

The Boston Witham
Academies Federation

Strategic Plan 2020-23



Working in partnership
to raise achievement for all

What We Have Achieved So Far

Our Aim: To create centres of excellence within, and for, the community which raises the aspirations and achievements of all stakeholders - to be a Trust which provides care, support, guidance, challenge and empowerment for all.

The Boston Witham Academies Federation was established in September 2012 and today operates 8 academies within Lincolnshire. We currently educate close to 3,500 learners from the ages of 3-16. We work in a small geographical area focused around Boston and Spalding with each academy no more than 30 minutes from each other. This has been essential to how the MAT has operated, being able to give immediate support when and where needed and growing a family of academies which work closely together.

BWAF is an inclusive, child centred Multi Academy Trust which values and promotes excellence in learning along with providing rich and varied learning opportunities for all. Our commitment as a Trust is to educate, empower and champion all learners. We work closely with families and communities to ensure that all meet their full potential.

Six of our academies have been graded Good or Outstanding by Ofsted and the remaining two academies are confident they will be graded Good at their next inspection. Academic outcomes across the Trust have improved over time in all academies. The Trust has prioritised the formation of a strong Central Primary Education Team which supports the academies in areas including Literacy, Numeracy, Assessment, Curriculum and EYFS.

The academies and the education provision across the Trust is also supported by a Central Extended Services Team which specialises in SEND, Safeguarding, and Attendance support and expertise.

Our Trust has a well-developed Central Team which oversees and offers technical expertise and leadership in all aspects such as Finance, HR, Estates, Health and Safety, IT, Marketing & Communication and Catering. Having this team enables our Heads to focus on leading education in their individual academies knowing that they can rely on the partnership with the operational managers to help them achieve their strategic aims.

We are also proud to have the Connect Teaching School as part of our Trust. The designated Teaching School has formed an Alliance, collaborating with partner schools from South and East Lincolnshire. The Alliance aims to create a trusting, inclusive and productive partnership which will lead to improvement in teaching and improved outcomes for pupils across all schools within the Teaching School Alliance.

The Boston Witham Academies Federation is governed by a Board of Directors with devolved responsibilities to the Standards and Inclusion, Finance, and People and Estates sub committees. Each academy has a group of local advisory members to provide local and community accountability.

“Working in partnership to raise achievement for all.”





The Boston Witham Academies Trust has four clear and important main aims which encompass our vision and ambition for 2020-23.

Our Ambition

- **Every Learner in BWAf is Educated in a ‘Good’ Academy** - where the quality of education reflects the highest standards and where behaviour, attitudes and outcomes are exemplary and consistent from everyone within the school community. We want every learner to enjoy their learning journey in our academies and have real choices for the future. We have a shared mission to deliver excellent teaching and learning every day.
- **BWAf is ‘The Trust of Parental Choice’** - a leading educational organisation in our local communities that gives parents/carers and communities confidence. We want to be their ‘first choice’ and for our academies to be full, or growing, vibrant places to learn. We believe every learner should have access to the best education whatever their starting point.
- **BWAf is ‘The Employer of Choice’** - a family of academies and a central team that are great places to work. We want our staff development to be first class and to enable staff that are ambitious to grow their careers with us. We want to ensure our CPD networks offer our staff significant professional development opportunities and that we recruit and retain the very best people.
- **BWAf is ‘The Partnership of Choice’** - an outward facing, collaborative and innovative learning focused organisation. We want external agencies and strategic partners to seek to work with us and for us to have excellent capacity to support others. Our reputation should reflect our strategic aims and priorities, and attract like-minded thinkers and innovators.

Our Growth Strategy Ambition

2020	2023
Learners 3,500	Learners 7,000
Colleagues 350	Colleagues 650
Academies 8	Academies 14

Our ambition is to welcome and grow the number of secondary, primary and special schools in our Multi Academy Trust over the next three years. We are excited about the opportunity to extend our families of academies in identified geographic areas.

