



Strategic Development Plan

2021-2024

Approved by the Board of Trustees-7th December 2021

Updated: December 2021

Contents

- About Inspira Academy Trust
- Vision & Values
- Summary of Strategic Objectives 2021-22
- Short term Plan- 2021-2022
- Long term Plan-2022-2024

About Inspira Academy Trust:

Inspira Academy Trust was founded by the Governing Bodies of Chartham Primary and St Stephen's Infant Schools (Canterbury, Kent) in April 2021 after a successful executive collaboration was started between the 2 schools in June 2017.

Our mission is to:

- Create a welcoming environment in our schools where everyone feels happy, safe, included and are empowered to develop and practice independence.
- Instil a love of learning and encourage pride in all achievements through the foundations of a high quality curriculum.

Our vision is to:

- Be a high performing trust with uncompromising standards and high expectations.
- Champion learning at the centre of our communities.
- Promote and ensure the well-being and safeguarding of children at all times so they feel secure, happy and safe.
- Enrich learning through engaging indoor and outdoor environments.
- Have passionate, high quality staff who encourage a love of learning, evoke curiosity and stimulate imagination.
- Enable children to achieve their potential, be well prepared for the next stage of their education and instil aspirations for their futures.
- To offer opportunity for all through the promotion of equality, diversity and inclusion whilst challenging social injustice and inequality enabling bright futures for all.

Our way is to:

- Be guided by our key values; perseverance, kindness, respect, honesty and fairness.
- Make learning fun, challenging and stimulating, using a creative and cutting edge curriculum.
- Provide an atmosphere where children and staff feel safe, secure and valued and are empowered to achieve their full potential.
- Be a family of schools strengthened by the support from parents/carers, children and the wider community.
- Encourage and support the development and professional learning of staff and trustees/governors, in order to achieve the highest standards for all.
- Develop strong local partnership links and collaboration across local schools, Higher Education Institutions and other Multi-Academy Trusts.

Summary of objectives & KPI's:

Objective	Key Performance Indicator
<p>Governance & Finance</p> <ul style="list-style-type: none"> • To develop and embed finance systems & processes so that the trust is meeting all of the requirements from the ESFA and Academy Trust Handbook 2021 • To benchmark financial performance against that of trusts that are of a similar size and structure. • To ensure robust financial perimeters are in place so that IAT is efficient and achieving value for money. • To monitor pay and benefits to ensure good value for money and that they are relative to the public sector market and proportionate to similar trusts. 	<ul style="list-style-type: none"> ✓ Full complement of Trustees & Local Governors with a wide range of skills and knowledge required for their roles ✓ Clear systems & processes to enable Trustees & Governors to monitor key areas in order to hold leaders to account ✓ Good outcomes from Internal & External Audits ✓ % of income received from General Annual Grant against staff costs ✓ Revenue reserves as a % of total income ✓ % of staff costs to total expenditure ratio
<p>Quality of Education</p> <ul style="list-style-type: none"> • To improve outcomes for all pupils in all subjects across Inspira Schools. • To improve rates of progress for all vulnerable learners and those in identified groups. • All schools across the Trust to have a curriculum with clear intent, implementation and impact • All schools to have a curriculum that shows clear progression and is built upon with knowledge & skills at 	<ul style="list-style-type: none"> ✓ Pupil outcomes are at national expectations (based on 2019 national figures) ✓ Pupil progress rates are in line with national expectations ✓ Internal and External monitoring reports of school's curriculum evidences a broad & balanced curriculum underpinned by a sequential approach to knowledge and skills. ✓ Pupil voice activities demonstrates children's understanding and application of subject knowledge and skills learnt.

