

Mercia Primary Academy Trust

5 Year Strategic Development Plan

Everyone is valued and takes responsibility for the challenging learning that takes place.



DRAFT

Contents

Foreward	pg. 3
Our aims	pg. 4
What is a great school	pg. 5
Strategic School Development	pg. 6
Leadership and Governance	pg. 7
Strategic Objective 1 - Excellence in teaching	pg. 9
Strategic Objective 2 - Developing partnerships	pg. 11
Strategic Objective 3 - Improving Leadership & Governance	pg. 13
Strategic Objective 4 - Ensuring a financially viable and sustainable MAT	pg. 15
Risk register	Appendix (i)

DRAFT

Foreward

Everyone is valued and takes responsibility for the challenging learning that takes place.

Welcome and thank you for taking the time to read about our vision for Mercia Primary Academy Trust. I am delighted to present the first Strategic Development Plan for the Trust which sets out our priorities and objectives for 2020-2025. This document describes how we will plan, guide, support and improve our academies in East Staffs and the surrounding area (and schools that are yet to join), ensuring there is a clear focus on continuing to improve leadership & governance, teaching & learning and raising standards.

MPAT's Board of Trustees is determined to be a high performing Multi Academy Trust that delivers the very best educational experience for pupils aged 3-11. The overarching aim for the Trust is to create academies that provide an environment which is welcoming, caring, calm and purposeful and, through the 'Mercia Way', to stretch our young people academically, support them pastorally and help them develop socially. We also strongly value working with other trusts and LA schools to ensure strong outcomes for all pupils.

As a Board, our responsibility is for the strategic direction of the Trust. We see collaboration as the key to building a strong and confident Trust. Our structures and processes will continue to evolve to support our academies and develop MPAT to benefit all our students and staff. We are realistic about what can be achieved in the current financial climate but what we do, we intend to do well.

We have a cost effective organisation and a business model that delivers efficiency, so that all our students benefit from enhanced resources enabled by economies of scale.

We believe in allowing each academy to retain its own distinct identity, firmly rooted in its local community and supported by efficient and effective central services and expertise. All our academies are focused on school improvement, sharing best practice and developing deep partnerships that will embed consistent levels of student outcomes and ensure positive progress. We believe passionately that education, at every stage of the student journey, is about the development and nurture of the whole person.

Should you require any further information or wish to arrange a visit to MPAT our contact details are available on the website.

R Lane
CEO MPAT

Our aims

Excellence from the Early Years to Year 6

Our Vision:

Everyone is valued and shares responsibility for the challenging learning that takes place

Our Values and Beliefs:

Belief in the transformational and life-enhancing power of education

Service to our community

Partnership and professional generosity

Honesty and openness

Unflinching commitment to ensure that all children reach their potential

Our Aims:

A rich and exciting curriculum where our pupils thrive and develop character

Strong progress in outcomes, especially for disadvantaged children and young people

Excellence in professional learning and development

Strong and strategic leadership at all levels

High quality and cost-effective central services

Our Culture:

Significant delegated authority to each Headteacher and Governing Body

Our schools maintain their own character and distinctiveness

What is a great school

Exceeds like for like schools in all areas based on academic results

High levels of attendance indicating enjoyment in schools

Good levels of retention of key staff

A commitment towards teaching students and apprentices

This area will be filled in Jan 2020

DRAFT

Strategic School Development

Our Core Offer

The core offer is built around individual needs of MPAT academies by:

- enabling leaders and all other academy staff to raise standards of achievement and attainment by ensuring 'great' practices;
- ensuring that the academies of MPAT achieve good value for money;
- building capacity across all aspects of education, business and operational activity;
- ensuring we minimise bureaucracy to allow an unrelenting focus on supporting and achieving the best for our learners;
- recruiting and retaining excellent staff by ensuring there are career opportunities within the Trust and effective and comprehensive continued professional development.

