

Victoria Academies Trust

2020/21

Strategic Plan Review

Education

1 To close any gaps for pupils across all schools

- All schools implemented 'Thinking Differently' approach with regards to provision for disadvantaged children – schools focus on the impact of their actions and plans on these children, adapting to meet their needs.
- History in the Making challenge pack successfully completed as a 'return to school' approach in Autumn term. Children reflected together on the pandemic and issues that had arisen during their time away from school, including a key and ongoing focus on Black Lives Matter, Diversity and Equality.
- Covid 'catch up' plans developed and implemented, bespoke to each school and child's needs. Further lockdowns limited consistency of delivery and accuracy of assessment data to evidence impact by the Summer term. This work continues in line with the Recovery agenda.
- Ensured high quality remote provision matched the provision in-school, covering all curriculum areas so that learning time and opportunities continued despite the lockdown period.

2 To ensure all staff have the **knowledge and skills** to deliver the curriculum intent

- Focused network group developed focusing on diversity and equality. External training sourced and delivered, with all schools accessing formal training in Autumn 2021. Curriculum refined in terms of diversity and equality enhancing provision for children.
- Subject leaders continued to access CPD and networks to developed in their roles, moving us towards our commitment to making our people the best they can be.
- Consistent assessment systems implemented across all schools so that data and outcomes can be easily tracked and compared. Central team and trustees now have a clear and consistent overview of standards across all our schools.

3 To ensure **our people** continue to be the best they can be and feel valued trusted, safe and supported

- Pathways model developed, launched and accessed across the trust, resulting in an online system of professional development opportunities covering a wide range of educational aspects to meet the needs of all our colleagues. Bespoke package can be accessed flexibly and used to both develop current practice or to learn new skills enabling colleagues to move to new career pathways roles within VAT.
- Regular communication and support at all levels through lockdown periods ensured that the wellbeing of all was high priority with schools offering a range of formal and informal opportunities for social as well as academic and educational engagement for colleagues, families and pupils. Formal and anecdotal feedback has been overwhelmingly positive about the support received.

Systems & Support

1 To improve **financial security** so that the trust and all units remain viable

- Year-on-year income growth of £2.128m including £1.03m GAG; £851k for capital projects; £96k capacity growth fund.
- Tender for our largest contract, catering, completed. Three-year contract in place with potential savings of circa £200k across the trust.
- Utilised the job retention scheme to minimise income losses due to school closures.

2 To ensure strong and effective **governance** at all levels across the trust

- Recruitment of three further trustees to ensure that the board is at capacity and has the skills, knowledge and experience to continue to effectively fulfil its duties.
- Governance training platform developed and launched to provide a flexible bespoke package for Trustees and Academy Councillors.
- Continued support of Academy Councils in local governance during Covid times through regular communications and briefings.

3 To provide an **efficient and effective support** for academies to enable improvement and growth

- Health & Safety compliance tracker developed and implemented to allow trust level management and reporting.
- Central finance processing implemented where opportunities arose to improve efficiency and reduce duplication.
- Central education team developed to provide enhanced in school support and improvement.

Sustainability & Growth

1 To continue **expansion** of the trust

- Application to open a new 1FE primary school (Austin Park) in Cofton Hackett approved by DfE – provisionally due to open September 2024.
- Trust prospectus developed to pursue Partner School approach completed and launched.
- Continued increase in pupil numbers (mainstream and nursery) to 3,118 pupils leading to increased GAG funding of £1.03m and £2.18m funding overall.

2 To increase the **revenue** from non-ESFA sources

- Business development strategy developed and key areas beginning to be actioned (limited opportunities due to covid issues).
- Trust Capacity Funding application submitted and successful £96k.
- Implemented bi-weekly funding briefing to all schools identify potential school level funding opportunities.

3 To continue to **develop our staff** to be the best they can be

- Career pathways matrix mapped out and Professional Learning Materials matched to needs of staff.
- Effective Professional Learning package developed and implemented across the trust providing a flexible model that is appropriate for leaders, teachers and teaching support staff.
- Bespoke Head Teacher induction package developed and delivered for our new Head Teachers to support them in their new roles.