

# Eastern Multi-Academy Trust



The Eastern Multi-Academy Trust originally came into being in 2010 as CWA Academy Trust under the sponsorship of the College of West Anglia. Since that time, the Trust has grown from the initial project of King’s Lynn Academy, to a family of thirteen academies, two of which are in the secondary phase and eleven in the primary. This growth has been rapid and the Trust is now working to secure excellent outcomes and Ofsted profiles across all of its provision. During the course of this year the Trust will expand further with a further Academy at primary level joining us. The transition to Eastern Multi-Academy trust occurred in June 2017.

There is a central Trust team supporting the academies consisting of Directors of Education for each phase, a Head of HR and team, a Trust Director of Finance and Operations and finance/IT/estates team. The Trust support to Academies is based on a hub approach. There are currently two primary hubs – West Norfolk and Breckland – each being supported by a Regional Director of Education, Finance Manager and an HR Business Partner. This is the model which will be replicated for any future hubs. As well as prioritising high quality in all the Trust does, the central team is also focused on doing as much as they can to free up senior leaders in the academies from non-core activities so that learning and achievement and behaviour and safety can be the priorities.

Dr Duncan Ramsey is the Chief Executive of the Eastern Multi-Academy Trust and his Deputy is Alan Evans who is also the Director of Finance and Operations.

# The Trust Strategic Approach

## Introduction

The Eastern Multi-Academy Trust’s strategic vision and ambition is to be an outstanding local Trust. The Trust’s drive and motivation derives from a desire to see a vibrant education system that enthuses young people and supports economic development of the region.

## Vision and Ambition



The Trust’s approach is built around recognising the individuality of each Academy but building on the existing strengths by learning from successes elsewhere within the Trust and developing strategies that fit that particular Academy. This will build on the ethos and values of supporting improvement in the life chances and learning opportunities for the local community thereby raising standards of education for children and young people. This vision includes raising aspiration, improving engagement and take-up of learning opportunities and providing appropriate accessible pathways into further learning and work. The aim is to inspire students and motivate them to fulfil their innate potential, producing excellence in academic and personal performance. They will be equipped as adaptable adults and successful life-long learners. We want every student to be proud to attend their place of learning and all our Academies to be outstanding within five years.

Our ambition is to work with a group of academies in both primary and secondary phases. This will predominantly be in Norfolk but also includes the bordering counties of Suffolk, Cambridgeshire and Lincolnshire. As a Trust used to serving a rural area we are keen to embrace both rural and urban schools.

The Trust has an exceptionally strong working relationships with Local Authorities and the Regional Schools Commissioner and is recognised as a strong, local sponsor is of real benefit in an area where educational performance standards need to be driven much higher. Our ethos is that we will provide excellent support to all our Academies throughout their journey to “good” and “outstanding”.

To achieve our vision and ambition it is essential we have a motivated and skilled workforce. We are committed to supporting all staff to develop and progress so that outcomes for their students are impacted positively.

All the academies that are part of the Eastern Multi-Academy Trust will offer the highest standards of education characterised by:

* Driving up academic standards and achievement rates well above national levels
* Setting new, exceptionally challenging expectations for all
* Focusing on further raising standards in mathematics and English across the full age range
* Promoting inspirational teaching, challenging lessons and independent learners
* Providing an outstanding curriculum that is personalised and offers the right range of curriculum pathways and routes to success in adulthood
* Actively seeking and listening to students’ views and maximising their involvement in running the academy
* Promoting students’ enjoyment, safety and healthy lifestyles. Developing their willingness to show commitment to others and a positive approach to inclusion and diversity
* Ensuring transition into and out of the academy offers security, builds on best practice from their previous learning experiences and brings fresh challenge as students enter the next phase of their education

## Leadership and management

To achieve our ambition we recognise that strong, effective leadership and management is essential. This does not simply mean the Chief Executive Officer, Principals and Senior Leadership Teams but includes governors and staff throughout the family of Academies. Working closely with the Eastern Multi-Academy Trust, our Principals will make key decisions to implement the vision and will work to engage staff, students, parents, the wider community and other relevant stakeholders to take ownership of the vision and its implementation.

We deliberately adopt the **family of academies approach.**  We do not wish to promote academies which are merely ‘clones’ of one another with an unhealthy emphasis on process, such as standardisation and compliance – although these have their place, as opposed to innovation and enterprise. Rather, the family approach will exist to promote strong leadership and co-operation between academies, and will also celebrate diversity.

Like all strong families, the family of academies seeks to:

* Offer mutual support to one another
* Develop shared learning and understanding
* Work together to achieve outcomes which would be impossible working alone
* Recognise unique qualities and differences
* Adhere to core values and rules of working together
* Remain positive and aspirational at all times
* Focus intensely on the successes of the individuals in our family
* Be passionate advocates for one another
* Develop a culture of healthy competition



To ensure sustained change and the long term success of our Academies we will promote a model of strong collaborative leadership, with a focus on identifying leadership qualities in staff and supporting their development. Staff will need to be inspirational, confident and willing to take risks. Under robust leadership, they will create a culture of success with exemplary teaching and learning, an innovative curriculum and a work environment that all are proud to belong to.

