



Red Kite Schools Trust  
Strategic Plan  
2018-21

## Contents

1.	Executive summary.....	3
2.	Vision.....	4
3.	Approach to school improvement.....	4
4.	Core values and objectives.....	5
5.	Leadership and governance .....	5
6.	Current structure and anticipated growth.....	7
7.	Growth strategy.....	8
	Our growth principles .....	8
	Our assumptions for growth .....	8
8.	Trust strategic objectives 2018-21 .....	9
	School improvement.....	9
	MAT development – growth and infrastructure .....	9
	Effective governance .....	9

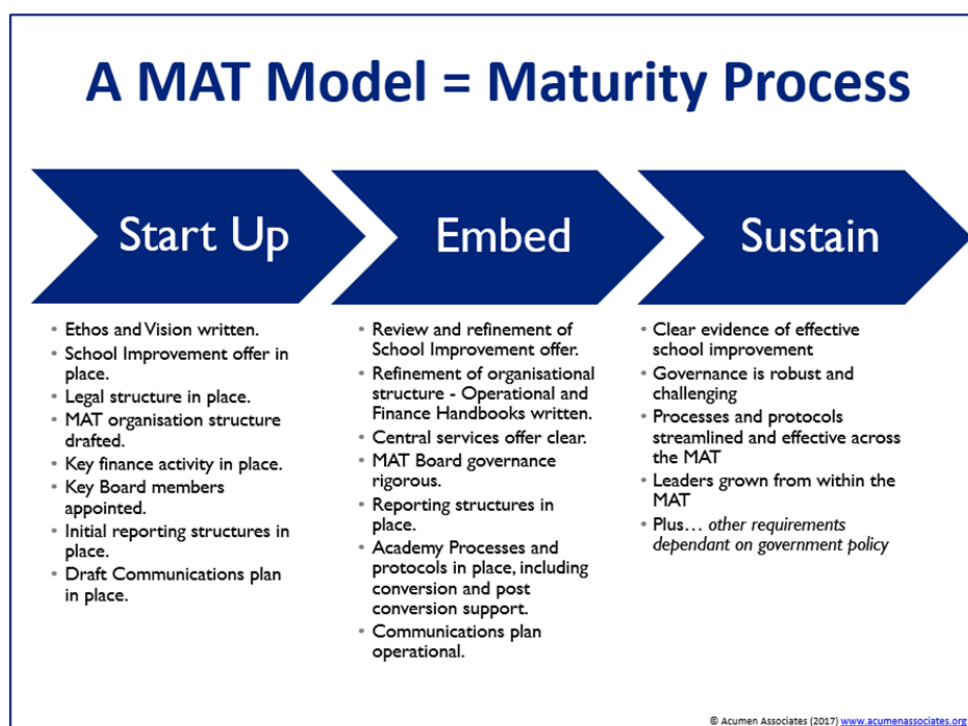
## 1. Executive summary

Red Kite Schools Trust (RKST) is multi-academy trust based in the Chilterns area of Buckinghamshire. The Trust began life in 2015 after Chesham Grammar School was approached by the Local Authority to undertake sponsorship of Little Spring School. In September 2015 Little Spring was renamed Ivingswood Academy and the 'starter' Multi Academy Trust (MAT) was formed. In 2017 the Trust was approached by the Regional Schools Commissioner to sponsor Waterside Community Combined School which was looking for a locally based MAT to join. This was agreed, and the Trust currently comprises one co-educational grammar school and two sponsored primary schools.

Over the last two years there have been many meetings with local secondary and primary schools concerning the future and the intention of the Trust is to develop further in the next 3 years to become a broad-based MAT including a variety of different schools and effectively serving the local community. Our aim is to create a network of exceptional schools which are rooted in a shared and supportive community, which thrive on collaboration while maintaining their own distinctive ethos.

Our ambition is to have a mix of schools of different types and phases working together to give children in the local area the best possible education. The benefits of schools working together are extensive and well documented and include school-to-school support, collaborative working and cost savings through effective purchasing and resource management. Our aim is to provide services to schools within the MAT that are effective and efficient and which allow senior teams in each school to focus their efforts on teaching and learning.

To track our progress, we have reviewed the model below which represents the various stages of maturity for Multi Academy Trusts. At this point the MAT is on the cusp between the Start Up phase and the Embed phase. This Strategic Plan will move us firmly into the Embed phase of the maturity model and as the MAT grows, we will ensure that the school improvement offer, governance, reporting structures and processes are developed to be appropriate as we grow.



