



# 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 2019-2020

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 2019 - 2020.

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*

*We are currently in the process of sponsoring Laurence Jackson School. The estimated completion is January 2020.*

Priority 1: Our Schools centres of excellence									
Focus to improve/Achieve		Strategy / Actions			Lead	Progress Checks	Impact Reports	Costs	
Ensure outstanding Safeguarding		• All Trust employees, gov's directors undergo Safeguarding INSET 17 <sup>th</sup> Sept			SW	• 2019-20 trust training	• Completion	£1,000	
		• All policies and procedures updated with the 2019 Keeping Children Safe in Education and are in line across the Trust			SW	• Policy and procedure checklist			
Targeted PRIMARY Improvement - KPI		Trust improvement focus for each primaries:				<ul style="list-style-type: none"> <li>HTs Sept exec meeting to agree priorities and KPI's. Progress will be monitored termly.</li> <li>HT's agree support and amend accordingly each term</li> <li>Carly Briston work with each primary school.</li> </ul>	• Progress reports to board and LGB	£2,000	
School Specific		Priority 1:		Priority 2:	KN				
		Junction Farm	Raising standards in reading with an emphasis on progress.	Ensure progress is positive within all year groups	KN				
		The Links	Maths greater depth to be 30%+	Maths progress KS1 to KS2 > +2.0	LD				
		Whinstone	Continue trend of +ve KS2 Reading progress.	Maintain positive progress KS1 to KS2 in all subjects	MP				
Chandlers Ridge	EYFS to KS1 To continue to improve GLD in EYFS and the progress into KS1.	Curriculum development to ensure curriculum provides all children with the quality education.	LL						
Targeted SECONDARY Improvement - KPI		Trust improvement focus: progress and attainment of the following groups:				<ul style="list-style-type: none"> <li>Termly check</li> <li>ONE Vision for LJS</li> </ul>	• Pupil progress reports to board and LGB	£2,000	
		All	Pupil Premium	Middle Ability	Boys				Maths
Egglecliffe		0.2	0.0	0.9	0.02				0.1
LJS (Jan – Aug)									
Progress and tracking		• Review the revised primary tracking system			KN	• HT and SL Meetings	• LGB receive progress checks	£4,000	
		• Egglecliffe to review tracking system: i) Years 7 and 8 and ii) Years 9 - 11			SW				
Assessment and moderation		Trust wide primary school moderation on EY, writing and maths				• Autumn & Winter	• Board receive progress checks	£2000 towards staff release time.	
		EY- 5/11, Y2- 12/11 & Y6 - 19/11 at JF 1.30pm			KN				
		EY- 17/3, Y2 – 24/3 & Y6 – 1 / 4 at JF 1.30pm			KN				
		Summer term free to support any schools going through external moderation.			KN				
External review		• Employ an external consultant with Ofsted experience to review the quality of education in each school			SW	<ul style="list-style-type: none"> <li>TL – November</li> <li>JF – January / February</li> <li>WH – February / March</li> <li>CR - March</li> <li>ES - March</li> <li>LJ - TBC</li> </ul>	• External review prepares a report	£4,000	
		• The Links,							
		• Junction Farm and							
		• Whinstone Primary School							
		• Chandlers Ridge							
		• Egglecliffe School							
• Laurence Jackson School									

Priority 2: Collaboration within the trust									
Focus to improve/Achieve	Strategy / Actions					Lead	Progress Checks	Impact Reports	Costs
<b>SEF / SIP challenge</b>	<ul style="list-style-type: none"> <li>Complete Trust wide SEF and SIP for each school</li> <li>Executive HT Committee scrutinise SEF and current progress across all schools</li> <li>All HT's visit each school to review SIP progress</li> </ul>					SW	<ul style="list-style-type: none"> <li>SEF / SIP termly</li> <li>Progress data monitoring and QA</li> </ul>	<ul style="list-style-type: none"> <li>Board report on key priorities</li> </ul>	
<b>Teaching and Learning</b>	<ul style="list-style-type: none"> <li>Embed Trust wide subject leadership through actions, data accuracy, reporting and SBP and resources</li> </ul>					KN	<ul style="list-style-type: none"> <li>Programme begins October 2019 following SEF and SIP analysis at Exec HT meeting</li> <li>Termly checks at Exec HT mtg.</li> </ul>	<ul style="list-style-type: none"> <li>Exec HT comm. formalise arrangements</li> <li>Impact report to Board</li> </ul>	£6,000
	<ul style="list-style-type: none"> <li>Trust SEN AHT continue to support and mentor school SENCo's</li> </ul>								
	<ul style="list-style-type: none"> <li>All schools to receive subject leader training focused on the Quality of Education</li> </ul>								
	<ul style="list-style-type: none"> <li>Develop bespoke CPD opportunities to meet individuals / organisational needs:</li> </ul>								
	Chandlers Ridge	Egglescliffe	Junction Farm	The Links	Whinstone				
<ul style="list-style-type: none"> <li>Archimedes maths Hub</li> <li>Metacognition</li> <li>Laurence JS</li> </ul>	<ul style="list-style-type: none"> <li>Research groups</li> <li>Languages</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum development</li> <li>Reading</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum development</li> <li>Maths</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum development</li> <li>Reading</li> </ul>					
<b>Curriculum and wider experience</b>	<ul style="list-style-type: none"> <li>Curriculum Reviews to ensure each school offers breadth and meets the needs of the learners.</li> </ul>					SW		<ul style="list-style-type: none"> <li></li> </ul>	£2,000
	<ul style="list-style-type: none"> <li>Explore opportunities that will develop character and cultural capital within the Trust and in each school</li> </ul>							<ul style="list-style-type: none"> <li></li> </ul>	
<b>Staff Well Being</b>	<ul style="list-style-type: none"> <li>Further enhance our staff and well-being within each school – these will be mapped out to determine positive measures for all staff.</li> </ul>							<ul style="list-style-type: none"> <li></li> </ul>	