Our Core Values To Achieve This Plan

The Boston Witham Academies Federation is an educational charity that exists to make sure that all learners who attend our academies have access to a great education and real choices in life.

Our Core Values for the delivery and success of our strategic aims are:

- P Passion**
We are privileged to be working in education, where we have the ability to profoundly change young people's lives - this means that the stakes are high
- E Equality**
A strong commitment to a fair and unbiased learning community
- O Openness**
We believe in being open, sharing ideas, being innovative, self-reflective and honest
- P Partnership**
Our partnership is based on trust, collaboration, integrity, support and rigorous challenge
- L Learning**
We are a learning organisation and we are always curious
- E Excellence**
We do challenging work and can achieve incredible things

“The main thing is to keep the main thing the main thing.”

- Stephen Covey, The 7 Habits of Highly Effective People





Simple but important questions that relate directly to our strategic aims:

Are all learners receiving a good education every day?

Are our academies parents' / carers' first choice?

Do employees want to work for us and stay working for us?

Do external agencies and strategic partners seek to work with us?

The answer must be YES!

What Sort Of Trust Do We Want To Be?

We want to be a learning organisation that is continually improving.

We want to find the best moral and ethical ways to support and educate our children.

We want to create an equitable Trust where every academy and every learner thrives.

We want to be purposefully 'connected' and outward facing, working in collaboration with a wide range of external bodies and strategic partners on a local, county-wide and national level.

We want to regularly evaluate our actions so that we can measure the impact we are having for our learners.

We want to positively affect the lives of all those educated with us.

We want to be a Trust that focuses on sustainability, long-term planning and a legacy mindset.

We want to manage risk rather than avoid it so we can innovate, develop and be a leading MAT.

We want to use digital technology to help us become more effective and efficient as an organisation and to support our employees' wellbeing and work-life balance.

We want to ensure that all available resource is delivered to academies to benefit our learners.

We want to enable improvement and innovation as an organisational habit.

We want to be an organisation where leaders at all levels are strong, effective, and authentic - and we also want to develop a pipeline of excellent future leaders.

We want to ensure that every child has access to good quality teaching and learning every day within a safe, stimulating, and well-resourced learning environment.





“Education is the most powerful weapon which you can use to change the world.”

- Nelson Mandela

Some Of The Key Performance Indicators We Will Use To Help Judge Whether We Are Achieving Our Ambitions And Our Strategic Aims

- Outcomes and progress measures for all learners and all groups of learners
- Quality of the curriculum
- Overall pupil attendance rates
- Overall fixed term and permanent exclusion rates, with an added focus on those eligible for pupil premium funding and those with special educational needs
- Ofsted judgements covering overall effectiveness, quality of education, behaviour and attitudes, personal development, leadership, and management
- Outcomes of safeguarding, personal development, wellbeing and behaviour reviews
- Effective use of the Pupil Premium funding and strategy so that the disadvantaged gap continues to close across all outcomes
- Feedback from parents/carers, families and our local communities
- Adherence to financial probity and financial viability
- Number of new schools/academies joining the Trust
- Number of external agencies and strategic partners linked to the organisation
- If our academies are full or growing
- External and internal audit reports
- If our operating model is ‘fit for purpose’ and value for money
- If our learning environments and Estates are enjoyable places to learn in and work in
- Staff retention, recruitment promotion and exit surveys

Strategic Priorities 2020-23

- All academies are great places to learn and work
- All learners attend regularly, behave well and know how to keep themselves safe
- Academy improvement is driven through a clear strategic education plan, informed by critical self-evaluation, research and best practice on outcomes
- The quality of teaching and learning is consistently good or better in all academies
- All learners have the knowledge, skills and understanding that ensure they contribute positively to society
- Leadership at all levels is authentic, dynamic and ethical
- Successfully increase the number of academies in our Trust
- Have staff who are ambitious for our learners and for themselves
- All our academies are financially secure and adopt sustainable, environmentally friendly approaches
- Across the Trust strong leadership and governance is consistently achieved
- Our Central Directorates are all transparent, excellent value for money and constantly developing and improving to best serve our academies





We are at an exciting stage of our Trust journey, with a new Executive Team and a commitment to each of our academies shaping and driving how we move forward for the benefit of every learner and the communities we serve.

