

# Strategic Ambitions

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2024 to 2028



Avonreach



# Strategic Ambitions 2024 to 2028

Avonreach Academy Trust is a community of schools where everyone has the opportunity to develop their unique potential. We promote a shared culture of kindness, respect and inclusivity which supports the development of ambitious, confident, independent and resilient young people.

We value the contribution of all members of our community and support our staff to develop professionally and encourage collaborative working across our schools.

We believe that as our trust grows the benefits and opportunities that working in partnership brings will improve the outcomes for a greater number of children and young people and further enhance the services that we provide. Our principle of aligned autonomy allows schools to retain their individuality whilst gaining from shared services, high quality support and collaboration.

We deliver our vision through our shared values of Aspiration, Collaboration, Responsibility, Respect, and Kindness.



# Strategic Ambitions 2024 to 2028



High Quality Trust Descriptor	High-Quality and Inclusive Education	School Improvement	Workforce	Finance and Operations	Governance and Leadership
Key Strategic Area	Learning and Development	Standards	People	Professional Services	Governance
Trust Responsibility	Curriculum & Quality		HR and Well-being	Finance, Audit and Risk	Board
<b>Strategic Ambitions</b> 1 2 3	Support our schools to deliver a curriculum that is adaptable to the needs of all	Develop and embed a high-quality school improvement service for schools	Become an 'employer of choice' through the development of flexible working, development opportunities and wider benefits	Develop an estates strategy which assures long-term sustainability for the estate and delivers a safe and pleasant working environment	Develop and refine governance structures to ensure the trust is highly effective and ready for growth
	Secure good outcomes for all by supporting children and young people to engage fully in their education	Ensure the trust and all schools know their strengths and areas for development, informing a cycle of continuous improvement	Recruit and retain a well-qualified workforce to sustain the highest professional standards	Extend and embed central services to facilitate growth and enable schools to focus on the delivery of high-quality education	Embed a culture of compliance to ensure risks are identified and managed appropriately
	Set high expectations of attendance and behaviour in order that all children and young people achieve their full potential	Embed trust-wide data management systems and reporting to provide robust quality assurance processes	Embed a culture where the consideration of staff wellbeing and workload underpins decision making	Develop a long-term financial strategy to support the delivery of the strategic ambitions and trust growth	Embed a process of robust, meaningful and timely quality assurance reporting for the board

# Strategic Ambitions 2024 to 2028



## Learning and Development

Provide high-quality learning and development opportunities for staff and pupils, responsive to need and drawing on expertise from within and outside the trust.



## Standards

Continuous improvement

### Strategic Ambitions

- 1 Support our schools to deliver a curriculum that is adaptable to the needs of all
- 2 Secure good outcomes for all by supporting children and young people to engage fully in their education
- 3 Set high expectations of attendance and behaviour in order that all children and young people achieve their full potential

### Overview of Strategic Activities

- Curriculum audits  
Deep Dive reviews  
SEND provision audits  
Pupil Premium audits
- Engaging curriculum  
Enrichment activities  
Cross-trust staff development and collaboration
- Family engagement/support  
Attendance monitoring and intervention  
Behaviour and alternative curriculum  
Enrichment activities  
Engagement in education

### Strategic Ambitions

- 1 Develop and embed a high-quality school improvement service for schools
- 2 Ensure the trust and all schools know their strengths and areas for development, informing a cycle of continuous improvement
- 3 Embed trust-wide data management systems and reporting to provide robust quality assurance processes

### Overview of Strategic Activities

- SIP programme of support  
Share best practice
- SIP programme of support  
Trust-wide moderation  
School self evaluation and improvement planning  
School to school support
- Aligned data collection processes  
Standardised reporting to LGBs  
Trust-wide data reporting

### Key Performance Indicators

Outcomes for disadvantaged groups indicate the impact of adaptations made to the curriculum	Reviews and audits demonstrate adaptability of curriculum responding to local need	Improved attendance data, reduced persistent absence, reduced severe absence	Post 16 students engaged in education employment and training
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### Key Performance Indicators

