

Abbey Multi Academy Trust

Five Year Strategic Development Plan

In partnership to **Educate, Nurture & Empower**



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Forward

Welcome and thank you for taking the time to read about our vision for Abbey Multi Academy Trust. I am delighted to present the Strategic Development Plan for the Trust which sets out our priorities and objectives for the next five years.

The overarching aim for the Trust is to create academies that provide an environment which is welcoming, caring, calm, disciplined and purposeful and which, within a caring and Christian ethos, will stretch our young people academically, support them pastorally and help them socially and spiritually.

As a Board, our responsibility is for the strategic direction of the Trust. We see collaboration as the key to building a strong and confident Trust. Our structures and processes will continue to evolve to support and develop the Trust to benefit all our students and staff.

We believe in allowing each Academy to retain its own distinct voice and identity, supporting all with efficient and effective Central Services and expertise. All our Academies are focused and innovative with School Improvement Practices sharing best practice and developing deep partnerships that will embed consistent levels of student outcomes and ensure progress.

We believe passionately that education, at every stage of the student journey, is about the development and nurture of the whole child. The environment of the Trust is designed to encourage creativity, physical excellence and academic achievement so that they are ready to take their place in the world and bring their contribution to society.

I hope the following pages give you a flavour of who we are and what we're aiming to do over next 5 years. Should you require any further information or wish to arrange a visit to Abbey MAT our contact details are available on the website.

Paul Whitman
Chair of Abbey Multi Academy Trust



Welcome

We are very pleased to introduce the **Abbey Multi Academy Trust Five Year Strategic Development Plan**. This plan sets out our strategic objectives over this 5 year period including our priorities and growth plan during this time.

Abbey MAT Board's vision is to develop a high performing Multi Academy Trust that delivers the best educational experience for pupils from 3 - 19. This document sets out how we will grow, develop, support and improve our Academies across the wide and diverse geographical area of the Leeds Diocese, with a clear focus on raising standards, encouraging innovation and strengthening the ethos of the Trust to ensure that we have a positive impact on all the young people within the Trust.

Our vision is that the Academies, supported by the Trust, will provide an environment which is welcoming, caring, calm, disciplined and purposeful and which will stretch our young people academically, support them pastorally and help them develop socially and spiritually.

Abbey MAT is supported by a strong Trust Board who provide effective support and the challenge required to ensure that we provide strategic partnerships to improve quality, share best practice, operate effectively and efficiently. We strive to be a cost effective organisation and to implement a business model that delivers efficiency, so that all our students benefit from enhanced resources created by effective economies of scale.

We recognise the power of partnership working and seek to share and receive good practice with and from other organisations to ensure that all our students experience high quality education that enables them to achieve their full potential.



Catherine Garrett
Co-CEO/Director of Education



Helen Pratten
Co-CEO/Executive Principal (Primary)

Vision and Values

In Partnership to Educate, Nurture & Empower

Abbey Multi Academy Trust came into existence on 1st November 2014.

Initially set up as a partnership between Abbey Grange CE Academy and St Chad's CE Primary School both in Leeds, Abbey MAT has since grown with the addition of our first sponsored academy, Lightcliffe Academy which is in Calderdale, near Halifax, Bishop Young C of E Academy, Manston St James Primary, Holy Trinity Rothwell C of E Primary Academy, Lightcliffe CE Primary and most recently has welcomed Christ Church Upper Armley Primary.

Our vision is that the academies, supported by Abbey MAT, will provide an environment which is welcoming, caring, calm, disciplined and purposeful and will stretch our young people academically, support them pastorally and help them develop socially and spiritually. As a Diocesan Multi Academy Trust we are committed to working within a caring and Christian ethos.

Our educational philosophy and ethos is underpinned by our founding values:

- We believe in the value and potential of every child and young person.
- We are committed to high standards of achievement.
- We cultivate a positive mind set attitude built on the belief all students can make exceptional progress.
- We will deliver high quality teaching to ensure powerful learning.
- We value our staff because exceptional learning requires exceptional teachers. We provide excellent professional and career development and aim to be an employer of choice.
- We will provide rich additional opportunities for all.
- We will promote an educational community rooted in the Gospel values of humility, service, justice and compassion so we can nurture and empower our pupils to become independent, responsible, dignified, respectful, self-motivated and caring members of society.
- Central to the well-being of our Multi Academy Trust is the idea of Koinonia or community. We are a family of schools made up of individual staff and students: all are needed and valued and each person is important to the whole.