## 2. Vision

### Achieving excellence

At Red Kite Schools Trust we aspire to excellence in everything we do. We want to raise standards for all children, whatever phase or type of school they are in so that their outcomes and life chances are as good as they can be.

We aim to develop young people who are honest, tolerant and respectful of others and who have high aspirations and a desire to contribute to and succeed in a rapidly changing world

We seek to create a community of schools in which collaboration and joint working is the norm so that good practice is shared, and all schools benefit from each other's strengths. This community of schools will allow staff to develop and flourish and will allow senior leaders to focus their time and energy on ensuring that what goes on in the classroom every day meets the needs of that school's children and is as good as it can be.

We recognise that each school in RKST has its own unique characteristics and exists in the context of, and to serve, its local community. In reflection of this, we ensure that each school plays its part by creating mutually beneficial relationships and partnerships with parents and with the wider community. As the MAT grows there will be greater opportunities to support and engage with the local community as a whole.

We are determined to operate as efficiently as possible, seeking value for money and savings through economies of scale in all that we do. Our aim is to provide schools with access to high quality centralised services, standardising where appropriate, so that as much of each school's resources as possible can be directed towards and focused on teaching and learning.

## 3. Approach to school improvement

School improvement drives everything that we do. Our belief is that all schools, whatever, their Ofsted designation, should seek to continually improve and Red Kite Schools Trust provides an environment in which each school can develop, providing the best possible educational opportunities for pupils across the Trust. Central to our approach to school improvement is:

- A commitment to collaboration and joint working so that expertise and good practice can be shared. We believe that learning with and from each other is one of the most effective CPD tools.
- A commitment to ensuring that each school maintains its own character and ethos and to preserving the individuality of each within the supportive environment of the Trust. Each Trust school will maintain its own self-evaluation and school development plan tailored to meet the specific needs, opportunities and challenges of the school.
- An integrated approach to school improvement, working in conjunction with the school and agreeing tailored support from within the Trust and external resources as appropriate.

- A commitment to continuous school improvement and to providing support, training and professional development for staff at all levels from NQTs to TAs and from those moving towards Middle Leadership to staff in Senior Leadership positions.

All of this is underpinned by a robust process of monitoring and evaluation using clear criteria to ensure the best outcomes for every child in our care.

## 4. Core values and objectives

The Red Kite Schools Trust vision is underpinned by six core values and objectives:

**Educational excellence** – we want teaching and learning to be excellent so that all children and young people reach their full potential and have the very best start in life.

**School improvement** – we will ensure that we are on a continuous path of improvement and development within each school and across the Trust.

**A safe environment** – we want an environment where safeguarding is central to all our planning and decision making.

**A supportive environment** – we want leaders, staff, children and young people in our schools to enjoy an environment where they are supported as well as challenged.

**Transparency and openness** – we are transparent and open and communicate effectively with our stakeholders.

**Community engagement** – we are outward looking and seek to take an active role in the community we serve.

The values and objectives are underpinned **by financial astuteness and probity** – we manage our finances carefully, maximising opportunities to create excellent environments for learning.

## 5. Leadership and governance

In a Multi-Academy Trust, one group of Members and Trustees governs a group of schools. The MAT is ultimately responsible and accountable for the performance of all the schools within it.

The Members of Red Kite Schools Trust are responsible for:

- appointing up to 5 directors (Trustees) to the Trust Board
- approving changes to the Trust Articles, Funding Agreement and name
- appointing auditors and receiving the annual accounts.

The Board of RKST currently comprises the Executive Headteacher and Trustees who together bring a wealth of experience as school Governors in addition to skills and knowledge from education, business and the wider world.

All Trustees, except for the Executive Headteacher, are unpaid volunteers.

The Board is supported by the Chief Operating Officer and an independent Clerk.

The Board of the RKST has three core functions:

- to set the vision, ethos and strategic direction of the Trust
- to challenge and support each school to provide the highest standards of education to their pupils
- to oversee the financial performance of the organisation and ensure the money is well spent.

As Directors of a charitable trust, the Red Kite Schools Trust Trustees ensure that they comply with both charity and company law as well as the terms laid down in the Trust's Funding Agreement and Articles of Association.

Each school within the Trust has a Local Governing Body (LGB) to which certain functions are delegated and each has a level of responsibility appropriate to its circumstances.

