



Poppy Academy Trust Strategic Plan 2022-25

Having wisdom and understanding is better than having silver and gold.

Proverbs 16:16



Introduction

The Trust vision is to build collaborative and thriving school communities. We want to work with like-minded schools who share our vision of working together to build incredible learning opportunities both within the curriculum and beyond the curriculum together for children and staff to flourish. We want our children to have the foundations of knowledge to thrive in further education and British society.

In line with the Church of England's role as the established Church, our vision is for the common good of the whole community. We firmly believe all the work we do for our communities, children and staff will give many opportunities for them to flourish and developed wisdom and understanding. (Proverbs 16:16)

Our mission is encouraging, challenging and supporting each school community to develop young citizens and provide a holistic approach to learning for everyone.

We are inclusive, diverse, and dynamic. We use current research to form our approach to teaching, designing our curriculums and developing our staff. We believe we are all learners and are excited to bring more schools into the Trust to share resources, expertise, knowledge and grow together.

Our core values are

- Partnership,
- Aspiration,
- Confidence,
- Enjoyment, and
- Respect



Poppy Academy Trusts Strategic Objectives

The Poppy Academy Trust has 3 core objectives:

- 1) To aspire for excellence in all aspects of the curriculum for all children in the Poppy Academy Trust.
- 2) To recognise and nurture the contribution of our staff by utilising their talent, growing their knowledge and skills, and creating a positive and healthy place of work.
- 3) Future proof the Poppy Academy Trust to ensure strong foundations for growth by ensuring existing infrastructure, processes, policies and practices are focused on success for now and the future.

These core objectives drive the Trust development and growth plans. These are further supplemented by annual objectives to support the Trust in the short term, as agreed by Trustees.

Ambition

Following Local Governing Body and Trustee consultations, the Poppy Academy Trust created a Growth Plan. We decided that schools joining the Trust in the next 5 years could be:

- Within an approximate 10 mile radius of Radlett
- Primary schools
- Schools that have similar ethos to our schools
- Financially Stable schools

We would like to grow to be a 5-7 school trust serving our communities in the next 5-7 years.



1) **To aspire for excellence in all aspects of the curriculum for all children in the Poppy Academy Trust.**

<p>Driver: Maximise the potential of all our learners to ensure they receive the best possible education and opportunities whilst attending a school in the Poppy Academy Trust. Delivering an excellent education for all. All schools in Trust meeting or exceeding national and local averages.</p>			
	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25
Narrow gap for PPG and non PPG children across trust	Use relevant research to devise relevant strategies for supporting PPG and Vulnerable families	Build on school strategies to develop trust strategies for support vulnerable families	Research and experience used to systematically identify and ensure excellent progress/support for all vulnerable families in Trust
Provision for pupils with SEN/D is excellent across the Trust	Curriculum adaptations for all children	Assess, Plan, Do Review Cycles monitored and streamlined	Increase capacity of central team to include SEN/D specialism
Standards in line or above national averages at KS2	Smaller class sizes to ensure bespoke curriculum following missed education	Structured staff development programme using research and peer group working parties across Trust	School development managed by the central team at the Trust - schools working with other schools within Trust
Ensure every school's individual vision and values permeate school life.	Trust ethos and values clearly shared with school communities	Training for Trustees around the new SIAMs framework. Trustees visit school sites and develop connections with school ethos.	Trust wide values lived and observed through ethos school development visits.
All pupils in the Trust are ready for the next phase of education as a result of the dynamic and high quality education they	Termly monitoring schedules in all schools in Trust Regular meetings with HTs in Trust	Regular meetings for different groups of staff in Trust. Leadership learning walks. Planned opportunities scheduled for leadership and	Trust wide plan for co-curricular. Career Pathways clear for all aspiring staff in trust



receive; with a sense of aspiration and confidence.		representing school opportunities	
Ensuring developments in the education sector are reflected in our curriculum, our culture and our operating model	Curriculum Intent clearly shared with all staff in individual schools Curriculum induction process clear for all Trust employees	Curriculum Implementation clearly shared with all staff in individual schools	Curriculum Impact clearly shared with all staff in individual schools



2) To recognise and nurture the contribution of our staff by utilising their talent, growing their knowledge and skills, and creating a positive and healthy place of work.

