



# Strategic Plan 2020 - 2025



The Shared Learning Trust  
THE VALE  
ACADEMY



The Shared Learning Trust  
THE LINDEN  
ACADEMY



The Shared Learning Trust  
THE RUSHMERE  
PARK ACADEMY



The Shared Learning Trust  
THE CHALK  
HILLS ACADEMY



The Shared Learning Trust  
THE STOCKWOOD  
PARK ACADEMY

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# TRUST LEADERSHIP



Cathy Barr, CEO

“At The Shared Learning Trust, we provide exceptional opportunities for all to be aspirational and develop a passion and excitement for learning! We will ensure our children, students and adults cultivate a strong self-belief so that they can flourish and develop into successful, well-rounded, self-respecting people.”



Kevin Martin, HR & Compliance Director

As HR and Compliance Director, each day I have the opportunity to create meaningful and lasting relationships with our employees and students.

Ian Joyce, Chief Operating Officer

My role enables me to contribute to the attainment of the trust's objectives by providing strategic and financial guidance.



Louise Lee, Executive Principal, Secondary Academies

The Shared Learning Trust is a forward thinking and supportive MAT. Through the trust's vision, my team and I have been able to embrace both the opportunities and challenges of educating our students.

Rebekah Howe, Executive Principal, Director of Primary Education

As a leader of the trust, I work closely with colleague and providers from other local and national organisations in order that we are able to actively support and develop the education of primary aged children.



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# OUR VISION



## STRIVE, ACHIEVE, BELIEVE!

We are a unique family of 5 schools, sharing our practice and beliefs to enable young people to achieve more than they ever thought possible.

At The Shared Learning Trust, we will provide exceptional opportunities for all to be aspirational and develop a passion and excitement for learning! We will ensure our children, students and adults cultivate a strong self-belief so that they can flourish and develop into successful, well-rounded, self-respecting people.



# Our commitment to this vision can be demonstrated by our behaviours:

## STRIVE

We will:

- provide a caring, nurturing environment where children and young adults feel happy, healthy and supported. Our academies will be places of safety, enabling pupils to develop strong ambition and be the best that they can be.
- continue to work together to share innovative practice and to provide a wealth of opportunities for all pupils and staff
- have a cross-trust focus on high achievement and standards, where children are supported to meet ambitious targets.
- focus on the development of all of our staff through quality recruitment and retention, with excellent opportunities for clear and dynamic career progression.







# ACHIEVE

## We will:

- aspire to provide exceptional lessons and learning opportunities, incorporating effective use of new technologies, enabling our learners to be successful and innovative.
- share strong trust approaches to our key issues, for example; teaching, assessment, attendance and curriculum development.
- offer an interesting yet challenging curriculum in each of our academies.
- by our all-through education, guarantee excellent 2-18 provision, with clear progression routes for all.
- continue to expect good behaviour and conduct at all times, allowing all to make progress and achieve excellence.
- place emphasis on collaboration with partners outside of our trust to maximise opportunities for all in our trust.



# BELIEVE

## We will:

- enable all of our learners to develop and flourish, through close working and regular communication with our families and local community.
- care for our families beyond the school day, supporting the development of high self-esteem and belief.
- ensure that every child in our trust reaches their full potential by providing exciting opportunities both inside and outside of the classroom.
- promote can-do attitudes across the trust that develop belief and high expectation.





# The Shared Learning Trust:

What sort of trust do we want to be?

- The providers of high quality all-through education for pupils aged 2-18
- All schools are individual, based around the needs of each community, breaking the connection between poverty and poor achievement
- Where the trust and each academy are at the heart of their communities, where pupils are given opportunity to benefit from, and contribute to, the work of local business, sporting and community organisations.

## TRUSTEES' COMMITMENT:

To hold the trust leaders (that is; the CEO, Executive Principals, COO and HR and Compliance Director), to account for the delivery of the strategic vision, in order to deliver the best quality outcomes for all stakeholders.



