



BEACON MULTI- ACADEMY TRUST STRATEGIC PLAN 2020 – 2025



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Overview

Beacon Multi-Academy Trust (BMAT) was established in 2014 when our Beacon Business Innovation Hub (BBIH) free school application was approved and the school opened in 2014. The Trust incorporates: Beal High School (BHS), The Forest Academy(TFA), Additionally Resourced Provision (ARPs) 11-18 Autistic Spectrum Disorder (ASD) units in both BHS and TFA schools enabling mainstream access for all students, Beacon Business Innovation Hub (BBIH) and NELTA incorporating our School Centred Initial Teacher Training (SCITT).

Mission Statement

We believe that every young person deserves the best education possible. Working together our mission is to raise standards in education to ensure that each and every student reaches their full potential. Our schools are at the heart of the communities they serve building a sustainable future for our students. Partnering high expectation with high quality teaching, inclusive practice and continuous improvements we can achieve our goals.

The Strategic Plan

- Shares and defines the vision of the Board for the next three years;
- Expands on the Trust's strategic objectives;
- Defines the key goals and performance indicators that will demonstrate our successes and the success of the academies and SCITT;
- Outline financial management, growth strategy linked to business efficiency and effectiveness; and
- Builds upon the individual academy and SCITT successes already achieved.

Underpinning the Strategic Plan are our financial and school improvement plans. These plans are tracked through the year by the Trust Executive who in turn are held accountable by the Board.

BEACON VALUES



LEAD WITH PASSION AND INTEGRITY

- Be authentic: role model desired behaviours and act with integrity and transparency
- Inspire others: communicate with passion and purpose in a timely and consistent manner
- Drive change: articulate a vision and energise others for improvement and change
- Champion success: engender a climate of possibility and celebrate success

BUILD AN INCLUSIVE COMMUNITY

- Broaden horizons: make connections beyond your role and context; create partnerships across and outside of the Trust
- Bring people together: build inclusive teams that embrace diversity and respect differences
- Build great relationships: foster trust, collaboration and camaraderie broadly and at all levels
- Share practice: foster an environment that encourages openness and learning from each other
- Be the centre of our local community



GROW OUR PEOPLE



- Focus on the whole person: get to know individuals across the Trust and understand what success looks like for them
- Provide stretch challenges: create opportunities for people to build skills and capability; encourage measured risk-taking and active experimentation
- Be a great coach: help people to be successful by being approachable, accessible and by flexing your style to meet their needs
- Grow yourself: take responsibility for your own growth and development by pushing yourself to do your best; be knowledgeable in your field and embrace lifelong learning

DRIVE EXCELLENCE

- Raise standards: go above and beyond expectations; focus on improvements and high standards of excellence, ensuring consistent and high quality outcomes
- Be proactive: identify and willingly tackle presenting and potential issues; take ownership for outcomes and follow through to completion with resilience
- Empower people: make roles and responsibilities clear and encourage others to take personal accountability
- Create a safe environment: provide resources and implement policies so that students, staff and other groups are safe and well-cared for at all times



THINK SUSTAINABLY



- Identify opportunities: scan the external environment to capitalise on opportunities and manage potential risks
- Think broadly: develop solutions based on deep insight into what drives student outcomes
- Make sound decisions: use a balance of intuition, experience and analytical rigour
- Champion innovation: create space for breakthrough thinking
- Empower all students to have better understanding of climate change
- Enable students to have the knowledge and skills required for green jobs



Beacon Multi - Academy Trust Core Strategy

Strategic Objectives

SO1: Further improving outcomes for children and young people and the Ofsted grades of academies in the Trust

- 1.1 Raise attainment and improve progress
- 1.2 Future proof BMAT leadership succession planning and talent management
- 1.3 Staff recruitment and retention
- 1.4 Highly effective ways of Teaching and Learning

SO2: Ensuring a financially viable and sustainable multi-academy trust (MAT)

- 2.1 Continuously improve the quality of provision whilst balancing the budget
- 2.2 Financial management, business efficiencies and growth strategy
- 2.3 Central Services Efficiency and value for money (VfM)
- 2.4 Reduce carbon footprint

