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# AD MELIORA ACADEMY TRUST

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Strategic Plan 2021-2025



## Foundation

### Our Mission

To run a financially sustainable, high performing academy with a long term future and one that is rooted in current core values, but also has the capabilities to expand to further enhance the educational experiences of many more children.

### Our Vision

‘Towards better – dream big, believe, achieve’. To inspire children, parents and teachers to be the best they can possibly be by encouragement, support and challenge.

### Our Core Values

- A restorative ethos with respect, tolerance and inclusion for all.
- Excellence in all that we do
- The happiness of children, families and staff.
- The development of self-confidence, self-motivation and independence.
- Exciting, safe and secure places, where children can explore, discover and experiment.
- A stimulating and challenging curriculum suited to children’s needs.
- Praise and celebration of the achievements of every child.
- Working in partnership with others to meet all needs.

## Strategic Objectives and Organisational Goals

Customer Detail on page 3	<ol style="list-style-type: none"> <li>1. To deliver high quality* education with favourable data and inspection outcomes:           <ul style="list-style-type: none"> <li>• Academies within the Trust to be judged as ‘Good’ or better by HMI OFSTED inspection</li> <li>• Data to be at least in line with National Averages</li> <li>• Progress across the key stages to be expected (or better) overall for each subject and for groups.</li> </ul> </li> </ol>
Financial Detail on page 4	<ol style="list-style-type: none"> <li>2. To deliver a solvent and sustainable budget whilst providing effective education to our pupils</li> <li>3. To increase numbers across the Trust</li> </ol>
Internal/ Operational Detail on page 4	<ol style="list-style-type: none"> <li>4. To have in place systems and processes that enable leaders to focus on delivering ‘good’ (as judged by OFSTED) education</li> </ol>
People and Learning Detail on page 5	<ol style="list-style-type: none"> <li>5. To enable continuous growth in knowledge and skills to ensure the organisation:           <ul style="list-style-type: none"> <li>• Is effective at delivering ‘good’ education within financial limits</li> <li>• Has an effective Business Continuity Plan. .</li> </ul> </li> </ol>

## Implementation

How we make strategy a habit -

- Review, evaluate and change as part of a continuous cycle of self-review and improvement.
- Hold people to account
- Empower leaders
- Effectively train staff
- Hold effective governance meetings

### Competitive Advantage

What we do best:

- Deliver an academy specific curriculum that meets the needs of the pupils attending.
- Effectively manage resources.
- Know, support and respect the communities we serve
- Provide opportunities for staff development and career progression.

### Organisational-Wide Strategies

How we will get there:

- 2021-2022: Reffley Academy to be judged as OFSTED Good
- 2022-2023: Blenheim Park and Greenpark to be judged as OFSTED Good
- 2023-2024: Case made to Regional Schools Commissioner to increase academies to 4.
- 2024-2025: Develop capacity to enable the Trust to increase to 5 academies.

## Key Performance Indicators

How we measure success:

