

St. Bart's Multi-Academy Trust

Action Plan 2017-2018

Priority	The Trust will	The contribution of each academy to the delivery of this priority will be	Evaluation
<p>Develop the St Bart's Footpath</p>	<ul style="list-style-type: none"> • Acknowledge the distinctive character and uniqueness of each partner academy; • Develop and operate guiding principles to ensure clarity of direction across the Trust; • Ensure that all stakeholders understand how they contribute to furthering the mission and vision of SBMAT; • Ensure we follow the SBMAT "footpath to PEACE". 	<ul style="list-style-type: none"> • Each academy will embrace the "footpath to PEACE" and ensure that all stakeholders buy into the vision and mission of the Trust; • Each academy will commit to, connect with and collaborate across all levels of the SBMAT family, developing sense of "one team" across the Trust. The three C's. 	<ul style="list-style-type: none"> •
<p>Ensure achievement and attainment in our academies is consistently good and that pupils of all abilities across the Trust make at least expected progress from their starting points.</p>	<ul style="list-style-type: none"> • Monitor and evaluate the quality of delivery and outcomes for all pupils in our academies to ensure that the promise we make to our families that all children will attend good and outstanding schools is fulfilled and to intervene rapidly when it is not; • Engage additional, as appropriate, external scrutiny in order to provide the SBMAT Board, The SLT and Academy Principals with a reliable "second opinion" on the performance of each school across the cycle; • Acknowledge the distance travelled already that has secured academy improvement and ensure that appropriate challenge and support is delivered to secure sustained high performance; • Create and recruit through BTSA a Teaching School Improvement Team that provides support for our academies to deliver their targets and becomes the vehicle for sharing strategies and best practice; 	<ul style="list-style-type: none"> • To be judged good or outstanding within three years of conversion and to maintain or improve on that position subsequently; • To teach pupils well so that all make good progress and achieve well against starting points; • To exceed floor targets each year in the key indicators set by the Department for Education (DfE). • To ensure that the progress of the most vulnerable pupils in the academy improves each year so that the gap between vulnerable and less vulnerable children reduces year on year to the narrowest it has ever been by 2019. • To ensure that pupils in the academy attend regularly every year and that attendance rates are at least national average or better by 2019 taking into account contextual information. 	<ul style="list-style-type: none"> •

	<ul style="list-style-type: none"> • Identify and share the practice that has led to improved outcomes in one SBMAT academy with the leadership teams in other SBMAT schools so that more pupils can benefit from the original idea; • Identify and share with our academies the strategies that schools in SBMAT, as well as those nationally and internationally are implementing, that enable children who are at risk of underachieving to be successful, including those strategies that reduce poor attendance and persistent absenteeism; • Design and deliver a strategy that enables our most able pupils and those who are gifted and talented to learn together, engaging in academic and sports opportunities that stretch their own expectations of what they can achieve. 	<ul style="list-style-type: none"> • To ensure that the proportion of pupils whose attendance is below 90% reduces year on year, with the ambition of eradicating persistent absence by 2020. • To engage with the SBMAT Teaching School Improvement Team and The Britannia Teaching School Alliance (BTSA) to identify areas for development and support; identify staff with the potential to become Specialist Leaders in Education (SLE) and to identify those able to make a wider contribution beyond their own academy in order that performance is strong in all academies. 	
<p>Recruitment, training and development of our workforce of leaders, teachers, support staff and administrators will result in the delivery of an outstanding provision for all our pupils.</p>	<ul style="list-style-type: none"> • Monitor the quality of teaching across the Trust to support academies to provide lessons for pupils that are consistently good or outstanding; • Build capacity to accelerate and sustain the quality of teaching across the Trust through the creation of high quality CPD programmes, where our most consistently outstanding teachers are trained to coach and support others to become consistently good; • Support the academies to embed the SBMAT performance management policy across the Trust so that all staff are treated equally and have access to clear and well defined career pathways, with appropriate rewards for sustained and significant performance; • Work with Principals and SLT's to ensure that the St Bart's and Teaching School Improvement Team responds to the needs of the academies to support the delivery of their 	<ul style="list-style-type: none"> • To embed the SBMAT performance management policy into each academy so that it is understood by all staff and becomes an integral component in the improvement of the academy and the wider Trust; • To recruit and retain high quality staff to work in each academy; • To train and develop a high quality workforce through a range of learning opportunities; • To support and challenge teachers so that they consistently deliver learning that is good or outstanding; • To contribute to an receive support from BTSA; • To commit and connect to and collaborate effectively with colleagues 	<ul style="list-style-type: none"> •

