



The Corsham School Academy Group

Strategic Plan 2019 - 2024



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Foreword

I am pleased to introduce the CSAG Strategic Plan for The Corsham School Academy Group (CSAG).

The CSAG was formed in January 2013 when The Corsham School made the transition from single academy to multi-academy trust after the Corsham Regis Primary School became the first school to join The CSAG as a sponsored academy. With the Department for Education's approval for The Corsham School to become a Sponsor, it became responsible for supporting and monitoring improvements in educational and financial performance at Corsham Regis.

The CSAG is committed to providing the best possible opportunities for the local people of Corsham and its surrounding villages and is working hard to deliver educational excellence for all its students from Reception right up to age 19. This means outstanding outcomes for all young people; innovative, enthusiastic, well-trained staff that provide high-quality teaching, learning and assessment experiences every day, and pupils/students that leave education well-prepared for the next step of their lives.

The CSAG aims to contribute positively to the self-improving school-led system in education across this locality. We are committed to adding real value to the community, helping it become even more effective in order to achieve the very best for all young people. We believe in true collaboration; working in partnership, investing in people and building capacity for long term, sustainable success. Our academies/schools will need to respond to the challenge of creating this landscape.

The continuous growth of Corsham will put pressure on existing educational provision in the area but we are committed to meeting the needs of all local young people and being the schools of choice within the community.

These are exciting times in education in Corsham and I am proud that we are meeting the challenges head on and spearheading new developments for the benefit of all of the children of our town and surrounding villages.

Mr Rodney Bell
Executive Headteacher, CSAG.

What is the CSAG?

The CSAG is a geographically based Multi-Academy Trust (MAT). All academies in a MAT are governed by one trust (the Members) and a single board of directors.

The board of directors is responsible for decisions relating to how each academy is run, from the curriculum to staffing. However, the MAT can establish a local governing body for each of its academies, to which it can delegate some of its functions. The MAT remains accountable for these functions.

Schools in the CSAG

School	Address	
The Corsham School Secondary Academy	The Tynings, Corsham, SN13 9DF	Mr Rod Bell Executive Headteacher
The Corsham Regis Primary Academy	Kings Avenue, Corsham, SN13 0EG	Mrs Abby Symons Headteacher

What is the long-term vision?

Our strategic plan is ambitious and exciting; it reflects our locality and the needs of our young people. Simply, we want to provide educational excellence at the heart of our vibrant community by developing and sustaining outstanding leadership with a view to raising outcomes for all local children and young people.

The country's education system is in a state of fundamental change as we move to a self-improving system that reduces central government control in favour of a school-led system. This provides a great opportunity for our academies/schools to take the lead and create a system that our community and young people deserve.

Bold and dynamic leadership, at all levels, is fundamental to help transform our local education system. We need to develop and own this new system together and take risks to ensure all our learners, regardless of their starting point or background, have their needs met and thrive in the communities that we create. We aspire to be a high performing and ambitious MAT; we need to take the lead and create an even higher performing group of academies/schools.

What are the strategic priorities?

For the next five years, the CSAG will focus on a range of priorities; centrally, there will be 3 main areas of focus:

Continuous School Improvement

Our challenge is to continue our journey in improving systems so that all the academies within the CSAG are providing an exceptional educational experience that is 'outstanding', not only in terms of their Ofsted judgement, but also in the eyes of our learners, staff, and local and wider community.

Strategy for Growth

The CSAG to have a defined strategy for growth, understanding the need to build capacity in advance of new academies joining, and preparing for the challenges of different types of academies joining the MAT (start-up, sponsored, converters in both phases). The CSAG to have a clear understanding of the impact that different types of academy joining will have on its overall leadership and governance. The CSAG to have a plan for optimum geographical coverage and to be prepared to say "no" where relevant.

Communications

The CSAG to be fully cognisant of the importance of communicating its core vision, using all forms of media, and to develop a strong brand which is used consistently. The CSAG to develop both proactive and reactive systems for marketing, PR, and media handling, and to be able to involve and influence all key stakeholders.

There are six main trust objectives for the strategic plan:

1. Maintaining a Clear Vision & Values
2. Achievement
3. Quality Assurance & Data
4. Financial Strategy & Control
5. Governance
6. Workforce Strategy

1. Maintaining a Clear Vision & Values

The CSAG to have a clear and compelling vision for developing the academies within the Trust. All stakeholders to be clear about, and be able to articulate, the moral purpose of the CSAG, its mission and its values. All stakeholders to share an understanding of what it means to be part of the CSAG, including those elements that are non-negotiable.

Priority 1 - Ensure that the vision for 5-18 education is promoted

We will ensure that the website and other opportunities for communication reinforce key messages from the vision statement.

Priority 2 - Provide regular, positive communication about our success and enhance our reputation

We will put in place a communication strategy that ensures that the vision is widely shared.

Priority 3 -Develop the next stage of growth strategy for the Trust

We will negotiate with external stakeholders regarding possible expansion plans

Priority 4 -Develop relationships with external stakeholders such as the Local Authority, Regional Schools Commissioner, other Multi Academy Trusts and Teaching School Alliances.

We will attend meetings with key stakeholders and continue to lobby the LA for additional resources in response to housing growth.

2. Achievement

Achievement (academic and non-academic) in the CSAG academies will build on the previous personal best, with year on year improved progress and outcomes for pupils/students of all abilities. We will increase educational standards by sharing resources.