Key Performance Indicator	Area	Measure																								
KPI1	Ofsted	All academies within the Trust to be good or better																								
KPI2	Pupil voice	For pupils to be able to: - <ul style="list-style-type: none"> <li>• Report that they are happy and enjoy school</li> <li>• Articulate the knowledge that is laid out in the academy progression documents.</li> </ul>																								
KPI3	Attendance	<ul style="list-style-type: none"> <li>• Attendance is 96% or better and persistent absence is 15% or less</li> </ul>																								
KPI4	Outcomes	In national tests and teacher assessments, the following measures are met: -																								
		<table border="1"> <thead> <tr> <th>EYFS</th> <th colspan="2">Phonics</th> <th colspan="2">Year 2 Teacher assessment</th> <th colspan="2">Year 6 SATS</th> <th>Progress</th> </tr> <tr> <th>GLD</th> <th>Y1</th> <th>Y2 retakes</th> <th>ARE</th> <th>GD</th> <th>ARE</th> <th>GD</th> <th>From KS1-2</th> </tr> </thead> <tbody> <tr> <td>75%</td> <td>80%</td> <td>80%</td> <td>65%</td> <td>10%</td> <td>65%</td> <td>10%</td> <td>0+ (expected progress)</td> </tr> </tbody> </table>	EYFS	Phonics		Year 2 Teacher assessment		Year 6 SATS		Progress	GLD	Y1	Y2 retakes	ARE	GD	ARE	GD	From KS1-2	75%	80%	80%	65%	10%	65%	10%	0+ (expected progress)
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75%	80%	80%	65%	10%	65%	10%	0+ (expected progress)																			
KPI5	Safeguarding	There is culture of safeguarding across the Trust.																								
KPI6	Well-being	<ul style="list-style-type: none"> <li>• Staff report that they are well supported</li> <li>• Staff absence is managed effectively</li> <li>• Pupils report that they enjoy school and have the support they need.</li> </ul>																								
KPI7	Performance	<ul style="list-style-type: none"> <li>• All staff receive robust performance management where their performance is reviewed.</li> <li>• Performance related pay is applied robustly across the Trust.</li> <li>• Training for all staff is varied and frequent.</li> <li>• Trust networks are impacting positively within each academy</li> </ul>																								
KPI8	Accounts	<ul style="list-style-type: none"> <li>• The Trust maintains a solvent position</li> <li>• Income remains marginally above expenditure.</li> <li>• Any in year surplus is spent on Trust projects.</li> <li>• Monthly reports are shared with Directors</li> </ul>																								
KPI9	Audit	<ul style="list-style-type: none"> <li>• A successful annual audit is received</li> <li>• Any 'Management points' are addressed swiftly</li> </ul>																								
KPI10	Compliance	<ul style="list-style-type: none"> <li>• Policies are reviewed in line with the schedule.</li> <li>• All statutory policies are in place.</li> <li>• Policy informs practice at Trust and academy levels.</li> </ul>																								
KPI11	Health & Safety	<ul style="list-style-type: none"> <li>• Compliance schedule of work and checks are completed within deadlines</li> <li>• Risk assessments are in place &amp; reviewed at least annually.</li> <li>• The site is well maintained and safe</li> <li>• Key staff have appropriate and regular training</li> </ul>																								
KPI12	Governance	<ul style="list-style-type: none"> <li>• Governance at Trust and LGB levels are effective</li> <li>• Monitoring is completed in line with schedules</li> <li>• A succession plan is in place</li> </ul>																								

Strategic Goals	Long term objectives	Timescale	Key personnel	Links	Key Performance Indicators												
<p><b>Customer</b></p> <p>1. To deliver high quality* education with favourable data and inspection outcomes:</p> <ul style="list-style-type: none"> <li>Academies within the Trust to be judged as 'Good' or better by HMI OFSTED inspection</li> <li>Data to be at least in line with National Averages across the Trust.</li> <li>Progress across the key stages to be expected (or better) overall for each subject and for groups.</li> </ul>	<p><u>To add/retain staff that are effective and competent at their work</u></p> <ul style="list-style-type: none"> <li>Develop staff skills and competence through effective performance management systems and targeted training.</li> <li>Build relationships with staff through a transparent and open ethos where there is encouragement and constructive feedback.</li> <li>Hold staff to account where performance dips.</li> </ul>	<p>Staff Appraisal by Oct 31<sup>st</sup>. Ongoing</p>	<p>CEH Academy Headteachers</p>	<ul style="list-style-type: none"> <li>Staff Appraisal Policy</li> <li>Pay Policy</li> <li>Training budget</li> <li>Monitoring and feedback records</li> <li>Pupil Progress meetings</li> <li>Trust Improvement Plan</li> <li>Trust Risk Management Plan</li> </ul>	<table border="1"> <thead> <tr> <th>Ref</th> <th>Measure</th> </tr> </thead> <tbody> <tr> <td>KPI1</td> <td>Ofsted</td> </tr> <tr> <td>KPI2</td> <td>Pupil voice</td> </tr> <tr> <td>KPI4</td> <td>Outcomes</td> </tr> <tr> <td>KPI7</td> <td>Performance</td> </tr> <tr> <td>KPI12</td> <td>Governance</td> </tr> </tbody> </table>	Ref	Measure	KPI1	Ofsted	KPI2	Pupil voice	KPI4	Outcomes	KPI7	Performance	KPI12	Governance
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<p><u>Improve outcomes – Trust, Academy and Pupil level</u></p> <ul style="list-style-type: none"> <li>Leaders to establish and refine a good quality, broad and effective curriculum to meet the needs of the community and cohorts.</li> <li>Leaders to monitor and evaluate the quality of teaching and learning.</li> <li>Leaders to give constructive feedback and follow up activity to ensure guidance and advice to acted upon.</li> <li>Targeted interventions and support is put in place for any pupil falling behind. Support is monitored, evaluated and changed as required.</li> <li>LGBs and Directors scrutinise information from leaders</li> </ul>	<p>Ongoing. Pupil progress meetings to be held half termly. Half termly curriculum reviews</p>	<p>CEH Academy Headteachers and Assistant Heads Governors Directors</p>	<ul style="list-style-type: none"> <li>Catch-Up plans and delegated budgets</li> <li>Curriculum Reviews</li> <li>Pupil Premium Plans and delegated budgets</li> <li>Pupil Progress meetings</li> <li>Governor monitoring schedule and activity</li> <li>Trust Improvement Plan</li> <li>Trust Risk Management Plan</li> </ul>														
<p><u>Ensure appropriate provision for all groups of learners</u></p> <ul style="list-style-type: none"> <li>Assessment and testing is established at 3 key points within the academic year.</li> <li>Data is analysed at a group and pupil level.</li> <li>Targeted support is put in place as required</li> <li>Provision and outcomes are analysed across the Trust.</li> <li>LGBs and Directors to scrutinise information from leaders</li> </ul>	<p>Termly assessment and analysis Half termly reviews</p>	<p>CEH Academy Headteachers and Assistant Heads Governors Directors</p>															
<p><u>Develop and sustain relationships with all stakeholders</u></p> <ul style="list-style-type: none"> <li>Establish effective communicate with stakeholders through a range of informal and formal channels – website, face to face, informal and formal meetings.</li> <li>Hold community events to open up to the community.</li> <li>Engage proactively with LA and DFE</li> </ul>	<p>Ongoing</p>	<p>CEH Academy Headteachers and Assistant Heads Governors Directors</p>	<p>Academy websites and other social media platforms. Trust Improvement Plans</p>														

