

# Strategic Plan 2021-2024



Victoria  
ACADEMIES TRUST



## Strategic Plan 2021-2024

'being the best we can be'

Victoria Academies Trust

### Introduction

The Strategic Plan 2021-2024 is intended to outline the key strategic objectives of the Trust over the next three years, sharing and defining our mission, vision and values, along with explaining our goals and performance measures that will demonstrate the progress of our schools, and ultimately our Trust in working towards our vision.

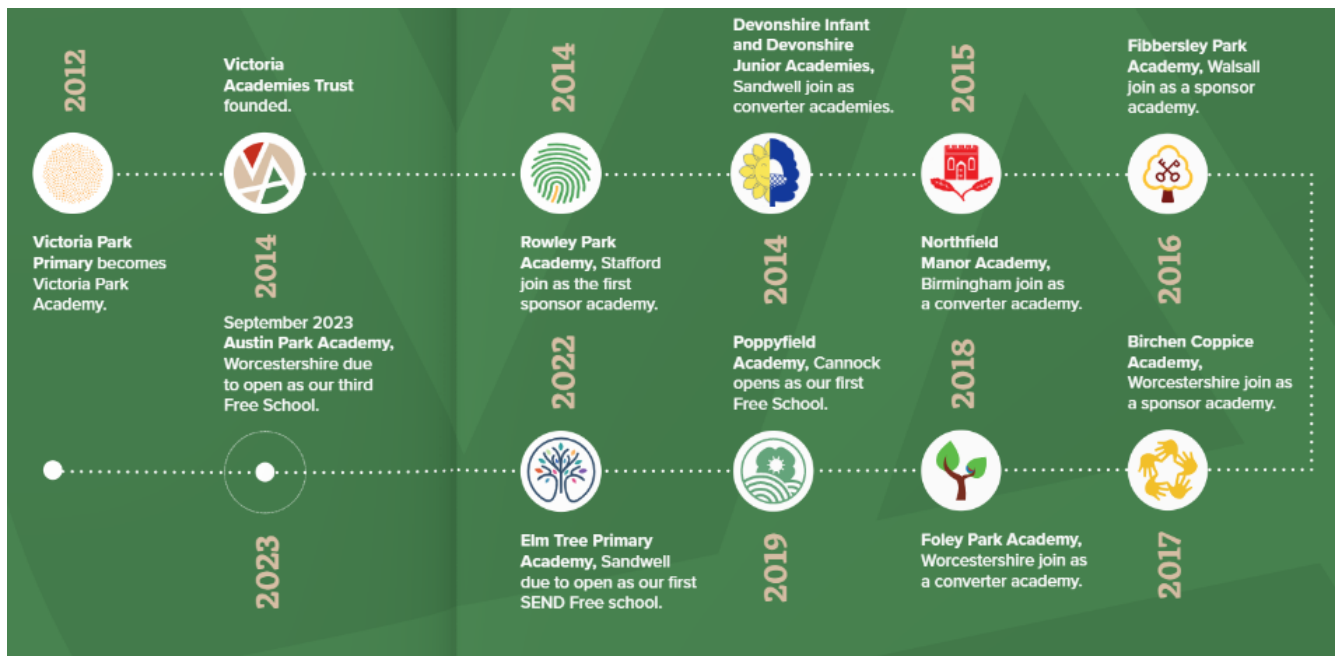
The overarching long term strategic plan will form the basis of our annual Trust Improvement Plan, and each school will have their own School Development Plan with is linked to the goals and vision of the Trust.

Trustees will measure progress towards our annual Trust Strategic Improvement Plan. Local Academy Councils, along with the Trust executive team will monitor the progress of each school's progress towards meeting their own school development plan.

### Our Journey, our schools

Victoria Academies Trust consists of nine schools across the West Midlands. Two further free schools are due to open within the next three years.

Currently we have almost 3000 pupils and just over 500 colleagues within our trust.