Stakeholder surveys demonstrate quality of SIP support	Consistent reporting of school performance data underpins effective accountability and governance	Self-evaluation identifies areas for improvement, detailed school improvement planning and drives school support	Feedback from staff demonstrates quality of school-to-school support and collaboration
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# Strategic Ambitions 2024 to 2028



## People

Our people strategy creates a high-performing working culture that promotes collaboration, aspiration and support. We aim to provide an environment where staff feel valued, they are encouraged to develop, and their wellbeing informs decision making.

### Strategic Ambitions

- 1 Become an 'employer of choice' through the development of flexible working, development opportunities and wider benefits
- 2 Recruit and retain a well-qualified workforce to sustain the highest professional standards
- 3 Embed a culture where the consideration of staff well-being and workload underpins decision making

### Overview of Strategic Activities

- HR policy review
- HR system implementation
- Staff recognition schemes
- Employee benefits
- Cross-trust working groups and projects
- Recruitment and Retention strategy
- Marketing/branding strategy
- Apprenticeship schemes
- ITT and ECT programmes
- Induction and Staff Development
- Staff wellbeing survey
- Wellbeing charter
- Workload review
- Employee voice forum

### Key Performance Indicators

Feedback from staff surveys recognises the value of employee benefits and opportunities	Effective implementation of HR system and provision of meaningful resource management information	Recruitment process provides a positive experience for prospective employees	Employee voice and rates of staff absence and attrition demonstrates positive culture
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## Professional Services

Provide high quality professional services to allow school leaders to focus on delivering excellent education. Professional services will include school improvement, finance and estates, HR and IT services, marketing and communication, SEND and Safeguarding support.

### Strategic Ambitions

- 1 Develop an estates strategy which assures long-term sustainability for the estate and delivers a safe and pleasant working environment
- 2 Extend and embed central services to facilitate growth and enable schools to focus on the delivery of high-quality education
- 3 Develop a long-term financial strategy to support the delivery of the strategic ambitions and trust growth

### Overview of Strategic Activities

- Building and conditions surveys
- Estates strategy
- Health and Safety culture
- Asset management plan
- Sustainability strategy
- School Improvement service
- IT strategy
- Estates strategy
- Marketing and communication strategy
- Extensive and attractive core offer
- Reserves policy
- Capital and estates investment strategy
- Scalability assessment

### Key Performance Indicators

Estates Strategy delivers a programme of improvements providing a safe and sustainable working environment	Stakeholder surveys demonstrate provision of excellent central services	Strategic growth is underpinned by a sustainable financial plan	Expansion of central services demonstrates ability to scale up provision for new schools
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# Strategic Ambitions 2024 to 2028



## Governance

Ensure that all involved in governance understand their roles and responsibilities, that there are clear lines of communication, and that there is an appropriate balance between school independence and aligned autonomy

### Strategic Ambitions

- 1 Develop and refine governance structures to ensure the trust is highly effective and ready for growth
- 2 Embed a culture of compliance to ensure risks are identified and managed appropriately
- 3 Implement a process of robust, meaningful and timely quality assurance reporting for the board

### Overview of Strategic Activities

Skills audits  
 Recruitment and induction process  
 Succession planning  
 Training and development opportunities  
 Communication between trustees and LGBs  
 Governance review action plan

Internal and external audit  
 Risk management  
 Safeguarding, Health and Safety, GDPR, Cyber Security and website compliance

Headteacher reporting  
 Consistent data analysis  
 Circle model governance calendar supports reporting cycle

### Key Performance Indicators

Audit reports confirm compliance	Risk management is embedded across the trust with clear lines of accountability	Trust Board has a balance of skills and experience, setting clear lines of accountability and a vision for growth	Board receives appropriately timed and detailed school performance quality assurance reports
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**Orchard  
 Primary  
 & Pre-School**



**Pershore  
 High School**