



**THE LEEK FEDERATION AND  
COLLABORATION WITH ST EDWARD'S ACADEMY**

**TWO YEAR STRATEGIC PLAN**

**2014 - 2016**

**We will have a strategic approach to school improvement and, therefore, we must be educationally effective in the short term, but have a clear framework and processes to translate core moral purpose and vision into excellent educational provision that is challenging and sustainable in the medium to long term.**

The Leek Federation is committed to achieving a level of excellence, which ensures the success of every student. Ensuring the success of every student requires students who are responsive to learning, staff who are committed to the success of all students and all parents to be supportive of the educational process.

**It is our intention to enable students to achieve their full potential and become equipped to lead a successful adult life**

### Our Vision

Is to achieve better outcomes for all young people by:

- raising standards of achievement by focussing on the core business of learning and teaching in order to promote educational excellence
- delivering a skills based curriculum that is tailored to individual learning needs
- promoting the spiritual, moral, social, emotional and cultural development of every learner
- working together to maximise the power of mutual collaboration and support
- sharing resources, staff, areas of expertise and facilities to achieve economies of scale
- developing highly effective leadership at all levels and seeking to pool strategic capacity

### Our Values

We will:

- be non selective and operate a truly comprehensive admissions system
- build our partnership on mutual respect and trust
- encourage a climate of openness and honesty
- seek to engage effectively and inclusively with our local communities
- welcome and support innovation
- have high expectations of all young people and one another
- recognise that effective partnership working is the responsibility of all to sustain and nurture and is not reliant upon individuals
- seek to recognise the distinctive ethos and celebrate the traditions of all of the schools in the federation

In order to align our vision and values with our systems we will

1. translate our core purpose and our vision into action by deploying a strategic approach that enables us to translate core values into tangible outcomes
2. build processes that enable staff to engage in strategic discussions to build capability, to move ahead from a short-term target-setting culture to enable longer-term development to take place
3. identify the components of strategic leadership that can be developed within the schools and across the federation
4. Establish those characteristics that we are seeking to develop if we are to be successful, strategically-focused schools

## ISSUES AND CHALLENGES

Our goal should be to ensure that every young person achieves his or her full potential upon leaving the schools in the federation.

In order to achieve this goal our planning for improvement should address the challenges that face the schools as they seek to address those issues that we need to improve upon over the next few years. During the timeline of this plan those key issues are

Staff restructure to deliver a relevant and dynamic curriculum  
Raising Standards in order to exceed national benchmarks  
Financial probity in order to sustain balanced budgets

As a rough guide it is useful to think of short-term action planning as a one- to two-year process with strategy as a five-year view and futures thinking as moving beyond that.

In practice we need to move towards the personalisation of learning and teaching. A good school has effective learning at its core, tailored to the needs of individual students with progress being regularly assessed. We should seek also to reinforce the learning that we promote beyond the formal day or week by expanding our wide choice of options and experiences beyond the classroom.

The basis of our planning therefore, should seek to ensure that we offer:

- A SMOOTH TRANSITION FROM BETWEEN PHASES by ensuring effective data transfer and increasing collaboration between schools. We must build upon our current induction programmes and work closely with our partners in the LEP.
- EXCELLENT LEARNING BASED ON REAL KNOWLEDGE OF INDIVIDUAL STUDENTS so that all of our students will achieve their potential. We need to give increased attention to individual students learning needs, set challenging targets for them linked to high-quality assessment of learning and offer assistance to teaching staff to enable lessons to be appropriately paced, challenging and enjoyable.
- HIGH QUALITY ICT FACILITIES SUPPORTING PERSONALISED LEARNING because we all recognise that ICT is a powerful tool for learning.

- EFFECTIVE SUBJECT TEACHING by supporting our teaching staff with high quality training, facilities and resources and seeking to develop the role of leadership at all levels.
- FURTHER DEVELOP OUR INTERESTING, BROAD AND RICH CURRICULUM. We also need to continue to increase the choices available to both those at risk of disengagement, and for more able students who need to be stretched. We should aim to widen further opportunities beyond the classroom in order to build motivation and engagement as well as supporting health and fitness.
- CONSTANTLY IMPROVING BEHAVIOUR AND ATTENDANCE as good behaviour is obviously essential for good learning and citizenship. We will tackle any low level disruption and seek to improve attendance further and strengthen the role of staff involved in student welfare work. Central to this offer, will be the development of a more effective student voice within the schools and the federation.
- STRENGTHENED COLLABORATION with other local providers, parents and the wider community. We will seek to engage parents more effectively, establish a VLE for the federation, develop a federation website linked to the school websites and develop genuine collaboration with other providers at all Key Stages.
- FURTHER IMPROVEMENTS IN TEACHING THROUGH INVESTING IN ALL THE WORKFORCE. Central to improvements in learning and teaching is excellent professional development for all of our staff. We must place increased emphasis on classroom observation, practice, training, coaching and mentoring. Our performance management systems should become learning and teaching reviews which enable the schools to plan for high quality training events, to promote staff own-learning. This will help staff to focus on effective classroom practice, use assessment and behaviour for learning effectively and further develop a range of teaching styles and strategies in order to promote personalised learning.

