



Altus Education Partnership

Strategic Plan

Altus Strategic Plan

1. Vision & Mission

To create and successfully run a family of inclusive academies from early years to 18 that enables all students, regardless of background to progress to an aspirational career, a fulfilling life and make a positive contribution to their local community.

2. Our values

- **Unrelenting commitment** to improve the quality of our provision and enhance the lives of our students.
- **Openness** in the way we build trust and bring purpose to our work as a Multi-Academy Trust.
- **Accountability** through the rigorous, transparent and forensic analysis of all aspects of our performance.
- **Commitment** to the principles of inclusion and equality.
- **Dedication** to the borough of Rochdale and its surrounds.
- **Collective responsibility** for one another and the results of all of our students - "if one fails we all fail".

3. Our community

- A team of staff with a common set of core values and beliefs closely aligned to the vision of Altus and its founding academies.
- A partnership of equals where all academies are distinctive institutions working together for the benefit of all students, within which headteachers, principals and local academy councils have delegated authority and associated autonomy.

4. Our strategic priorities

Provide students with a high quality of education in all of our academies by:

- Delivering excellent teaching and learning across the MAT which results in our students achieving at the highest possible level; as a result they will be able to progress positively to the next stage of their local, national or international education, training or employment.
- Closing gaps in prior achievement between groups so that all students, regardless of their social characteristics or background, make excellent progress.
- Ensuring all of our academies offer our students a dynamic and 'joined-up' curriculum which promotes students' academic progress, emotional wellbeing, community involvement and the wider skills needed for later life, learning and employment.
- Committing ourselves to ensuring that all academies in the partnership are judged at least good by Ofsted.
- Developing transition pathways between the key stages so that students move smoothly through the different levels of their education.

Recruit, retain and professionally develop our staff by:

- Being an attractive employer for prospective high quality staff.
- Working efficiently and collaboratively across the MAT with regard to curriculum, teaching, staffing, facilities, and resources.
- Supporting the health, wellbeing and professional development of all of our staff.
- Recognising and working with support and teaching staff unions.
- Sharing expertise and opportunities between our academies to benefit student learning and the development of staff at all levels.
- Striving to be one of the country's top 100 not-for-profit employers.

Work in partnership to help transform communities, support local businesses and contribute to the wider regeneration of Rochdale by:

- Being an anchor organisation for local communities where our academies are located.
- Making a major contribution towards the development of talent and skills in the local workforce.
- Supporting the local community and economy in our staffing and resourcing.
- Working collaboratively with partners outside the MAT, including the local authority, employers and other education providers at all levels (including other MATs).

Create a financially viable and sustainable MAT by:

- Setting an efficient and effective staffing structure both for teaching and support services.
- Following rigorous financial procedures which ensure the delivery of value for money whilst also minimising risk.
- Distributing resources effectively and according to need so that we maximise the amount of money available for teaching, learning and assessment in our academies.
- Developing an efficient and effective estates strategy which supports the delivery of high quality education across the trust.

Enhance the environmental sustainability of our academies by:

- Raising staff and students' awareness of the need to improve environmental sustainability.
- Minimising waste and improving energy conservation.
- Constructing buildings of excellent design that contribute to the regeneration of the borough and have a positive impact on the environment.
- Incorporating environmental considerations into all purchasing decisions.
- Having trust board oversight of environmental sustainability.

5. Growth plan

As part of our strategy to improve the education available to young people in Rochdale, we seek to grow the number of academies in our trust. That said, we will only expand our partnership of academies based on local education need and our capacity to deliver. Growth of the trust will therefore be evolutionary, arising from opportunity and

need, rather than from an acquisitional model based on targets. **The criteria for trust growth are:**

- What will be the benefits to the students currently in our academies?
- Can we improve outcomes for the pupils in a school seeking to join?
- Is there the appropriate balance of academies in the trust.
- Do we have capacity in the team to make a difference?
- Does the school wishing to join us subscribe to the values of the trust and demonstrate commitments, or have the potential to do so?

Key elements of the growth strategy are:

- The timely growth of MAT-wide academy improvement and service support teams.
- Academies and local academy councils will have delegated authority and autonomy as formalised in their scheme of delegation.
- A scheme of delegation which can be adapted to reflect the individual circumstances of different academies. Academy schemes to be reviewed annually.
- Schools wishing to join the MAT may choose to become 'associate members' for a 12 month period prior to joining the trust in full. On completion of the associate membership period schools have the option of becoming full partners or withdrawing from the MAT.

