

Strategic Plan

2024-2026



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Introduction

The Oxlip Learning Partnership (the Trust) was established in September 2024. It was the culmination of planning across two Multi Academy Trusts, both based in Suffolk with similar structures. We have five Primary Schools, one with a Nursery, and two Secondary Schools, plus three Specialist Units.

The choice of name was quite deliberate: no one school in the Trust is ever regarded as the “lead” school; all schools regard themselves as partners in delivering the best possible education for young people. The Trust, therefore, sought a name which would resonate with local communities and yet reflect the importance of education.

It was, therefore, significant to celebrate the Trust being a partnership of schools with learning at the heart of our vision and values. Oxlip (*Primular Elatior*) is the County flower of Suffolk, and aligns with the values of the Trust, being a source of strength and support for our schools and a foundation from which our schools can flourish.

Oxlip Learning Partnership believes that equality is a whole Trust responsibility. We will ensure a positive culture of inclusivity, equality and diversity that extends to all members of our community.



Vision

Ambition, Aspiration, Excellence within a Connected Community

At the heart of the Oxlip Learning Partnership lies a commitment to shaping **children's futures** by fostering a connected community of learners rooted in **Ambition, Aspiration, and Excellence**.

- **Ambition:** Our ambition is rooted in civic duty and leadership, applied across all stages of learning, from preschool to adulthood. We believe in enabling every student's aspirations for academic and social success, while supporting our communities through ethical, socially responsible actions. Our schools, united within a connected trust, strive to become recognised beacons of leadership, inspiring the wider community and achieving both local and regional recognition.
- **Aspiration:** We hold high aspirations for all learners, empowering them to progress intellectually, emotionally, physically, and socially, no matter their starting point. Success is demonstrated through the trust's ability to minimize divides, ensuring all students progress in line with top-performing schools. We encourage respect for self, others, and the environment, fostering collaboration and nurturing relationships across the trust.
- **Excellence:** Excellence permeates our work as we embrace innovation, research, and collaboration, advancing education for the public benefit. Our commitment to excellence is reflected in student outcomes, the quality of teaching and learning, and the development of independent, resilient learners. We celebrate diversity, individuality, and the distinctive qualities of each school while building strong leadership and a collective drive for school improvement.



Together, we will:

- **Foster responsible citizens** who are confident, inquisitive, and independent learners, capable of determining their own futures.
- **Provide a happy, caring, safe, and stimulating learning community** where students are supported by motivated staff who aspire to outstanding teaching and leadership.
- **Promote and develop leadership** within our schools, encouraging leaders to support, challenge, and inspire others.
- **Collaborate and share expertise** across schools, regions, and with external partners to ensure vibrant, innovative, and informed educational practices.

By embracing challenge and celebrating success, we will build an **inclusive, diverse community** that values collaboration, trust, pride, and resilience. We recognise and respect the unique characteristics of each school and community within the Trust, while sharing a common purpose of **school improvement and educational excellence**.

This vision highlights the combined focus on civic responsibility, high aspirations for all learners, and a shared pursuit of excellence, while incorporating the community-oriented ethos of both the Trust and its partner schools.



The Trust Board

The full Trust Board has a statutory responsibility for all schools and meets, in full, at least three times each year, receiving reports across the whole spectrum of work being undertaken.

The Board both challenges and supports in line with the Trust’s vision and values.

In order to fulfil key functions and exercise its legal obligations a number of committees operate:

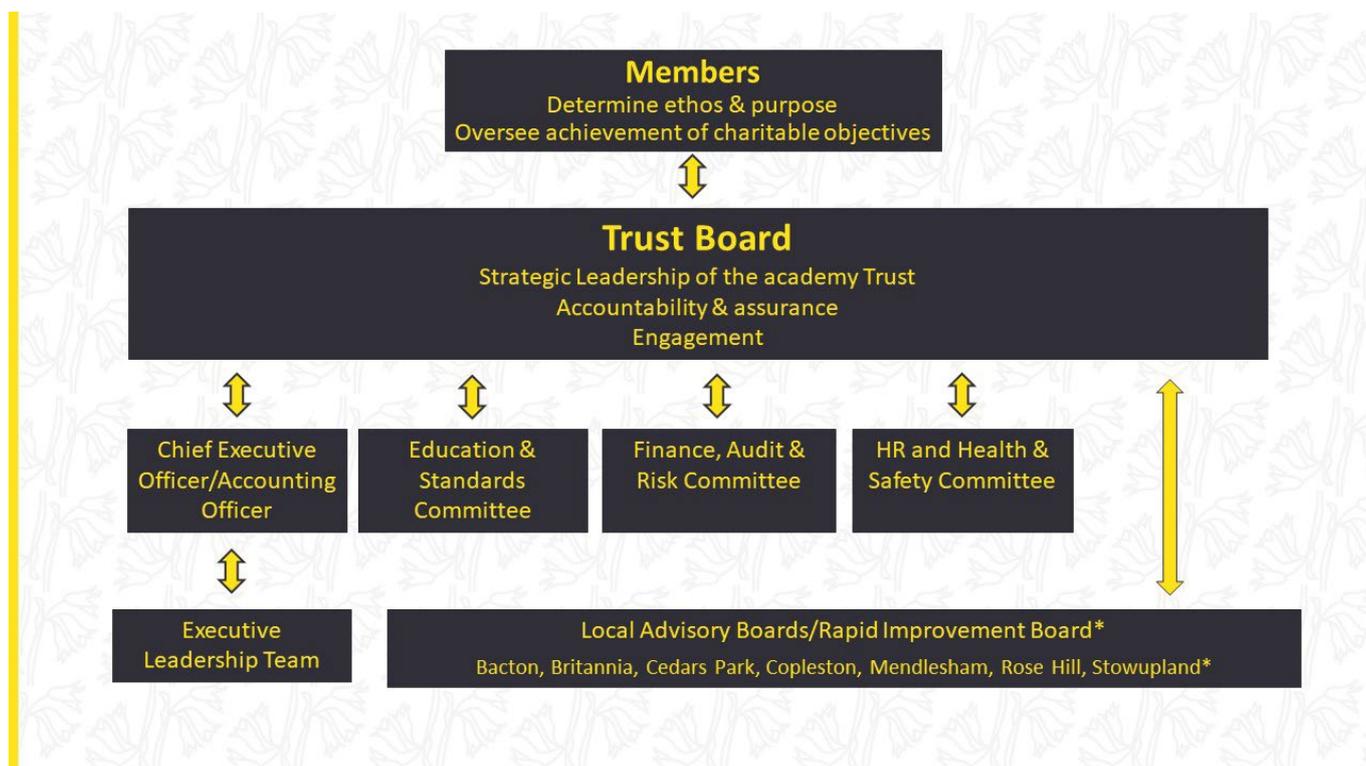
- Education and Standards
- Finance, Audit and Risk
- HR and Health & Safety

Governance at a local level is undertaken by Local Boards. These are the Trust’s representatives and all Local Boards work to a Scheme of Delegation.

The work of the Trust Board and its committees is professionally clerked and there is regular communication with appointed officers and schools via training sessions, regular briefings and a blog.

At a corporate level, the Trust is managed by the Chief Executive Officer (CEO) who leads a central team of staff comprising Human Resources, Finance and Business, Estate and Facilities and Executive Administration.

The CEO co-ordinates partnership arrangements and works alongside school improvement partners and specialists covering both the primary and secondary phase.



Consolidation

Oxlip was founded on the belief that each academy should be focused on providing young people in the Mid-Suffolk and the Ipswich areas with the very best opportunities in life. The merger of two small and geographically close Multi Academy Trusts in September 2024 offered significant advantages for pupils, staff and the communities that we serve. Enhanced strategic planning and direction, greater opportunities for professional development and cooperation and acquisition of improved centrally provided services were all significant factors in encouraging this development. We believe that we are stronger together: enhancing educational opportunities for all, promoting excellence and being able to drive significant sustainable longer-term growth across the Trust.

At the same time, we will respect the distinctive characteristics of each of the communities we work in and how they are reflected in bespoke school cultures. We welcome that diversity, celebrating the unique qualities of each of our Academies whilst acknowledging that, to become sustainable, communities must develop and grow. We are committed to and will proactively promote, equality of opportunity for all.