We will achieve this by deploying a central team of outstanding practitioners who will work with every academy to develop and confidently share consistent best practice, and provide quality-assured and value-for-money central services.

LEADERSHIP & GOVERNANCE

Essential features of Governance

MPAT has an expectation that governance at all levels will be:

- outward facing rather than internally preoccupied
- encouraging of equality and diversity
- consistent in leadership
- collaborative in approaches to decision-making and sharing practice
- proactive in its approach to strategic leadership in an ever-changing educational landscape, rather than simply reacting to national developments and initiatives.

Overall Level of Education Delegation

The Board believes that best results will be achieved when each academy's Governing Body receives a level of responsibility and autonomy appropriate to its specific circumstances.

Where the academy is in an Ofsted category, or judged by our own review processes to require improvement in some areas, there will be close supervision of the academy by MPAT through its Officers and central team.

Where an academy is Good or Outstanding minimal day-to-day supervision by MPAT is needed and the School's Governing Body will operate with maximum autonomy.

EDUCATION IMPROVEMENT SERVICES

MPAT gives flexible and active support for raising standards in:

- Teaching & learning
- Leadership development at all levels – to include leadership quality assurance
- Office and finance
- Caretaking and site supervision
- Health and Safety

By providing:

- Effective learning support and Special Educational Needs services
- Effective behaviour support
- Robust and compliant safeguarding support
- Effective and responsive ICT services to enhance learning
- Caretaking and site supervision management team
- A core school improvement team
- Finance and other central services including policy compliancy, payroll and personnel services

MPAT
Corporate Governance



Accounting Officer
Reports to members

- Trust Board Members (5)
- Business
 - Education
 - Community
 - Finance
 - Human Resources

- Members limited by Guarantee
- Responsible for financial solvency of all Trust funds (Academy budgets)
 - Hires and Fires Trustees of the Trust Board
 - Overview of educational performance across the Trust
 - Appoints leaders

Audit
Externally checks annual accounts

- CEO
- Responsible person/accounting officer
 - Report to Trust Board and Members especially for finances and performance
 - Ensures regularities and proprieties in practice at Academy level
 - Ensures strong educational provision, best practices and outcomes
 - Has a clear role and job description
 - May be a full time or part-time job as the trust grows and if there is level of need

- Multi Academy Trust Board of Directors (9 Maximum)
Chair of Board – 1 Trustee is also a Member
- Education – Primary, ITT
 - Finance
 - HR /Business
 - Legal
 - Premises
 - CEO

- Trust Board Committees
- Finance & HR
 - Building and H&S
 - Leadership and Standards

- Trust Board (Trustees)
- Development of Vision and Values
 - Management of Local Governance
 - Development of Business Plan
 - Educational Direction – School Improvement and Accountability
 - Challenge and monitor School Performance
 - Financial procedures in accordance with Funding Agreement
 - Budgeting
 - Risk management
 - HR across all Academies
 - Buildings and Premises across MAT
 - Safeguarding
 - Health and Safety
 - Ensure compliance with charity and company law

- Local Governing Bodies (act like a Trust Board sub-committee)
- Meetings:
- Protect the performance and standards of individual schools
 - May operate a delegated budget
 - Support in staff appointments
 - Includes parent representation

- Professional Boards
Headteachers of all academies
- Recommend educational policy to the Trust Board
- Options to develop DHs and AHS, SENCO, subject and phase leaders and Chairs of Governors as of need

- School Improvement and Accountability
- Raising Achievement Boards led by Trustees for all schools
 - Performance Management
 - School Improvement matched to need
 - Continuing Professional Development