Key risks to achieving our strategic plan

- Poor communication with key stakeholders.
- Failure to ensure an appropriate trust and governance structure.
- Insufficient management capacity to cope with the MAT's expansion.
- Inadequate planning and development of the MAT infrastructure.
- Failure to ensure consistency of high standards across the MAT's schools.
- The MAT not operating within a sound financial framework.

Measuring success

We will produce a range of key performance indicators against which we shall assess how successfully we implement our strategic plan, and to consider adaptations required over time. We will measure our success by:

- Producing a five-year financial plan which monitors progress against our strategic priorities and which is reviewed to reflect newly arising risks and opportunities.
- Producing an annual report which outlines our progress, and identifies priorities for the forthcoming year.
- Closely and regularly monitoring a range of key performance indicators at trust, senior and middle leadership level. This close monitoring will be used as the basis of any necessary interventions at a college, subject and individual level.

The Altus Offer for Academies

Altus Education Partnership have a dedicated central services team providing individualised support to all of the Trust's academies. A summary of current services is provided below:

Support for our staff and support for teaching

- **Early careers framework.** The Trust offers a programme for early career teachers that is aligned to national requirements and responsive to the needs of individual academies and different phases of education.
- **A Head of primary academy improvement** (from September 2023) and **a Head of secondary academy improvement** to support individual academies and the development of a cohesive curriculum from early years to 18.
- **Peer reviews and expert consultancy support** to help all of the Trust's academies get better together.
- **Subject faculties.** The purpose of subject networks is to establish and develop cross-phase subject communities to develop, review and enhance educational provision. The Trust currently offers subject learning faculties in mathematics, English, and science, but will expand in September to include other subjects and whole school areas.
- **An external coaching service** is provided for all Trust senior leaders. The service is anonymous and coachee led.
- **Continuing professional development** for all teaching and support staff including leadership and management training for middle leaders and those aspiring to management positions.

Support for our students

- **The Altus Alumni programme** engages with an audience of former students from all of Altus' academies so that we retain meaningful engagement with our former students through their careers and lives.
- **The Children's University programme** is co-ordinated by the Trust in the Rochdale area and is run for the benefit of local school children between the ages of 5 and 14. The activities that children complete can include after school clubs, visits to museums and extra-curricular lessons.
- **Masterclasses and 'out of phase' educational experiences** for all Altus students.

Support for our academies

- **Bid writing support.** The Trust team monitors and identifies potential funding opportunities for capital expenditure and other projects. Access is also available to sector experts who will compile and submit bids on behalf of the academies and Trust when needed.
- **Estates support.** The Trust provides strategic and emergency support to help manage school buildings and land to ensure that all of the Trust's academies have a healthy, safe and sustainable learning environment.
- **The Finance Service** operates centrally but allows academies to retain autonomy over their own finances. Support includes: budgeting, requisitions, financial planning, and invoice processing and payment.
- **A Graphic Design service** for posters, prospectuses, media and all marketing materials.
- **GDPR support.** The Trust offers expert advice and guidance in General Data Protection Regulation to ensure that academies correctly handle, store, share and process personal data within their organisation. Support includes ensuring that all staff receive appropriate training, that policies and procedures are in place and up to date, and that data requests and GDPR breaches are dealt with effectively.
- **Governance.** A central Trust governance professional is present to clerk every full local governing body meeting. Additional support and guidance is provided around: panel meetings (such as exclusions, complaints, and appeals), planning of meetings, a termly Trust Chairs' Forum, governor training, audit and risk, and policy and website compliance.
- **The Human Resources Department** is led by a former partner in a top legal firm and gives academies expert advice and support on a variety of HR matters including: recruitment and induction, policies and procedures, SLT training, and dealing with complex staffing matters.
- **An IT service** that provides academies with support in areas such as procurement, infrastructure, strategic planning, cyber security, as well as an IT helpdesk function.
- **Management Information Systems.** The data and MIS central team supports academies with all data needs, including: customised reporting, statutory returns and timetable and curriculum planning.
- **The Payroll Service** is performed in-house by a responsive team with an in-depth knowledge of individual academies.
- **Procurement Service.** The Trust has a dedicated team to assist academies in procurement and contract management.