



THE KHALSA
ACADEMIES TRUST

STRATEGIC PLAN
2023 - 2026



Our overarching strategic goal is to ensure that all our academies provide an excellent education in a stimulating learning environment, where pupils feel safe to explore knowledge and understanding, and aspire to achieve excellence in all that they do.

Our aim is for all our academies to be rated as Outstanding and to be grounded in the Sikh values of truth, resilience, courage and service to the community. We are committed to providing a holistic learning experience which will enrich our pupils' lives and make them enthusiastic participants in improving the world that they live in.



STRATEGIC PRIORITY 1: HIGHEST STANDARDS OF ACADEMIC EXCELLENCE

Owner – CEO, Director of Education, Director of Quality & Standards

Our educational strategies are defined by the highest standards of academic excellence and will focus on providing a stimulating, broad and inclusive education for all.

- A culture of honest self-evaluation and development that prioritises pupil success is at the heart of every action and initiative taken in our academies.
- Teaching and learning are stimulating, inspirational, individualised for ALL learners, and challenge the pupil beyond their independent ability.
- Assessment strategies focus on developing learning through a refined understanding of pupil voice and interactive feedback.
- Excellent use is made of the data collected to monitor progress and implement improvements.
- Excellent use is made of the data collected to monitor progress, and outcomes and implement Trust wide improvements.
- Continued Professional Development programmes are personalised and designed to develop and nurture highly skilled staff and encourage innovation within a collaborative culture.
- The curriculum design is broad and contextualised, taking into account careers and destinations and extending beyond the classroom into the academy environment. A culture of good behaviour, strong personal development, curiosity, and participation in extracurricular learning is a normal way of life for the "Khalsa pupil."
- Staff, pupils, and parents feel valued for their contribution to the academy. Their unique personal qualities and abilities are recognised and appreciated, yet they are professionally challenged and held to account by leaders.
- The Trust recognise and reward success.

STRATEGIC PRIORITY 2: SUSTAINABLE STRONG GOVERNANCE AND LEADERSHIP CAPACITY AT ALL LEVELS

Owner – Chair of Trustees, CEO, Director of Quality & Standards, Governance Professional and Trust Safeguarding Lead

Ensuring leadership at all levels have the highest expectations of themselves and others in order to develop a strong culture of excellence and standards.

- The Trust have a clear and ambitious vision for providing high-quality inclusive education for all pupils, especially the disadvantaged and SEND pupils.
- The Trust have strong shared values based on the Sikh Ethos and practice as defined by the supreme temporal and spiritual authority, the Akaal Takhat in Amritsar.
- A strong culture of safeguarding is driven by the leadership of the Board across all its academies.
- Trustees continue to provide robust oversight and strong leadership to challenge, and performance manage the CEO and executive team across educational outcomes, financial performance, risk management, and the well-being and safety of staff and pupils in readiness for Trust growth.
- Those in positions of governance at all levels of the Trust continue to be knowledgeable, experienced, fully trained, and confident in performing their roles successfully.
- A highly robust risk and control policy and framework covering the full range of strategic risks, including operational and financial, underpins strategic decision-making.
- Clear and consistent systems support the Trust in carrying out forensic data analysis and using data and assessment efficiently to inform each academy's improvement strategy and actions.

STRATEGIC PRIORITY 3: SAFEGUARDING AND WELLBEING

Owner - CEO, Director of Quality & Standards, Trust Safeguarding Lead and Trust Wellbeing Lead

Embedding an organisational culture that prioritises safeguarding and wellbeing focusing on efficient systems, effective practice and meaningful engagement.

