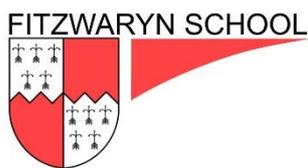




# The Propeller Academy Trust Strategic Plan 2022–2025

'To extend high quality SEND education to as many children and young people as we can'



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# Contents

<b>Welcome to The Propeller Academy Trust</b>	<b>2</b>
<b>Our Vision</b>	<b>3</b>
<b>Our Principles</b>	<b>4</b>
<b>Strategic Plan</b>	<b>5</b>
<b>Key Strategic Priorities</b>	<b>6-10</b>
<b>Our Structure</b>	<b>11</b>
<b>Contact Us</b>	<b>11</b>

**“We are all incredibly proud to be part of the Propeller family. Our aim is to ensure we prepare all our pupils to be as independent and as successful as possible in adulthood. Our strategic plan is a key document on this journey.”**



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## Welcome

The Propeller Academy Trust (PAT) comprises of Kingfisher and Fitzwaryn Schools, both Special Needs Schools based in South Oxfordshire, who joined together in 2013 to form The Propeller Academy Trust. Bishopswood School in Sonning Common will be joining the Trust in early 2023 as we look to extend our high-quality SEN provision to as many young people as we can.

As a Trust, we are very proud of our schools and the opportunities we provide our students and their families in and out of the classroom. Providing the very best education and opportunities in school and the community will continue to be at the heart of all that we do at PAT.

The Trust has been highly focused on the growth and capacity of our existing schools and has achieved over £1 million of development and investment across our sites, with the opening of new Sixth Form centres at each location. This continues to build on our financial stability for both schools. However, more importantly it has provided an increased provision for young people in the local area or where specialist provision is needed out of area.

The Trust has been proactive in developing and streamlining central support services and providing systems for growth, whilst enabling smart working, strong succession planning and flexibility.

The Trust is a successful conduit for introducing sponsors and grants to our schools enabling enhanced facilities and experiences for our students. This remains a key focus for us in light of commercial demands and always wanting to achieve more for our young people.

The schools within the Trust continue to provide high levels of progress and academic experiences for all students at all stages with many of our young people entering successful employment within the community. As a Trust, academic success, personal development and routes to employment, independent living and community experiences are the bedrocks of our work. With this in mind we deliver diverse and highly personalised curriculum offers to ensure that all students fulfil their potential in adulthood.

The Trust benefits from strong governance providing clear strategic direction and support. Jane Edwards, Chair of the PAT board notes;

*'As Chair of PAT, and on behalf of the Board, I am delighted to welcome you to The Propeller Trust and our Schools. As a team, our focus is the strategic development and growth of the Trust to ensure continued academic excellence and opportunities are provided for all the pupils in our care. Safeguarding remains a continuous priority as does the well-being of all pupils and staff. PAT is at a very exciting time in its journey, and we hope you are able to join us in delivering outstanding outcomes for the children and young people in our care'*

The next step on our journey is to grow...

# Our Vision

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We believe our gifted and dedicated staff offer extraordinary learning and developmental experiences for the children and young people in our schools. We want to offer these opportunities to more children and young people. Our **Vision** is therefore:

**“To extend high quality SEN education to as many children and young people as we can.”**



# Our Principles

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In pursuing this Vision, we will be guided by the principles that we have maintained since the Trust was founded. We will:

Keep children and young people at the heart of every decision.

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Provide an **innovative** and **developmental** academic **curriculum**, which ultimately gives children and young people a strong foundation for long-term community cohesion, positive mental health and well-being, independence, and appropriate employment.

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Maintain the **distinctive identities** of each school in our Trust and seek recognition nationally and locally for the **quality** and **diversity** of our provision.

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Share the benefits of **best practice**, **collaboration**, and **new initiatives** equally across all our schools.

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**Support** local **communities** and broader SEN needs within education and the wider community.

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Nurture a culture of **health** and **safety** and **improvement** which welcomes learning, challenge, and assurance.

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Provide **opportunities for staff** to develop and progress, within a supportive and positive environment.

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**Work collaboratively** and inclusively with internal and external stakeholders; including staff, parents, carers, and our partners.

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**Protect** and use all our **resources** efficiently in pursuit of our Vision.

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Keep our governance **structures streamlined** to enable our teachers to remain focused on teaching.

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Accord everyone associated with the Trust the **respect** and **dignity** they deserve.



# Strategic Plan 2022 / 2025

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**As a Multi Academy Trust we have clear strategic aims which are founded in our visions and principles. The Strategic Plan 2022-2025 outlines the goals and targets of PAT over the next three years to ensure that as a Trust, the public, parents, and all stakeholders have confidence in our approach and development.**

## The Strategic Plan

- Shares and defines the vision of the Trust for the next three years
- Defines the success criteria that will demonstrate the effectiveness of the individual academies
- Explains how we will track opportunities and risks in a continually changing environment
- Builds upon the individual academy successes already achieved
- Places high quality education and community experiences at the heart of all decision making.

