



VISION Academy Learning Trust



The VISION Academy Learning Trust is a group of secondary and primary schools with a common aim to inspire the imaginations of our students and to support them to develop in ways which stand them in good stead for their future lives and responsibilities as individuals, employees and citizens.

Our schools and academies will support all students to develop responsibility for their learning, ensuring that they continue to be challenged and stimulated by their learning throughout their time at the school.

VISION Academy Learning Trust (VALT) – Strategic Plan 2018-2019

The VALT Strategic Plan is a summary document that has been designed to provide a strategic overview of the key priorities that the VALT Board will be focussing on during 2018 - 2019.

This Plan seeks to provide the strategic planning necessary to ensure that VALT becomes an effective group of academies schools. The Board will focus on the five key priorities that will be monitored at each Board meeting over the next 12 months:

1. Our schools centres of excellence
2. Collaboration within the trust
3. Financial stability and operational strength
4. Leadership and Governance
5. MAT stability and future growth

All priorities are of equal importance

Our Schools: Chandlers Ridge Academy, Egglecliffe School, Junction Farm Primary School, The Links Primary School and Whinstone Primary School

Priority 1: Our Schools centres of excellence										
Focus to improve/Achieve	Strategy / Actions					Lead	Progress Checks	Impact Reports	Costs	
Ensure outstanding Safeguarding	<ul style="list-style-type: none"> All Trust employees, gov's directors to undergo a Safeguarding INSET 23rd October 					SW	<ul style="list-style-type: none"> 2018-19 trust training 	<ul style="list-style-type: none"> External training (Pam Gartland) 	£1,000	
	<ul style="list-style-type: none"> All policies and procedures updated with the 2018 Keeping Children Safe in Education and are in line across the Trust 					SW	<ul style="list-style-type: none"> Policy and procedure checklist 	<ul style="list-style-type: none"> 		
Targeted PRIMARY Improvement - KPI	Trust improvement focus: progress and attainment for Year 6 of the following groups (percentage)					SW	<ul style="list-style-type: none"> HTs Sept exec meeting to agree priorities and KPI's HT's agree support and monitoring period 	<ul style="list-style-type: none"> Pupil progress reports to board and LGB 	£2,000	
	SEN	Pupil Premium	All							
	Secure CRWM	Secure CRWM	KS2 Greater Depth Writing	KS2 Greater Depth Reading	KS2 Greater Depth maths					
	Junction Farm	75%	85%	28%	32%					35%
	The Links	50%	67%	24%	24%					24%
Whinstone	60%	68%	34%	33%	32%					
Chandlers Ridge	0% (3st)	88%	32%	40%	45%					
Targeted SECONDARY Improvement - KPI	Trust improvement focus: progress and attainment of the following groups:						<ul style="list-style-type: none"> HTs Sept exec meeting to agree priorities and KPI's 	<ul style="list-style-type: none"> Pupil progress reports to board and LGB 	£2,000	
	All	Pupil Premium	Middle Ability	Boys	Open Bucket					
Egglecliffe	0.2	0.0	0.9	0.02	0.04	<ul style="list-style-type: none"> HT's agree support and monitoring period 				
Progress and tracking	<ul style="list-style-type: none"> Embed primary (x3 schools) tracking across the Trust using A Conlin system 					KN	<ul style="list-style-type: none"> Diarised data moderation meetings 	<ul style="list-style-type: none"> LGB receive progress checks 	£4,000	
	<ul style="list-style-type: none"> Egglecliffe to review tracking system: i) Years 7 and 8 and ii) Years 9 - 11 					SW				
Assessment and moderation	Trust wide moderation focused on EY, writing and maths, between: i) primary and primary						<ul style="list-style-type: none"> Spring & Summer 	<ul style="list-style-type: none"> Board receive progress checks 		
	<ul style="list-style-type: none"> EY, W & M – Autumn Term, Trust moderation 					KN				
	<ul style="list-style-type: none"> EY, W & M – Spring Term, Trust moderation 					KN				
	<ul style="list-style-type: none"> EY, W & M – Summer Term, Trust moderation 					KN				
External review	<ul style="list-style-type: none"> Employ an external consultant with Ofsted experience to review progress, teaching & Learning and Leadership & Management within: 					SW	<ul style="list-style-type: none"> TL – Jan JF – Nov, Mar WH – Jan ES - Jan 	<ul style="list-style-type: none"> External review prepares a report 	£4,000	
	<ul style="list-style-type: none"> The Links, 									
	<ul style="list-style-type: none"> Junction Farm and 									
	<ul style="list-style-type: none"> Whinstone Primary School 									
<ul style="list-style-type: none"> Pupil Premium review at Egglecliffe 										