<p>Driver: To develop and implement a people strategy that covers - Learning & Development, Wellbeing, employer package, management skills, organisational design, performance reviews.</p>			
	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25
Attract, develop and grow staff, in the face of London pay scale competition.	Begin work on career pathways for all Begin work on Trust wide Pay Policy	Trust Pay Policy in place Clear strategy to recruit staff and retain them	Benefits scheme available to all staff in Trust
To create a succession plan for key roles and seek to develop skills of staff	Create HR Admin Role	Create HR Manager Role Evaluate all administrative and business roles to ensure Trust working efficiently Recruit apprentices.	Ensure career pathways for non class based support staff Recruit premises and buildings manager
To maintain and promote further develop a positive, constructive and enabling culture.	Annual staff well-being survey: results published and actions agreed with staff at school level Headteachers to set up working party for positive praise and workload efficiency Trust wide group Staff exit interviews prepared and carried out	Headteachers to agree positive staff praise and workload policy with working party and present to LGBs and Trustees	Trust to establish relationships with unions to ensure good practice for our staff



3) Future proof the Poppy Academy Trust to ensure strong foundations for growth by ensuring existing infrastructure, processes, policies and practices are focused on success for now and the future.

Driver: Embed practices and processes in existing schools. eg/ Management Information System, Finance System and Trust Development Plan			
	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25
Identify policies and procedures which are Trust wide	Trust Sharepoint for all employees CEO/CFO clear structure for policies and procedures at Trust level	Clerk to Trustees to take ownership of Trust Policies/procedures	Appoint a Trust Compliance manager
Clear Trust wide systems and processes	Cloud based MIS and Finance System working across the Trust	Payroll working across Trust Governor Hub used across Trust	TBC
Safeguarding compliant across the Trust	Ensure learnings from Ofsted visits acting on in all schools in Trust	Review of safeguarding procedures and policies in all schools	Appoint a Trust Compliance manager
Financial Security across Trust	New Finance system running Monthly management reports for Trustees Trust Reserves Policy Clear Reforecasting to include new government legislation and current financial issues	Appoint finance manager/SBM in Trust CFO role established as the Trust grows	Establish a 'central pot' value for schools joining the trust - what this looks like and what it includes
Develop a short, medium and long term approach to IT across the Trust	Independent review of IT at all schools in Trust	Short, Medium and Long Term Plan in place for Poppy Trust IT Plan	CEO to hand over the IT vision of Trust to the central team.



	Short, medium and long term plans in place for all schools in Trust		
Clear business continuity plan for the Trust in place factoring in external business advice	Internal/External Audits Actions worked towards Business continuity examples looked at	Internal/External Audits Actions worked towards Poppy Academy Trust Business Continuity planned formed	Internal/External Audits Actions worked towards Revisit Action points from internal audits from past 3 years and ensure all feeding into best Trust practice



Appendix 1

2022-23 Trust Objectives

Education (Including Ethos, Safeguarding and SEND)	Finance, People and Operations	Audit, Risk and Compliance	Governance
Build and develop leadership skills and expertise across the Trust with the purpose of developing capacity to enable delivery of strategic ambitions	Identify the administrative structures required and capacity needed to deliver strategic ambitions and build into 3 year budget setting from 2022/3	To monitor and review the growth strategy, in light of local and national context and changes	Ensure all Trust schools using Governor Hub by end of year
To maximise links with the communities we serve to respond to needs and deliver services which cater to their educational, social and environmental needs		To create a programme of asset development which enhances and maintains our facilities, creating inspirational learning environments	Enhance Trustee induction programme