LAC Flax Hill

LAC Lark Hall

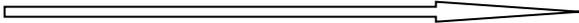
LAC Lakeside

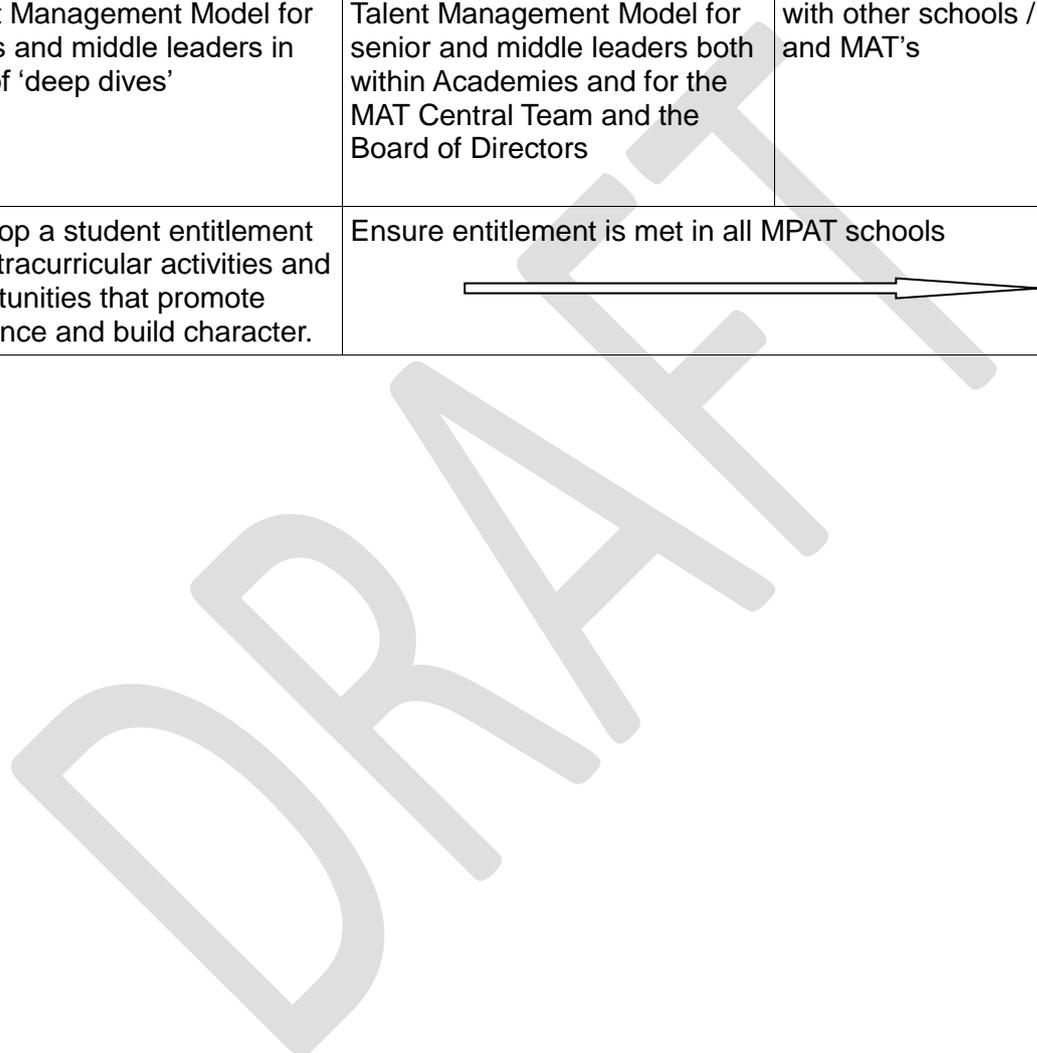
LAC Academy 4

LAC Academy 5

LAC Academy 6

Strategic Objective 1 - Excellence in Teaching

Why is it important?		
<p>Our schools are centres of excellence in teaching and learning where every child and young person makes outstanding progress and is ready for the next stage in their education and lives. Our staff feel valued and can access opportunities for professional and career development and to share their skills and expertise across the Trust and with other schools. The wider Trust will do all it can to ensure that we are enabling and investing in rapid, effective and sustainable school improvement in all our schools.</p>		
Indicators of Success: Year 1 - 2	Year 2 - 4	By Year 5
To improve the progress made by all pupils so that standards of pupils' performance at each of the schools within the Trust towards 'Great'. Action plans created with specific targets for school improvement for all pupil groups in public examinations at both Key Stages.	Three year improving data set for all schools	4 out of 5 data sets for all schools exceed like for like nationally
Each Academy within the Trust has accurate self-evaluation	We use leaders across our Trust to provide peer review and challenge of self-evaluation and improvement plans.	We will establish a network of external "audit" partners from good and/or outstanding schools to test our capacity to self-asses and plan stretching improvement targets.
Development of KPI Dashboard to track continuous improvement targets	Our MAT will adopt a culture of high expectations using benchmarking and set demanding targets.	We will use shared recording systems and information analytically to measure the impact of interventions, approaches and plans based upon outcomes.
Pupil voice informs practice and School Improvement Planning.	Parents, carers and stakeholders have a strong voice and influence the work of the schools.	Our schools have a strong representation at networks and forums relating to enterprise and employability.
Introduce consistent LSA/TA standards across the MAT	We will deploy middle and senior leaders as SLE's and peer support advisors in areas of expertise across the Trust.	All middle leaders will complete NPQML. All senior leaders will complete NPQSL.
A MAT School improvement strategy is in place	Strategy connects to all Academies' School Improvement plans 	
Increased participation rates for accredited CPD courses	Increasing Year on Year 	

<p>All existing employees attended Level 1 Safeguarding in September 2020. All LGB, Directors and Members have completed access to Level 1 Safeguarding Training throughout 2020/2021. A program of Online Safety Certification has been implemented across the Trust</p>	<p>Safeguarding Policies are reviewed and updated in line with the recently updated Keeping Children Safe in Education Guidance All employees, Governors and Directors attend annual safeguarding training. A central register is held for Governors, Directors and employees & volunteers.</p>	<p>Trust DSL has undertaken a nationally recognised Advanced Safeguarding qualification allowing for in house Level 3 training to be provided. A member of the Trust Central Team is the Safeguarding Lead for the Trust. Trust Safeguarding Group in place.</p>