Five Year Strategic Goal Framework

As a Multi Academy Trust we have clear strategic aims built on our mission and values. Our five year Strategic Development Plan sets out the following objectives to ensure that as a Trust the public, parents and stakeholders have confidence in our approach.

Mission	Five Year Strategic Ambition	Five Year Strategic Objective
<p>In partnership:</p>	<p>All stakeholders understand and buy into the vision and ethos of the MAT. The organisation operates as a single entity with all stakeholders working collaboratively to ensure that the MAT performs well.</p> <p>Strong and effective leadership at all levels will ensure the delivery of high quality education which will be enhanced through our active partnerships between primary and secondary Academies, the Anglican Diocese of Leeds, link universities, external organisations, social enterprise partnerships and our local communities.</p> <p>The sharing and developing of resources and good practice , internally and externally, will enable learners to develop their active contribution to the wider society to enhance their opportunities for lifelong learning.</p>	<ol style="list-style-type: none"> 1. MAT operates as a single entity with all academies aligned to the vision and strategic direction of the organisation. 2. Lead extensive inter-Trust collaboration through an open-source and out-bound approach to sharing practices. 3. Strengthen and develop links and collaborative partnerships with external organisations which benefit our students, staff and communities across the MAT. 4. Forge formal partnerships with educational and vocational organisations to secure life-long learning opportunities for children and adults.

Five Year Strategic Goal Framework

Mission	Five Year Strategic Ambition	Five Year Strategic Objective
<p>To Educate:</p>	<p>Abbey MAT will provide opportunities for all learners to access high quality learning programmes through the development of a wider range of contextualised provision.</p> <p>Abbey MAT will have a positive effect on the young people in the geographical area of the Leeds Diocese, through the development of a family of provision, from age 3 to 19, aimed at providing outstanding education and training, within an engaged community.</p> <p>The needs of disadvantaged learners will be addressed to improve their engagement, aspirations and social mobility.</p>	<p>5. Progress outcomes for all children are above average in all schools.</p> <p>6. All schools are judged to be at least 'good' by Ofsted and SIAMs (Church of England schools)</p> <p>7. The gap between Pupil Premium and Non-Pupil Premium children to be below the national average.</p> <p>8. The curriculum in all schools is progressive and enables learners to develop a rich and deep understanding of the aspects studied.</p> <p>9. Learning environments, in all academies, are fit for purpose and meet the needs of pupils and the wider community.</p>

Five Year Strategic Goal Framework

Mission	Five Year Strategic Ambition	Five Year Strategic Objective
<p>Nurture:</p>	<p>Abbey MAT will aim for excellence in all areas of Academy life by developing the skills and knowledge of all our learners both inside and outside of the classroom.</p> <p>We will deliver our commitment to provide quality teaching and learning supported by an outstanding pastoral system rooted in mutually respectful relationships.</p>	<p>10. Maintain and further develop an environment that is safe, that promotes and celebrates positive behaviour and attitudes for learning and upholds the Christian foundation of the Trust.</p> <p>11. All schools facilitate character development and children develop an understanding of their own personal identity, their role and responsibilities in the world.</p> <p>12. Overall attendance in all Academies to be above national average and in the top 40% of schools nationally.</p> <p>13. Persistent absence to be below national average in all Academies.</p> <p>14. The level of permanent and fixed term exclusions (as a percentage of the pupil group and enrolment) to be below national averages.</p>