<p>the core and is underpinned by the trust's vision & values</p>	
<p>Personal Development</p> <ul style="list-style-type: none"> • To improve rates of attendance for the most vulnerable groups within the trust, specifically those most disadvantaged and those with SEND. • All staff to benefit from a well-planned and well-resourced CPD strategy that will continually improve the quality of education for trust children. 	<ul style="list-style-type: none"> ✓ Pupil attendance rates are at least 96% or better. ✓ Differences between non-disadvantaged and disadvantaged pupils are diminishing in trust schools. ✓ Clear CPD strategy provides career progression opportunities at every level. ✓ Sabbatical opportunities for staff across the trust explored. ✓ Staff voice evidence impact of CPD strategy in being a key factor in attracting and retaining staff and well as indicating job satisfaction.
<p>Partnerships & Growth</p> <ul style="list-style-type: none"> • To develop partnerships with a broad range of schools through local collaboration and other Academy Trusts/Associations in order to support trust/school improvement. • To develop collaboration between trust schools to maximise capacity and celebrate best practice. 	<ul style="list-style-type: none"> ✓ CEO, Headteachers and SLT as appropriate will attend meetings at EduCant, Kent Mat Alliance (separate plan), Kent Association of Headteachers ✓ HTs and CEO will have developed successful partnerships with organisations and other MATs ✓ CEO will have supported other Trust through KLE work ✓ Trust will be awarded Sponsor Status by the DFE

The Trust strategic plan sets out the trust priorities. Each academy has a detailed school improvement plan that underpins the key priorities and school improvement work over the academic year. These plans are monitored by the Local Governing Boards and CEO. Each academy plan will reflect the trust priorities at school level.

Short Term Plan 2021-22

Governance & Finance						
<p>Objective:</p> <p>To ensure that Governance across all levels within the trust are meeting the statutory requirements as outlined in the Articles of Association and Scheme of Delegation.</p> <ul style="list-style-type: none"> • To develop and embed finance systems & processes so that the trust is meeting all of the requirements from the ESFA and Academy Trust Handbook 2021 • To benchmark financial performance against that of trusts that are of a similar size and structure. • To ensure robust financial perimeters are in place so that IAT is efficient and achieving value for money. • To monitor pay and benefits to ensure good value for money and that they are relative to the public sector market and proportionate to similar trusts. 		<p>Success Criteria: Key Performance Indicators:</p> <ul style="list-style-type: none"> ✓ Full complement of Trustees & Local Governors with a wide range of skills and knowledge required for their roles ✓ Clear systems & processes to enable Trustees & Governors to monitor key areas in order to hold leaders to account ✓ 				
Actions	Person responsible	Resources	Budget	Timescale	CPD	Monitoring
To create a yearly planner of trust and Local Board Governing Body meetings aligned to the	CEO CFO Chair of Trustees	Academy Trust Handbook 2021	N/A	By 31/07/2021	N/A	Trust Board Meeting Approval Members Report from Trustees

Academy Financial Planner and Academy Trust Handbook 2021.						Local Governing Boards monitoring to trustees & CEO
<p>To develop a system/series of meetings for Chairs of LGBs, Trust members and Executive leaders to communicate effectively.</p> <p>Attendance at termly Chairs Advisory Meetings.</p> <p>Reporting arrangements to be determined between Trust Board and Local Boards- Chairs to provide termly progress summaries to the Chair of</p>	<p>Chair of Trustees CEO Chairs of LGBs</p>	<p>Notes taken to record actions and pertinent points raised from meetings</p>	N/A	By 30/09/2021	<p>Training opportunities for new Chairs through online or face to face- LA courses.</p> <p>Attendance at Update events for Governance.</p>	<p>Chair of Trustees Report to Members</p> <p>CEO report to Trustees</p>

