



**GROWTH**

ACADEMY TRUST

*Learning-focussed Partnerships*

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Business and growth plan.

2022

## Growth Academy Trust.

Growth Multi Academy Trust (formally Stanton Bridge MAT) has been established to transform the life chances of children and young people across the Midlands. An enabler of educational excellence and a vehicle for community leadership, we use our range of expertise and strong educational track record to support all schools within our partnership in securing rapid and sustained improvement for the benefit of their pupils and wider communities. We seek to develop a culture of providing education of the highest quality; robust financial management and effective governance, ensuring that all children and young people receive the best possible start to life.

### Foreword from Chair of Trust.

As the chair of the Trust, it is my pleasure to welcome you to Growth Academy Trust. As a united team, we believe that an effective Academy Trust is founded on a set of strong, shared values; a dedicated, unwavering focus on school improvement and the relentless pursuit of excellence in order to improve the life chances, experiences and opportunities for all pupils served by the Trust.

The role of the Trust board is key to the effectiveness and the strategic direction of the Trust, alongside the Local Governing Bodies of each school within the Trust community. The strength of Growth Academy Trust Board is the diversity in which its members and Trustee's sit, their personal experiences, backgrounds and the specialisms of each individual. Trustee's and Governors provide strategic leadership, support and accountability to each school within its individual context; working together towards the shared goal of providing learning experiences that help shape the futures of staff and pupils alike.

### Message from the CEO.

As the Chief Executive Officer of Growth Academy Trust, I am delighted to welcome you to our website which contains key information about the Trust.

Set up in 2016, Growth Academy Trust are dedicated to delivering highly effective teaching, combining metacognition with an ambitious knowledge rich curriculum to provide a strong foundation for all children to lead aspirational, successful and fulfilling lives, regardless of their starting points.

At the heart of Growth Academy Trust is the belief that the work we do must transform the life chances of pupils. We believe the best way to do this is to actively shape the minds, attitudes and habits of young people through a framework of cognitive education that enables them to become the master of their own learning. What makes our Trust distinctive in its approach is our relentless pursuit of excellence for our pupils and the communities we serve.

The Trust's collaborative work will centre around growth and development for all, not just for the benefit of the individual schools/academies. Staff will be given the opportunity to work and share expertise across Trust schools.

All members of the Growth Academy Trust will work as one. Our leaders are driven by a clear vision: developing a *'Learning Focussed Partnership'* with any school or academy we work with, to secure attitudes and behaviours conducive to securing outstanding outcomes in academic, social and mental well-being to put children on an equal footing for improved life chances in society.

# Vision, Mission and Values.

## Vision.

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## Mission.

Growth Academy Trust are dedicated to delivering highly effective teaching, combining metacognition with an ambitious, knowledge rich curriculum to provide a strong foundation for all children to lead aspirational, successful and fulfilling lives, regardless of their starting points. All members of the Trust believe strongly in its ability to provide *'Leadership for learning in service to others'*.

Our core values underpin how we work together as a family of schools to create the very best learning environment, focussed on developing the whole child, through transformational enrichment for our children:

- Trust, understanding and respect.

In building and forming fundamental relationships, Growth Academy Trust will act with integrity in all that we do, respecting everyone's views in order to challenge ideas, with the aim of coming together to choose what is right for the communities it serves.

- Opportunities for all.

Growth Academy Trust is a fair and equitable employer, recognising the value that people from different ethnic backgrounds can bring to the table thus serving pupils and its community through understanding and strong connections that values equality of opportunities with social mobility at its core.

- Empathy and nurture.

'Care' sits at the heart of all decisions and actions taken. This is steered by a strong moral compass and belief that it is our obligation to secure basic human need in order to build on and up, when particularly serving communities from vulnerable background. It is an expectation that those who work in such communities do so with 'care' that reaches above and beyond and deep, in ensuring that, those who need support are never overlooked.

- Believe and achieve.

Growth Academy advocates all staff continuing their professional development and becoming lifelong learners thus inspiring and raising aspirations for all. In working with other schools, Growth Academy aims to widen the career opportunities for all staff across schools, securing job satisfaction and retention.

- Learning through listening.

Listening, hearing and understanding the voices of all within our trust enables us to learn from one another, share best practice and develop strong, trusting relationships where leaders maintain autonomy – communicating with clear purpose, clarity and precision – whilst working together to secure the best possible outcomes for all.