SO3: Risk management – strategic monitoring against key performance indicators (KPIs)

- 3.1 Strategic and education policy context
- 3.2 Build a strong, scalable MAT infrastructure
- 3.3 Key strategic risks and mitigating actions
- 3.4 Feedback from parents/carers, local community and regulators
- 3.5 Maintaining safe and secure environments for all students, staff and visitors

SO4: Ensure strong leadership and governance

- 4.1 School improvement and effectiveness strategies in place
- 4.2 Enhancing the governance at board level
- 4.3 Trust level KPIs to track Trust Executive impact and school targets

SO5: To provide world leading education on sustainability and climate change.

- 5.1. Prepare our students for a world impacted by climate change through learning and practical experience.
- 5.2. Reducing direct and indirect emissions from all our buildings.
- 5.3 Providing opportunities for our students to engage practically in the transition to net zero.
- 5.4. Giving students a better understanding of climate change and a greater connection to nature.

Our Schools

BMAT is a medium sized MAT with an annual income circa £26 million. We have circa 3542 students and a staff body of 460.

We will not compromise on the quality of our educational provision and our ability to respond quickly to emerging education policy and issues must be protected. We are committed to improving the way we do things whilst guaranteeing the quality of our educational provision.

Our schools and central services are under constant efficiency review, utilising economies of scale which include: curriculum, contracts and procurement, change and growth strategies.

We will continue to focus on providing an exceptional educational experience for our students coupled with our commitment to providing value for money.

Beal High School

As an exceptional school, Beal High School is at the heart of the Beacon Multi - Academy Trust. We are committed to working in partnership with The Forest Academy, The Beacon Business Innovation Hub and NELTA SCITT - to provide high quality learning experiences for all students

Beal is currently one of the largest secondary schools in the UK and our examination results consistently place us in the top 20% of schools for achievement and progress. The vast majority of our students come from the catchment area. The local community is ethnically diverse, and this is reflected in our intake with 58 languages registered as first language across the school. The number of students in receipt of free school meals is below average but increasing year on year. The average SEND per year is 11% with 42 students in our additionally resourced provision, Beacon Communication Department (BCD), accessing mainstream education.

Included in Beal High School is Beal Sixth Form (BSF), which continues to offer a broad, balanced and ambitious curriculum enables students to build a successful future. Our academic pathways are flexible and aspirational and our personal development curricula inspires our young people to develop their skills, build their character and achieve top grades to facilitate successful progression routes. The curriculum works in conjunction with Beal Sixth Form's ethos and values. The Beacon Communication Department (BCD) is also part of Beal High School and is for students with a range of social communication difficulties including Autism and Asperger's syndrome. The Beal campus also hosts The Beacon Business Innovation Hub.

Over the next five years Beal High School will continue to be driven by our high expectations inclusive culture and strong sense of mutual respect. We will ensure that our students continue to experience a

rich, varied curriculum within a diverse, vibrant school community which unlocks their potential, ensuring outstanding outcomes and confident progression for all.

We have a clear vision for the school to ensure that all our students are successful learners, confident individuals and responsible citizens. During the next three years we have three clear objectives:

- To maintain and improve the 'Quality of Education' through clear intent and measurable impact
- To offer all learners access to a rigorous, broad and varied curriculum
- To improve the life chances and social capital of all learners through an inclusive approach to the curriculum, teaching and learning.

The Forest Academy

The Forest Academy is a medium-sized, community school integral to the Beacon Multi - Academy Trust. We are a good school (Ofsted, 2023), serving a diverse and vibrant community in Hainault.

We serve the local Hainault community, with a higher-than-average percentage of English as an additional language (>50%) and pupil premium students (c. 33%). 42 languages are spoken throughout the school community and 19% of our students have special educational needs.

We are proud of the inclusive nature of TFA, particularly our Additionally Resourced Provision, Beacon Communication School, for students with a range of social communication difficulties including Autism and Asperger's syndrome, with a new 6th form provision as part of Beal 6th form.