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Finance  2. To deliver a solvent and sustainable budget whilst providing effective education to our pupils  3. To increase numbers across the Trust	<u>Revenue Growth</u> <ul style="list-style-type: none"> <li>To increase pupil numbers across the Trust through marketing, reputation, building relationships with parents and the local community.</li> <li>To apply for CIF funding as eligible.</li> <li>To grow numbers in our 30-hour Nursery units (Greenpark and Reffley)</li> </ul>	Ongoing. Termly review	CEH CFO/TMB Academy Headteachers EYFS managers	EYFS Policy	<table border="1"> <tr> <th>Ref</th> <th>Target</th> </tr> <tr> <td>KPI8</td> <td>Accounts</td> </tr> <tr> <td>KPI9</td> <td>Audit</td> </tr> <tr> <td>KPI10</td> <td>Compliance</td> </tr> <tr> <td>KPI11</td> <td>Health &amp; Safety</td> </tr> <tr> <td>KPI12</td> <td>Governance</td> </tr> </table>	Ref	Target	KPI8	Accounts	KPI9	Audit	KPI10	Compliance	KPI11	Health & Safety	KPI12	Governance		
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	<u>Productivity</u> <ul style="list-style-type: none"> <li>Procurement: source best value through market research, price comparison and tendering.</li> <li>Contracts: to test the market regularly, looking for best value/price/service.</li> <li>Undertake benchmarking and staffing reviews/restructures so that staffing is fit for purpose.</li> <li>Monthly budget monitoring to ensure spending is in line with planned expenditure and swift action is taken as required.</li> </ul>	Ongoing Monthly reviews	CEH CFO/TBM Finance Directors	Monthly monitoring reports Tendering documentation Budget revision Finance Policy Finance Committee Terms of Reference and meeting minutes.															
Strategic Goals	Long term objectives	Timescale	Key personnel	Links	Key Performance Indicators														
Internal/operational  4. To have in place systems and processes that enable leaders to focus on delivering good education	<u>Operational Management</u> <ul style="list-style-type: none"> <li>HR processes are in place so appropriate contracts are issued and staff are paid in line with Trust policy</li> <li>Cleaning and caretaking systems are in place and working effectively.</li> <li>Orders are placed in line with policies; resources are maintained and replaced as required.</li> </ul>	Ongoing Termly review	CEH CFO/TBM Academy Headteachers	Statutory policies (e.g. conduct, grievance etc.). Cleaning schedules Finance Policy Staff files	<table border="1"> <tr> <th>Ref</th> <th>Target</th> </tr> <tr> <td>KPI3</td> <td>Attendance</td> </tr> <tr> <td>KPI5</td> <td>Safeguarding</td> </tr> <tr> <td>KPI7</td> <td>Performance</td> </tr> <tr> <td>KPI10</td> <td>Compliance</td> </tr> <tr> <td>KPI11</td> <td>Health &amp; Safety</td> </tr> <tr> <td>KPI12</td> <td>Governance</td> </tr> </table>	Ref	Target	KPI3	Attendance	KPI5	Safeguarding	KPI7	Performance	KPI10	Compliance	KPI11	Health & Safety	KPI12	Governance
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	<u>Pupil Management</u> <ul style="list-style-type: none"> <li>Pupil records are kept, processed and current.</li> <li>Absence is recorded and investigated where there is non-attendance.</li> <li>Effective Safeguarding systems are in place and robustly monitored.</li> </ul>	Ongoing Termly review	CEH Academy Headteachers Administrators Governors (Safeguarding)	Pupil Asset Data Retention Policy Attendance Policy Safeguarding Policy Single Central Record Recruitment Policy CPOMs															

