

# Trust Development Plan 2023/2024

Aim	Action	Responsibility	KPI	Monitored by
<b>Strategic objective 1: Increasing quality of provision in our education system to improve life chances for all</b>				
<b>Deliver against the refreshed expectations outlined in the Amethyst Academies Improvements Framework</b>	Present and gain buy-in from headteachers	NLI		Trust Board
	School improvement team capacity increased through recruitment of 1 x L21 quality of education and 0.3 x L21 SEND and safeguarding lead			
	Publish Trust Improvement Calendar	LVE		
	Our education principles will be the ‘golden thread’ running through all of academies.	TBR		
<b>All children, at all levels, from Early Years through to Key Stage 5, are entitled to, and will receive a broad and balanced curriculum where they will secure a solid foundation in knowledge and vocabulary</b>	New curriculum and assessment frameworks are implemented, monitored and reviewed in both special schools and learning hubs	TBR	1.1 -1.9	NLI
	Curriculum developed and agreed with LGB			
	Impact measured termly through KPIs and reported to LGBs and Performance and Scrutiny sub committee			
<b>To ensure that our leaders are skilled in judging the quality of teaching and its impact on learning providing detailed</b>	Implement the Trust-wide quality assurance policy model which monitor, evaluate and provide constructive feedback ensure leaders guarantee a	TBR	4.2	NLI

<b>constructive feedback which pinpoints strengths, and effectively identifies the necessary developments and approaches to enhance practice.</b>	consistent emphasis on teaching and establish the support, expectations and interest that enables others to be effective.			
	Investment in our leaders’ ability to evaluate, analyse and support teaching creates a climate of engagement, success and innovation in which student learning flourishes.	TBR	1.1-1.9	NLI
	A new Feedback and Assessment Policy will refocus feedback and its impact on student learning and teachers’ planning.	TBR	1.1-1.9	NLI
<b>Ensure governance is highly effective at all levels of the Trust through systematic review and improvement activity to strengthen accountability</b>	External review calendared for 2023	LJO	4.7	NLI and JIN
	Action plan drawn up to secure improvements		4.8	
<b>Review our ICT systems and processes to enable digital technology to better support our strategic objectives</b>	Onboard TWS and PH onto AATrust network	LAR		NLI
	School training plans drawn up to support HTs			
<b>Consolidate the incorporation additional secondary school into our MAT</b>	Due diligence presented to Trustees July 2023	NLI		Trust Board
	School Improvement Plan drawn up and presented to Headteachers Board for September 2023			

	Legal process initiated to secure successful transfer for January 2024.			
Ensure those academies entering their inspection window are as prepared as they can be for a Good or better outcome	SIP and SEF to be resented to NLI and TBR	TBR and NLI	1.9	Trust Board and LGB
	Additional support brokered as necessary under the CSIF for TWS and MS that are in inspection window.		2.5	
			3.2	
			4.8	
Ensure senior leadership is secure in all schools	New accountability schedule implemented that ties into sub-committee meetings	NLI	4.4	LGB
	Impact of SLTs measured through progress towards individual school KPIs		4.12	Trust Board
Developing a culture for learning and respect in all of our academies	Highly effective training of staff and effective communication and shared expectations with all stakeholders will support the significant reduction of the behaviours which lead to suspensions in each of our secondary academies on an annual basis.	NLI	4.12	Behaviour, attendance and safeguarding sub committee
	We will work with local authorities and, where possible, seek to create partnerships with outstanding providers of alternative education which		4.13	

	we can utilise to ensure that all children have access to appropriate provision.			
	We will further develop our Praise culture by disseminating best practice across our Trust and by constantly seeking out innovative ways to promote and teach good behaviour.			
	All academies will be able to input data on behaviour quickly and easily, monitoring and improving intervention as appropriate.			
<b>We will continue to develop our independent careers education, information, advice and guidance service and ensure that we support an increasing number of students to attain secure and meaningful further and higher education, training and apprenticeships.</b>	We will increasingly seek to develop partnerships with training providers and employers to secure placements for our students and seek to ensure that our students have the skills that they, and the country, require.	AGA	1.1-1.9	
	The development of the workplace skills will increasingly be supported by our curriculum and specific events (careers fairs, work experience at KS4/ KS5, enterprise and employability skills etc.).			
	We will further develop careers education within our special schools to promote engagement with the community so that children are aware of the world of work and have high aspirations for their future. To			

	support this, we will promote the use of our new 'learner model' which develops essential workplace skills which are: listening, communication, organisation, cooperation and investigation, and workplace qualities which are: respect, resilience, independence, confidence and creativity			
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<b>Strategic objective 2: Developing capacity and productivity</b>				
<b>To grow as a family of schools by working with local authorities in the West Midlands region and the DfE Regional Directors Office to support schools requiring sponsorship or rebrokering</b>	Promote our expertise to work with underperforming schools with RSC and LAs	NLI		Trust Board
<b>Ensure that sponsorship of other schools and other growth/development do not undermine capacity to oversee ongoing improvement of existing academies.</b>	Actively seek out schools going into categories	NLI	4.12	LGB  Trust sub-committees
<b>Recruiting, Developing, Retaining and Deploying the Best Staff</b>	Innovative routes to secure the best professionals to train to teach will be supported by the Director for CPD	LVE	4.13  4.1	TBR