Whilst not initially actively searching for other neighbouring educational establishments to join with Oxlip this is not completely discounted if there is a common advantage for all in doing so.

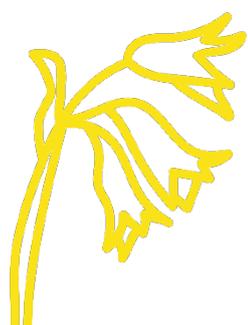
The Trust has made the four-year strategic commitment to invest time effort and finance in meeting the high standards that we set ourselves. External and internal scrutiny are integral components in this process as illustrated in the quality assurance diagram below.



The Strategic Plan

The Trust's Strategic Plan arises from an evaluation of performance and also developments within the local and national context. The data and documents used to inform the priorities for 2024-2026 include:

- An evaluation of performance indicators from national tests 2023-2024, and later years as they are available, and current progress data;
- An analysis of strengths, weaknesses, opportunities and threats as discussed and articulated through Trust Board meetings;
- Trust and school self-evaluation including feedback from School Improvement Partners;
- Forecast figures and documentation for the locality;
- Schools Financial Benchmarking and dashboard information;
- The Confederation of School Trusts briefing papers and training;
- Local developments and initiatives: educational, regional and community-focused.



Planned Priorities: 2024-2026

We have adopted the strategic priorities of a strong trust, as identified by the Department for Education (DfE). All actions, activities and outcomes are aligned to the Trust's vision of **Ambition, Aspiration, Excellence within a Connected Community** and reflect our principles of working and our values.

Our targets for 2026 are ambitious, but realistic.

Strategic Objective	Anticipated outcomes by 2026
SO1: Strategic Governance	<ol style="list-style-type: none"> 1. Highly effective governance systems at all levels 2. Consistent and effective monitoring taking place in all schools 3. Clear understanding of roles and responsibilities at each governance layer 4. Strong culture of Risk Management in place
SO2: Expert, Ethical Leadership	<ol style="list-style-type: none"> 1. Delivery of Trust strategy through strong and ethical leadership underpinned by strong financial expertise 2. Effective Trust operating model provides clarity on the delivery of Trust and school level activities in alignment with the Strategic Plan 3. Expertise within the Executive Leadership Team ensures compliance with regulatory, contractual, and statutory requirements and the safeguarding and welfare of children across the Trust
SO3: High Quality, Inclusive Education	<ol style="list-style-type: none"> 1. Highly effective Teaching and Learning across the Trust 2. Reduction in suspensions with strong, positive and inclusive culture within schools 3. Improved attendance across the Trust and at national average as a minimum 4. Achievement gaps between PP learners and peers closed 5. Effective support for all children with SEND enabling them to thrive
SO4: School Improvement at Scale	<ol style="list-style-type: none"> 1. Reformed Trust Framework for School Improvement is in place 2. Established Trust dashboard of key data in place informing school improvement 3. Bespoke offer supporting individual schools in place 4. Skilled Central School Improvement Team in place and meeting the needs of schools
SO5: Workforce Resilience and Well-being	<ol style="list-style-type: none"> 1. Effective and value added HR service provision across the Trust 2. Consistent management of HR casework and projects through a suite of Trust wide policies 3. Trust wide payroll services delivered by one external provider 4. Fully embedded "People Strategy" to support the recruitment, retention, development and wellbeing of staff
SO6: Efficiency and Effectiveness of Finance and Operational Structures	<ol style="list-style-type: none"> 1. Balanced budgets in place across all schools 2. Good Estates Management for Schools (GEMS) system in place and aligned with Estates Management policies 3. Consistent processes in place maximising impact of economies of scale 4. Effective monitoring of financial performance is in place across the Trust
SO7: Public Benefit and Civic Duty	<ol style="list-style-type: none"> 1. Understanding and knowledge of where provision can be enhanced for Early Years and Post-16 2. Sustainability and decarbonisation system embedded and aligned with Estates Management and Procurement policies 3. Enhanced communication with key stakeholders 4. Increased use of the facilities by local organisations and communities