<p>Develop a Succession and Talent Management Model for RQT's and middle leaders in light of 'deep dives'</p>	<p>Develop a Succession and Talent Management Model for senior and middle leaders both within Academies and for the MAT Central Team and the Board of Directors</p>	<p>Further develop relationships with other schools / academies and MAT's</p>
<p>Develop a student entitlement for extracurricular activities and opportunities that promote resilience and build character.</p>	<p>Ensure entitlement is met in all MPAT schools</p> 	

Strategic Objective 2 Developing Partnerships

Why is it important?		
As local centres of great teaching it is our moral duty to provide support for improving outcomes for schools both within and outside the trust. We will develop opportunities for school to school support allowing staff to share expertise and skills across the Trust. We will identify shared opportunities for CPD and curriculum & resource planning to strengthen further the quality of teaching and learning and its impact on pupils outcomes. MPAT has “sponsor” status, and therefore we have a responsibility to bring schools into our Trust which requires intervention to enable rapid improvement.		
Indicators of Success: Year 1 - 2	Year 2 - 4	By Year 5
Potential sponsorship of 1 inadequate special schools/ Academies in the local area	Potential sponsorship of 1 inadequate special schools/ Academies in the local area	Sponsorship of 1 inadequate special schools/ Academies in the local area
Form English Mercia Learning Network – comprising local schools Form Maths Mercia Learning Network – comprising local schools	Form Foundation Mercia Learning Networks – comprising local schools	Form Mercia Head Teacher network
The Trust has effective links with one or more Teaching School Alliances	The Trust is working towards becoming a Centre of Excellence for School Workforce development at all levels	The Trust is a recognised Centre of Excellence
The Trust has become a provider of choice for other schools in regard to specific training and CPD provision	Improved CPD provision	Enhanced CPD provision
The Trust has formal partnerships with other MATs and schools to enable robust self-assessment and improvement	The Trust has a commissioning model in place which facilitates cutting edge MAT improvement strategies to be developed	The Trust Commissioning model is enabling and evidencing sector leading self - improvement
Regular meetings take place with staff across the Trust e.g. curriculum planning, attendance, timetable, Sat's, target setting, tracking, safeguarding, SEN, site staff etc.	SEN, Safeguarding, Teaching & Learning, representatives from each school in the Trust meet on at least a termly basis to share good practice and work on trust wide projects and initiatives. Feedback by the Lead Member of each respective group is provided to the Directors.	
One good school has joined the trust	One good school has joined the trust	The Trust has 1200 pupils on role