The plan will develop from the two-year strategic planning cycle and will allow us to monitor our performance as a federation. The plan will focus on five key areas

- Finance and Human Resources
- Learning and Teaching
- Student Welfare
- Strategy and Development
- Student Progress

**Responsibility for monitoring the progress of the plan ultimately rests with the Federation Governing Body.**

## STRATEGIC PLAN AREA: FINANCE AND HUMAN RESOURCES

### OBJECTIVES

In order to achieve an integrated and sustainable financial model for the federation, clearly define the roles and responsibilities for support staff, in all of the schools, and further develop a federation-wide structure designed to deliver value for money and build capacity across all schools. Model the financial costs of any staffing restructure. Ensure that all new appointments are on federation contracts

In order to achieve an integrated and sustainable financial model for the federation, examine the staffing structures and workloads in all schools, against future curriculum requirements, and implement an integrated federation wide staffing structure, that improves further the focus on teaching and learning, removes unnecessary duplication, and supports the rationalised curriculum over the life of this plan. Model the financial costs of any staffing restructure. Ensure that all new appointments are on federation contracts

Further develop communication systems across the schools for all staff, teams of staff and governors

Identify and plan additional revenue generating and cost reduction initiatives to include the development of a marketing strategy

Action	Start	Finish	Led By	Resources and costs	Success Criteria - Impact	Monitored By
In order to achieve an integrated and sustainable financial model for the federation, clearly define the roles and responsibilities for support staff, in all of the schools, and further develop a federation-wide structure designed to deliver value for money and build capacity across all schools. Model the financial costs of any staffing restructure. Ensure that all new appointments are on federation contracts	Sept 2014	Feb 2015	Exec Principal Heads Business Director	Time	Plan identified. Savings clearly identified. Timeline for balanced budget established – target is balanced budgets by 2016-2017	Strategy Govs
In order to achieve an integrated and sustainable financial model for the federation, examine the staffing structures and workloads in all schools,	Sept 2014	Sept 2016	Exec Principal Heads Business	Time.	Value for money model produced. Economies of scale	Strategy Govs

against future curriculum requirements, and implement an integrated federation wide staffing structure, that improves further the focus on teaching and learning, removes unnecessary duplication, and supports the rationalised curriculum over the life of this plan. Model the financial costs of any staffing restructure. Ensure that all new appointments are on federation contracts			Director		achieved. Timeline for balanced budget established – target is balanced budgets by 2016-2017	
Further develop communication systems across the schools for all staff, teams of staff and governors	Sept 2014	On-going	Business Director  Finance team	Time.	Due Diligence completed. Recommendations made to FHR Governors	Exec Principal
Identify and plan additional revenue generating and cost reduction initiatives to include the development of a marketing strategy	Sept 2014	On going	Heads Business Director	Time	Plans agreed Implementation strategy agreed	Exec Principal

## STRATEGIC PLAN AREA: LEARNING AND TEACHING

### Objectives

Define and agree an integrated timetable and integrated timetabling process

Define and agree a rationalised curriculum at all Key Stages that removes duplication whilst offering a broad range of subjects, to all students, designed to provide a rich and effective learning experience

Develop a federation CPD programme for Line Managers and Middle Leaders in order to strengthen their role in the Quality Assurance process across all schools

Action	Start	Finish	Led By	Resources and costs	Success Criteria - Impact	Monitored By
Define and agree an integrated timetable and integrated timetabling process	Sept 2014	Spring 2015	Heads Curriculum Teams	Time CPD costs	Integrated processes and approach designed and in place.	Exec Principal
Define and agree a rationalised curriculum at all Key Stages that removes duplication whilst offering a broad range of subjects, to all students, designed to provide a rich and effective learning experience	Sept 2014	July 2016	Heads Curriculum Teams	Time Staff CPD	Curriculum established Implementation timeline established	Exec Principal
Develop a federation CPD programme for Line Managers and Middle Leaders in order to strengthen their role in the Quality Assurance process across all schools	Sept 2014	April 2015	Heads Learning Team	Time Training Budgets	Programme identified Training Plan established	Exec Principal

## STRATEGIC PLAN AREA: STUDENT WELFARE

### OBJECTIVES

Develop systems and structures, designed to raise attendance and progress made amongst vulnerable groups of students, by implementing Best Practice consistently across all schools, to include a focus on the best use of pupil Premium and Student Bursary

Clarify each schools' policy statements and procedures so that students experience a consistent approach from all staff to include IAG systems and procedures so that students maximise their potential

