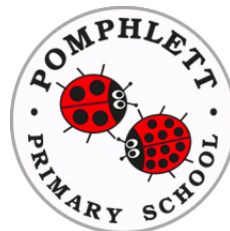




**Horizon**  
multi academy trust

## A Strategic Vision



## Our mission...

- to providing outstanding educational experiences for each pupil. We are determined to raise aspirations, opportunities and the standards of learning for all pupils.

## Our values and how we work...

- We believe that even better progress and attainment can be achieved through strong collaboration between schools across the city. In the Horizon MAT school leaders and governors will come together to share strategic thinking and expertise. By combining talents and skills we will support each other during challenging times.
- Expertise will be shared across the schools ensuring that all schools have access to outstanding practice. The Horizon MAT will look to fund specialist teachers to work across all schools to provide richer curricular experiences for our pupils.
- There will be opportunities for shared professional development, whether led internally or inviting in outside bodies. We would use professional development time to moderate between the year groups of the differing schools and shared subject expertise.
- We believe that the Horizon MAT will enable the schools to tackle recruitment challenges and retain and develop staff from Initial Teacher Training to senior leadership. The MAT will encourage retention of staff through providing new opportunities, and plan effectively for succession.
- As a Trust we will benefit financially as school budgets shrink. We will look to economies of scale, collective purchase and other financial efficiencies to achieve this.
- All of this will be achieved while retaining and celebrating the unique ethos and nature of each Trust school.

## We are...

- Four high performing schools, Hooe Primary Academy, Widewell Primary Academy, Pomphlett Primary School and Elburton Primary School Academy with a proven record of raising school achievement.
- Determined to raise standards.
- Committed to collaborative working.
- Ofsted Ratings

Hooe Primary Academy	July 2013	Good
Widewell Primary Academy	May 2016	Good
Pomphlett Primary School	February 2013	Good
Elburton Primary School Academy	January 2014	Outstanding

- Statutory test performance consistently above National Averages

## Our structure...

### Members -

- Frieda Court an experienced Chair of Governors: Business and former Legal Secretary Business Skills - PA/Office Manager with over 25 years' experience mainly within the construction industry, directly responsible to Chairman and Finance Director. Also 9 years' experience within a local law firm as PA/Para Legal
- Ian Roberts: worked in social research, as a senior manager in local government in Leisure, as the owner of a leisure consultancy; as an University Academic working in sport, leadership and management; as a Leadership Coach; as a Board member of numerous charities and is currently the Chairman of the Devon Youth Games
- Mervyn Orchard: owner/director Bluestone 360, a multimedia and marketing company. Has involvement with many differing groups across the city including Devon and Cornwall Business groups, National Marine Aquarium, and Jeremiah's journey

### Function-

The Members determine the ethos and purpose of the Trust (i.e. the provision of education) and the way it will be governed (which will be set out in the Articles of Association) and will have a right (not an obligation) to participate in governance by appointing and removing Trustees. They also have a right to receive the Trustees' annual report and accounts and to attend general meetings of the Trust.

### Trustee Board -

- Stu Jones: Chairperson Funding and project consultant and former manager of several Outdoor Education centres. Currently on the national board of the National Schools Sailing Association.
- Paul Gale: Finance Director, Business/Finance/ Management Skills. Regional Finance Director [Retired] at Westcountry Publications Ltd.,
- Frieda Court : Business and former Legal Secretary Business Skills - PA/Office Manager mainly within the construction industry,
- Chris Redding: Business/Finance Skills as CEO at Peninsula Enterprise (SERCO subdivision),
- Emma Roberts: HR Skills UK HR manager at West Pharmaceutical Services Cornwall Ltd,
- John Dobson: Business and Building, Former CEO of Construction Company,
- Alan Evans: Currently a sergeant in the Military of Defence Police and based in Plymouth.
- Sue Shelley: Education, SEND Leadership Advisor Plymouth City Council,

- David Bradford CEO: NLE and has been head of 2 schools. Currently head of Elburton Primary School.

### **Function-**

The Board is constituted under the Memorandum of Association and Articles of Association. The Board is responsible for ensuring that high standards of corporate governance are maintained. It should exercise its powers and functions with a view to fulfilling a largely strategic leadership role in three broad areas of work:

#### **1. Strategy:**

- Establishing and steering the trust's clarity of purpose
- Overseeing effective governance and decision-making
- Scrutinising plans for growth or consolidation

#### **2. Financial stewardship:**

- Ensuring the trust is financially competent and has a sustainable budget

#### **3. Performance:**

- Ensuring pupils are making progress – gaining the best education and experience possible
- Putting in place effective leadership and holding the executive leadership to account
- Managing risk: ensuring that the Trust is meeting its statutory and legal responsibilities

### **Learning Board**

- Heads of all Trust Schools

### **Function -**

The Learning Board is responsible for sharing good practice and making decisions that directly impact on standards and attainment across the MAT and its member schools. The Learning Board would be responsible for implementing policy and procedures to meet clearly defined outcomes. These outcomes would be set and monitored by the Board of Trustees.

