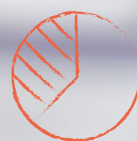


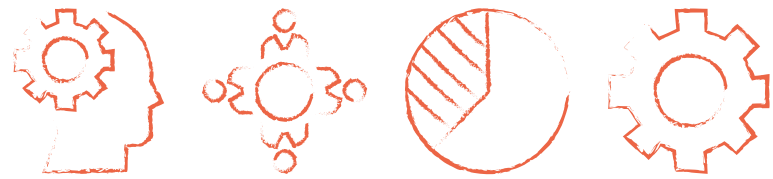


Opening Minds Opening Doors

E-ACT
2020-2021



Opening Minds Opening Doors



We will open minds
and open doors
for our pupils,
our staff and our
communities by:

01



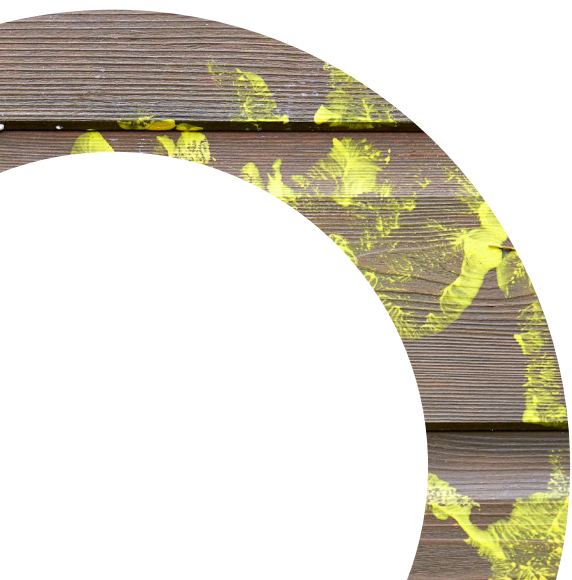
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03



04





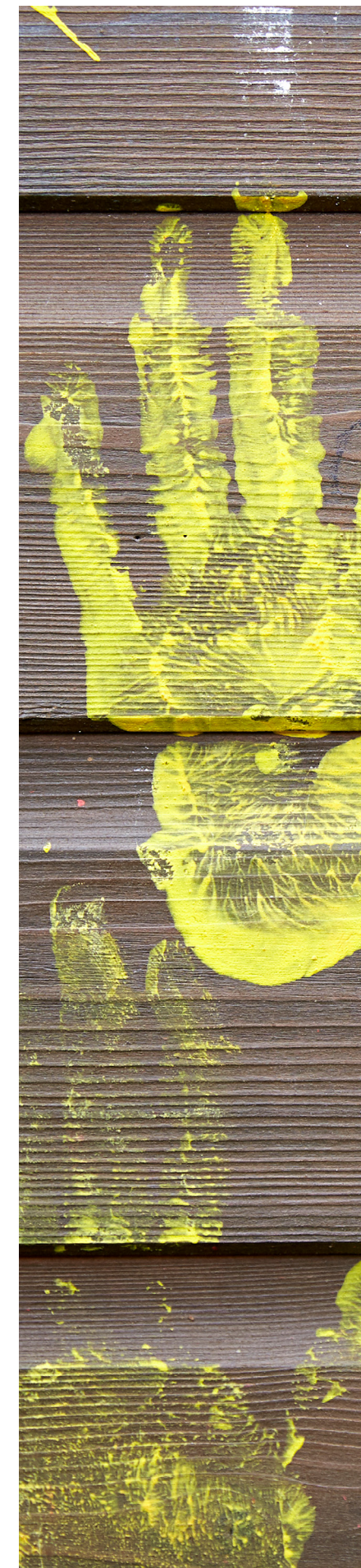
Opening Minds Opening Doors

What will this look like and feel like in five years' time for our:

**Pupils
Staff
Communities**

Our pupils will:

- Have experienced a wide range of opportunities and be better equipped for society and for life
- Have experienced high-quality teaching and learning both inside and outside of classrooms from highly competent staff
- Be free from intolerance
- Have developed and want to continue a love of learning, become lifelong learners and have the agility to seek out new learning
- Develop as future leaders
- Be confident and resilient in their endeavours
- Benefit from a learning environment that supports their mental health and wellbeing





Our staff will:

- Celebrate E-ACT as an employer of choice
- Be secure, happy and fulfilled
- Excel and develop lifelong career opportunities
- Be leaders, be empowered and contribute to the development of the trust
- Be committed, hard working and versatile because of the high-quality support they receive
- Enjoy a new flexibility and better work/life balance because our trust is organisationally intelligent
- Benefit from support for their mental health and wellbeing



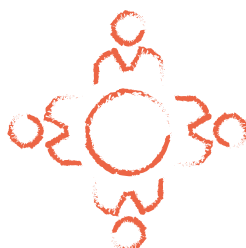
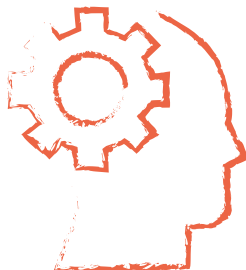
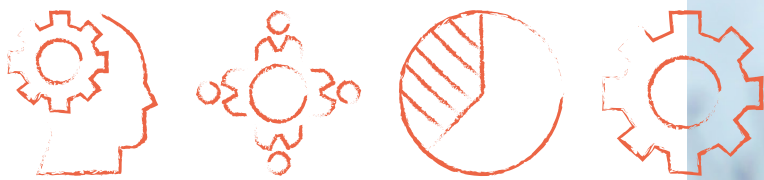
Our communities will:

- Endorse, promote and support our academies as the school of choice
- Benefit from collaboration and celebration
- Work with us to ensure that our academies are engaging, welcoming and proactive
- Work with us to provide high-quality work experience for pupils
- Help us develop a healthy volunteer network
- Support the best possible links with MPs and local services to support our pupils and families
- Want to join our Ambassador teams
- Work with the trust to develop highly effective extra-curricular programmes