	We will make best use of both apprenticeships and the apprenticeship levy by creating positions where genuine development of labour and skills can flourish. Apprenticeship posts will be built systematically in to our organisation with excellent links to training providers in each of our regions.		4.2	NLI
	The Trust will support those staff seeking to obtain further qualifications whether this be through apprenticeship routes or by undertaking an NPQ: supporting the very highest standards of education for both our students and our staff is at the heart of our educational philosophy with career-long professional development known as ‘Transforming Amethyst’		4.2	TBR
	We will never take our workforce for granted and will constantly seek to ensure that our practice puts students first whilst maintaining a work/home balance so that staff are able to have both a successful professional career and a happy healthy family life: therefore, all school improvement and Trust improvement will be impact assessed for work/life balance.	JJA	4.12 4.13	Trust Board

	We will ensure that all staff have access to career long high-quality professional development – Transforming Amethyst (see above) – supporting those who wish to stay within their current role and those who wish to progress. This commitment to our staff will be documented as part of appraisal.	LVE		TBR
<b>Deliver the ‘ethical leadership’ model across the MAT</b>		NLI	4.13	Trust Board
<b>Start to work with commissioning LAs to enhance the offer of our existing academies to meet increased demand for placements and support</b>	Publicise our existing provision	SWI		NLI
	Explore City-wide hub provision to extend and further personalise post-16	AGA		NLI
<b>Continue to work with the Confederation of School Trusts to influence national policy development</b>	All Central Team to put themselves forward for discussion group termly	Central Team		NLI
	AGA to write discussion piece for CST			
<b>Maintaining a financially viable and sustainable Multi Academy Trust</b>	All secondary schools to complete CLFP in Autumn Term 1 for the next academic/financial year	LAR	4.9	NLI
			4.10	



			4.11	
	Develop 3 – year asset plan utilising devolved capital funding	LAR	4.5 4.6	NLI
	Ensure that we are financially fit for purpose by developing sophisticated benchmarked data where we are able to identify savings whilst balancing the needs of our academies at an individual level	LAR	4.11 4.9	NLI
	Ensure that education and operations remain aligned and engaged in the financial performance of the Trust through regular stakeholder reviews with clear and concise financial reports, performance management and the Organisational Development (OD) function.	LAR	4.9-4.11	NLI
	We will review our Central Team performance frequently and seek to be as productive as possible, developing where relevant procurement services to make sure that we direct as much of our revenue as possible to high quality frontline services.	NLI	4.9	Trust Board

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<b>Strategic Objective 3: To further develop our organisation and communication to accommodate growth.</b>				
	Each area within OD will produce dashboards which will be colour-coded Red, Amber and Green (RAG) to allow for the quick and easy management of the Trust by exception: quickly and easily, directors, executives, governors and senior leaders will be able to identify performance and areas for intervention.	NLI	4.7 4.8	Trust Board
	Ensuring that data is only collected once, that all information is standardised and benchmarked and	NLI		Trust Board

	that governors can access the information for themselves.			
To secure the Professional development of all aspects of our governance functions, LGB and Board (executive and non-executive).	We will ensure that all responsible bodies have the training, data and assistance to support them in their various functions.	NLI	4.7	Trust Board
To ensure that all key partners are able to access appropriate and timely information.	We will develop our online systems and presence (website, social media etc.) and formalise the creation and distribution of our SLAs, prospectus, monthly newsletter, the annual improvement plan, and the three- year improvement plans of our academies.	NLI		Trust Board
We will develop our parental communication systems through the use of existing and new technologies	Audit all existing communications	LJO	4.13	NLI
	Evaluate through questionnaires to staff and parents			
	Devise a Trust-wide parental communications plan.			

## Amethyst Academies Trust Key Performance Indicators

KPI (Key Performance Indicators)	Aldersley High School	Moreton School	Amethyst Sixth Form	Penn Hall School	Tettenhall Wood School	Amethyst Academies Trust
<b>1. Quality of Education</b>						
1.1 Attainment 8						
1.2 English and maths (9-7)						
1.3 English and maths (9-5)						
1.4 English and maths (9-4)						
1.5 English attainment						
1.6 Maths attainment						
1.7 Disadvantaged APS						
1.8 Percentage of students attaining EHCP (Education Health and Care Plans) targets > 95%						

1.9 Ofsted judgement at least good						
<b>2. Behaviour and Attitudes</b>						
2.1 Attendance > 95%						
2.2 Persistence absence < xxxxx						
2.3 Suspensions reduced by 25%						
2.4 Permanent exclusions reduced by 10%						
2.5 At least Ofsted good						
<b>3. Personal Development</b>						
3.1 Safeguarding is at least good (effective)						
3.2 PD is at least Ofsted good						
3.3 Student voice is regularly carried out and actions and impact reported						
3.4 At least 95% of students attending an additional enrichment per week						
<b>4. Leadership and Management</b>						
4.1 All schools are fully staffed with highly skilled personnel at all levels						
4.2 To ensure appropriate CPD (Continuing Professional Development) to grow and nurture our staff for succession planning						
4.3 Staff attendance maintained at 95% plus						

4.4 All SLT (Senior Leadership Team) are on a Leadership pathway to provide opportunities to improve and develop leadership capacity						
4.5 Sites are compliant with all health and safety legislation and provide a safe environment						
4.6 Risk management registers in place which informs future planning						
4.7 A full complement of governors at each school working effectively to ensure each child reaches their full potential						
4.8 100% of skills coverage within Trustees Board						
4.9 Robust financial parameters maintained providing value for money						
4.10 Trust finances are strong and return a surplus						
4.11 Audit reports indicate financial systems are compliant and fit for purpose						
4.12 To ensure appropriate CPD to grow and nurture our staff for succession planning						
4.13 >95% of staff report that we lead ethically						