# STRATEGIC OBJECTIVES 2020 - 2025

We will ensure that our academies are great places to work and learn; driven to success by our trust vision and values, and The Shared Learning Trust staff pledge.

We will focus on the following strategic objectives for the 5-year period up to 2025:

1. Deliver the vision; **Strive, achieve, believe!**
2. Successfully grow to a trust of in excess of 8,000 pupils, extending our range of academies to incorporate alternative provision units and by achieving sponsor status.
3. Enhance our professional development programme, which retains and develops happy and motivated, high calibre staff, by offering CPD and career progression opportunities, with attractive rewards and benefits.







4. We will be ambitious for the development of pupils; their attainment, well-being and community responsibilities.

- All schools will facilitate character development and a strong **anti-racism** message
- Children develop an understanding of their own personal identity, their role and responsibilities in society and the wider community.
- All schools will provide a clearly defined enrichment programme.

5. The trust and all academies are financially secure to ensure resources are available to achieve the trust's goals.



# THE SHARED LEARNING TRUST PLEDGE

Our staff will be proud members of the trust and uphold the following:

1

Plan good lessons, teach good lessons, give good feedback

2

Perform all duties to the best of your ability;  
**believe** in yourself

3

Be proud of the trust and promote its  
**achievements**

4

Take all opportunities presented to you;  
**strive** to be the best you can be





# THE SHARED LEARNING TRUST GROWTH

We will successfully grow to a trust of in excess of 8,000 pupils, extending our range of academies to incorporate alternative provision units and by achieving sponsor status.

## Outline of Growth 2020 - 2025:

- The trust will attain sponsor status
- The trust will be successful in its ambition to open a local secondary free school, with a capacity of 1,750 OR will assimilate a large secondary school.
- Through the work of a strong school improvement arm, the trust will assimilate at least two primary schools to the trust. These schools will:
  - share our vision and values;
  - benefit from and add value to the trust;
  - not pose a significant financial risk to the wider trust;
  - be in areas of housing growth;
  - be “relatively” local to other trust academies so as to benefit from joint working.



# EXTERNAL PARTNERS

To maximise our impact on both learners and the local community, we are pleased to work in partnership with many organisations including:





# RISK

Our ambition is to support many more communities and improve the lives of those educated by us, but this ambition carries risk.

To manage this, we will be reflective, evaluative and realistic as we create a balanced portfolio of academies.

We manage risk (through our detailed risk policy; audit and risk management committees) rather than avoid it, so we stay compliant yet innovative in all that we do for all those that we serve.



# REVIEW AND EVALUATION

- This strategic plan was approved and ratified by the Board of Trustees' on 10<sup>th</sup> September 2020.
- The CEO and trust chair will monitor the plan every six weeks. RAG rated versions will be presented to the trust board on a termly basis.
- The monitoring of the strategic plan will take place by the CEO via:
  - 1:1 meetings with trust leaders and business staff;
  - Compliance meeting data, which is collected from academies every half term;
  - Regular review of progress against benchmarking data and targets in fortnightly line management meetings;
  - Audit reviews from RSM, the trust's internal auditors;
  - External audit from BDO;
  - External teaching and learning reviews via B11;
  - The CEO will communicate key messages from this plan to all stakeholders.
  - The plan will be fully evaluated by the CEO for the full trust board meetings on a termly basis
  - Annual benchmarks will be set by the CEO and trust leaders to be ratified by the full trust board

*The Chief Executive Officer and her trust leaders' team will undertake the monitoring and management of the delivery of this plan. The board of trustees will assist in ensuring the trust fulfils its strategic objectives. A review of this plan will take place on an annual basis.*





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[www.thesharedlearningtrust.org.uk](http://www.thesharedlearningtrust.org.uk)

The Shared Learning Trust is a company limited by guarantee, and an exempt charity under the terms of the Charities Act 2011

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