



Business Plan 2018 - 2023

ABINGDON LEARNING TRUST BUSINESS PLAN: 2018-23

Introduction

The vision is to establish and sustain a Learning Trust for the local area, grown from within the Abingdon Partnership of schools and supporting the wider community. This plan is based on the business case made on the successful application for Abingdon Learning Trust to be formed from three local schools and its future growth.

It is a 'three-step' approach to: consolidate and support the current schools as a multi-academy trust; increase the reach and impact with additional schools to join the Trust; extend the provision for wider community benefit as a Learning Trust for the area.

The business plan establishes the basis for this approach over a 3-5 year period and will be kept under review.

Our aims

- a) We will nurture curiosity, character and independence, fuelling a passion for learning in all children and staff to shape confident, creative, resourceful and resilient individuals.
- b) We will support and deploy resources effectively and efficiently to make a valued contribution for the good of all our young people, our economy and our community.
- c) To achieve this we will secure:
 - A broad, deep and balanced curriculum enabling choice and inclusive learning opportunities, promoting aspiration
 - Financial sustainability and commercial resilience, with operational efficiency and effectiveness
 - Expansion of the Trust to support the majority of school age children in the Abingdon area; and to support investment in community provision, shared use of facilities, learning opportunities and networks

Our values

- **QUALITY:** to create an outstanding learning community, including strong leadership and governance
- **OPPORTUNITY:** to provide the best opportunities for all children to reach their full potential
- **COLLABORATION:** to support a shared commitment and dedication to learning
- **AMBITION:** for continual improvement and to strive for excellence in all we do
- **COMMUNITY:** to be a local employer of choice and for area based services that address disadvantage and promote social mobility

Trust-wide improvement

Priorities have been developed from the Trust-wide schools' improvement plans and supported by a strengthened relationship with Abingdon and Witney College, integral to the vision and development plans for the Trust, and in collaboration with primaries in the Abingdon Partnership; as well as the county council, universities and independent sector.

- Richer curriculum at KS4 and KS5 incl. careers education, impartial advice and guidance (CEIAG) and employer relationships; and in upper Key Stage 2 (KS2)
- Strategic Information and Communication Technology (ICT): across the Trust to support teaching & learning and leadership & management
- Schools leadership and governance: succession planning, recruitment, retention and development
- Lead practitioners in key subjects and learning: Special Educational Needs/ Disabilities (SEND); Pupil Premium; boys/girls difference
- Staff development: Professional Pathways, training and 'knowledge hub'
- Early Years, family and community: including pre-school provision and youth work

Delivery milestones

The milestones set the direction of travel for the Trust as markers for business development and Trust-wide improvement, rather than as fixed targets; each will be supported by educational drivers and a growth plan.

- 2018/19: Single Sixth Form and CEIAG; governance training network; set up central services team (Tier 1)
Identify opportunities to support SEND, Early Years, Youth Work and collaboration with AW College
- 2019/20: Strategic ICT and knowledge hub for pedagogy, research, training; set up Tier 2 services
Consider Trust expansion as appropriate and support from county council initiatives/ services in particular for vulnerable children and disadvantaged families
- 2020/21: Secondary school alignment: KS3 & KS4; executive head/ strategic leadership; additional primaries (from 2020)
- 2021-23: Land use and site investment plans; from school facilities to external funding streams which support growth plans, e.g. property development and training centre/hub and community resources
- 2023-28: Look to teaching school status; additional secondary school (Oxfordshire County Council (OCC) plans)

Strategic Leadership

There are clear lines for governance to run each school/academy, for Trust-wide education standards, central services and financial sustainability, and the strategic direction for future growth and business development.

- a) Local Academy Boards make the decisions for their school within the Trust policies and procedures, with headteachers able to run their schools in their own way
- b) The Trust will provide central services for the efficient running of the schools
- c) It will also oversee investment in schools improvement, in services and processes to support educational standards and for financial efficiency and with sustainability
- d) This will be supported by a strengthened relationship with Abingdon and Witney (AW) College and oversight of wider partnerships as a learning trust for the community
- e) A national advisory group will be established for advice and networks and reputations (national and international) to support the development as an area-based Trust, outward-facing and not parochial
- f) All activities will be carried out to support and promote an ethos that develops positive behaviour, mutual respect and care, and as an employer of choice.

Growth Plan

More detailed consideration will be given to a growth plan for the Trust, matched to the delivery milestones (above) and kept under review with a clear business case made for each decision to be taken along the way.

- a) It is not growth for growth's sake. Schools will join the Learning Trust as trusted partners, benefitting the Trust and wider community, as well as taking advantage of the practical benefits of a multi academy trust.
- b) To ensure efficiencies and opportunities of scale for effective partnerships, resources and investment, we aim to include the majority of school students within the Trust. There are approximately 7,000 children in state schools across the Abingdon Partnership, and more widely, with increased numbers from planned housing developments.
 - There are currently circa 2,000 children in the Trust (John Mason School, Fitzharrys School, Rush Common School). There are circa 2,500 students in schools not part of other multi-academy trusts (MATs), or Diocese, or Free School.
- c) Most growth is likely to be in the primary phase as new schools join the Trust; also looking to Special Schools (SEND), Early Years, increased numbers in the joint Sixth Form and planned housing development for Free School(s). Future growth will develop services and support as a Learning Trust, working closely with others to achieve our vision for all children in the area. This would, for example, include early years, youth work, community-based facilities and area-wide initiatives (county/district; universities; independent sector; employers).

Central services

The tables below illustrate the scale of activity and nature of services which will be deployed by the Trust to support schools for greater efficiency in services and procurement, to raise education standards Trust-wide and greater financial stability sustained over time.

- **Tier 1 services** are included within a 6% levy:
 - Chief Executive, Chief Finance Officer, Finance, Payroll and Human Resource functions will be run from a central office across all schools
 - Audit, insurance, Health and safety, compliance, trust governance, school improvement support, annual staff survey: central office and Tier 1 services. Central procurement to take advantage of economies of scale providing savings for schools
 - School improvement is tailored to individual schools, as well as providing cross-Trust quality assurance activity, continuing professional development and training, and some funding for training with accreditation.
- **Tier 2 services** will provide further efficiencies and economies of scale to be identified with schools, to include:
 - Premises, capital project bids, ICT and catering: 'bought in' from schools' budget savings separate to the levy through service level agreements.
- **Income generated by growth** will be invested in schools' improvement and ensuring financial sustainability of the schools and Trust.