Our immediate objectives

2020-2021



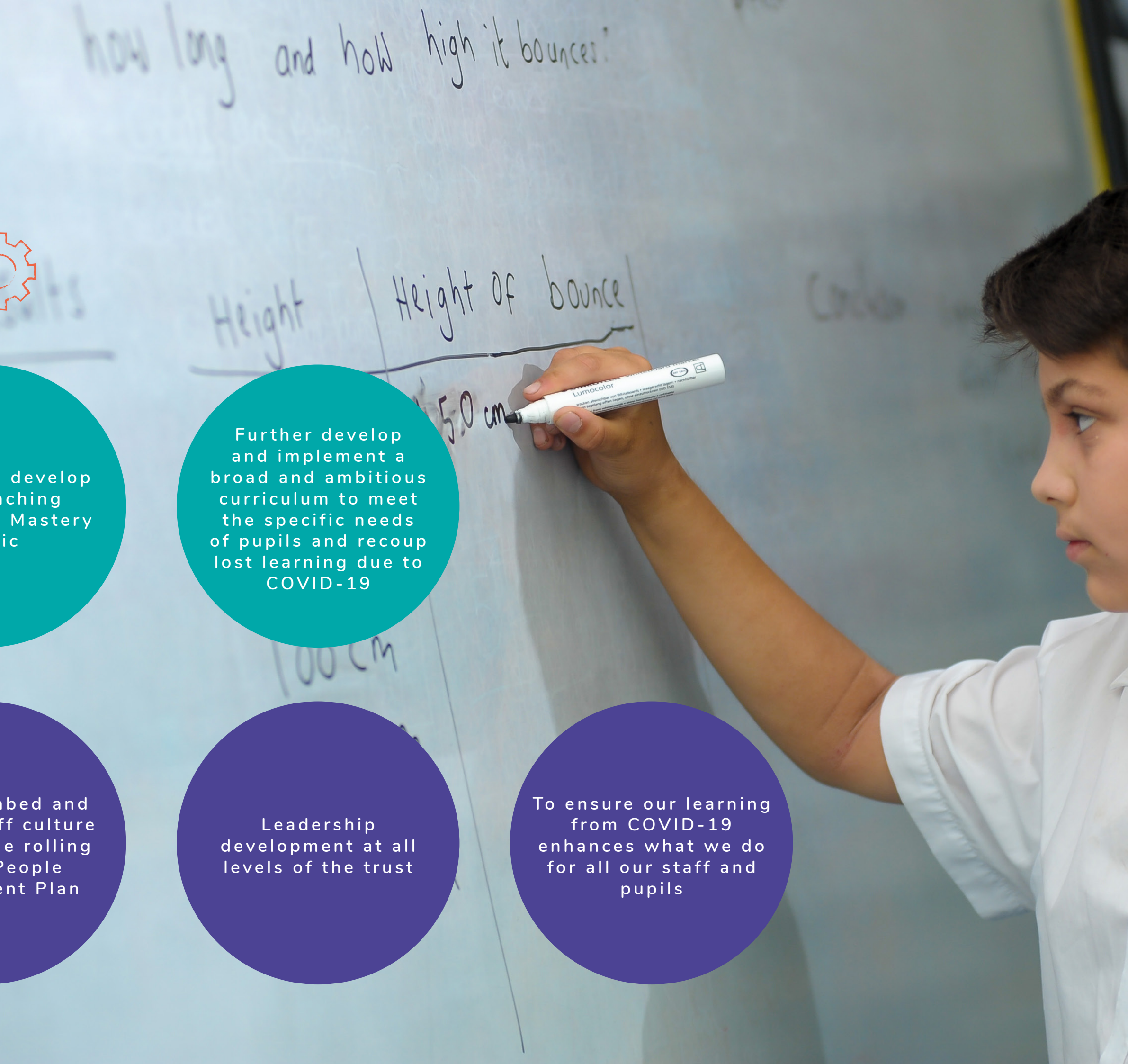
Continue to develop great teaching through the Mastery Rubric

Further develop and implement a broad and ambitious curriculum to meet the specific needs of pupils and recoup lost learning due to COVID-19

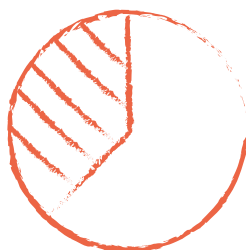
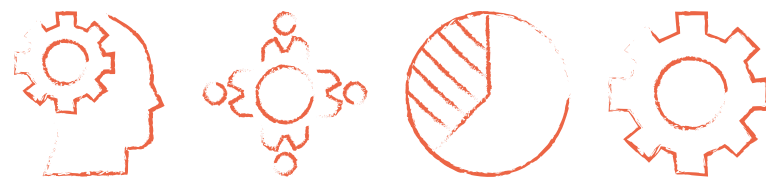
Sustain, embed and develop staff culture and continue rolling out our People Development Plan

Leadership development at all levels of the trust

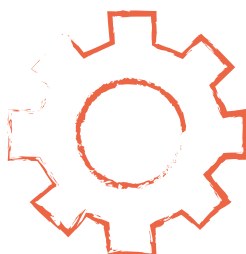
To ensure our learning from COVID-19 enhances what we do for all our staff and pupils



2020-2021 objectives



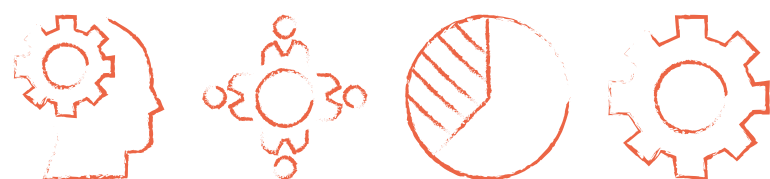
Continuous
development of
financial literacy and
three year planning
for sustainability and
growth



Securing great
governance at all
levels of the trust



Continue to develop
great teaching
through the
Mastery Rubric



How will we
achieve this?