Trustees and CEO.						
Review skills based audit for Trustees Determine a trustee responsible for training	Board of Trustees- supported by CEO	Skills based audit materials	N/A	By 31/01/2022- put in meeting dates here from approved planner	Identify gaps that require training	Members report from Chair of Trustees
Recruit for new Trustees- <i>currently 2 vacancies</i>	Members	Web based recruitment for new trustees. Social Media Recruitment	Social Media Kent Teach Governance Hubs	By 31/03/2021	Trustees Induction Training through NGA/CPD Online	Members
Development of Trust-website & branding/trust logo	CEO CFO	Social Media Platforms Website Hosting	£2000	By 31/12/2021	N/A	Report to Members & Trustees
FAR Committee setup and agree membership with reps from LGBs	Trustees CEO	Membership from Trustees and LGB members	N/A	By 31/10.2021	Finance training through Access & CPD online, NGA	Trustees and members report-AGM

Quality of Education		Success Criteria:				
<p>Objective:</p> <ul style="list-style-type: none"> To improve outcomes for all pupils in all subjects across Inspira Schools. To improve rates of progress for all vulnerable learners and those in identified groups. All schools across the Trust to have a curriculum with clear intent, implementation and impact All schools to have a curriculum that shows clear progression and is built upon with knowledge & skills at the core and is underpinned by the trust's vision & values 		<p>Post COVID recovery:</p> <ul style="list-style-type: none"> ✓ Pupil outcomes are at national expectations (based on 2019 national figures) ✓ Pupil progress rates are in line with national expectations ✓ Internal and External monitoring reports of school's curriculum evidences a broad & balanced curriculum underpinned by a sequential approach to knowledge and skills. ✓ Pupil voice activities demonstrates children's understanding and application of subject knowledge and skills learnt. 				
Actions	Person responsible	Resources	Budget	Timescale	CPD	Monitoring
Develop collaborative approaches to moderation and assessment within the Trust and across collaboration	Headteachers and Senior Leaders from schools	Staff time Shared CPD opportunities given Kent MAT Alliance	Release time for subject leaders- £150.00 approx per day	From 01/09/2021 Reviewed by 31/07/2022	CPD opportunities for new teachers	HT's report to CEO LGBS monitoring visits CEO report to Trustees

Subject leaders to work collaboratively across trust schools	Headteachers	Subject leader release allocation	Release time for subject leaders- £150.00 approx per day	From 01/09/2021 Reviewed by 31/07/2022		LGB/HTs and CEO reports
Trust schools to collaborate with joint monitoring activities in order to validate the quality of education. Headteachers to produce monitoring schedule	Headteachers			From 01/09/2021 Reviewed by 31/07/2022		HT reports CEO reports
Headteachers and CEO to meet termly to review trust priorities	CEO Headteachers	Time allocation- pm each term- 6x per year	£1000.00	01/09/2021- 31/07/2022	Headspace conference- June 2022	CEO reports

Personal Development

Objective:

- To improve rates of attendance for the most vulnerable groups within the trust, specifically those most disadvantaged and those with SEND.
- All staff to benefit from a well-planned and well-resourced CPD strategy that will continually improve the quality of education for trust children.

Success Criteria:

- ✓ Pupil attendance rates are at least 96% or better.
- ✓ Differences between non-disadvantaged and disadvantaged pupils are diminishing in trust schools.
- ✓ Clear CPD strategy provides career progression opportunities at every level.
- ✓ Sabbatical opportunities for staff across the trust explored.
- ✓ Staff voice evidence impact of CPD strategy in being a key factor in attracting and retaining staff and well as indicating job satisfaction.

Actions	Person responsible	Resources	Budget	Timescale	CPD	Monitoring
To explore & implement the DFE Well-Being Project	HR Officer CEO with Headteachers	DFE Well-being Resources	Time for Well-being Surveys to be undertaken	31/07/2021	Training for new HR Staff	CEO Report to Trustees LGB reports from Headteachers
Training for core staff on new academy systems such as Finance.	CFO New School SBM's once appointed	Access Education and CFO	£1000	By 31/03/2022	Access Education training package	CEO Report to Trustees LGB reports from Headteachers
Termly Trust review meetings focusing on attendance strategies	CEO with Headteachers	Reporting arrangements on Arbor-across schools	School CPD budget forecast	31/07/2021	Reporting arrangements on Arbor-MIS	CEO Report to Trustees LGB reports from Headteachers

