Believe and Achieve

Kings Ash Academy – Knowing, Aspiring, Achieving

Curlidge Street Academy – A flying start to lifelong learning

The Bay Education Trust (BET) was formed in 2014. It consists of three academies on four sites, with a student population of over 2000. A new Board of Trustees took over responsibility for the Trust in April 2017.

We strongly adhere to the Nolan 7 Principles of Public Life:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

OUR VISION

To provide our young people with an inspirational and exceptional quality education from ages 2 to 22

OUR MISSION

- Our learners will be at the centre of all we do. They will be empowered and inspired to become successful lifelong learners who are resilient, active and responsible citizens.
- Our employees and partners are determined to be the best they can. We will invest in them in order that they will develop as high quality and valued members of staff.
- Our Trust will be relentlessly focussed on school improvement, valuing all, sharing collective expertise and celebrating success. We will judge our success on raising pupil standards and outcomes.

OUR VALUES: Will be founded on:

- **OPENNESS AND INTEGRITY:**
We will uphold the highest moral values working with honesty, trust and integrity
- **INCLUSIVITY AND RESPECT:**
We will strive to serve every young person, their families and the needs of the whole community. We will be child centred and inclusive valuing every individual learner
- **CO-OPERATION and ACCOUNTABILITY**
We will work in true partnership through a collaborative approach driving the highest standards for all
- **EMPOWERING AND INSPIRING:**
We will seek to achieve consistent teaching and learning across all our schools, inspiring our young people to learn, aspire and achieve

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Our values are fundamental to all we do. Openness, honesty and integrity are the foundations on which our trust is built. We believe that an organisation that participates in open debate and discussion, is honest with itself and with others and operates with the highest levels of integrity will best serve the needs of its community in an inclusive and collaborative manner, leading to successful outcomes for all our pupils.

OUR STRATEGIC PLAN from 2 to 22 (2018 – 2021) OUTLINES THE OBJECTIVES AND TARGETS OF THE BAY EDUCATION TRUST OVER THE NEXT THREE YEARS

Our Strategic Plan will:

- share and define our vision mission and values;
- embed our culture and ethos;
- expand on the Trust’s strategic objectives;
- explain the key performance indicators (KPIs) that will demonstrate our success;
- quantify the risks and opportunities that we face;
- build on the considerable success that has already been achieved;
- highlight key areas of challenge that we need to overcome to secure outstanding outcomes.

Underpinning the Strategic Plan will be the Trust’s financial and business plans alongside each individual Academy’s annual Development Plan. These plans are monitored and progress evaluated throughout the year by the Chief Executive Officer (CEO), Chief Financial Officer (CFO), the Trust Board and the Local Governing Advisory Body (LGAB).

OUR FIRST TWELVE MONTHS:

In April 2017 the Board inherited a highly precarious financial situation that only became totally clear in November 2017. Therefore, our first year has been used to consolidate our financial position operationally and we have now achieved in year financial stability. At the close of 2017, the Trust was in an overall deficit position. A Financial Notice to Improve (FNTI) was issued to the Trust in February 2018. Our latest projections indicate that we should have a clear in year surpluses by the end of 2017/18 and beyond and to have removed the accumulated deficit completely by the close of 2020/21.

OUR SECOND TWELVE MONTHS:

KEY STRATEGIC ACHIEVEMENTS

- The near completion of 2 CIF projects on the Paignton Academy sites.
- A strong and resilient Board of Directors ensuring effective governance.
- Trust-wide working and managing of budgets achieving economies of scale and other efficiencies.
- An increasing student role.
- Improving student outcomes particularly in our primary academies.
- Forging closely ties with our local community.
- Confirmed growth of our primary provision.
- Effective centralisation of sites, buildings and estates across the academies.
- The centralisation and improvement of our ICT function across the Trust.
- A lowering of the overall deficit with a forecast of its removal with a surplus in 2021.
- Working closely in partnership with South Devon College, the Local Authority, the RSC/EFSA/DFE and our local Trusts particularly Coast and Riviera.

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OUR STRATEGIC OBJECTIVES

Bay Education Trust will achieve these through our:

- Vision, values and ethos;
- Culture, people and partners;
- Teaching and Learning, common approach towards curriculum, assessment and CPD;
- Quality assurance and accountability;
- Quality provision and sustainability;
- Strict adherence to our non-negotiables.