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Internal/operational continued.....	<u>Regulatory</u> <ul style="list-style-type: none"> <li>Data is managed in line with policies.</li> <li>Information is stored securely.</li> <li>Returns are completed in line with deadlines.</li> <li>Assets are logged and managed in line with Finance Policy</li> </ul>	Ongoing Termly review	CEH Trust Central Team Academy Headteachers Administrators	GDPR policies Data Retention Policy and schedule Archive room Parago – Asset register Sypro											
	<u>Health and safety</u> <ul style="list-style-type: none"> <li>Risk assessments are in place and reviewed at least annually.</li> <li>Checks/reviews are undertaken within schedules.</li> <li>Information is documented and shared with relevant stakeholders.</li> <li>Systems are tested and changes made as required</li> </ul>	Ongoing Termly review	CEH Trust Central Team Academy Headteachers Administrators	Health and Safety audits Risk assessments Sypro											
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People and Learning  5. To enable continuous growth in knowledge and skills to ensure the organisation is effective at delivering a 'good' education within the financial limits set.	<u>Skills</u> <ul style="list-style-type: none"> <li>Robust appraisal system in place</li> <li>Staff provided appropriate training to enable them to undertake their roles well.</li> <li>Relationships developed across all staffing groups</li> </ul>	Termly Ongoing	CEH Academy Headteachers	Staff Appraisal Policy Training budget	<table border="1"> <thead> <tr> <th>Ref</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>KPI7</td> <td>Performance</td> </tr> <tr> <td>KPI0</td> <td>Compliance</td> </tr> <tr> <td>KPI11</td> <td>Health &amp; Safety</td> </tr> <tr> <td>KP12</td> <td>Governance</td> </tr> </tbody> </table>	Ref	Target	KPI7	Performance	KPI0	Compliance	KPI11	Health & Safety	KP12	Governance
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<u>Knowledge</u> <ul style="list-style-type: none"> <li>Targeted training delivered using internal and external providers (information gathered from monitoring/evaluation).</li> <li>Secondment and placement opportunities Hub meetings for curriculum areas to share good practice and challenges.</li> </ul>	Termly Ongoing	CEH Academy Headteachers	UQT, ECT, Apprenticeship policies Performance Management reports and training records. Curriculum meetings												
<u>Systems</u> <ul style="list-style-type: none"> <li>Regular reviews to ensure efficiency and effectiveness.</li> <li>Use benchmark information to evaluate systems and processes.</li> <li>Meeting, monitoring and training schedules in place at each LGB to establish assurance at a board level</li> </ul>	Termly Ongoing	CEH Trust Central Team Headteachers Governors Directors	Training records Monitoring schedules Governor monitoring records Pupil progress meeting outcomes Governor minutes												
<u>Succession</u> <ul style="list-style-type: none"> <li>Establishing a business continuity plan at all levels.</li> <li>Recruit and train additional Director and Governors across the Trust.</li> </ul>	Termly Ongoing	CEH Trust Central Team Academy HTs	Trust Risk Management Plan												