Benefits Of Being Part Of The Boston Witham Academies Federation

- ✓ Agreed strategic direction and vision
- ✓ Common ethos, values and standards
- ✓ The right balance of support for development and challenge for quality assurance
- ✓ Access to excellent central services including Finance, HR, Estates, Health & Safety, Marketing & Communication, and IT managed services which provide expertise and good value for money
- ✓ Shared expertise in common areas of need: wellbeing, attendance, admissions, SENCO support and safeguarding
- ✓ Core high quality educational subject support and creative curriculum development which reflects the needs of pupils, relevant to context
- ✓ Collaborative policy and opportunity to share and co-develop best practice for the benefit of all
- ✓ CPD networks that offer staff significant professional development opportunities and a 'grow our own' model
- ✓ Good organisational financial health and management
- ✓ Shared curriculum resources and infrastructure
- ✓ Autonomy for Heads and Leaders, no 'one size fits all model'
- ✓ Economies and efficiencies of scale
- ✓ Opportunity to be part of the Connect Teaching School and the capacity to support others
- ✓ Support, challenge, guidance, collaboration, cooperation, opportunity...

How We Will Be Held To Account For Achieving Our Strategic Aims

External accountability from Department for Education, Regional Schools Commissioner, Ofsted, ESFA and other public bodies.

Members of the Board

Responsible for assessing if the Board of Directors is performing well and ensuring that the charitable objectives are being fulfilled. Responsible for holding the Trust Board to account.

Board of Directors

Responsible for supporting, challenging, and scrutinising the strategic direction and running of the Trust, led by the Chief Executive Officer. Responsible for setting the direction and vision, holding the CEO to account, and ensuring financial probity.

Chief Executive Officer

Responsible and accountable for the overall success of the Trust and for leading the development and execution of long-term strategies. To provide strategic leadership, manage risk effectively, and ensure efficient, effective and compliant management of the Trust.

Executive Team consisting of Chief Executive Officer and

Vice Chief Executive Officer/ Chief Education Officer (VCEO)

Lead the development and implementation of educational strategy that ensures excellent educational outcomes and performance across all academies and for all learners. Support and deputise for the CEO to lead, develop and manage the Trust.

Chief Finance Officer (CFO)

Responsible for, and provides leadership for, ensuring financial compliance with statutory and legal requirements. Responsible for financial management and reporting, managing risk, and effective governance and legal processes.

Chief Operating Officer (COO)

Lead and manage all the non-academic operating aspects within the organisation, with the primary purpose of supporting the achievement of outstanding educational outcomes while providing an excellent service to academies and ensuring best value for money.

Heads of Academy - To provide professional vision and leadership for the academy which secures its success and improvement, ensuring high quality education for all the pupils and improved standards of learning and achievement. To lead an academy successfully to meet the organisation's aims.

Central Directorate Manager - To support the Trust and the Heads of Academy to meet their strategic aims. To lead and ensure the functionality of a specified operational area of the organisation, including compliance, and to be an expert in their field.



**“Unity is strength... when there is teamwork and collaboration,
wonderful things can be achieved.”**

- Mattie Stepanek (Poet, 13 years old. 1990-2004)



www.bwaf.net

T: 01205 319503 E: enquiries@bwaf.net

The Boston Witham Academies Federation,
Boston, Lincolnshire, PE21 9HB

Chief Executive Officer: Emma Hadley

Company Registration Number: 8158309 (England and Wales)
Registered Office: Marian Campus, Marian Road, Boston, Lincolnshire, PE21 9HB