OUR KEY PERFORMANCE INDICATORS (KPIs)

We will constantly judge ourselves by our progress towards:

- All children to make at least expected progress and more of them to achieve better than expected progress;
- Eliminating the gap between advantaged and non-advantaged pupils;
- 100% of teaching to be judged as good or better;
- Pupil attendance at national average or better;
- All pupils achieving positive post-school transition;
- Our budget relentlessly focussing on eliminating the historic debt whilst improving pupil outcomes;
- Pupil numbers to be at those predicted in our 5 year financial plan in all three academies.

HOW DO WE GOING TO ACHIEVE OUR STRATEGIC OBJECTIVES?

We will deliver our IMPROVEMENT CAPACITY FRAMEWORK PLAN which will focus on:

1. Vision, culture and ethos
2. People and partners
3. Teaching and learning
4. Curriculum and assessment
5. Quality assurance and accountability
6. Leadership and management

WHAT DOES THIS MEAN FOR OUR STAKEHOLDERS?

PUPILS:

We will strive to create a coherent and inclusive curriculum that will:

- Have high aspirations and expectations;
- Nurture and celebrate the full range of talents and skills;
- Develop curiosity and creativity;
- Introduce new experiences and challenges to all our pupils;
- Build resources for our pupils to be reflective, resilient and resourceful;
- Encourage independent thinking and self-assurance;
- Support the development of healthy minds and bodies; and
- Respect family, community and the environment.

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PARENTS AND CARERS:

We will:

- Commit to working in partnership with all parents and carers;
- Encourage an active involvement in their child's education; and
- Ensure that high standards are maintained and, where possible, improved upon.

STAFF:

We will:

- Be a professional learning community;
- Commit to a planned programme of continuing professional development; and
- Encourage the professional growth of our leaders, teachers and support staff.

MEMBERS, DIRECTORS AND ADVISORY GOVERNORS:

We will:

- Commit to quality governance training;
- Ensure we are able to carry out our three core strategic functions; developing vision, ethos and strategy, holding the executive to account for the performance of staff and pupils and overseeing effective financial governance;
- Strategically utilise the skills of all members, directors and advisory governors;
- Encourage close monitoring of our plans and actions through openness, honesty and integrity; and
- Support their participation in the full range of trust activities.

PARTNERS:

We will:

- Encourage the exchange of best practice that benefits all pupils whether within the Trust or not;
Exchange expertise, resource and support services where practical and cost effective; and
- Strengthen and co-ordinate community and business links across institutions.

STRATEGIC OBJECTIVES:

DELIVERING VISION:

We will ensure that our strategic leadership:

- Sets out and champions vision, ethos and strategy
- Ensures accountability that drives up educational standards and financial performance effectively manages risk
- Employs people with the right skills, experience, qualities and capacity
- Creates structures which reinforce clearly defined roles and responsibilities
- Complies with statutory and contractual requirements
- Evaluates monitors and improves the quality and impact of governance.

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DELIVERING CULTURE AND ETHOS:

The poignant words of, 'A child learns by living' will be the foundation stone of the culture and ethos that pervades throughout our academies.

A Child learns by living

If Children live with criticism, they learn to condemn;
If Children live with hostility, they learn to fight;
If Children live with ridicule, they learn to be shy;
If Children live with shame, they learn to feel guilty.

If Children live with tolerance, they learn to be patient;
If Children live with encouragement, they learn confidence;
If Children live with praise, they learn to appreciate;
If Children live with fairness, they learn justice.

If Children live with security, they learn faith;
If Children live with approval, they learn to like themselves;
If Children live with acceptance and friendship, they learn to give love to the world.

TEACHING AND LEARNING WITH A COMMON STANDARDISED APPROACH TO CURRICULUM, ASSESSMENT AND PROFESSIONAL DEVELOPMENT:

The most important aspect of our work is to ensure high quality teaching and learning. We will work tirelessly to achieve our goal that all teaching is objectively judged as being good or better and where we fall short of that standard we will utilise the expertise available across the trust to improve it. Where capacity and expertise is not available internally we will seek it elsewhere using our partners, other educational expertise or professional development courses. We will continue, where appropriate, working towards research based approaches to teaching and learning which will drive improved standards across the trust.

QUALITY ASSURANCE AND ACCOUNTABILITY:

We will strive to encourage teaching to be creative and inspiring in all lessons. To this end the Trust will utilise quality assurance systems to ensure that classroom practice is always good and where it is not will offer support. Every person within the Trust will be accountable for delivering its vision, mission and overarching values through high quality classroom practice. Pupil attendance at school is a fundamental to high achievement and the Trust will use rigorous systems to ensure that pupil attendance is as high as is possible. We are aware that poor pupil attendance is an issue within all our academies and we will be relentlessly focused on improving all pupil attendance to at least match the national average. We will monitor this closely through our KPIs.