Priority 3: Financial stability and operational strength					
Focus to improve/Achieve	Strategy / Actions	Lead	Progress Checks	Impact Reports	Costs
<b>Accountability</b>	<ul style="list-style-type: none"> <li>Compliance with the Master Funding Agreement and annual updates to Academies Financial handbook are incorporated into procedures</li> </ul>	SW JT	<ul style="list-style-type: none"> <li>Annual accounts prepared by Dec 19</li> <li>Revised Financial handbook to Audit committee in Dec 19</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> </ul>	-
	<ul style="list-style-type: none"> <li>Accounting Officer to meet Financial director fortnightly to ensure checks are in place</li> </ul>		<ul style="list-style-type: none"> <li>Meetings scheduled</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	-
	<ul style="list-style-type: none"> <li>Academies Financial Handbook 2019 changes to be implemented : <ul style="list-style-type: none"> <li>Review the management accounts to ensure fully compliant with the AFH including balance sheet</li> <li>Whistleblowing policy – Trustee and member of staff to be identified as the lead for whistleblowing and ensure policy has been communicated to all staff</li> <li>Internal scrutiny changes</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Review of management accounts to be undertaken by FD and CEO</li> <li>Trustee and member of staff to be assigned to the policy. Updated and distributed by Dec 19</li> <li>Internal assurance agenda to be a priority for review</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;RC Committee</li> <li>Trust Board</li> <li>Audit Committee</li> </ul>	-
	<ul style="list-style-type: none"> <li>Ensure financial software is fit for purpose and reporting purposes</li> </ul>		<ul style="list-style-type: none"> <li>New finance system options to be investigated with a view to changing system in Sept 20</li> </ul>	<ul style="list-style-type: none"> <li>CEO / FD Reports</li> </ul>	-
<b>Due diligence to analyse savings and future efficiencies</b>	<ul style="list-style-type: none"> <li>Major areas of expenditure to be reviewed and to go out to tender. These would include catering provision across the whole trust</li> </ul>	JT	<ul style="list-style-type: none"> <li>Review: catering provision at CRA and Eggescliffe school Review to be undertaken by Spring 20</li> </ul>	<ul style="list-style-type: none"> <li>Board overview of current and future models</li> </ul>	
	<ul style="list-style-type: none"> <li>Trust wide review of IT Staff and premises staff and roles to ensure effective and efficient use of staff time</li> </ul>	JT JC	<ul style="list-style-type: none"> <li>Review of staffing and IT provision to be undertaken by Sum. 20</li> </ul>	<ul style="list-style-type: none"> <li>Board overview of current and future models</li> </ul>	
	<ul style="list-style-type: none"> <li>Complete Financial Curriculum Planning exercise in Autumn term to support the SRMA review.</li> </ul>	JT SW	<ul style="list-style-type: none"> <li>FD to complete ICFP and present to CEO. Paper for analysis and discussion tabled at F&amp;R Comm.</li> </ul>	<ul style="list-style-type: none"> <li>Current and proposed models tabled at Board</li> </ul>	
	<ul style="list-style-type: none"> <li>Trust financial recovery plan to include full reviews of schools identified with the ICFP exercise as a priority for efficiencies. <ul style="list-style-type: none"> <li>The priorities are; Eggescliffe, Chandlers Ridge and Whinstone.</li> <li>The review for each school will include staffing (teaching and non-teaching), curriculum, projected population and resources.</li> </ul> </li> </ul>	JT SW	<ul style="list-style-type: none"> <li>Recovery Report will be presented to F&amp;C and the Board during the Spring term for scrutiny and actions.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;RC</li> </ul>	