### **Local Governing Board -**

- Constituted similarly to present boards of about 8-10 representatives of parents, staff and local appointees.

### **Function**

The role of the Local Governing Board is to provide local governance as well as offering assistance to the trustees in the fulfillment of their duties.

The role is to provide focused governance for an academy at a local level. It will also monitor the academy's key performance indicators and act as a critical friend to the headteacher providing challenge where appropriate.

It will also play a part in representing the views of the academy's stakeholders.

The board of trustees will define what specific functions it requires the LGB to carry out and this will be set out clearly in written terms of reference.

The chairs of the Local Governing Boards are expected to meet regularly.

## Our Strategic Ambitions...

- For all schools to be rated Good and aspiring to Outstanding
- To reflect the diversity of Plymouth, learning from and celebrating the differences of each school
- To become an established MAT of 10 to 12 schools within 18 months
- For all schools to have attainment measures above national averages and positive progress indicators
- To have regular events across the MAT where pupils come together to participate in a range of activities including sport, music and drama
- To employ dedicated leaders for literacy, numeracy and special needs
- To recruit, retain and develop the best staff. Becoming the employer of choice by offering opportunities to develop professionally in a model that ensures effective succession planning
- To sponsor a school and/or open a Free School
- To become a Teaching school in our own right

## Our past role in improving Standards...

- Our Senior Leadership Teams have a NLE, 2 LLEs, an Ofsted inspector and 2 SLEs who all have experienced in working with schools in differing circumstances
- Working with schools our leaders have:
  - assisted 2 schools to move from an RI rating to Good through NLE and LLE support
  - supporting schools in RI or in danger of being rated RI through NLE and LLE support
  - been seconded onto the leadership team of a school in Special measures
  - supported specific teachers causing concern,
  - carried out OfSTED inspections
  - conducted Pupil Premium reviews
  - undertaken the Performance management of headteachers
  - acted as external consultant to schools following a prior role as SIP
  - acted as mentors to heads newly appointed to post

## Our future role in improving standards...

- through clear and established defined lines of accountability
- implementing a rigorous and robust analysis of achievement for all years and groups
  - termly
  - yearly
- challenge from the Learning Board, CEO and Trust Board were standards not being achieved
- focused or brokered support where needs are identified
- ensure that we attract and retain the most effective staff force through focused professional development and incentive opportunities

## Our strategies for assessing risk...

- we believe in earned autonomy for schools following at least yearly risk analysis on
  - Leadership and Management
  - Standards
  - Quality of teaching
  - Finance
  - Safeguarding
  - Capital assets
  - Reputational risk
- Autonomy in these areas will be earned following comparison with Key performance Indicators established by the Learning Board
- The Trust retains the right to intervene at short notice in exceptional circumstances

## Our collaborations and networks...

We already have strong networks from which to draw further support and strengths

- Co-lead and executive chair of the Devon Teaching School Partnership
- Membership of PTSA
- Executive committee of Plymouth Association of Primary Headteachers
- Plymouth Learning Board
- Steering Committee of Devon Primary SCITT
- Plymouth University
- University of St Mark & St John

We believe in strengthening collaboration with:

- Other Multi Academy Trusts
- Secondary and other Primary Schools in our local areas through the Academic Council Structure and other transition systems
- The Local Authority

## Our focus on growing the MAT...

By September 2017 we will:

- Have planned growth from September 2017 of up to 8 schools joining Horizon over the next academic year
- Establish an agreed and fully costed central office support
- Embed uniform Financial and HR structures with clear delegation of roles and responsibilities
- Reviewed all contracts and Service level Agreements to secure economies of scale
- Harmonised overarching policies and in particular Teacher Pay and Retention Policy and other staff pay and conditions
- Formalised a system for school improvement incorporating interventions, peer moderation and professional development

By September 2018 we will:

- Be an Established Multi Academy Trust of 10-12 academies
- Have sponsored a school
- Establish a register of identified key staff with the capacity and skills to intervene and support staff of other schools
- Have engaged with the Local Authority in shaping the new relationship needed with MATs across the city
- Have standards in all schools above National Averages
- All schools with Good or Outstanding rating

By September 2020 we will

- Have applied to be a Teaching School
- Explore merging with other MATS to form a “National” Multi Academy Trust
- Employ dedicated staff to raise standards in Literacy, Numeracy and Intervention
- Have investigated the possibility of opening a Free School in one of the new developments in Plymouth
- Have standards in all schools above National Averages
- Have all schools with Good or Outstanding rating