Five Year Strategic Goal Framework

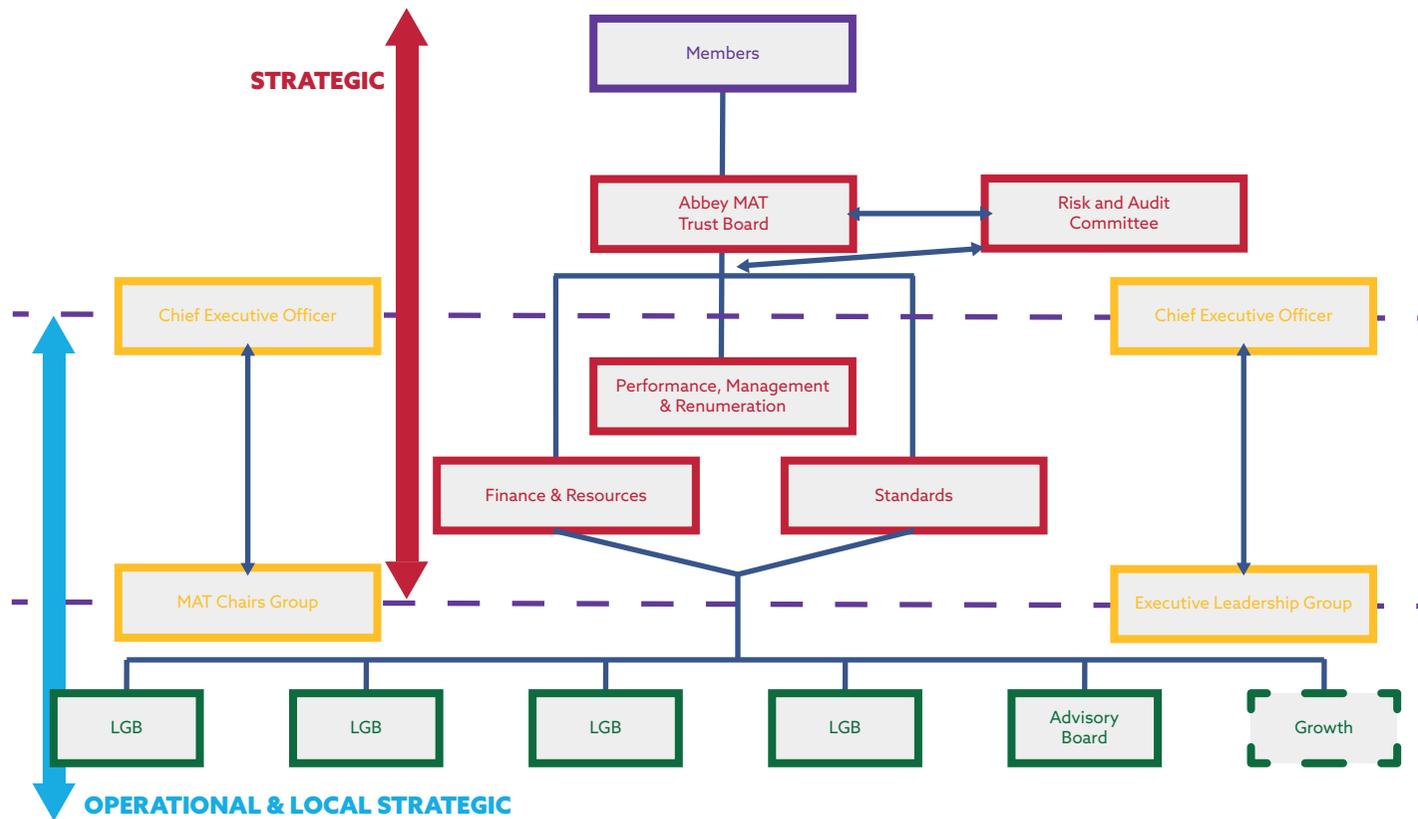
Mission	Five Year Strategic Ambition	Five Year Strategic Objective
<p>And Empower:</p>	<p>The Trust is an efficient and effective organisation with fit for purpose systems and processes that deliver exceptional performance and make a distinctive contribution to the community.</p> <p>The Trust has business arrangements that are efficient and effective to enable it to deliver on its commitments to grow, prosper and deliver value for money across all of our operations.</p> <p>Through the implementation of our CPD programme, based on the Research, our staff have the right skills to further raise standards, deliver good teaching and learning, and disseminate good practice to ensure rapid improvement.</p>	<p>15. Long term financial sustainability is secured with schools operating within budget, having sufficient cash balances and reserves.</p> <p>16. Rolling 3 year finance and capital strategies are used to make key spending decisions and identify efficiencies. All schools are adequately resourced to meet the ever changing needs of its pupils</p> <p>17. Create a sustainable recruitment system, which emphasises brand and talent management, to attract the best candidates and fulfil all Trust personnel needs</p> <p>18. Through a robust performance management system staff are effectively supported and all staff performance objectives align with the Trust priorities and strategic ambition and with the academy development plan.</p>



Leadership and Governance

As a charitable Trust, our Board ensure that they comply with charity and company law requirements.

The Board of Abbey MAT has two core functions, that is to set the strategic direction of the organisation and ensure financial probity. As a Multi Academy Trust, the Board of Abbey MAT is responsible for all of the Academies in the Trust. We do this by delegating functions to the Local Governing Body of each Academy through a Scheme of Delegation.



Success

Our Academies will demonstrate good leadership including governance and this inspirational leadership will be shared across Academies

Governance

The Board believes that best results will be achieved when each Academy's Local Governing Body receives a level of responsibility and autonomy appropriate to its specific circumstances.