	<p>professional development and school improvement priorities;</p> <ul style="list-style-type: none"> • Recruit train and deploy School Direct Trainees to ensure a pool of high quality teachers is ready for SBMAT to employ each year; • Add value to the Newly Qualified Teacher (NQT) programme in our academies through the delivery of the BTSA NQT programme so that they will have access to a range of experiences beyond their home academy that will support them to become better teachers; • Create and deliver high quality CPD for staff across SBMAT that they can access together which builds upon and compliments the training in staff “home” academies. • Deliver an annual St. Bart’s Conference as well as specialised Collaboration Network meetings each term so that staff recognise them as high quality sessions that promote collaboration for outstanding achievement; 	<p>within and across the SBMAT to share and develop best practice;</p> <ul style="list-style-type: none"> • To identify staff who can benefit from SBMAT development programmes and activities which benefit pupils beyond the home academy; • To contribute to the design and delivery of SBMAT network meetings and conferences; • To host teaching placements for the BTSA ITE cohorts so that they experience a wide range of academy contexts and practices. 	
<p>Leadership and governance across SBMAT will be excellent and succession planning effective in securing leaders of the highest quality across the Trust.</p>	<ul style="list-style-type: none"> • Build capacity across SBMAT to accelerate and sustain school improvement through the creation of an Executive Management Board which will support and challenge academies to deliver sustained improvement; • Prioritise with academy leaders the annual focus for leadership development across the Trust that meets the needs of each academy; • Deliver future leaders for our academies at every level of the Trust through high quality CPD opportunities; • Facilitate secondments and exchanges that share skills, fill vacancies or develop capabilities that adds value to the learning of pupils in another academy; 	<ul style="list-style-type: none"> • To be clear and strategic within the Executive Management Board in order to identify priorities for improvement; • To implement SBMAT performance management policies; • To identify staff in the academy who are ready for further leadership development and to support and engage in SBMAT leadership training; • To participate in the delivery of SBMAT succession planning and leadership programmes; • To host and take advantage of secondments and exchanges to other academies; 	<ul style="list-style-type: none"> •

	<ul style="list-style-type: none"> • Review, revise and update the model of governance across SBMAT to ensure that the structure is fit for purpose and capable of meeting the Objects of the Trust, is consistently compliant and capable of holding the Executive Management Board and academy principals to account; • To support LGB's to have full and appropriate membership. 	<ul style="list-style-type: none"> • To work within the Executive Management Board to deepen the understanding and awareness of the improvements required in the academies across the Trust; • To attend performance scrutiny meetings and deliver feedback and reports on the academy's progress to the highest possible standard. 	
<p>The Learning Journey of all pupils from the age of 2 to 11 across the SBMAT will be excellent.</p>	<ul style="list-style-type: none"> • Support the design and delivery of a curriculum entitlement, with a clear focus on basic skills (literacy and numeracy), to provide a model of best practice that supports core subject progression across the phases; • Monitor the transition points for all pupils to ensure that there is no loss of learning progression; • Ensure that there is a clear focus on care, guidance and support across the Trust so that all pupils are clear about their own aspirations and understand how to fulfil them to achieve their full potential; • Create opportunities for pupils from different SBMAT academies to learn together to reinforce pan-Trust peer learning; • Celebrate and share the successes of children from FS1 to Y6 and beyond, so that more staff, pupils and parents witness and attest to student achievement; • Create appropriate space where parents and families can access advice, guidance and training related to the education of students in our academies. 	<ul style="list-style-type: none"> • To identify pupils who have made outstanding progress, made an outstanding contribution to their school and overcome significant obstacles to academic and personal success in order that their achievement can be shared across the Trust; • Contribute to the development and sharing of best practice; • To maintain close links with the other SBMAT Academies and local schools to ensure that children and their parents benefit from the sharing of best practice; • To support the implementation of a high quality curriculum entitlement, focussed on basic skills for learning; • Ensure that the needs of all children and those of vulnerable groups are met through clear guidance and support strategies that maximise opportunities and fulfil potential; • To ensure that safeguarding is a priority and that all pupils from all backgrounds receive high quality care, guidance and support; • To develop, publicise and support pan-Trust student and staff learning opportunities. 	<ul style="list-style-type: none"> •

A Sustainable Business Plan

- Establish, maintain and update the SBMAT Risk Register so that potential risks to the successful delivery of this strategic plan that might have implications for our academies are mitigated;
- Ensure that SBMAT is compliant with financial rules and regulations of the charities commission and the Education Funding Agency (EFA);
- Deliver financial advice and guidance to each academy that is accurate and relevant;
- Support the academies in their development of their own risk registers that mitigates the broader risk to SBMAT;
- Support the academies to maximise student admissions to each academy;
- Support the academies to appoint the right staff of the right quality to deliver outstanding education;
- Ensure that the academy based finance and HR processes are compliant with the SBMAT policies and procedures, so that academies can manage their budgets successfully, so that key improvement objectives can be delivered;
- Continually review the structure and expertise of the SBMAT Executive Management Board and BTSA to ensure that they have adequate capacity and skill sets to support the SBMAT to deliver its goals;
- Support and develop the skills and knowledge of the SBMAT Business Management Team so that they can contribute to the sustainability of their home academy and the Trust;
- Monitor the SBMAT protocol for expansion annually to ensure that the criteria for the admission of a new academy member is fit

- To manage, update and review their own risks addressing key points from the Academy Register that are likely to impact on the SBMAT register;
- To develop a close working relationship through an informed and frequent communication that enables both the SBMAT Operations Board to carry out their responsibilities and the academy based teams to do the same;
- To do everything possible to ensure that the academy is oversubscribed in nursery and reception classes;
- To manage the Academy finances to deliver continuous improvement and to meet the 5% target for a surplus budget each year.

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	<p>for purpose and that the expansion does not limit the capacity of the Trust to deliver its charitable objects of improving education for our current pupils;</p> <ul style="list-style-type: none">• Create an Estates / Health & Safety Management team that will provide expert advice for the Executive Management Board and the Directors on the state and condition of our buildings leading to a maintenance plan for 2016-20;• Take advantage of any opportunities that exist to bid for additional grants (CIF) to support the achievement and success of our pupils or the development of our capital stock and buildings;• Continue to develop the commercial arm of the Trust through BTSA in order to generate additional income to support learning and achievement;• Maintain a strong local and national media presence to ensure we share the SBMAT success as widely as possible.		
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