## Our Mission:

Our mission is our core business – our purpose and primary objective. It is quite simply:

***“To make people become the best they can be”***

Our people are our colleagues, our pupils, our governors and our school communities.

Our mission is to empower and enable them to be the very best they can be in whatever they do.



## Our Vision:

Our vision is the future we intend to create, it paints a picture of our goals and aspirations. Our vision should be the heartbeat running through our schools and communities. It should be understandable, relatable and authentic.

***“Our people will be brilliant, courageous and kind. Ambition and innovation are at the heart of all that we do as we strive to become the best we can be”***

Our strapline tells of what we want to achieve: ***“being the best we can be”***.



## Our Values:

Our values underpin and drive all that we do. They are our guiding principles and allow us to stay true to our mission. Our values are built around five key beliefs and are based on the Latin word *FIDES*, the ancient Roman goddess of trust. Fides was also the guardian of good faith (as in *bona fide*) and honesty.

Our core values, along with how we believe people should behave to achieve them are:

Loyalty by **Focusing on family**

Tenacity by **Insisting on excellence**

Kindness by **Doing good as you go**

Courage by **Embracing Innovation**

Brilliance by **Seizing success**



## Our Goals:

Our goals are the small number of achievements we will work on in the coming years. For each goal, we will have strategies that support us to reach them over time. Each goal will be measured through a number of 'performance indicators' so that we can track our progress towards them.

Under each goal are key areas that schools will work towards to help us as a Trust achieve our vision. Our three-year plan will outline the steps we will take to work towards each of our goals, and in turn, our vision. Not every aspect below will be included in our three year plan. Areas such as safeguarding and compliance are non-negotiable. These areas will continually be high priority and underpin all that we do.

<i><b>1. To continually improve our schools</b></i>	<i><b>2. To invest in our school communities</b></i>	<i><b>3. To grow and value our colleagues</b></i>	<i><b>4. To prepare our children for the future</b></i>
<ul style="list-style-type: none"><li>• Standards (of all groups)</li><li>• Attendance</li><li>• Behaviour and attitudes</li><li>• Curriculum</li><li>• Teaching and Learning</li><li>• Finance</li><li>• Governance</li><li>• Statutory Compliance</li></ul>	<ul style="list-style-type: none"><li>• Parental engagement</li><li>• Safeguarding</li><li>• Links with external community partners</li><li>• Growth and expansions</li></ul>	<ul style="list-style-type: none"><li>• Robust appraisal</li><li>• Wellbeing</li><li>• Pathways/CPD</li><li>• Recognition</li><li>• Managing workload</li></ul>	<ul style="list-style-type: none"><li>• Digital Strategy</li><li>• Metacognition approach</li><li>• Promotion of aspirations</li><li>• RIP curriculum</li><li>• Wellbeing</li><li>• Citizenship (RHE/ PSHE)</li></ul>

## Goal 1

*To continually improve our schools*

### Success Criteria

- All schools are Ofsted graded good or better
- Progress measures for all schools are at least in line with national
- Progress for disadvantaged pupils is greater than that of non-disadvantaged
- All schools individually have balanced budgets



## Goal 2

*To invest in our school communities*

### Success Criteria

- Strong parent partnerships are established and parent voice is valued and acted upon
- Constructive relationships with local community partners impact positively on schools
- Targeted growth ensures that there is no standalone school in any Local Authority area





## Goal 3

*To grow and value colleagues*

### Success Criteria

- Implementation of 'employer of choice' strategies
- Pathways is accessed by all employees and positively impacts on performance
- Mental health and wellbeing is recognised and effectively supported



## Goal 4

*To prepare our children for the future*

### Success Criteria

- Children have opportunities to take part in experiences that raise aspirations for the future
- An ambitious curriculum is in place for all children that is real, Immersive and Purposeful
- Consistent and established approach to metacognition across all schools
- Children are responsible, respectful and active citizens who contribute positively to society