# Key Strategic Priorities

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## Key Objective 1 – Outstanding Outcomes for All Children and Young People Across the Trust

*Our raison d'être is to deliver high quality education to all our children and young people and their families. Therefore, our primary strategic objective is to be at the forefront of evidence-based, quality-first teaching and be creative and relentless in delivering effective provision for all.*

### In order to achieve this, we will:

- Ensure our pupils feel safe and happy in our schools
- Deliver schools' curriculum that are evidenced based, meet the needs of our pupils and focus on lifelong community participation
- Implement a Trust wide quality assurance plan that focuses on quality first teaching, effective curriculum principles, high quality support in and out of the classroom and linked KPIs
- Deliver Education, Health and Care Plans that focus on improving pupils' lives through community-based learning opportunities
- Develop a Trust wide 'moving on' strategy that provides a framework for successful and sustainable adult living for all pupils moving on from PAT
- Build purposeful partnerships with local businesses to provide employment and training opportunities within our communities for all our pupils

### 2025 Success Criteria:

- All academies are judged Good or better by OFSTED. Academies new to the Trust, in a risk category, can evidence rapid and sustained improvement
- EHCP outcomes for all pupils are appropriate, progressive, and effective
- Schools' curriculum and its delivery are innovative, built upon research-based evidence and effectively meets the needs of all children and young people in the Trust's care
- 100% of teaching is good or better across the Trust
- Attendance in our schools is above national average for Special Schools

## **Key Objective 2 – Prepare and Support All Children and Young People to be Happy, Active, and Lifelong Integral Members of their Community**

*At PAT, we believe that we should hand our pupils on to our communities with the confidence that they will play an active role, be welcomed, and inspired by the opportunities they will enjoy within their local area.*

### **In order to achieve this, we will:**

- **Build relevant and sustainable partnerships across our communities**
- **Develop the curriculum and transitions in our schools to focus on community-based learning**
- **Ensure access for all in and out of school (including the local community and beyond)**
- **Ensure all pupils have access to independent living experiences**
- **Develop alumni groups across the Trust**
- **Develop social enterprises within all our schools/communities**
- **Extend our business links, careers guidance and employment opportunities across our schools**
- **Develop a family support framework to support pupils' transition into the community**

### **2025 Success Criteria:**

- **All children and young people have access to community experiences and appropriate independent living**
- **Children and young people have access to supported community learning up to the age of 25**
- **Children and young people have appropriate and effective pathways into employment or the next stage of their education and development**
- **There is clear evidence that children and young people are as well prepared as possible for independence in adulthood and their potential for active engagement in the community**
- **Children and young people are confident communicators in a range of social and formal situations**

## Key Objective 3 – Effective Investment in our Staff

*At PAT, we aim to invest in people at all levels to be the very best they can be. Staff/pupil well-being, high quality training and effective recruitment and retention underpin all the work we do.*

### In order to achieve this, we will:

- Prioritise the well-being of staff and pupils within our trust through a Trust wide well-being strategy that constantly evaluates and supports mental and physical health
- Be a flexible and empathetic employer and value staff
- Identify and develop high quality leaders, ensuring all leaders have access to high quality training and coaching
- Ensure Early Career Teachers' provision is effective in developing high quality teachers and leaders of tomorrow
- Provide 'best practice' Continuing Professional Development (CPD) models across the trust based on research which actively allows all staff to improve their practice in the classroom
- Ensure staff training and development for back-office teams maximises the potential of all
- Develop and implement a recruitment and retention strategy that minimises risk in key scarcity areas

### 2025 Success Criteria:

- Leadership and management are externally validated as good or better in all of our Trust schools
- Continuing Professional Development in all our Trust schools is effective, and evidence based and positively impacts on pupil progress
- Directors and Governors are present, effectively trained and hold Trust Leaders to account
- Recruitment is efficient and effective
- Retention rates are above the national average for Special Schools
- Trust wide surveys indicate well-being needs across the trust are being met and the trust has national accreditation for its work in this area
- Staff absence is below sector national average for Special Schools

## **Key Objective 4- Continually Extend our Reach to Provide High Quality Support to as many Children and Young People as Possible**

*At PAT, we believe that we should extend high quality education to as many children and young people as we can. Therefore, we will aim to work with local education communities/schools to benefit more pupils with SEND and extend our portfolio of schools to positively impact as many children and young people (and their families) as possible.*

### **In order to achieve this, we will:**

- Deliver our growth strategy and extend our schools' portfolio
- Work with local schools to support and extend their SEND offer
- Ensure each PAT school develops and delivers a successful outreach programme
- Work with our commissioners to develop the depth and range of our partnership working
- Extend the range of support for our parent/carers

### **2025 Success Criteria:**

- Expand the number of schools in the Trust whilst maintaining high quality education throughout
- Clear plan in place to deliver the transfer into PAT of new academies with roles and responsibilities of key staff clearly outlined
- Effective partnerships with other local providers to support all pupils with SEND in their communities through inreach and outreach
- PAT is seen as a trusted, expert resource and has active partnerships with other MATs (inc. peer reviews)
- Parents/carers are supported and empowered by their schools