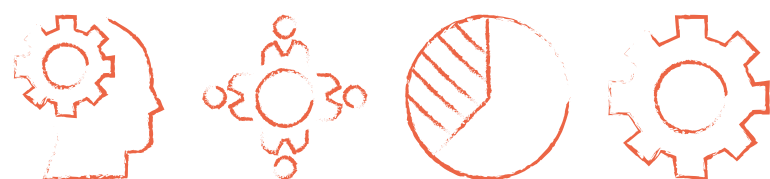
- **Simplify** and refine the rubric so that it more readily identifies training needs
- **Introduce** robust systems for analysis of the data yielded
- **Use** the data to identify CPD needs on an individual, department, academy and trust level
- **Develop** and embed high-quality personal development plans for all staff at E-ACT following the removal of PRP
- **Increase** the proportion of staff working at or above expected levels in our E-ACT Mastery Rubric
- **Increase** the proportion of teaching at Mastery Level
- **Increase** accountability for teaching and learning in our GRDs and RPBs
- **Empower** our teachers and leaders to strategically influence and shape the rubric to maximise its impact in transforming teaching and learning

Our impact

- **The** consistently high standard of teaching and learning leads to rapid pupil progress and improved outcomes
- **Teachers'** individual CPD needs and trends are swiftly identified and addressed through targeted, high-quality CPD
- **Highly** skilled teachers deliver creative, precisely planned lessons that are pupil-centred and match individual needs



Further develop
and implement
a broad and
ambitious
curriculum to
meet the specific
needs of pupils
and recoup lost
learning due to
COVID-19



How will we
achieve this?

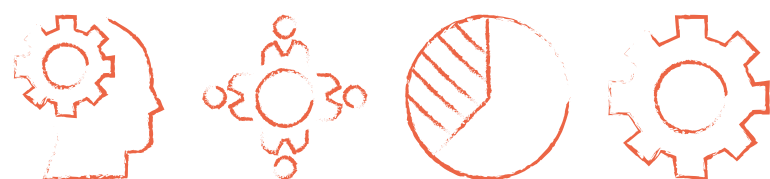
- **Provide** focused support to academies identified as not yet having embedded the English and maths mastery curriculums
- **Share** good practice of academies which have successfully embedded the mastery curriculums
- **Develop** a consistent formative assessment approach to the mastery curriculums
- **Continue** to develop the skills and experience of staff to effectively approach curriculum planning at all levels
- **Quality** assure the intent, implementation and impact of the newly developed curriculums for 2020
- **GRDs** and RPBs to be an integral part of the quality assurance process
- **Ensure** that all of our children gain the necessary knowledge and develop the appropriate skills that will prepare them for their next stage in life

Our impact

- **Pupils** develop into lifelong learners with the capacity to overcome setback and recoup lost learning, and who appreciate the value of education
- **Attendance** for all year groups improves because pupils access a broad and ambitious curriculum that is well-matched to their needs and reflects their interests
- **High-quality** English and maths provision gives pupils full access to the wider curriculum, leading to outstanding outcomes at the end of years 6, 11 and 13 with reduced intervention



Sustain, embed
and develop
staff culture and
continue rolling
out our People
Development Plan



How will we
achieve this?