<p>The Trust has established formal relationships with 2 – 3 local commissioners across Education, Local authority and Health.</p>	<p>The Trust has strategic partnerships with Local commissioners of Education, Local Authority & Health in the wider sub regional area.</p>	<p>The Trust has strategic partnerships with Local commissioners of Education, Local Authority & Health in the regional area.</p>
<p>The Trust has formal partnerships with other MATs and schools to enable robust self-assessment and improvement</p>	<p>The Trust has a commissioning model in place which facilitates cutting edge MAT improvement strategies to be developed</p>	<p>The Trust Commissioning model is enabling and evidencing sector leading self-improvement</p>

DRAFT

Strategic Objective 3 - Improving Leadership & Governance

Why is it important?		
All research suggest that children's outcomes are intrinsically linked to the leadership capacity of the school they attend. Every person and system can improve. We strongly believes that by valuing out leadership teams, including Governance and providing them with the tools and training they require will best support their work in improving outcomes.		
Indicators of Success: Year 1 - 2	Year 2 - 4	By Year 5
Skills audit of LGB/Directors/ Members completed in Autumn Term 2020 & a program of CPD implemented.	Allocation of lead specialisms to Governors/Directors in accordance with SOD.	Feedback from LGB/Directors states that CPD needs are effectively met.
Review of HT report mechanisms in line with recommendations from DFE document "Understanding your Data" and other statutory guidance	Reporting recommendations standardised across the Trust in accordance with guidance issued	LGB/Directors/Members & Chairs & Vice Chairs meetings taking place termly
MPAT to incorporate school's policies as appropriate into Trust polices.	MPAT to incorporate school's policies as appropriate into Trust polices.	MPAT to incorporate school's policies as appropriate into Trust polices.
Develop the schools and Trust websites to incorporate statutory policies/policies under the MPAT/School heading as appropriate. Trust ICT Manager to ensure that all websites within the Trust meet statutory requirements by conducting a termly audit and reporting to FGB.	All Trust websites have been externally reviewed & updated (2021) to ensure that they meet statutory requirements; this is an on-going termly process.	Trust and school websites all ran internally. All schools and trust websites meet statutory requirements
Trust Premises manager role developed with job descriptions for all care taking staff written	Trust premises manager employed and new job descriptions put in place across trust.	Trusts premises team sub contracted out to local LA and trust schools.

<p>Investigate and take advantage of all funding opportunities where applicable</p> <p>Investigate funding opportunities to determine</p> <ul style="list-style-type: none"> i) growth, ii) liability iii) risks and iv) opportunities 	<p>The production of an Estates Strategy by reviewing and incorporating the following for each school within the Trust: -</p> <ul style="list-style-type: none"> - Site Plans - Facilities Management - Files - SLA/Contracts - Condition Surveys - Health & Safety Audits - Health & Safety - Committee termly meetings - Premises staff monthly Meetings 	
<p>Finance team continues to support other schools when required.</p>	<p>Finance team develops a model based on sub contraction to provide a suite of services for LA schools</p>	<p>Finance team able to offer all services outwards and sub contracted out to local LA and trust schools.</p>