QUALITY PROVISION AND SUSTAINABILITY:

We will offer a high quality, broad and balanced curriculum in all our academies. Although our key performance indicators (KPIs) will be largely driven by pupil progress, attainment and attendance outcomes, we are determined to subscribe to a much wider range of curriculum activities both within and outside of the formal classroom. We will encourage all our pupils to engage in a broad range of extra-curricular activities such as sport, music, art and drama plus outdoor activities, trips and visits. We will ensure that our budget planning is effective in targeting as much resource as possible towards improving the quality of curriculum provision for all our pupils. This will only happen if we are effective in driving down all non-curricular costs in order to invest in classroom and enrichment activities. It is imperative that we maintain and improve our standards by recruiting high quality staff and offering opportunities for their development.

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PEOPLE AND PARTNERS:

We will invest in our people in order for them to be the best they can be in delivering our vision to our pupils. We will be open and honest with our partners therefore ensuring that Bay Education Trust is an organisation that others want to work in and with.

OUR NON-NEGOTIABLES:

We will strictly adhere to our non-negotiables:

- Pupils arrive on time to school and to all lessons and are equipped and ready to learn.
- Pupils take pride in their work.
- Teachers set clear learning objectives that have clear success criteria/outcomes and are shared with students; they stretch and challenge pupils and ensure they all progress well in their learning.
- Pupils work reflects regular marking and feedback, all next steps are visible; pupils act on next steps showing progress with their learning.
- Data systems will be used across the Trust. Pupil's performance (progress and attainment) is tracked and monitored regularly. Parents/carers, their child and staff know what they need to do to maximise progress.
- Pupils experience a relevant age related, broad and balanced curriculum. The curriculum reflects the locality and is designed across the Trust to meet the needs of all learners.
- Pupils learn in a safe and stimulating learning environment, following BET Compliance guidelines.
- All members of the school community demonstrate positive attitudes, values and behaviours at all times, treating each other with fairness, dignity and respect. Expectations in all schools and lessons are clear; rewards and sanctions are consistently applied.
- Staff at ALL levels receive high quality training and have opportunities both within and across the Trust to develop their skills, knowledge and expertise.
- Staff and pupils have a smart appearance, are always polite and courteous.
- The workforce is deployed effectively across the Trust, with a focus on developing high quality staff that impact positively on pupil progress and achievement.
- Three year budget forecasts are prepared to ascertain the sustainability of current levels of expenditure and to allow sufficient time for remedial action if necessary.
- The Board approves a financially sound budget plan annually, which underpin the strategy of the school and improves educational standards for the benefit of all pupils.
- Robust systems of internal financial control are maintained, in accordance with the Trust's financial regulations and procedures, for the safety and security of the Trust's assets. Accurate accounting records are maintained.
- Members of BET receive regular communications about the successes, developments and progress of the Trust.
- ICT Systems are co-ordinated across the Trust to maximise efficiency and share best practice.

OUR RISKS AND CHALLENGES:

We are aware of the following risks and challenges and will devise strategies to overcome or mitigate against them.

- The Financial Notice to Improve issued to the Trust in February 2018. We will be working to reduce the FNTI during 2020;

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- The BET Budget deficit as at August 2017. We are already making progress as the budget set for 2019/20 has a small in year surplus despite the many improvements that have been made to premises and staffing;
- The poor quality of some of our premises. They have been improved considerably during 2018/19 due to our successful bid for a total of £4.1million condition improvement funding to develop our premises at Waterleat Road and Borough Road;
- An Ofsted Requires Improvement School. The latest SEF and outcome results at KS2 suggests that this school is now on target for a 'good' Ofsted report sometime during 2019/20;
- A difficult environment for teacher recruitment. We are working hard with our local university providers and others. We have had considerable success in recruiting able young teachers to all the schools;
- The need to raise pupil attainment and progress in our schools.

OUR STRATEGIC ACTIONS WILL FOCUS ON OUR IMPROVEMENT CAPACITY FRAMEWORK PLAN (ICFP) HEADINGS:

1. Vision, culture and ethos
2. People and partners
3. Teaching and learning
4. Curriculum and assessment
5. Quality assurance and accountability
6. Leadership and management

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