Our impact

Culture

- **All regions** will have an effective recruitment strategy in place which secures reduction in vacancies and recruitment of high calibre staff across the trust
- **Develop** and begin to embed a consistent national 'recruit a friend scheme'
- **Increased** retention of high-quality staff
- **Significant** reduction in recruitment costs and reduction in the use of agencies to source staff
- **Develop** and embed high-quality personal development plans for all staff at E-ACT
- **Develop** and secure a high-quality self-reflection and coaching programme for all staff

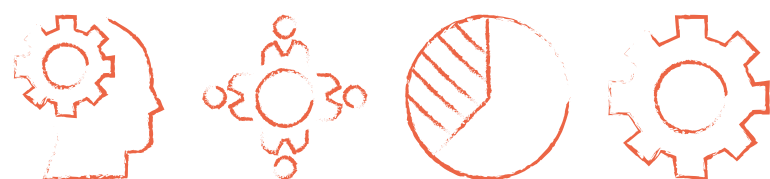
- **Minimal** costs of external recruitment
- **Increased** take up, year on year, of the refer a friend scheme
- **Less** staff leave us year on year
- **All staff** will have a career development plan and know their routes to progress, have access to relevant training and develop within the academy and the trust
- **All** new staff induction is carried out with minimal year one leavers
- **Staff** voice framework will show the culture of the organisation supports them and our learners
- **Staff** enjoy their job and are confident in their roles, expectations and able to make a difference
- **The** People Development Plan will achieve all its year two objectives

People Development Plan

- **Embed** our new induction plan and strategy to secure high-quality induction for all staff
- **100%** of staff fully involved in high-quality induction to support their career at E-ACT
- **Effective** gap analysis to identify staff that require further support through induction – close the gap
- **Increased** percentage of staff retained in year 1 as a result of high-quality induction
- **Greater** confidence and competence of those leading induction to ensure staff feel valued and supported when they join and develop with E-ACT