Priority 2: Collaboration within the trust									
Focus to improve/Achieve	Strategy / Actions				Lead	Progress Checks	Impact Reports	Costs	
SEF / SIP challenge	<ul style="list-style-type: none"> Complete Trust wide SEF and SIP for each school Executive HT Committee scrutinise SEF and current progress across all schools 				SW	<ul style="list-style-type: none"> SEF / SIP termly Progress data monitoring and QA 	<ul style="list-style-type: none"> Board report on key priorities 		
Teaching and Learning	<ul style="list-style-type: none"> Embed Trust wide subject leadership through actions, data accuracy, reporting and SBP and resources Trust SEN AHT continue to support and mentor school SENCo's Develop bespoke CPD opportunities to meet individuals / organisational needs: 				KN	<ul style="list-style-type: none"> Programme begins October 2018 following SEF and SIP analysis at Exec HT meeting Termly checks at Exec HT mtg. 	<ul style="list-style-type: none"> Exec HT comm. formalise arrangements Impact report to Board 	£6,000	
	Chandlers Ridge	Egglescliffe	Junction Farm	The Links					Whinstone
	<ul style="list-style-type: none"> Curr develop GD in foundation subjects EYFS – KS1 progress 	<ul style="list-style-type: none"> Open Bucket Boys 	<ul style="list-style-type: none"> GD in all subjects KS1 – KS2 Progress Reading 	<ul style="list-style-type: none"> KS2 Maths GD in all subjects SPAG 					<ul style="list-style-type: none"> KS2 Reading GD – CRWM
Sharing best practice	Autumn Term – Years 3, 4, 5 and 6 Spring Term - TBD				KN	<ul style="list-style-type: none"> Autumn term – phase 1 Spring Term – phase2 	<ul style="list-style-type: none"> Report by KN to board 		
Curriculum and wider experience	<ul style="list-style-type: none"> Curriculum Reviews to ensure each school offers breadth and meets the needs of the learners. 				SW		<ul style="list-style-type: none"> 	£2,000	
	<ul style="list-style-type: none"> Explore student leadership opportunities. 						<ul style="list-style-type: none"> 		
	<ul style="list-style-type: none"> music 						<ul style="list-style-type: none"> 		
	<ul style="list-style-type: none"> Deliver a Sports programme across the trust. 						<ul style="list-style-type: none"> 		