Leadership teams will:

* Set high expectations for every student and member of staff and develop the strongest possible sense of accountability
* Expect to be judged primarily on the quality of their impact on students’ personal and academic success, and their ability to make meaningful progression onto further study or skilled employment
* Set a tone which helps students to value enjoyment, healthy lifestyles, personal safety, inclusion and diversity and show commitment to other people
* Be confident and clear in sharing with the local community the Academy’s opportunities and achievements.
* Drive improvement through a house system which insists that all leaders align academic and student welfare priorities and pursue both with equal urgency

## Staff

The Trust has an inclusive approach to working with staff. This approach acknowledges that the greatest and most valuable resource is our staff and that they are the key to success.

Appropriate academic and support structures are in place so that staff have the necessary skills and qualifications to deliver and support high quality education and training. The concept of lifelong learning is actively supported by providing training and development opportunities through which all staff can upgrade their job skills and knowledge, and enhance their personal development (Continuing Professional Development) throughout their employment in-line with operational and strategic plans. Staff will be empowered to assume primary responsibility for their own learning and development, and to pursue training and development opportunities, internally and externally, so that they carry out their roles to the highest standards and deliver high quality services to students.

We promote career development within the Trust which could lead to staff moving between Academies or to the central Trust. We welcome this as it shares and spreads good practice and gives opportunities to staff which traditionally they would have to leave the Academy to develop their careers.

*Education Plan*

The primary purpose of our involvement in education is to drive up standards of achievement by young people to equip them effectively for life. The Trust’s admissions policy will be inclusive and in accordance with the School Admissions Code, the School Admissions Appeals Code and admissions law as it applies to maintained schools. We will provide a personalised education for every student, based on individual needs and aspirations, and focussed on ability, not age. To do this we will offer a **curriculum** that:

* Is engaging, relevant and challenging
* Encourages creativity, problem solving and risk taking
* Develops highly confident, independent learners
* Focuses on the development of literacy and numeracy
* Encourages students and teachers to be enterprising and explore new technologies
* Readily provides for meaningful progression to further study or skilled employment
* Is coherent through the key stages and supports transition
* Supports personal growth, development and good behaviour
* Enables students to develop a view of the wider world and their place in it
* Uses assessment to drive precisely planned and personalised teaching and learning

At the heart of our vision is outstanding **teaching, learning and assessment**. We will promote a culture whereby all teaching staff make the education of their students their first concern, and are accountable for achieving the highest possible standards in work and conduct. We aspire to see lessons where students:

* Are enthused, leading to excellent learning and skill development
* Concentrate and are rarely off task
* Are keen and committed to succeed, tackling challenges enthusiastically
* Make excellent progress in lessons and over time

This is most likely to be achieved when teachers:

* Have excellent subject knowledge
* Are enthusiastic, inspiring and set high expectations
* Know their students well, personalising and differentiating accordingly
* Assess work regularly and use this to inform their teaching
* Plan effectively including the role of other adults in the classroom

We are intrinsically interested in every young person we have responsibility for and therefore recognise the importance of effective **support for students**. A culture of respect will be actively promoted with every individual valued. A wrap around programme of student support, with effective pastoral and support systems is a model that we promote. We encourage opportunities for students to work across the family of academies, engendering healthy competition, a strong extracurricular life and extended learning opportunities. We are committed to listening to and responding to the needs of students, parents, staff and the wider community. Students will have a clear voice in the school’s decision making processes and will be involved in every aspect of school life. We acknowledge that the support of parents/carers is essential to the success of students. A strong link with parents/carers is encouraged, and their support actively fostered.



The Trust is passionate about students **progressing into meaningful further study or skilled employment** including Apprenticeships. There is an expectation of good careers information advice and guidance from year 7 onwards and Enterprise Education being a feature in both primary and secondary phases. Employer involvement will be actively promoted.

*Strength of support provided by Eastern Multi-Academy Trust*



The Trust seeks to bring a fresh, exciting and inspiring impetus to all our Academies which recognises existing good practice but offers challenge and gives the opportunity for innovation. We are unapologetic for our focus on excellence and students progressing to meaningful destinations. Our specific strengths are:

* Strong governance with clear accountability
* Leadership capacity and skill within the wider Trust
* Excellent financial management
* Passion about teaching and learning
* Excellent reputation with employers and the community
* Meaningful links with employers and the community that can benefit students
* Strong links with a range of other education providers up to HE
* Excellent understanding of the regional economy and the opportunities for young people
* Expertise in estates management
* Successful track record of bidding for external funds