Where the Academy is in an Ofsted category or in Requires Improvement there will be close supervision of the Academy by Abbey MAT through its Officers and Central Team. Where an Academy is Good or Outstanding minimal day-to-day supervision by Abbey MAT is needed and the Local Governing Body will operate according to the agreed Scheme of Delegation. An academy which requires intervention, as determined by the Trust Board, will operate through an Advisory Board and will be directly accountable to the Trust Board.

For Local Governing Bodies to carry out their role effectively governors must be:

- Prepared and equipped to take their responsibilities seriously
- Acknowledged by the lead professionals in the Academies and accountable to the Trust Board
- Supported by the appropriate authorities in that task
- Willing and able to monitor and review their own performance

We would expect that the core business of each Local Governing Body to be:

- Reviewing and monitoring the Academy Improvement Plan
- Reviewing the effectiveness and delivery of education through the Quality of Teaching and Learning
- Monitoring and reviewing Progress and Attainment
- Monitor the quality of provision for disadvantaged and SEND learners
- Reviewing and monitoring the effectiveness of the Curriculum
- Reviewing the budget to ensure Financial Compliance
- Monitoring the effectiveness of the use of the Pupil Premium , Sports Premium and Catch-Up Funding.



Central Education Team

Academy Effectiveness

The development of Teaching and Learning and curriculum provision is led by the Director of Education, the Executive Principal (Primary) and the Head of Effectiveness (Secondary). They work with teams of academy based Lead Practitioners and Specialist Leaders of Education (SLE) who support the enhancement of performance and the development of research practices throughout the trust. This will provide excellent opportunities for leadership development for key personnel in those academies. Links will be developed and high quality CPD will be organised. This partnership work is fundamental to our ethos within Abbey MAT.

The Director of Education, the Executive Principal (Primary) and the Head of Effectiveness (Secondary) are responsible for monitoring and evaluating the performance of support offered to Academies as well as the performance of the Academies themselves. This will be reported to the Board regularly.

Project Work

The development and success of our Central Education team has meant that Abbey MAT has succeeded in achieving a Strategic School Improvement Fund. This work on narrowing the gap for disadvantaged pupils in English through effective school leadership and teacher development, is led by our PEARL Project Leader.

Success

High quality CPD of staff will mean our Academies will attract and retain the very best teachers

All teaching within our Academies will be good or better

Central Education Team

Performance & Standards

Performance and Standards in the Trust is led by the Director of Education supported by the Executive Principals. We take a forensic approach to developing our knowledge and understanding of our Academies. This approach will include data analysis, looking at all documentation and assessment data, including Self Evaluation, Ofsted reports, undertaking internal annual MAT reviews and procuring external reviews (where necessary).

An integrated approach will be carried out together with the Academy, taking full account of their own self-evaluation and identified priorities. We will also establish the Academy's own areas of strength and expertise that can be shared across Abbey MAT and, in particular, the skills of staff within the Academy.

Our Academies will have access to shared services provided by the Trust. Where Academies are not already Good or Outstanding Abbey MAT will facilitate a high quality, bespoke package of support.

The work on performance and standards is supported by the Strategic Lead for Assessment.

Success

Progress and attainment in our Academies will not only exceed the national average but will be comparable with the very best for student progress and outcomes

All Academies will be judged Good or Outstanding by both Ofsted and SIAMS

Our Academies will be able to accurately self evaluate and will have a high culture of continued improvement and high aspiration

Central Education Team

Safeguarding, Behaviour, Attendance and SEND

The Trust Board and Local Governing Bodies of Abbey Multi Academy Trust (Abbey MAT) take as our first priority the responsibility to safeguard and promote the welfare of our pupils, to minimise risk and to work together with other agencies to ensure rigorous arrangements are in place within our school to identify, assess, and support those children who are suffering harm and to keep them safe and secure whilst in our care. Within the Abbey MAT each school/academy has a child protection policy which conforms to locally agreed inter-agency procedures.

At Abbey MAT we believe that to develop and thrive as individuals, pupils should be given the autonomy to make the right choices and should recognise that inappropriate behaviours and actions act as a barrier to learning and negatively impact upon others. We fully believe that praise, recognition and reward are integral constituents in any successful organisation and powerful in developing a thriving school environment. All aspects of behaviour management and discipline are built on the foundations of the Christian values of the Trust.

As a Trust, we strive to secure the best outcomes for our pupils, We fully appreciate that regular attendance is vitally important in helping pupils reach their potential, develop socially and emotionally as well as developing a range of skills which will support them as they move through their educational pathways.

We also believe that every child has the right to access a full and varied curriculum and that their needs will be met by Quality First Teaching along with specific adaptations where required.