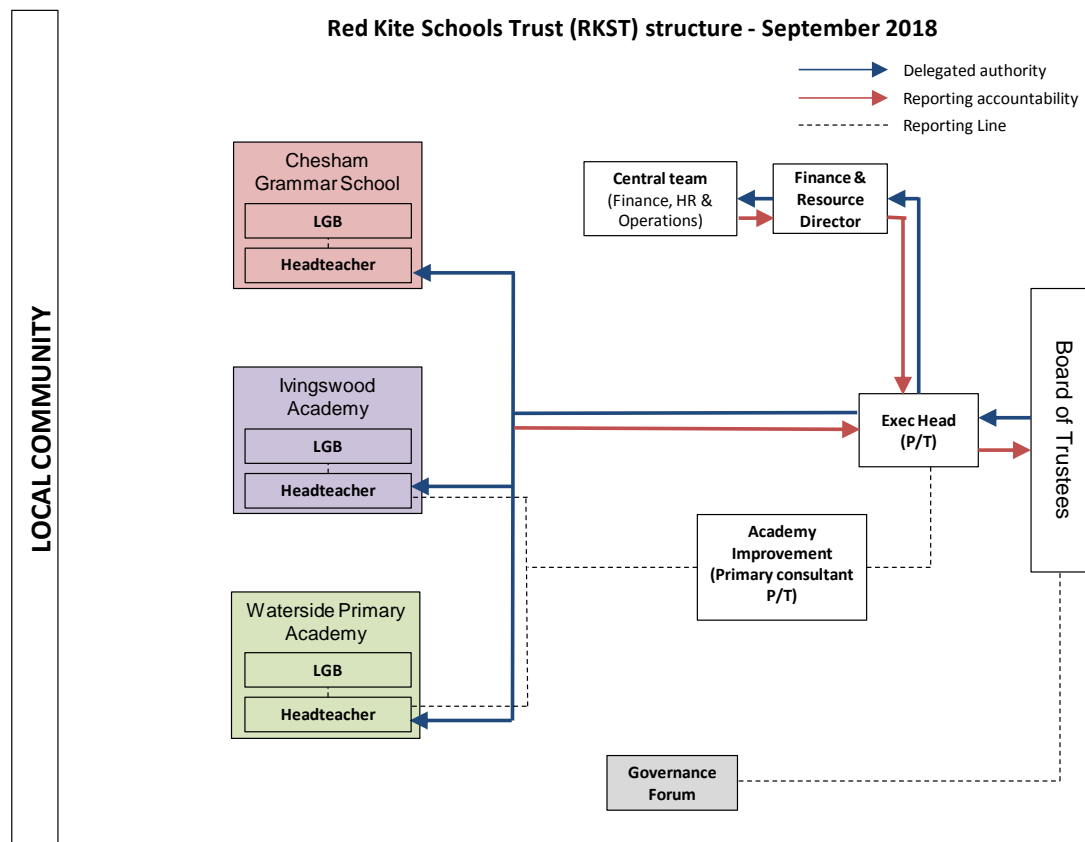
LGBs have the responsibility:

- to provide advice to the Trustees on the functioning of their Academy
- to act as a key link between the Academy Trust, parents and the Academy community
- to act as a sounding board for the Headteacher and offer challenging but positive support to them
- to continually review the overall impact of the Academy
- to assist with and review the implementation of academy policies, such as child protection, pupil admissions and behaviour.

There is a two-way flow of information between each LGB and the Trust Board to ensure that key information is effectively communicated throughout the Trust.