## What makes Growth Academy Trust distinctive?

At the heart of Growth academy trust is the belief that the work we do must transform the life chances of pupils. We believe the best way to do this is to actively shape the minds, attitudes and habits of young people through a framework of cognitive education that enables them to become them master of their own learning. What makes our Trust distinctive in its approach is our relentless pursuit of excellence for our pupils and communities we serve.

1. **The people:** those who work in our family of schools are passionate, committed and driven by a collective sense of moral values that are deeply rooted in social justice and a belief that, given the right circumstances, every child can achieve.
2. **Teaching and Learning:** Our techniques and strategies that are applied are rooted in research and the science of learning – we are committed to the embedded use of Metacognition, recognised by the Education Endowment Fund as one of the most effective ways of raising attainment and progress of pupils. *“Metacognition and self-regulation approaches have consistently high levels of impact, with pupils making an average of seven months’ additional progress”.*
3. **Community Hubs:** Excellent schools are only sustainable with strong, aspirational communities around them, we can offer an incredible opportunity to develop a transformational support offer that brings together and develops the communities in which we serve in a way that goes far beyond bring a group of schools. As community assets, our schools have a broad outlook in supporting our families to thrive and will offer services and provision which will help our families meet their diverse needs.
4. **Well-being:** this sits at the heart of everything we do; the well-being of pupils, staff, parents and all who work with us to change life chances for all.
5. **Equality of opportunity for all:** including and celebrating commonalities within diversity. Serving pupils and the community through understanding and strong connections that values equality of opportunities with social mobility at its core.
6. **Strong financial procedures:** our schools finances are managed with excellent processes and systems that ensure we achieve optimum value for money so our children get the very best education and opportunities, with financial safeguarding in mind.

## What makes our TRUST culture different from other trusts?

Each academy will have the autonomy to deliver the curriculum as fits within the context of its school, as long as the standards and emphasis on the dispositions are high.

The Trust's collaborative work will centre around growth and development for all, not just for the benefit of the individual schools/academies. Staff will be given the opportunity to work and share expertise across Trust schools.

The individual ethos of each academy, such as uniform, is protected unless collaborative decisions are made to unify.

A high-quality governance and Executive Leadership structure provide support and challenge for all to perform at a high level and ensure accountability for all.

## How will we collaborate and grow together?

- The collaboration and sharing of best practice.
- A shared focus on developing teaching and learning brought together through the Trust business plan and Academy Improvement Strategy.
- Regular Trust-wide events to develop a unified approach, such as cross-Trust Maths and English challenges and Annual Graduation Awards.
- Quality, joint INSET and CPD, including training for new staff, HT and ECT's run by leaders within the Trust.
- Network of academy leaders with experts within and beyond the Trust, working together on curriculum and enrichment opportunities.
- Headteacher Board working together to ensure a coherent strategic direction and drive for continuous development, progress and achievement for all of our pupils.

## What do we expect from our Academy schools?

- Committed buy-in to the culture, vision and ethos of our Trust.
- Commitment to collaborate fully as a member of the Trust community, whatever the circumstances of the academy.
- A positive attitude to change linked to better outcomes for pupils and the wider school community.
- Agreement to follow the financial policies and procedures of the Trust.
- Report Academy performance and financial information to Executive Leaders and Directors/Trustees.

## What will schools gain from being part of the Trust?

- Collective strength- the opportunity for joint training, planning, leadership support and challenge.
- Quality leadership at Executive level with support and challenge.
- Support in delivering strategic intent.
- A climate of support and accountability through research led, high quality professional development, coaching and mentoring.
- A continuous drive for improvement and excellence.
- Monitoring, evaluation and tailored support to secure outstanding outcomes for pupils.
- A shared ethos and understanding of each other's culture, community and expertise.
- Directed funding to innovate and inspire for improved outcomes for pupils
- Clear and sound financial procedures which fully comply with the Academy Financial Handbook.
- Efficient commissioning and purchasing of goods and services.
- Quality financial systems to ensure that Academy budgets effectively deliver the vision of our Trust and Academies.

## To ensure the effectiveness, sustainability and growth of Growth Trust, we have:

- Developed and implemented a clear, strategic, focussed development plan, based on research-led and proven best practice to ensure the best use of resources in order to deliver the vision of the Trust.
- Robust financial planning and forecasting policies and procedures, including the efficient purchasing of goods and services and/or facilitating the development of in-house services for schools across the Trust
- Clarity regarding the use of any funds that are retained by Growth Academy Trust, how this proportion is determined and what services/functions it enabled us to provide.
- Centralised functions and collective procurement to reduce duplication and costs and thus improve value for money.
- Use of the DfE's benchmarking tool to ensure effective control of finances.
- Appointment of credible professionals to our Trust Board with the experience, knowledge and expertise to drive our partnership of schools forward as one organisation.
- Generation of additional income from commercial activities using expertise within the Trust structure.
- Clear, shared vision and values which underpin all partnerships.
- Effective process of due diligence.
- Key performance indicators and accountability measures to ensure that all governors and leaders take responsibility to provide the best education in their settings.
- Opportunities for leaders to select career development paths and opportunities across the Trust, aiding recruitment and retention of staff.
- Strong support networks for all stakeholders.

