White Rose Academies Trust

Strategic Plan

2024—26

Art & Design ↗
Computing
Science ↗

Welcome

The White Rose Academies Trust is grounded in diverse communities, and we seek to serve them by providing an excellent, inclusive, education. We will constantly and consistently strive for the best possible outcomes for every young person in our care.

The education sector always faces challenges – and our Trust is no different. But we will not use those challenges as an excuse or explanation. Instead, we will re-double our efforts to ensure that we are having impact, day after day.

'Today' won't be repeated – if we do not use every today to the best effect, in the interests of our young people, then it is a lost opportunity. A young person has a maximum of 2000 'todays' with us – and every one of them has to add value.

Set out here are our priorities for 2024 to 2026, crafted by the Executive Team following feedback from the Trust Board, and approved by the latter. These are the priorities on which we should all be focused.

We have four priorities for the Trust:

> 1. **To deliver an exceptional, inclusive educational experience**
> 2. **To optimise and embed strong systems to secure improvements at scale**
> 3. **To invest in our teams**
> 4. **To deliver educational, financial and operational sustainability**

30 words. But 30 words that give a scaffold to everything else.

Each priority is accompanied by a small number of priorities, and we have been clear how we will measure these. So clear aims, focused priorities, and a direct measurement.

Every 'today' makes a difference. Let's not put off until tomorrow the impact we can have today.

Thank you for all that you do. Together, you are changing lives more than you'll ever imagine.

Stewart Harper
Chair, White Rose Academies Trust

'Thank you for all that you do. Together, you are changing lives more than you'll ever imagine.'

1. Deliver an exceptional, inclusive educational experience

Priorities

1.1 Embed and deliver a succinct vision and shared set of values which are ambitious for every member of our community.

1.2 Prioritise the safety, success, positive behaviour, attendance, welfare and wellbeing of all our young people.

1.3 Deliver an ambitious and inclusive educational experience, which is responsive to the communities we serve.

1.4 Strengthen our processes and procedures regarding the experience of our most vulnerable students to ensure strong Trust oversight and sustained improvements for this significant group.

1.5 Embed and monitor evidence-based approach to curriculum implementation which leads to strong rates of progress and attainment for all students.

1.6 Establish assessment processes which achieve equity of experience for all children.

1.7 Strengthen our engagement and relationships with our local communities and professional networks to respond to the unique needs of our local context.

Tracking & Monitoring

- Maintaining and improving attendance for all students is a Trust-wide priority. Attendance data for all students and key cohorts shows sustained improvements over time.
- Instances of the number of behaviour sanctions issued, including suspensions are reducing overall and for key cohorts demonstrating a commitment to inclusive practice.
- Attainment and progress data shows demonstrable improvements towards achieving national benchmarks or exceeds national benchmarks for all students and vulnerable groups.
- Stakeholder engagement performance management objectives have been set for leaders to build the positive reputation of the organisation across the region. Impact is systematically reviewed over the year.
- Internal & External audits systematically review policy and practice for attendance, safeguarding, behaviour and the quality of curriculum intent, implementation and impact. Practice for vulnerable learners is assured or highly assured in these areas.
- The Trust is engaging positively with the city-wide NEET and post 16 destinations strategy.

2. Optimise and embed strong systems to secure improvements at scale

2.1 Embed the Trust-wide approach to Effective Self-Evaluation to secure an accurate understanding of quality and drive improvements across the Trust.

2.2 Deliver the Trust-wide School Improvement entitlement as a codified model to secure improvements at scale across the organisation.

2.3 Introduce a digital strategy which safeguards the Trust, maximises opportunities for innovation, improves efficiencies and contributes to scalable improvement.

2.4 Establish a clear and well-considered calendar of reporting which ensures leaders and relevant stakeholders have access to accurate and timely data to inform school improvement activity and manage risk.

2.5 Operate a risk management framework that accurately identifies, monitors and reports risks to the Board in a meaningful and consistent way.

2.6 Introduce and calendar stakeholder engagement activities throughout the year to systematically consider parent, staff and student views of the organisation to inform practice and shape improvements.

2.7 Develop highly effective, assured Governance.

- The Trust Quality Descriptors are universally understood and consistently applied to effectively evaluate provision and inform school improvement activity through the 4R model.
- Effective Self-evaluation informed by the trust-wide assurance frameworks ensures precise identification of areas for improvement and effective support.
- There is clear evidence of the effective implementation of the Department for Education's digital standards.
- Consistent, timely and accurate reporting of school performance data underpins effective accountability and governance.
- The risk management strategy is embedded across the Trust with clear lines of accountability. Risks are effectively managed.
- All stakeholder engagement activities have been completed and analysed. Feedback is used to inform improvements.
- External review of Governance indicates this area of leadership is assured/highly assured.

3. Invest in our teams

3.1 The Trust is recognised as an employer of choice through the successful implementation of a Trust-wide talent attraction and retention strategy.

3.2 Strengthen leadership resilience through the delivery of training which improves leadership competency and secures performance by choice, not chance.

3.3 Implement effective approaches to support the retention of great staff and build resilience within the workforce through a resolute focus on organisational wellbeing and resilience.

3.4 Create a culture and community of professional learning through the establishment of leader and practitioner networks which mandate professional development for all roles across the organisation.

3.5 Ensure every member of staff is supported in their role through highly effective line management, performance management and ethical leadership practices.

3.6 Deliver our commitment to inclusive working practice, equality, diversity and organisational cohesion.

3.7 Undertake a workforce planning process with key stakeholders which determines future workforce needs and informs succession planning.

- All recruitment processes are conducted to support the effective operational, financial and educational delivery of the organisation. Key aspects of the process are reviewed to ensure all business-critical roles attract interest and are recruited to in a timely manner, adhering to safer working practices.
- Staff voice, rates of absence and attrition indicate a positive staff culture in all schools. Results are analysed and feedback is used to inform improvements.
- A coherent Trust-wide CPD programme complements school based CPD, promotes personal effectiveness and career enhancement for all professionals.
- All calendared leader and practitioner networks have taken place and are leading to demonstrable improvements in practice which is reflected in headline measures.
- Clear systems for tracking and monitoring Trust-wide engagement with external programmes of CPD are in place and explicitly link to personal pathways and organisational development needs.
- The wellbeing strategy has been launched and is systematically reviewed for impact.

4. Deliver educational, financial and operational sustainability

4.1 Embed a culture that champions the 'value for money' principle and the importance of effective and efficient use of resources across our schools.

4.2 To invest sustainably and strategically in the Trust's capital infrastructure including buildings, digital infrastructure and technology.

4.3 Operate a well-planned reserves policy that provides sufficient contingency for cashflow, urgent expenditure and aligns resources to long-term strategic plans.

4.4 Establish a central trust services structure and core offer which fully supports the long-term strategic direction of the Trust.

4.5 Establish a clear and progressive marketing and communication strategy that identifies and articulates our identity and mission, supports school improvement and is clearly and coherently communicated to our stakeholders.

4.6 In partnership with key stakeholders, develop a strategy for ensuring the financial sustainability of the Trust to pursue its inclusive educational agenda to the benefit of all constituent academies and the communities they serve.

- The business planning model is successfully integrated with ICFP enabling effective school strategic planning and resource management to secure a strong reserve position.
- Internal audit indicates financial controls are robust. VFM principles are applied through effective procurement.
- The central services core offer has been clearly defined and is appropriately resourced to deliver effective and strategic school improvement support within budget.
- Improved brand profile secured through enhanced website, social media presence and positive news. All websites are fully compliant with statutory guidance.