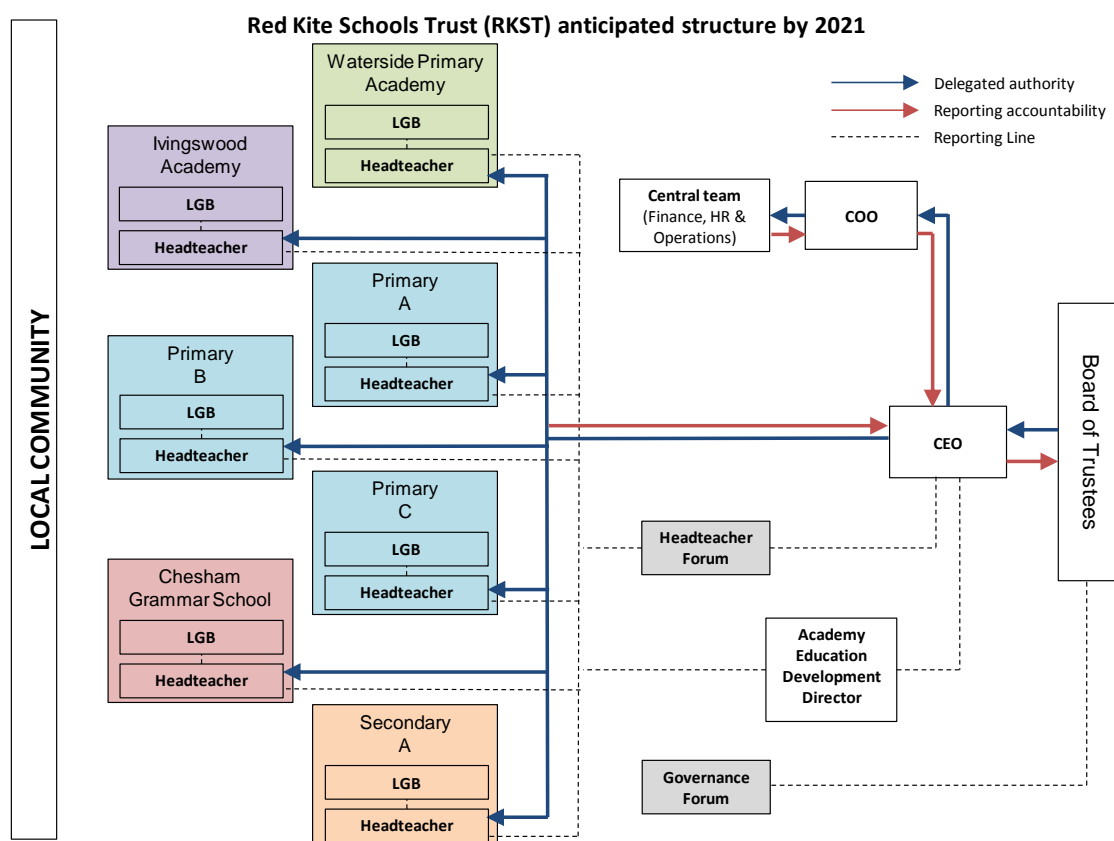
A Scheme of Delegation has been established for the Trust which lists who is accountable and responsible for what.

## 6. Current structure and anticipated growth



The Trust intends to grow in a sustainable way over the next 3 years, achieving the anticipated structure by 2021.

Our plans include appointment of a Chief Executive Office for the Trust during 2019. The timing of this key appointment will be managed in alignment with the commitment of additional schools to join the Trust. Once appointed, all Headteachers within the Trust will report to the CEO and he or she will be accountable to the Trust Board for the performance of the Trust as a whole.



## 7. Growth strategy

### Our growth principles

- **Planned** – 2019 -2021 initially.
- **Sustainable** – reviewed regularly by the Board to ensure we grow wisely.
- **Inclusive** – a community MAT with customised support for each school.

### Our assumptions for growth

- Schools that join will embrace the vision and ethos of the Trust.
- Schools joining will be located in the local community.
- Growth is at a speed that is manageable.



## 8. Trust strategic objectives 2018-21

### **School improvement**

Overall objective: There is clear and measurable evidence that all schools within Red Kite Schools Trust are continuously improving outcomes for their pupils.

Key performance indicators:

- national test results show continual improvement within each primary school and are in line with or better than results for similar schools
- public examination results show continual improvement within each secondary school and are in line with or better than the results for similar schools
- progress data for children in each school shows continual improvement
- all teaching in all schools is at least good with much outstanding.

### **MAT development – growth and infrastructure**

Overall objective: RKST grows in a sustainable and way and has an infrastructure which effectively and efficiently supports the growth plans and the delivery of central services to schools.

Key performance indicators:

- a minimum of 1 secondary school and 3 primary schools join the MAT by September 2020
- Chief Executive Officer appointed in 2019
- no further schools in a category admitted in 2019
- 2021-2024 strategic plan developed by December 2020
- in year balanced budget for each school by September 2020

### **Effective governance**

Overall objective: RKST has effective governance which is fit for purpose in each school and for managing the Trust which is confirmed by external formal review or accreditation.

Key performance indicators

- the Trust Board evolves as necessary to meet specific requirements of schools joining the Trust
- an external review of governance completed by July 2019
- the Governance Forum meets regularly and provides an effective forum for sharing information and best practice
- the Trust Board and all LGBs have the appropriate skills and experience based on the requirements of the Governance Competency Framework
- all LGB and Trust meetings have attendance rates of 75% or above
- evidence of a clear focus by Trustees and Governors on school improvement including data and performance dashboards reviewed, challenged and any issues followed through
- evidence that Trustees and Governors monitor the development, progress and outturn of budgets each year, address any issues and that appropriate financial controls are in place

The Trust will develop detailed one year and three-year plans to deliver these objectives.

**Red Kite Schools Trust - Achieving excellence**