Action	Start	Finish	Led By	Resources and costs	Success Criteria - Impact	Monitored By
Develop systems and structures, designed to raise attendance and progress made amongst vulnerable groups of students, by implementing Best Practice consistently across all schools, to include a focus on the best use of pupil Premium and Student Bursary	Sept 2014	On going	Heads Welfare Team	Time Travel expenses SIMS training costs	Audit of SIMS usage completed. SIMS training planned. Processes established. Data improving.	Heads
Clarify each schools' policy statements and procedures so that students experience a consistent approach from all staff to include IAG systems and procedures so that students maximise their potential	Sept 2014	October 2014	Heads Business Director	Time Staff CPD costs	Policies clarified Process outlined and implemented	Welfare Governors



## STRATEGIC PLAN AREA: STRATEGY AND DEVELOPMENT

### Objectives

In order to achieve an integrated and sustainable financial model for the federation define, agree and implement a leadership structure, roles and accountabilities, job description assuming a single integrated enterprise / management structure operating across three sites. One federation Headteacher and 3 Associate Heads (one per site). The number of Assistant Heads dependent upon the rationalised curriculum and delivery sites. Model the financial costs of any staffing restructure. Ensure that all new appointments are on federation contracts

Further develop the structure and nature of post-16 provision across the two High Schools, with a consequent timeline for implementation

Further develop the federation relationship with the LEP schools with a view to sharing Best Practice, particularly in pedagogy, assessment and transition

Action	Start	Finish	Led By	Resources and Costs	Success Criteria - Impact	Monitored By
In order to achieve an integrated and sustainable financial model for the federation define, agree and implement a leadership structure, roles and accountabilities, job description assuming a single integrated enterprise / management structure operating across three sites. One federation Headteacher and 3 Associate Heads (one per site). The number of Assistant Heads dependent upon the rationalised curriculum and delivery sites. Model the financial costs of any staffing restructure. Ensure that all new appointments are on federation contracts	Sept 2014	Dec 2014	Exec Principal	Time	Areas for development identified. Implementation plan established.	Strategy Govs
Further develop the structure and nature of post-16 provision across the two High Schools, with a consequent timeline for implementation	Sept 2014	August 2015	Secondary Heads	Time Travel expenses	Programme of support established. Commercial opportunities identified. Key staff identified.	Exec Principal  L&T Govs

Further develop the federation relationship with the LEP schools with a view to sharing Best Practice, particularly in pedagogy, assessment and transition	Sept 2014	On-going	Exec Principal	Time	Relationship established. Working Parties established and effective	Full Governors
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## STRATEGIC PLAN AREA: STUDENT PROGRESS

### Objectives

Develop common Learning, and Assessment Policies across all schools

Further develop a common system of tracking and agreed target setting methods using student progress data

Define and implement detailed action plans, in each school, designed to raise standards to at least national levels of performance , in key measures, and maximise the use of Pupil Premium and Sixth Form bursary in order to improve further the progress made by these groups of students

Action	Start	Finish	Led By	Resources and Costs	Success Criteria - Impact	Monitored By
Further develop common Learning, and Assessment Policies across all schools	Sept 2014	On-going	Heads	Time. Software.	Areas for development identified. Implementation plan established.	L&T Govs
Further develop a common system of tracking and agreed target setting methods using student progress data	Sept 2013	Oct 2014	Heads	Time	Tracking system agreed. System in place and QA system established	Exec Principal Progress Govs
Define and implement detailed action plans, in each school, designed to raise standards to at least national levels of performance, in key measures, and maximise the use of Pupil Premium and Sixth Form bursary in order to improve further the progress made by these groups of students	Sept 2014	Dec 2014	Heads	Time	Action Plan established QA system in place	Exec Principal Progress Govs

## STRATEGIC PLAN AREA: INFRASTRUCTURE

### Objectives

Identify the future requirements for site, buildings and infrastructure in support of the federation's strategic intents and plan a relevant timeline designed to implement any changes

Develop an integrated infrastructure plan that delivers cost-effective and high quality facilities that support and enhance the rationalised curriculum across the federation

Identify the requirements for supporting products and services in support of the federation's strategic intents and plan a relevant timeline designed to implement any changes

Action	Start	Finish	Led By	Resources and Costs	Success Criteria - Impact	Monitored By
Identify the future requirements for site, buildings and infrastructure in support of the federation's strategic intents and plan a relevant timeline designed to implement any changes	Sept 2014	Dec 2014	Exec Principal Heads Business Director	Time. Site visits Travel expenses	Areas for development identified. Implementation plan established.	Strategy Govs
Develop an integrated infrastructure plan that delivers cost-effective and high quality facilities that support and enhance the rationalised curriculum across the federation	Sept 2014	On - going	Exec Principal Heads Business Director	Time Travel expenses	Areas for development identified. Implementation plan established.	Strategy Governors.
Identify the requirements for supporting products and services in support of the federation's strategic intents and plan a relevant timeline designed to implement any changes	Sept 2014	Dec 2014	Business Director	Time Travel expenses	Areas for development identified. Implementation plan established.	Exec principal FHR Govs