As part of the plans to further expand Growth Academy Trust, the board of directors will demonstrate their ability to deliver and achieve consistently high standards and outcomes being accountable to the Regional Director and the Advisory Board for the outcomes achieved by the Trust.

## Academy Growth.

Our strategy for growth is sustainable and measured, whilst recognising the impact and opportunity for ambitious development a Trust has to deliver continuous and effective school improvement. With this in mind, Growth Academy has set out some key fundamentals for the growth of the trust:

### Phase and Type.

In our initial stage of development, our focus will be on developing partnerships with primary, secondary and all through mainstream schools, bringing together secondary schools with feeder primaries in order to offer an all through education model.

### Location of our Trust schools.

We seek to secure schools within the West Midlands and Warwickshire area operating in sub-regional hubs, particularly in education investment areas and DfE high need/low achieving areas. This includes Coventry, Warwickshire, Walsall, Sandwell, Birmingham and Solihull. Operating within this close geographical area will be most effective for school improvement and meaningful school-to-school collaboration.

Growth Academy Trust intends to have a total of 12 schools taking a hub approach with four to six schools working in closer proximity.

### School improvement model.

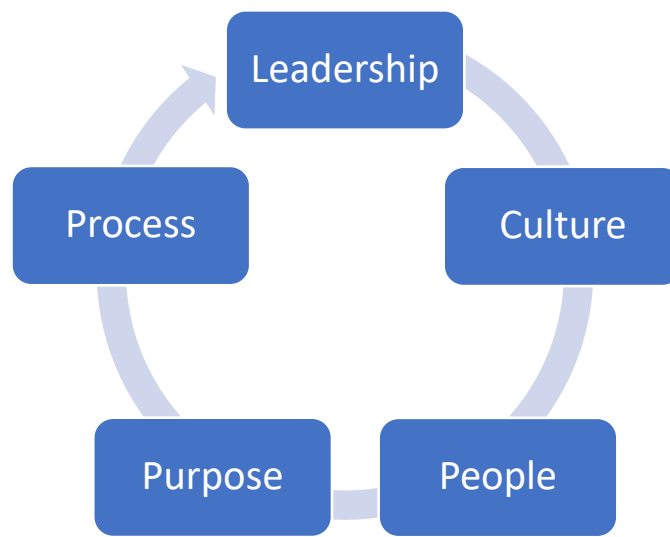
Growth Academy Trust bases its vision and values on the premise that in order to provide a high level of opportunity, learning and experience, every school must have a strong focus on school improvement.

Therefore, the Trust's improvement model is focused on rapid and sustainable change, consistent in its approach and tailored to the individual school with the aim of developing and promoting high aspirations and a love of learning.

Our approach is based on 5 critical success domains of:

## Governance Structure

Growth Academy Trust recognises that talented school leaders and skilled Governors need the autonomy and true sense of ownership to enable them to run their Academies with an ambitious, local vision in enabling them to deliver the best outcome for learners. In recognising that all schools within the partnership must work as one organisation, one employer and one vehicle for education, we have designed a Governance Charter and scheme of delegation that reflects this.



### Succession Planning

To ensure that Growth Academy Trust and its schools' success we have and will continue to:

- Recruit and train Trustee's to the board linked to their skills and knowledge base.
- Share and model the Trust vision and values which underpin all aspects of Growth Academy Trust, thereby understood by all, including all stakeholders.
- Ensure delegation of responsibilities from the Trust level to the Local Governing Board.
- Effective process of due diligence.
- Secure effective leaders to promote and sustain the vision and values of Growth Academy Trust.
- Hold all Governors and leaders responsible for providing the best education in their setting.
- Ensure clarity regarding the use of any funds that are retained by Growth Academy, and the services and functions it will enable the Trust to provide.

As a growing trust, we intend to facilitate our strong performing academies a leading role in shaping the strategic direction of the trust becoming 'Lead Academies' in the development of areas such as curriculum, pedagogy, policies and procedures.