





## Why - Our Vision




Our vision is to work together to provide the **best schools and outcomes** for our children.

## How - Our Strategy

- **Harness our collective expertise to drive school improvement** and realise the best for all children and adults working and learning in our schools
- Celebrate and communicate the successes in our schools to **encourage aspiration and innovation**
- Provide support and challenge for each school so that **every child meets their full potential**

## What - Our Mission

	Key Performance Indicators (1, 2, 3 year targets)		
	Year 1 – July 2019	Year 2 – July 2020	Year 3 – July 2021
 <p><b>Team</b></p> <p>We work together so that each school is supported and held to account for the attainment and progress of every child to enable them to meet their full potential and to ensure the highest quality teaching and leadership for our children.</p>	<ul style="list-style-type: none"> <li>• New leadership structure of the Trust is embedded</li> <li>• Executive Heads are leading School Improvement</li> <li>• Centralised administrative services are successfully supporting schools</li> <li>• Board arrangements are finalised for next 3 years by Members</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Heads overseeing Heads of Schools, Headteachers and leadership teams to drive school improvement</li> <li>• Explore the recruitment of a Chief Operating Officer (COO)</li> </ul>	<ul style="list-style-type: none"> <li>• The Trust are working in partnership with other MATs on peer-to-peer review</li> </ul>
 <p><b>Approach</b></p> <p>We provide robust support and challenge for each school on its individual journey of improvement, seeking common-sense solutions to issues from within and outside our Trust.</p>	<ul style="list-style-type: none"> <li>• Individual school SDIPs and data are shared across the Trust</li> <li>• Teaching School is actively responding to meeting the needs of Trust schools</li> <li>• Leadership Teams visit each other's schools – formal partnerships established</li> <li>• Key aspects of assessment aligned</li> <li>• Trust development plan in place</li> </ul>	<ul style="list-style-type: none"> <li>• Trust Development Plan is in place and driving improvement at all levels</li> <li>• Teaching school centralising CPD for all Trust schools</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative partnerships established with other MATs</li> </ul>

 <p><b>Celebrate</b></p> <p>We celebrate the successes and unique characteristics of each school, encouraging aspiration and innovation for all, providing systems that support opportunities for those working and learning in our schools.</p>	<ul style="list-style-type: none"> <li>• Leadership Teams, Deputy Heads, School Council and SENCos working together across all Trust schools</li> <li>• Heads of Schools and Executive Headteacher model approved by the Board for existing Trust Schools</li> <li>• Trust communication strategy launched</li> </ul>	<ul style="list-style-type: none"> <li>• Subject leaders working together more formally</li> <li>• NQT recruitment centralised and NQTS appointed across the Trust schools</li> <li>• Success stories communicated widely through website, twitter, newsletter, blog etc</li> </ul>	<ul style="list-style-type: none"> <li>• Staff are able to move freely across the schools in order to support their professional development</li> <li>• Trust communication strategy embedded</li> <li>• Success of Trust recognised externally</li> </ul>	
 <p><b>Together</b></p> <p>We share responsibility and harness our collective expertise to drive school improvement and achieve the best possible outcomes for all by sharing ideas and best practice to ensure all schools within our Trust are successful.</p>	<ul style="list-style-type: none"> <li>• Setting aspirational KPIs for all our children based on FFT cohort data and National Data, ensuring that our children attain in line with or above targets predicted by FFT. All schools will have aspirational targets set for Disadvantaged learners</li> <li>• All attainment KPIs monitored by Executive Heads in close partnership with Headteachers and Heads of Schools</li> <li>• The variation of performance across the Trust has narrowed</li> <li>• All schools are above floor</li> <li>• All disadvantaged learner (non-SEN) outcomes are at expected or better</li> </ul>	<ul style="list-style-type: none"> <li>• EYFS 81% GLD</li> <li>• Year 1 Phonics 83%</li> <li>• KS1 RWM ARE 68%</li> <li>• KS2 RWM ARE 72%</li> <li>• Attendance 96.9% (based on 5 original schools)</li> </ul>	<ul style="list-style-type: none"> <li>• EYFS 83% GLD</li> <li>• Year 1 Phonics 84%</li> <li>• KS1 RWM ARE 70%</li> <li>• KS2 RWM ARE 74%</li> <li>• Attendance 97.1% (based on 5 original schools - cohort dependent)</li> </ul>	<ul style="list-style-type: none"> <li>• EYFS 85% GLD</li> <li>• Year 1 Phonics 86%</li> <li>• KS1 RWM ARE 72%</li> <li>• KS2 RWM ARE 76%</li> <li>• Attendance 97.3% (based on 5 original schools - cohort dependent)</li> </ul>
 <p><b>Future</b></p> <p>We are committed to sustainable growth, to provide the best outcomes for the communities we serve now and in the future by aligning central services and succession planning to ensure investment remains in quality teaching, learning and leadership.</p>	<ul style="list-style-type: none"> <li>• 75% or less of total costs to total income is spent on staffing</li> <li>• £85 per pupil is spent on building maintenance</li> <li>• 2% of total costs is spent on technology (IT)</li> <li>• 7 schools in the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Each academy reaches 5% reserve plus a contribution of 2% to central reserve based on total GAG income</li> <li>• 9 schools in the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• 11 schools in the Trust</li> </ul>	

For more information about Pickwick Academy Trust please see the Trust Handbook or our website [www.pickwickacademytrust.co.uk](http://www.pickwickacademytrust.co.uk)