DRAFT

Strategic Objective 7: Ensuring a financially viable and sustainable MAT

Why is it important?		
Executive management, Directors and Members have a legal duty to manage the Trust's finances responsibly. Beyond this, we have a moral responsibility to ensure that every penny we spend is in the pursuit of better services for the children we work with and the wider public we serve. We will meet all our legal and moral obligations and be an open and transparent Trust at all times, taking the hard decisions to ensure value for money, regularity and propriety are self-evident at all times.		
Indicators of Success: Year 1 - 2	Year 2 - 4	By Year 5
The Trust has a detailed 3 year medium-term financial strategy in place for each school linked to a fully costed school improvement plan.	The Trust aims to reduce the Top slice for all of the Academies to ensure as much funding as possible is passed on to each school.	The Trust aims to further reduce the Top slice for all of the Academies whilst ensuring a financially viable and sustainable MAT.
The Trust has a Reserves Policy in place with sufficient reserves to mitigate areas of high risk across the Trust.	Reserves of 2-5% are secured	Reserves of >5% are secured together with investment strategy outlining priorities
To set a budget for expenditure of money to support MAT wide School Improvement initiatives.	Rolling programme of continuous improvement ensuring high risk areas identified by Audit and Finance Committee are addressed. The Trust has fully audited annual accounts published in line with EFA requirements and the funding agreement with the Secretary of State.	
Increasing efficiencies through better ways of working following a review of systems and processes e.g. reviewing areas of high cost to reduce and/or rationalise spend.	Restructuring of back office functions across all of the Academies to drive efficiencies, ensure VFM and ensure they are fit for purpose in new corporate context.	Rolling programme of continuous improvement aligned to growth plan to ensure model continues to be sustainable.
Ensure staffing structures are affordable, sustainable and fit for purpose. Ensure School Improvement Plans are costed, affordable and sustainable	Developing our people – to ensure suitably qualified/skilled staff throughout all finance and School Improvement functions.	Rolling programme of continuous improvement of our people ensuring skills are up to date & latest systems and processes.
Increase/maintain pupil numbers to maximise funding. Negotiate with LAs to ensure Top up funding is secured.	Identify additional funding streams where appropriate and bid for additional revenue	Employ a bid writer with aim of them being 'cost neutral' and securing a number of successful bids to enable investment
Ensure Capital/Premises Development plans are fully costed and in place for each school within our Trust.	Identify additional funding streams and bid for additional Capital funding (e.g. via CIF).	Bid through the CIF programme for rebuilds for the Bristol Building and Lakeside' mobile

<p>Procured services have been reviewed (HR, Payroll, Accountancy, FMS etc.) with recommissioning undertaken</p>	<p>There is comparable financial data with other schools nationally of same designation which allow for accurate benchmarking.</p>	<p>Rolling programme of Continuous Improvement using Benchmarking and self-review to drive further efficiencies</p>
<p>To publish an action plan outlining the Trust ICT Strategy in the short, medium and long term Trust ICT Manager</p>	<p>Develop and implement a Trust wide ICT strategy and programme of renewal bringing ICT hardware and software up to latest specifications and standards</p>	<p>To complete and publish an audit of the current Trust ICT provision.</p>
<p>The analysis of SLA's/contracts/agreements via a series of health checks/audits to ensure that where possible in order to deliver best value for money they become shared central SLA's contracts/agreements</p>	<p>Investigate processes and options to improve financial efficiency of the Trust. CEO/CFO/ Trust Business Manager</p>	<p>The production of a SLA/contracts register for each school and for the Trust A contract register for each Academy and the Trust has now been created and is managed by the TBM and CEO to ensure value for money and consistency/ alignment of contracts where possible.</p>
<p>Make the most of our sites through identifying opportunities for lettings</p>	<p>Continue to develop our Academy sites through securing other funding streams appropriate to their individual characteristics or local priorities.</p>	