



**ASPIRATIONS**

# **Aspirations Five Year Plan 2021-2026**

## **Rationale**

Aspirations took on its first two academies in September 2012 and has since steadily developed into a very successful medium sized Multi-Academy Trust (MAT). This growth has brought greater economies of scale. The gradual growth has generally gone well, with the Trust and its schools performing and developing to a good standard and our financial position being very stable. Following the stagnation caused by the Covid 19 pandemic, it is important that Aspirations look to the future with a very positive mindset in order to provide the best possible education for our young people. With a new Chair of trustees, along with several new trustees, it is time to set out our plans for the next five years.

We open a brand new Livingstone Academy in September 2021 and we are keen to grow further in order to maximise our capacity to influence the education of even more students whilst at the same time enhancing our ability to bring about much needed educational change. A desired aim of the Trust from the outset has been to be at the forefront of educational provision and educational organisation design in order to meet the demands of the 21st century. As a Trust we not only have to work hard to achieve high levels of attainment in an increasingly knowledge based examination system, we have the moral obligation to prepare the students in our care with the skills to enable their success in today's fast changing world. This plan is designed to address this complex issue.

## **A Five Year Plan**

The purpose of a five year plan is to provide a framework that is clearly understood by all and guides everyone associated with Aspirations towards the achievement of our shared targets.

## **Targets**

1. 100% of our students achieve skilled employment or move onto higher level training
2. 100% of learning is challenging and engaging
3. 100% of students leave school with the confidence to take action, demonstrated by their flourishing in the workplace

## **These targets are achieved by:**

- The development of a positive attitude and 21st century skills through a relevant, challenging and engaging curriculum
- An education provision that is continuously improved through local, national and global research and influence
- The development of a highly trained and motivated teaching and support staff team
- A Trust organisational structure that provides the capacity to support, develop and challenge

Some of these targets will be in place relatively quickly, however, even these will take several years to embed and to take effect.

Broad Target	Actions required	When?
<p>1. Re-visioning the vision, values and general approach of the trust</p>	<ul style="list-style-type: none"> <li>• All Principals, trustees and central team members invited to join working groups to re-imagine the vision, etc</li> <li>• Vision, values, etc re-formulated and shared with all stakeholders for discussion</li> <li>• The 3 Guiding Principles and 8 conditions that make a difference to student aspirations are re-purposed in all academies</li> </ul>	<p>To be completed by May half-term 2021 in order to help drive this 5 year plan</p>
<p>2. A positive post-covid response delivering a supportive and challenging education for all students</p>	<ul style="list-style-type: none"> <li>• Ensure all school systems of support, organisation and monitoring are back fully in operation with high standards, good teaching and an innovative curriculum in place</li> <li>• Placing an emphasis on ensuring students re-establish the basics in terms of sociability, behaviour and a love for learning</li> <li>• Prepare students with the tools they need to achieve their academic targets</li> <li>• Prepare older students with the skills and qualifications they need to succeed - e.g. All post 16 students develop a coding qualification</li> <li>• A trust wide approach to creativity and innovation to build on the successes of lockdown e.g remote learning</li> <li>• Ensure the mental health needs of students and staff are at the forefront of everything we do. A working party will be set up to share approaches and ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• By September 2021</li> </ul>

<p>3. Generation creative': The positive development of our current pupils in contrast to the 'catch up' mentality being promoted nationally</p>	<ul style="list-style-type: none"> <li>• Encourage creative and innovative approaches to learning in our academies. Livingstone Academy Bournemouth will feature heavily here, but also the 'small schools within school' model we have at secondary level. This will include developing the creator spaces and developing on-line learning and other structures to the learning process</li> <li>• Set up a teachers innovation unit to trial and share new ideas in relation to teaching and learning</li> <li>• Re-form the KS2 and KS3 curriculum development teams to continue to develop the 'No Limits' curriculum.</li> <li>• Return to the annual Aspirations conference to celebrate 10 years and to stimulate creativity and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Academic year 21/22</li> <li>• From September 2021</li> <li>• From July 2021</li> <li>• June 24th 2022</li> </ul>
<p>4. Continue to review and revise the monitoring, support, school improvement <a href="#">and governance systems</a> so that within 5 years all academies will be good or better</p>	<ul style="list-style-type: none"> <li>• Streamline the diagnostic monitoring process of academies and make greater use of SLE's in the monitoring process</li> <li>• Develop the school support model into a coherent unit providing CPD, coaching and other levels of support</li> <li>• By the end of the third year as an aspirations academy they have moved to good ideally</li> <li>• Further strengthen the trust governance with CEO's attending Board meetings as observers and providing board reports on their work</li> <li>• The Trust board to develop an annual development plan for its work and review at the end of each year</li> <li>• Ensure all academies develop a parent/ community group as part of their governance structure</li> </ul>	<ul style="list-style-type: none"> <li>• Start to put in place gradually from September 2021. Fully operational from 2022</li> </ul>