## **Key Objective 5 – Maintain a Sustainable Business Model to Enable us to Fulfil our Strategic Aims**

*Resource management is one of the cornerstones of an effective Trust. PAT must demonstrate value for money, regularity and propriety whilst aiming to ensure that every decision we make is based on the values and ethos we all share. The Trust's strategic business and resource planning will facilitate the delivery of its vision.*

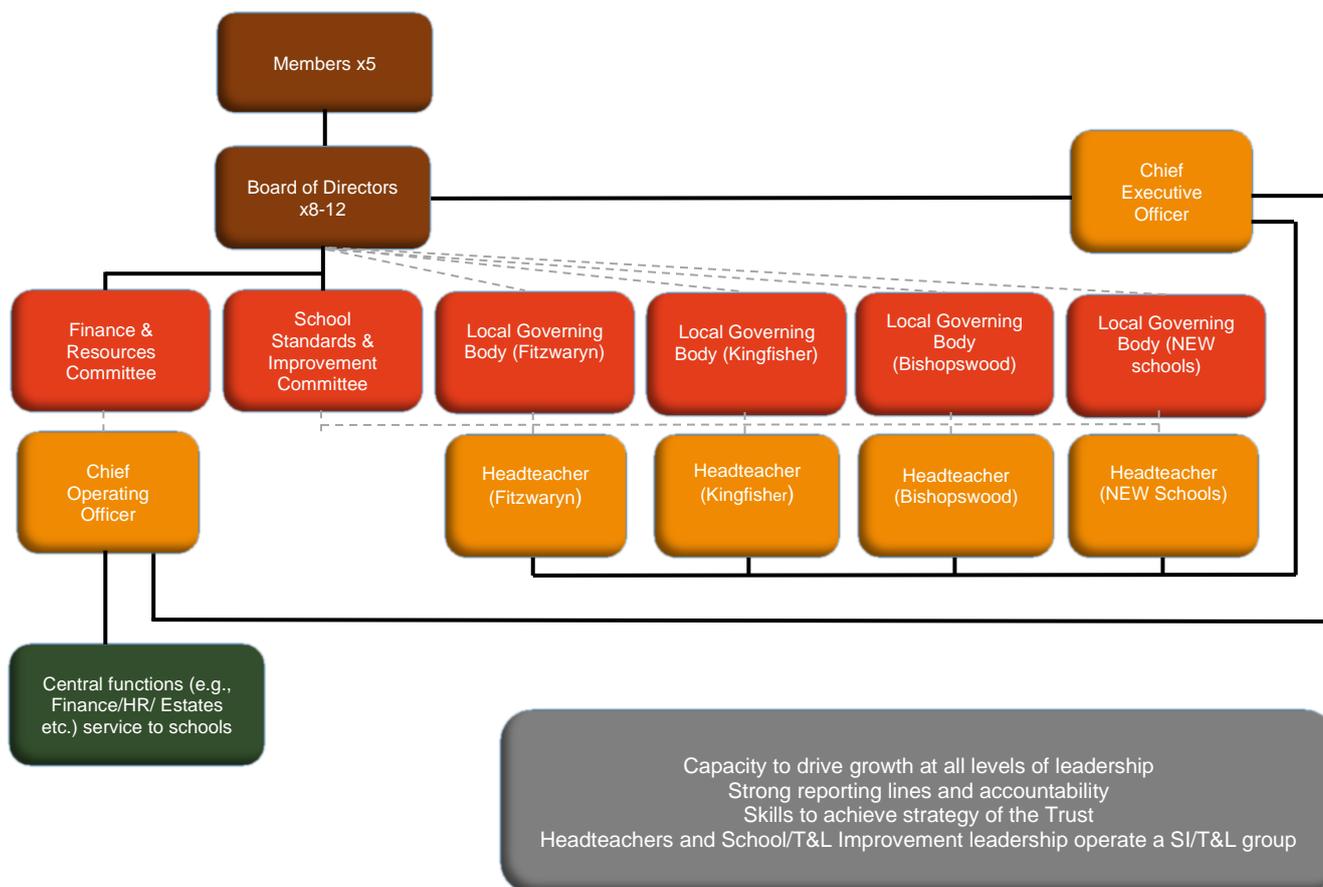
### **In order to achieve this, we will:**

- **Ensure all of our estates instill pride for our students and the very best facilities**
- **Develop our estates to maximise pupil admissions and diverse curriculum skills centres**
- **Ensure all schools are financially efficient, and the Central team offering provides a valuable and effective service**
- **Ensure technology and shared practice and resource underpins sustainable growth**
- **Actively develop commercial funding streams to support in school experiences, and long-term community projects**

### **2025 Success Criteria:**

- **Effective outcomes for our pupils**
- **The Trust secures funding where appropriate to ensure high quality buildings across its estates and maximises income through successfully gaining additional grant funding**
- **School estates provide outstanding facilities and resources to support effective outcomes for all of our pupils**
- **The Trust remains in good financial health and has clean compliance based on external audits**
- **The Trust Board has a wide range of skills and experiences that successfully meet the needs of Trust governance as outlined in external reviews**
- **All levels of Trust governance understand the views of its pupils and parents and impacts on strategic decision making**

# Our Structure



# Contact us

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