Leadership development at all levels of the trust

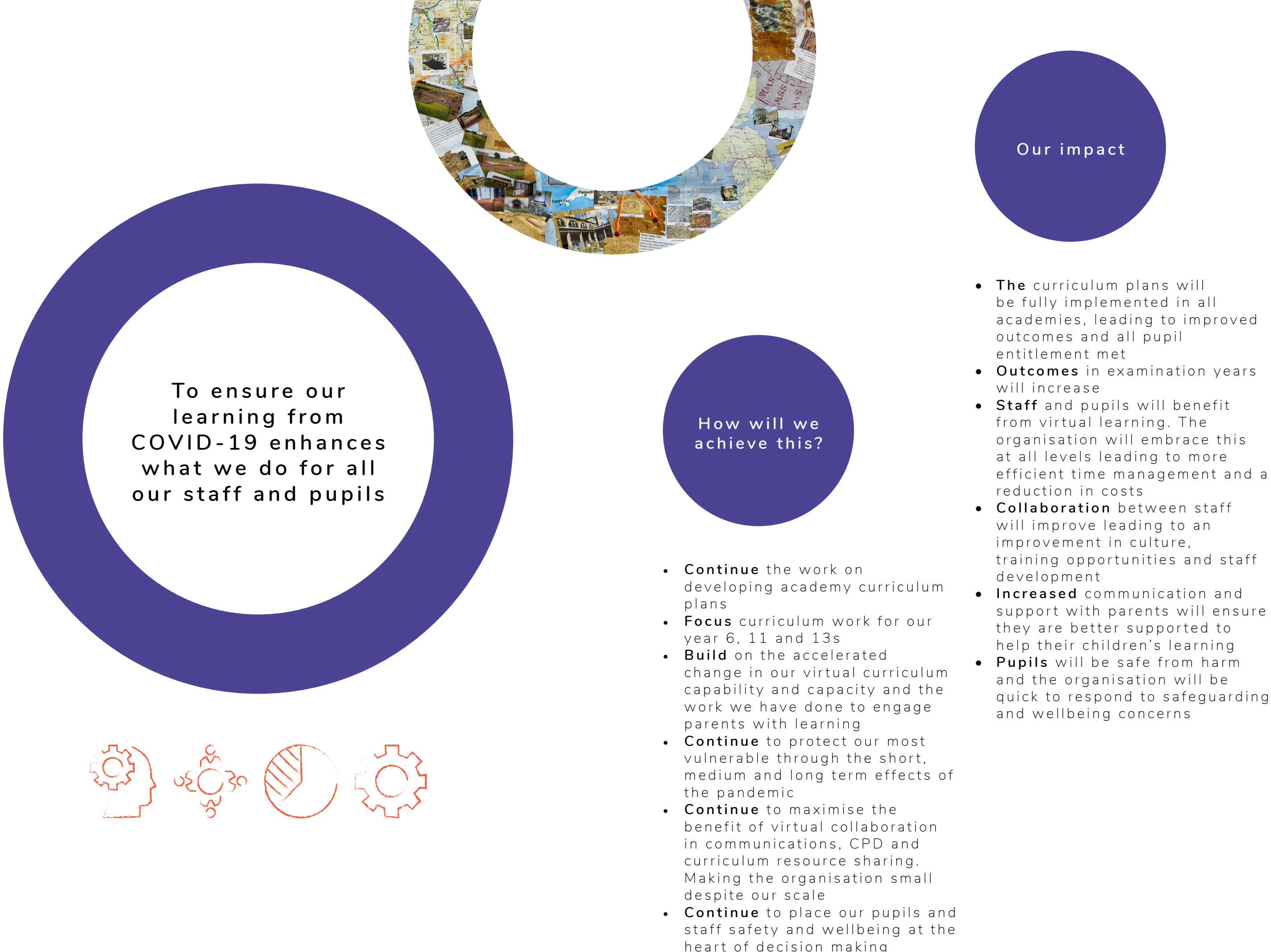


How will we achieve this?

- **Develop** and embed high-quality personal development plans for all staff at E-ACT
- **All regions** develop and embed academy and regional succession plans linked to academy and regional improvement plans
- **Increased** impact in talent mapping and succession planning in academies and regions to provide talent pipeline
- **Review** and develop a consistent CPD offer

Our impact

- **Staff** at all levels who want to progress into leadership roles know that pathway and the development available to achieve this
- **Every** academy, regional and national teams and functions will have a succession plan
- **We** will have the detail of all of our internal talent and skills that are available for all
- **Leaders** are supported and confident in their roles and able to demonstrate how they lead with E-ACT values and positively contribute to E-ACT culture



To ensure our learning from COVID-19 enhances what we do for all our staff and pupils

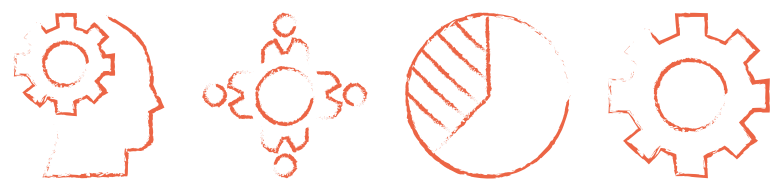
How will we achieve this?

- **Continue** the work on developing academy curriculum plans
- **Focus** curriculum work for our year 6, 11 and 13s
- **Build** on the accelerated change in our virtual curriculum capability and capacity and the work we have done to engage parents with learning
- **Continue** to protect our most vulnerable through the short, medium and long term effects of the pandemic
- **Continue** to maximise the benefit of virtual collaboration in communications, CPD and curriculum resource sharing. Making the organisation small despite our scale
- **Continue** to place our pupils and staff safety and wellbeing at the heart of decision making

Our impact

- **The** curriculum plans will be fully implemented in all academies, leading to improved outcomes and all pupil entitlement met
- **Outcomes** in examination years will increase
- **Staff** and pupils will benefit from virtual learning. The organisation will embrace this at all levels leading to more efficient time management and a reduction in costs
- **Collaboration** between staff will improve leading to an improvement in culture, training opportunities and staff development
- **Increased** communication and support with parents will ensure they are better supported to help their children's learning
- **Pupils** will be safe from harm and the organisation will be quick to respond to safeguarding and wellbeing concerns

Continuous
development of
financial literacy
and three year
planning for
sustainability and
growth