Priority 1 -Curriculum Design

Continue to design a broad, balanced and creative curriculum that ensures all pupils/students, especially the disadvantaged, have the opportunities to develop their thinking skills by being able to apply their prior learning to ensure greater depth of knowledge.

Priority 2 - Quality Teaching

To ensure all teaching is consistently good or better in all lessons and intervene where necessary

Priority 3 - The development of Character

To ensure all pupils/students are equipped with the skills, knowledge and competencies, distinct from their academic work, which will help them succeed in the future.

Priority 4 - Student Support

To ensure that we continue to provide the necessary support for all pupils/students, but especially for those disadvantaged, to assist them in achieving successful outcomes and next step towards their careers pathway.

3. Quality Assurance & Data

The CSAG to have available a wide range of both qualitative and quantitative data to develop clear methods of assessment, both of individual academies and of the CSAG as a whole. The CSAG to have robust review systems, ensuring that risks are effectively and swiftly managed, and intervening where performance levels drop below expected standards.

Priority 1 - Data Dashboards

Develop and implement a comprehensive data dashboard, progress tracking and target setting processes for all outcomes that act as KPIs for progress towards the vision.

Priority 2 - Leadership

Ensure all leaders are trained in current Quality Assurance processes, Ofsted requirements and regularly review performance, identifying areas requiring intervention that inform academy improvement planning. Deliver future leaders for our academies at every level across the CSAG through high-quality professional development opportunities.

Priority 3 - Accountability Framework

Develop and communicate a clear accountability framework - including what happens when an academy/member of staff under-performs;

4. Financial Strategy & Control

The CSAG to have transparent and clear systems for ensuring financial probity, having access to accurate and timely management information to ensure effective budgeting. The CSAG to make efficient use of economies of scale, achieving best value for top-sliced funds, and to pursue alternative revenue streams to benefit the CSAG as a whole (e.g.: providing services beyond the CSAG itself). A sustainable educational & business plan will be in place that supports the academies/schools to meet their core objective of delivering exceptional education for every child

Priority 1 - Three-Year Budget Planning

We will make use of relevant funding information forthcoming from the DfE and EFSA to model a bespoke three-year budget plan that plans for financial savings and presents a balanced budget for each academy, whilst ensuring it delivers on its strategic aims.

Priority 2 - Business and Operational Systems

We will ensure that operational business meet the needs of all academies systems and are fit for purpose in complying with the financial rules and regulations of the Charities Commission and Education & Skills Funding Agency (ESFA).

Priority 3 - Building & Estate Management

Provide expert advice for the CSAG Board, Executive Team and LGBs on the state and condition of its buildings, leading to a clear maintenance & condition improvement plan for 2019-2024, and take advantage of any opportunities that exist to bid for additional grants to support the achievement and success of its pupils/students, or the development of our capital stock and buildings.

Priority 4 - Maximising Income

Develop a strategy for creating savings and generating income for one, three and five years, which supports each academy to maximise pupil/student recruitment and celebrates student/pupil/academy/CSAG successes locally and nationally through a strong local and national media presence.

5. Governance

The CSAG to have a scheme of delegation which clearly defines responsibilities of the various levels of governance (Members, Trustees, Local Governing Body). All members of governances at all levels to be clear about their responsibilities, and to have access to relevant training and information to support their defined roles. Leadership and governance across the Trust will be outstanding and succession planning effective in securing leaders and Governors of a high calibre across CSAG.

Priority 1 - Governance Structures, LGBs and the Scheme of Delegation

Review, revise and update the model of governance across the CSAG, to ensure that the structure is fit for purpose and capable of meeting the priorities, is consistently compliant, and training in place to increase the capacity of holding each academy to account.

Priority 2 - Quality Assurance Systems

We will ensure that the recommendations from internal Quality Assurance Reports are acted upon.

Priority 3 - Statutory Policies

We will ensure that all Statutory Policies are reviewed and approved by the Board and published on relevant websites.

Priority 4 - The Board and Strategic Matters

Ensure the Board of Trustees agrees a strategy for both itself and the LGBs, with priorities for achieving the vision, with key performance indicators and timeframes for review, whilst ensuring there is a clear system for communicating CSAG priorities from Trustees to the LGB priorities for each academy.

6. Workforce Strategy

The CSAG to have in place a workforce strategy that seeks to recruit, retain and develop all staff at all levels, seeking to promote from within wherever possible and being able to deploy staff to where they are most needed/have the most impact on achieving the vision. Key roles throughout the CSAG to have succession plans in place.

Priority 1 - Recruitment & Retention

Develop effective systems to support/retain and attract the best new staff, so that there is quality and consistency across the CSAG.

Priority 2 - Talent Management

Develop a common talent management framework that provides clear career pathways, from teachers/staff trainees through to senior leaders, that builds capacity to accelerate and sustain the quality of teaching and leadership across the trust, in order that performance increases every year in each academy within the CSAG.

Priority 3 - High Quality Professional Development

Create and deliver high-quality professional development for staff across the MAT to access together, so that it builds on, and complements, the training in-house within each academy. Ensure outstanding teachers/leaders are trained to coach and support others to become consistently good teachers and effective leaders.

Priority 4 - Staff Well Being

Develop a culture of, and strategy for, staff well-being and mental health, which seeks to mitigate workload and stress for all employees of the CSAG.