We ensure we have a thorough knowledge of safeguarding , behaviour, attendance and provision for SEND pupils within our academies. We manage this through scrutiny of data, monitoring of key performance indicators, internal reviews and meeting with key personnel within our academies.

Our academies are supported by our Head of Safeguarding, Behaviour and Attendance, our Trust Attendance Lead and our MAT SENDCo.

Success

Safeguarding is effective in all of our academies.

Behaviour in all Academies is exemplary. The level of permanent and fixed term exclusions is below national averages.

All our academies have attendance that is in-line with or above the national average.

Persistent absence rates, within our academies, are less than the national average.

Provision for SEND students enables them to have access to a full and varied curriculum and enables them to make excellent progress.



Central Corporate Services

Developing and Growing Abbey MAT Central Corporate Services

A key strategy is to promote and develop the Trust and the services we offer to a wider cohort of Academies. This service offers support in all aspects of Finance, HR, Health and Safety, Facilities and Estates, Governance and Compliance and IT. This means that our Academies can focus on improving teaching and learning and delivering educational excellence. The Head of Finance and Corporate Services leads the Central Corporate Services team.

Our approach will be to:

- Identify the key services required by Academies joining Abbey MAT and develop clear specifications for commissioning such services.
- Develop Central Corporate Services according to identified need of the members of the Trust.
- Deliver an effective and efficient corporate service to our academies to enable leaders to focus on the quality of education.
- Work closely with the Diocesan Board of Education and other partners to understand the range of solutions they can support their Academies with but continue to develop the clear distinction between the role of Abbey MAT and the other work of the Diocese.
- Develop and document our offer and entry criteria to each type of academy/school likely to consider joining Abbey MAT.

One Year Development Plan: Focus 2021-22

On our journey to deliver against the 5 year Strategic Development Plan in 2021-22 we will focus on:

- Strategic Planning and Vision
- Performance Data and Outcomes
- Accountability—Roles and Responsibilities
- Governance
- Financial Stability, Business Efficiencies and Effectiveness

Each Academy within the MAT is able to identify, in its own Improvement Planning, how it is supporting these overall objectives.



Growth Strategy

Abbey MAT Board's vision is to develop a high performing Multi Academy Trust that delivers the very best educational experience for pupils from 3 – 19 across the wide and diverse geographical area of the diocese of Leeds. We will maintain a clear focus on raising standards, encouraging innovation and strengthening the ethos of the Trust to ensure that we have a positive impact on all the young people within the Trust. As a Diocesan Multi Academy Trust we mirror the church's vision for an education which promotes 'life in all its fullness' and are committed to working within a caring and Christian ethos.

Our aim is that Abbey MAT becomes 'the MAT of choice' for schools within and on the boundaries of Leeds Local Authority. Furthermore, the expansion of the Trust will provide opportunities for an increasingly skilled workforce, staff progression, career growth and succession planning to further strengthen the work of the Trust and the staff within it so that we are regarded as an employer of choice. We will create a network of outstanding schools that thrive through collaboration and interaction.

Our strategy is for growth with care ensuring the Trust has the capacity to meet the needs of each joiner academy in terms of support, challenge and leadership, without compromising the core purpose of any academy within the Trust.

We recognise each academy will have its own unique context and will therefore consider each on a case by case basis. The context of the academy, including its location, effectiveness and size will shape future growth. The Trust strategy is based on the following principles:

- Sustainable Geography
- Deliver organisational sustainability and compliance
- Fostering social and professional capital: building key relationships

Growth commitments

The Abbey MAT Board commits that the growth of the Trust will be;

- Planned over a number of years on a 'Case by Case' basis.
- Responsive to the Diocesan's need to accommodate a growth in academies, both converters and sponsored.
- Balanced, taking on Good and Outstanding schools (to ensure capacity for continued progress and improvement) as well as maintaining our 'moral imperative' to support struggling schools where there is greatest need, providing we have capacity to do so.
- Sustainable and measured according to a shared commitment to the vision and ethos of the MAT. We will only expand when we have the capacity to do so.
- Diverse, serving a range of communities including those with relatively high levels of deprivation.

What we won't do

- Put competition before collaboration.
- Do anything that would be detrimental to any young person, staff or school in a neighbouring community
- Put the financial stability or academic reputation of the Trust at further risk.





Abbey Multi Academy Trust

c/o Chapter House
Abbey Grange Church of England Academy
Butcher Hill
Leeds
LS16 5EA

Registered Company Number: 07705552

For more information on Abbey Multi Academy Trust
please visit our website:
www.abbeymat.co.uk

You can also submit questions using the following link:
www.abbeymat.co.uk/enquiry