Develop CPD strategy based on school's staffing skills audit and priorities.	Headteachers-feedback to CEO	Review of school SIP's	School CPD budgets allocation	By 30/06/2022	School SIPs	LGB reports from Headteachers
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Partnerships & Growth

Success Criteria

Objective:

- To develop partnerships with a broad range of schools through local collaboration and other Academy Trusts/Associations in order to support trust/school improvement.
- To develop collaboration between trust schools to maximise capacity and celebrate best practice.

- ✓ CEO, Headteachers and SLT as appropriate will attend meetings at EduCant, Kent Mat Alliance (separate plan), Kent Association of Headteachers
- ✓ HTs and CEO will have developed successful partnerships with organisations and other MATs
- ✓ CEO will have supported other Trust through KLE work
- ✓ Trust will be awarded Sponsor Status by the DFE

Actions	Person responsible	Resources	Budget	Timescale	CPD	Monitoring
Schools continue to develop collaboration with 'EduCant' collaboration of schools in Canterbury	CEO Headteachers of schools	Termly meetings	Explore budget plan with EduCant schools	31/07/2021	Collaboration CPD plan	CEO report to Trustees
To be an active member of KMA-Kent MAT Alliance	CEO	DFE MAT Assurance Framework	£500.00	From 01/09/2021	CEO Training session with Sir David Carter-30/09/2021	CEO report to Trustees
CEO to attend termly KMA meetings	Headteachers/CEO					

Attend local collaboration meetings CEO to work with other Trust CEOs in Peer to Peer review	School Headteachers CEO				Collaboration action plan	HT reports to Governors/Trustees
To provide leadership support services to other trusts	CEO-KLE work	2 days per week Sep-Dec 2021	2days per week leadership support-services invoiced on KLE daily rate.	Sep 2021-Dec 2021	KLE work	Trust to Trust SLA in place-to be reviewed termly
To make a Sponsor application to the DFE to become a sponsor academy trust CEO to make contact with DFE-RSC Team	CEO to work with Consultant		£3000.00	31/03/2021	CEO working with Consultant	CEO report to Trustees

Longer Term Planning 2022-2024

Focus Area	Year 2 2022-23	Year 3 2023-24
Governance & Finance	<ul style="list-style-type: none"> • Review Scheme of Delegation annually with Members, Trustees and Local Governing Boards-begin process in February 2022 with LGBs • Review risk as an ongoing concern 	<ul style="list-style-type: none"> • Review Scheme of Delegation annually with Members, Trustees and Local Governing Boards • Review risk as an ongoing concern
Quality of Education	<ul style="list-style-type: none"> • Improve rates of progress and outcomes for all pupils • Review Curriculum & Outdoor Provision 	<ul style="list-style-type: none"> • Improve rates of progress and outcomes for all pupils • Review Curriculum & Outdoor Provision
Personal Development	<ul style="list-style-type: none"> • Development of career plans for staff • All teaching staff to regularly conduct research in order to keep the Trust up to date with latest teaching methods and pedagogy 	<ul style="list-style-type: none"> • Development of career plans for staff • All teaching staff to regularly conduct research in order to keep the Trust up to date with latest teaching methods and pedagogy
Partnerships & MAT Growth	<ul style="list-style-type: none"> • Further development of partnerships and collaboration against areas of the trust strategic plan • Evaluation of own impact • Evaluation of own systems and practices of MAT governance and operational systems • Explore opportunities for growth in the local area 	<ul style="list-style-type: none"> • Further development of partnerships and collaboration against areas of the trust strategic plan • Explore opportunities for growth in the local area

This plan will be subject to regular review by the Trust board as the disruption caused by the global pandemic- Covid related issues could disrupt progress.