We have a co-located 6th form with Beal High School. We have exceptionally high aspirations for all of our students, and support them to set goals and think about their futures. Students from TFA and Beal 6th form go on to some of the best universities and apprenticeships, and we consistently secure 100% progression for our students.

Our school has an atmosphere of challenge and purpose. Our students experience a rich, varied curriculum ensuring excellent outcomes and high-quality progression routes. We seek to broaden our students' experiences by providing a choice of more than 40 clubs per week, and all students access a range of curriculum trips each year.

Our school improvement plan building on the excellent progress made across the school in the last few years. It follows two clear 'golden' threads, so it can be used and understood by all staff and used within their roles.

- Build the aspirations of all students across TFA – so they internalise success and aim high for themselves
- Improve academic outcomes, across Y7-13, through exceptional teaching and high quality curriculum planning

Beacon Business Innovation Hub (BBIH)

BBIH is a unique alternative provision. The expectations on our learners are high. Due to this, all find meaningful progression routes. What makes us unique is our holistic approach that aligns education, training, skills and employment services. This enables our students to ‘develop the skills, qualifications, and experience they need to succeed in their careers and to make a positive contribution to our society and economy’. We achieve this by creating a positive learning culture where young people can aspire, be supported and challenged, yet excel in an atmosphere of safety and purpose.

Our strategic aims are:

- to ensure the curriculum re-engages students with education
- to ensure the pastoral and mental health strategy is responsive to the needs of our students and wider community
- to ensure high standards of achievement and 100% meaningful progression

BBIH was opened in 2014 as a 14-19 alternative provision free school and expanded to 12-19 in September 2021. Our curriculum offers students various vocational and academic pathways in a range of subjects; all courses have been chosen to maximise engagement, success and progression.

Our students come from a variety of school experiences with the common characteristic that mainstream provision is not meeting their needs or enabling them to realise their full potential. BBIH provides a rigorous, alternative progression route.

Our curriculum vision is not about equivalence, but a different type of success underpinned by a mentoring programme that puts young people at the heart of their future and their future success. At KS3 our curriculum model provides a curriculum which will support reintegration into mainstream school and at Key Stage 4 & 5 core subjects combined with aspirational work-related qualifications and pathways to suit an individual and their choices.

NELTA

NELTA SCITT is a highly successful accredited provider of secondary ITT and has now been reaccredited to deliver ITT from 2024 onwards. In its last Ofsted inspection, it was graded Outstanding for overall effectiveness and for the three criteria which support this judgment: outcomes for trainees, quality of training and the quality of leadership and management. The report stated:

'Leaders' ambitious vision for excellence and their aspirations for trainees are of the highest order.'

'The quality of training is outstanding.'

'The quality of mentoring is strong and often outstanding.'

We offer tuition fee, and both salaried and assessment only routes to qualified teacher status in most secondary subjects and work in close partnerships with over 30 schools, many within the local authority but also across 7 other nearby local authorities. We also work with UCL/loE and King's College London on our School Direct programmes.

Outcomes for our trainees are exceptional with outstanding completion rates, very high numbers of trainees being graded good or outstanding against the Teachers' Standards by the end of the programme and excellent employment rates.

NELTA is committed to delivering a comprehensive and bespoke training experience and supporting the development of the next generation of teachers and school leaders.

During the next three years we have three clear objectives:

- To maintain a 100% pass rate for all trainees who complete the course
- To ensure consistency and cohesiveness of the ITT programme across centre and school led provision
- To ensure that the core content framework for ITT is delivered and that the new Quality Requirements for September 2024 delivery onwards are met



Useful Links

Find out more about our Trust here <https://www.beaconacademytrust.co.uk/>

Risk Management

For Beacon Multi - Academy Trust, risk management is a key governance task for the board. The Board has delegated the task of monitoring the Trust's Strategic Risk Register and Business Continuity Plan to the Finance & Risk Committee.

Individual Local Governing Bodies have delegated operational risk management processes, including premises and Health & Safety. See BMAT Structure and Terms of Reference:

<https://www.beaconacademytrust.co.uk/wp-content/uploads/2019/10/BMAT-Revised-structure-and-terms-of-reference-September-2019-100919.docx.pdf>