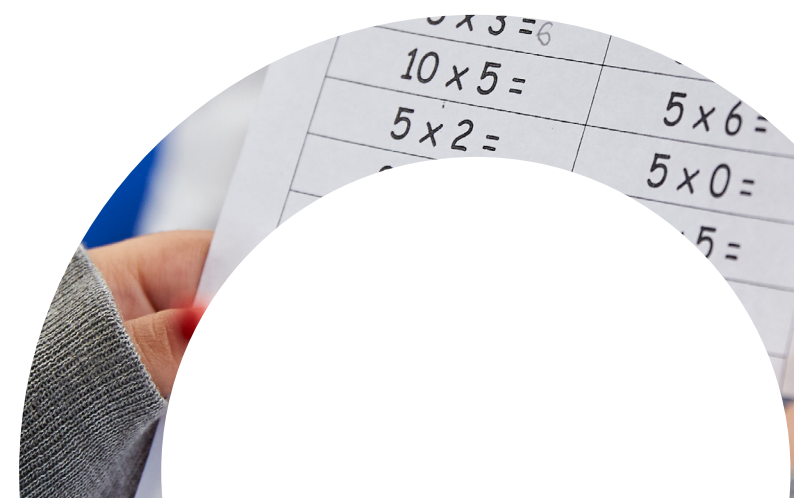


How will we
achieve this?

- **Champion** customer service in our regional processing teams
- **Train** all headteachers in financial literacy
- **Analyse** spend vs outcomes in different areas of the trust

Our impact

- **Better** aligned financial processing with local purchasing requirements
- **Stronger** management and ownership of budgets by our headteachers
- **More** effective use of our financial resources, enhancing educational provision



Securing great governance at all levels of the trust

How will we achieve this?

Engaging with our Members

Develop effective communication with our Members to ensure that at the highest level of trust governance, there is good understanding of the strategic priorities each year.

Empowering leaders in governance at academy and regional level

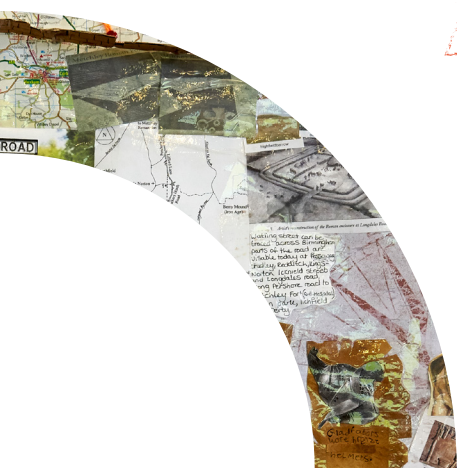
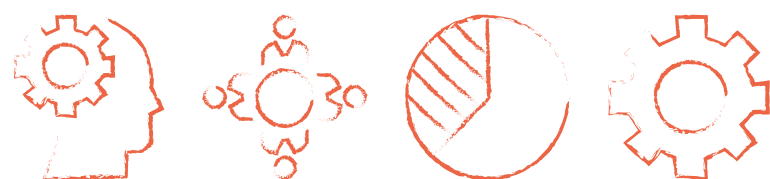
Develop further leaders' confidence and competence in taking decisions to support best practice in holding staff to account for education and operational improvement, and in upholding good ethical governance.

Making governance meaningful for all

- **Develop** new training and support materials to help deepen staff knowledge of all aspects of governance
- **Embed** knowledge and understanding of how and why effective and high-quality governance supports the day to day work in every academy across the trust
- **Develop** new ways of sharing best practice in governance across the trust

Our impact

- **Members** are well informed by the board and the Executive Leadership Team about our strategy and impact each year
- **Leaders** at all levels show even more confidence in their roles and demonstrate good governance in all they do
- **Additional** training and support enables our people to understand why governance is everyone's responsibility
- **Through** high-quality training, staff across the trust understand how all aspects of governance and good strategic planning help to secure the very best outcomes for pupils, staff and our communities





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