<b>Shared services and resources</b>	• Analyse potential shared central services with associated costs to show value for money	SW JT	• Review in March 20	• Board	
	• Service level agreements analysed to form an Academy wide provision		• Review in March 20	•	
<b>Bid for Capital funding</b>	• Continue to pursue capital grant progress with SBC and Egglecliffe School.	SW JT	• On-going	• Board	
	• Analyse the potential for additional bids for other Trust schools	PB	• On - Going	•	

<b>Priority 4: Leadership and Governance</b>					
Focus to improve/Achieve	Strategy / Actions	Lead	Progress Checks	Impact Reports	Costs
<b>Roles and responsibilities</b>	<ul style="list-style-type: none"> <li>• Review roles and responsibilities of Board Trustees and associated roles and agree enhanced membership as the Trust continues to grow.</li> <li>• Appoint additional Trustee with Marketing, Finance, Business and / or Education skills sets</li> </ul>	SW and RL	• Trustees role review by Dec 2019	• published on Website	£2500
	<ul style="list-style-type: none"> <li>• Review and update the Scheme of delegation (SoD)</li> <li>• Ensure SoD is shared with LGB's across Trust with opportunity to discuss with Chairs.</li> <li>• Develop opportunities for Chair of Trust, CEO, FD and LGB's to meet and discuss roles, responsibilities, priorities and reporting.</li> </ul>		<ul style="list-style-type: none"> <li>• Vision and SoD agreed by Dec 2019</li> <li>• Meetings arranged during Autumn term</li> </ul>	•	
	• Board meetings focused on Financial security and future projections		• Agenda & minutes	•	
<b>Statutory Policies</b>	• Continue to update Statutory polices	SW	• Policies developed and presented to Policy group for Board approval	• Board agreement and published	
	• Continue to prepare Trust wide policies				
	• VALT policies published on Trust website				
Review and challenge Strategic plan at each meeting	• Strategic Plan to focus on: i) schools being centres of excellence, ii) ensuring collaboration within the trust, iii) Financial stability and operational strength, iv) Leadership & Governance and v) MAT stability & future growth		• Board has strategic plan as standing item	• Progress on key areas	
	• Strategic plan progress and outcomes to be reviewed and challenged at each board meeting				
	• 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
<b>Communication strategy</b>	<ul style="list-style-type: none"> <li>• Ensure our vision, aims and priorities are agreed by the board.</li> </ul>	SW	<ul style="list-style-type: none"> <li>• Board agreement</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Develop Trust Wide (VISION ALT) communication - branded and published</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>Website</b>	<ul style="list-style-type: none"> <li>• Ensure VISION ALT website is compliant with DfE requirements</li> </ul>	SW	<ul style="list-style-type: none"> <li>• Website compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Website checks</li> </ul>	£1,000
	<ul style="list-style-type: none"> <li>• Using the centralised IT team, ensure all schools websites are DfE compliant</li> </ul>	JT	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Centralise all documents and information pertinent to the Trust</li> </ul>	JT	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>Trust Consolidation and further growth</b>	<ul style="list-style-type: none"> <li>• VISION ALT has been approved by DfE as the preferred sponsor for Laurence Jackson School. The target date for conversion into the Trust is the 1<sup>st</sup> January 2020.</li> <li>• During the autumn term work with AVEC and Womble Bond Dickinson to complete the CTA, TUPE, HR in preparation for 1<sup>st</sup> Jan</li> <li>• Complete a deep analysis of finances and 3 year projections</li> <li>• Complete an analysis of outcomes, attendance, behaviour and the quality of education to form a list of critical priorities and actions.</li> </ul>	SW	<ul style="list-style-type: none"> <li>• Board Progress checks</li> <li>• Board presentation by WBD</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> </ul>	
	<ul style="list-style-type: none"> <li>• Develop a 2 year future growth strategy to be tabled at the Board during the summer term. This will enable the integration of LJS to be successful/</li> </ul>	SW	<ul style="list-style-type: none"> <li>• Dec 2018</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>Relationships with other schools / academies and MAT's</b>	<ul style="list-style-type: none"> <li>• Develop relationships through Sponsor application, Teaching Alliance and NLE network.</li> <li>• CEO will be the NLE for Laurence Jackson School as part of the Dept. for Education ONE Vision programme.</li> </ul>	SW	<ul style="list-style-type: none"> <li>• TT going well</li> </ul>	<ul style="list-style-type: none"> <li>• Report to the Board</li> </ul>	
	<ul style="list-style-type: none"> <li>• Develop relationships through Tees Valley Combined Authority</li> </ul>		<ul style="list-style-type: none"> <li>• TVCA opportunities</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
	<ul style="list-style-type: none"> <li>• Work with other CEO's across Tees Valley to develop partnership arrangements as well as a strong relationship with the RSC</li> </ul>		<ul style="list-style-type: none"> <li>• Positive partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	