<p>5. Develop a culture of learning across the trust supported by the establishment of The Aspirations learning Institute. The aim is to support the development and performance of schools through the provision of qualifications, training and CPD designed to improve staff performance and to encourage retention and recruitment</p>	<ul style="list-style-type: none"> <li>• Develop the 'Teacher Roadmap' concept to have it fully operational in all academies through a significant change in the appraisal policy</li> <li>• Develop CPD/planning/marketing strategies to ensure all teacher planning and marking is achieved in the school week</li> <li>• Set up the Aspirations Learning Institute</li> </ul>	<p>From September 2021, fully operational by September 2022</p>
<p>6. Promote student leadership and Aspirations</p>	<ul style="list-style-type: none"> <li>• Student leadership courses and aspirations teams are developed in all academies</li> <li>• Director of Student Leadership and Engagement leads all the aspirations work across the trust</li> <li>• Staff and student aspirations training in place</li> <li>• Student surveys conducted</li> </ul>	<p>2021/22 academic year</p>
<p>7. No limits KS2/3 curriculum fully in place</p>	<ul style="list-style-type: none"> <li>• Ensure that all KS2 and 3 pupils follow the 'No limits' curriculum with a mixture of single subject learning and Applied trans-discipline learning, increasingly developed to tackle local and world issues and problems, whilst ensuring full NC coverage. The task is to ensure a smooth transition from Year 6 to Year 7 and to provide challenging and engaging learning.</li> <li>• All pupils develop the maintenance and use of portfolios of their own good work, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing from now</li> <li>• Working group set up in September 2021</li> </ul>
<p>8. Promote employability skills through all age groups culminating in the Aspirations Employability Diploma for post 16 students</p>	<ul style="list-style-type: none"> <li>• Ensure KS2/3 ATL assignments are heavily linked with local employers.</li> <li>• The KS2/3 curriculum needs to link with the 8 conditions and the related skills</li> <li>• The AED is delivered to all Year 12 students</li> <li>• An industrial liaison group is set up to monitor the needs of employers</li> <li>• Develop and focus on the importance of civic duty and develop in all pupils social confidence</li> </ul>	<p>Continuation from now with the AED launched from September 2021</p>

<p>9. Grow the trust and aim for at least two schools to join the trust within 5 years</p>	<ul style="list-style-type: none"> <li>• Ensure that support is provided to other trusts and schools, in particular the associate membership offer</li> <li>• Regularly meet RSC/schools, etc to grow the trust</li> <li>• Actively promote the good work of the trust on social media, press and the annual conference</li> <li>• Ensure that academically, financially and creatively the trust maintains a positive image</li> <li>• Look into the possibility of a second Aspirations trust to take on church schools</li> </ul>	<p>Continuation as from now</p>
<p>10. Continue to centralise systems to enable Principals to focus on teaching and learning. Also, to review all support staff costings and functions with a view to maximising effectiveness and value for money</p>	<ul style="list-style-type: none"> <li>• Premises, IT, finance and HR will continue to be centralised</li> <li>• Devise a common model for all academies support staff structures</li> <li>• Review the cost and role of all central office functions</li> <li>• Ensure effective lines of communication are set up for all central services between HQ and academies</li> </ul>	<p>Continuation</p>
<p>11. Livingstone Academy blueprint is created</p>	<ul style="list-style-type: none"> <li>• LAB curriculum and operations made available for other schools to utilise</li> <li>• Develop LAB as a possible single entity sitting outside of the Regional Governance model in order to market the 'brand'?</li> </ul>	<p>From September 2021</p>
<p>12. Develop the small school within a school model at secondary level to offer a different education model and to make all academies cost effective</p>	<p>Building on the success of Wykham Park/Futures Institute to re-purpose the small school STEAM learning of SSWL with Rivers Academy with specialist intake at Year 7. At Budmouth a similar model is starting.</p>	<p>SSWL/Rivers from September 2022</p>