Priority 3: Financial stability and operational strength					
Focus to improve/Achieve	Strategy / Actions	Lead	Progress Checks	Impact Reports	Costs
Accountability	<ul style="list-style-type: none"> Compliance with the Master Funding Agreement and annual updates to Academies Financial handbook are incorporated into procedures 	SW JT	<ul style="list-style-type: none"> Annual accounts prepared by December 18 Revised Financial handbook presented to Audit committee in Dec 18 	<ul style="list-style-type: none"> Board 	-
	<ul style="list-style-type: none"> Accounting Officer to meet Financial director fortnightly to ensure checks are in place 		<ul style="list-style-type: none"> Meetings scheduled in diary 	<ul style="list-style-type: none"> 	-
	<ul style="list-style-type: none"> New Trust Finance staff roles and responsibilities to be included into the new Financial handbook 		<ul style="list-style-type: none"> Revised Financial handbook presented to Audit Committee in Dec 18 	<ul style="list-style-type: none"> Audit Comm 	-
	<ul style="list-style-type: none"> Ensure financial software is fit for purpose and reporting purposes 		<ul style="list-style-type: none"> Ongoing updates and review by both internal and external audit 	<ul style="list-style-type: none"> CEO / FD Reports 	-
Due diligence to analyse savings and future efficiencies	<ul style="list-style-type: none"> Major areas of expenditure to be reviewed and to go out to tender. These would include cleaning provision across the whole trust 	JT PB	<ul style="list-style-type: none"> Review: cleaning and premises costs to be undertaken by Spring 19 	<ul style="list-style-type: none"> Board overview of current and future models 	
	<ul style="list-style-type: none"> Trust wide review of IT Staff and premises staff and roles to ensure effective and efficient use of staff time 	JT JC	<ul style="list-style-type: none"> Review of staffing and IT provision to be undertaken by Spring 19 	<ul style="list-style-type: none"> Board overview of current and future models 	
	<ul style="list-style-type: none"> Complete Financial Curriculum Planning exercise 	JT SW	<ul style="list-style-type: none"> FD and Compliance Manager to present initial report in January 19 	<ul style="list-style-type: none"> Current and proposed models tabled at Board 	
	<ul style="list-style-type: none"> Trust financial recovery plan to be compiled and presented to the Trust board In January 19, following review of curriculum in all schools 	JT SW	<ul style="list-style-type: none"> Report to be published 	<ul style="list-style-type: none"> F&RC 	
Shared services and resources	<ul style="list-style-type: none"> Analyse potential shared central services with associated costs to show value for money 	SW JT	<ul style="list-style-type: none"> Review in March 19 	<ul style="list-style-type: none"> Board 	
	<ul style="list-style-type: none"> Service level agreements analysed to form an Academy wide provision 		<ul style="list-style-type: none"> Review in March 19 	<ul style="list-style-type: none"> 	
Funding opportunities	<ul style="list-style-type: none"> Investigate Early years, post 16 and Additional Resource provision to determine i) growth, ii) liability iii) risks and iv) opportunities together with the potential provision of a wraparound service at CRA. 	SW JT	<ul style="list-style-type: none"> On- going review by Finance Director and Trust compliance manager 	<ul style="list-style-type: none"> Board 	
Bid for Capital funding	<ul style="list-style-type: none"> Continue to pursue capital grant progress with SBC and Eggescliffe School. 	SW JT	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> Board 	
	<ul style="list-style-type: none"> Analyse the potential for additional bids for other Trust schools 	PB	<ul style="list-style-type: none"> On - Going 	<ul style="list-style-type: none"> 	

Priority 4: Leadership and Governance					
Focus to improve/Achieve	Strategy / Actions	Lead	Progress Checks	Impact Reports	Costs
Roles and responsibilities	• Review roles and responsibilities of Trustees and appoint additional Trustee with Marketing and / or Education skills sets	SW and RL	• Trustees role review by Dec 2018	• published on Website	£2500
	• Review and update the Scheme of delegation		• Vision and SoD agreed	•	
	• Board meetings focused on Financial security and future projections		• Agenda & minutes	•	
Statutory Policies	• Continue to update Statutory policies	SW	• Policies developing	• Board agreement and published	
	• Continue to prepare Trust wide policies				
	• VALT policies published on Trust website				
Academy Quality Assurance system	• Executive Head Teachers committee develop Trust quality assurance system.	SW	• QA system in place and next step is linked to control measures	•	
	• QA system discussed and agreed at the Finance and Resources committee				
Strategic Plan and individual School Improvement Plan	• Review and challenge Strategic plan at each meeting	SW	• Board has strategic plan as standing item	• Progress on key areas	
	• Summary of SIP from each school tabled with Board with associated measures and actions				
	• Individual school improvement plans highlight key areas for improvement lead by LGB and termly reports to the Board				

Priority 5: MAT stability and future growth					
Focus to improve/Achieve	Strategy / Actions	Lead	Progress Checks	Impact Reports	Costs
Communication strategy	• Ensure our vision, aims and priorities are agreed by the board.	SW	• Board agreement	•	
	• Develop Trust Wide(VISION ALT) communication is branded and published		•	•	
Website	• Ensure VISION ALT website is compliant with DfE requirements	SW	• Website compliance	• Website checks	£1,000
	• Using the centralised IT team, ensure all schools websites are DfE compliant		•	•	
	• Centralise all documents and information pertinent to the Trust		•	•	
Trust Consolidation and further growth	• Review the next consolidate phase as the Trust has grown to 5, ensuring all systems and procedures are in place. Check CEO outreach.	SW	• Board Progress checks	• Board	
	• Develop a 3 year future growth strategy to be tabled at the Board	SW	• Dec 2018	•	
Relationships with other schools / academies and MAT's	• Develop relationships through Sponsor application, Teaching Alliance and NLE network	SW	• TT going well	• Report to the Board	
	• Develop relationships through Tees Valley Combined Authority		• TVCA opportunities	•	
	• Discuss partnership arrangements with RSC		• Expansion & Sponsorship – as and when	•	