

Bay Education Trust Strategic Plan 2022 - 2027



BAY EDUCATION TRUST – Better Educational Standards Together

A values led organisation from two to twenty-two.

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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 Academies to be judged by Ofsted as 'good' or 'better'.
- A continuous closing of the gap in outcomes between the advantaged and disadvantaged pupils.
- Pupil attendance to move in line with national attendance.
- All pupils to achieve positive post school transition.
- The Trust to grow to at least 5000 pupils by 2024.
- Our budget to focus relentlessly on school improvement.

Executive Summary

The fundamental vision, mission and values for the schools of Bay Education remain in place following the successful completion of our first Strategic Plan 2018 – 2021. At an ‘Away Day’ in January 2022 the Board of Trustees agreed that the Strategic Plan 2022 – 2027 would be outlined under the following six headlines:

1. Strategic Governance
2. Quality Teaching and Learning
3. Raising expectations, aspirations and outcomes
4. Staff recruitment and retention
5. Sound finance and high-quality premise maintenance and improvement
6. Growth and External Relations

Our 2 to 22 Vision at Bay Education Trust

It is the vision of Bay Education Trust that 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.

Our vision encompasses all children from Paignton between the ages of 2 to 22 achieving the best and most appropriate educational experiences possible. We want all students to have high aspirations and expectations for themselves and we will remove barriers to success at all stages of a young person’s school career. What happens within our schools is of course the most important element in achieving successful outcomes for our students, however, it is essential that we work closely with other partners to ensure that our vision is realised. Therefore, we engage with local statutory, charity and volunteer groups to ensure that a co-ordinated approach is taken to improving the life chances of all the children being brought up in Paignton.

We have forged a strong partnership with South Devon College (SDC) although we fully support those students who may wish to go to other colleges or schools at age 16. The SDC partnership has ensured that our 2 to 22 vision is applicable for all our young people who move on to the College to further enhance their knowledge, skills and qualifications. Regardless of whether our young people intend to stay within Torbay and south Devon or go to away to university or seek careers beyond the immediate area it is important to ensure that they are as well prepared as possible to achieve economic prosperity and well-paid future careers. It is an imperative of our vision that we participate in creating a well-educated, flexible and highly skilled workforce that is well prepared to enter the local, regional or national economy as it expands and develops in the future.

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 student 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 Strategic Objectives

- 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

It is noted that as the country emerges from Covid that the pandemic has had a significant negative affect on many of the students and their families that we serve in the trust. As this plan is written it is not entirely clear how serious the situation has become but it will be more apparent as time moves on. The KPIs may need adjusting in the light of the data that emerges.

KPIs 2022 - 2027

- All Academies to be judged by Ofsted as good or better
- A continuous closing of the gap in outcomes between the advantaged and disadvantaged students
- Student attendance to move in line with national attendance
- All students to achieve positive post school transition
- The trust to grow to at least 5000 students by 2024
- Our budget to focus relentlessly on school improvement

How are we going to achieve our Strategic Objectives?

We will deliver our development plans 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?

Students:

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 students;
- Build resources for our students 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.

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, Trustees and Advisory Trustees:

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 students 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 students 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 Objectives

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.

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 are 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. Student attendance at school is a fundamental to high achievement and the Trust will use rigorous systems to ensure that student attendance is as high as is possible. We are aware that poor student attendance is an issue within all our academies and we will be relentlessly focused on improving all student attendance to at least match the national average. We will monitor this closely through our KPIs.

Curriculum Intent:

We will focus on delivery of the curriculum and will be ambitious and aspirational in our approach. Our curriculum will be broad and balanced and offer a wide range of subjects. There will be an emphasis on how coherent and well sequenced with knowledge, skills and cultural capital our curriculum is. We will support our teachers to develop their subject knowledge and presentation of material. We will revisit topics within our curriculum to embed and reuse knowledge and skills

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 continue to be driven by student 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 students 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 students.

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.

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 students. 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:

- Students arrive on time to school and to all lessons and are equipped and ready to learn.
- Students 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 students and ensure they all progress well in their learning.
- Students work reflects regular marking and feedback, all next steps are visible; students act on next steps showing progress with their learning.
- Data systems will be used across the Trust. Student'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.
- Students 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.
- Students 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 students 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 student 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 students.
- 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

The Trust keeps a risk register where all risks are regularly reviewed, assessed and monitored. This is an iterative process, is ongoing and is owned by the Risk and Audit Committee of the Trust which reports directly to the Board of Trustees.