- The Trust ensure that robust policies and procedures are in place, in line with relevant legislation, statutory guidance, and good practice guidance. Policies and procedures are rigorously implemented and embedded in practice by all staff.
- Safeguarding children from harm is a fundamental aspect of our Trust's ethos and culture.
- Robust procedures are established to ensure safer recruitment and prompt referral and reporting is pertinent to the organisation's identification of any concerns.
- Safeguarding information is communicated, displayed, and posted in all appropriate places, and proactive awareness-raising is underpinned by appropriate and accessible staff training on a continuous basis.
- Enhanced safeguarding risks at certain points of practice are understood, as is the need for safeguarding to be increasingly responsive to the context of our students' lives and the community.
- Health and wellbeing are an integral element of the Trust's educational philosophy and vision, and this is recognised in the appointment of a Trustee to champion staff and pupil wellbeing across the Trust.
- The academies provide a holistic education that balances academic achievement with social, physical, emotional, and mental well-being, as well as an extensive personal development programme consisting of a wide, rich set of experiences.
- A robust curriculum includes rich experiences that develop pupils' character and foster personal growth, citizenship, and sustainable patterns of living.

STRATEGIC PRIORITY 4: STRENGTHEN STAKEHOLDER ENGAGEMENT

Owner - Trustees, CEO, Marketing and Communications Manager

Academies are anchored institutions in the community engendering a sense of pride in pupils, parents/carers and the local communities of our academies.

- The Trust ensure that mechanisms are in place to engage meaningfully with all pupils, parents/carers, and staff to create a sense of trust and shared ownership of the organisation's strategy, vision, and operational performance.
- The Trust have a deep, accurate understanding of the academy's effectiveness, informed by the views of key stakeholders.
- The Trust will establish strong and robust relationships with parents/carers, staff, pupils, and local communities as it is an integral aspect of our academies. It is universally understood that everyone's input is valued.
- The Trust will actively engage with community representatives on the Local Advisory Boards reach out and engage with the local community.
- The Trust will organise yearly events that draw significant participation from pupils, parents/carers, staff, the local community, and representatives from business and professional organisations is key to building strong relationships.
- The Trust will build positive and constructive relationships with the Department for Education and all stakeholders; the local communities that serve our academies, the Local Authorities, MPs etc.
- The Trust will maintain effective links with other Sikh academies and national organisations to collaborate on joint initiatives.
- The Trust will build strategic partnerships and links with other Sikh academies, Trusts, and national organisations to collaborate on joint initiatives, such as school improvement.

STRATEGIC PRIORITY 5: ACCOUNTABILITY AND FINANCIAL PERFORMANCE

Owner – Trustees, CEO, CFOO and The Central Team

We want to manage finances in the best way to ensure the best outcome for the students and ensure strong financial stability.

- The Trust uphold strong and effective governance, ensuring the continuous viability and efficiency of the Trust through effective business and financial planning.
- Continuous financial examination and supervision by the Trust Board are in place to guarantee optimal financial performance, maintaining the Trust in a sound financial position.
- Resources are used efficiently to maximise outcomes for pupils, with a commitment to prudent spending of public funds, adhering to the "value for money" principle.
- Capital projects are meticulously designed, financially sound, and executed without introducing additional risk to the Trust and its academies.
- The Trust consistently scrutinise internal controls and risk management to ensure their effective operation.
- Robust systems and control processes are in place to ensure compliance with relevant regulatory requirements, encompassing HSE, GDPR, Safeguarding, Accounting requirements, and Regularity Registers and submissions (GIAS and Annual Accounts).
- Transparency and assurance to stakeholders are provided through independent external financial and internal control audits.

STRATEGIC PRIORITY 6: STRATEGIC PARTNERSHIPS AND GROWTH

Owner - Trustees, CEO and The Central Team

We want to explore the growth of our small-sized Trust.
To take opportunities to grow with the right schools in the
right areas.

- Explore the expansion of our Trust, leveraging opportunities for growth as a small-sized Trust, and strategically align with suitable academies in targeted areas.
- Concentrate on the growth and consolidation of our existing partnership academies, with a particular emphasis on the development of two academies in the Midlands and London regions.
- Establish two hub structures, anchoring growth around our current geographical locations, and create clusters of academies that can mutually support each other.
- Maintain a steadfast commitment to our universal Sikh values, considering a two-phase model encompassing Sikh academies and non-Sikh academies as part of our growth strategy.
- Strengthen our central services to enhance efficiencies and achieve economies of scale in accordance with our growth strategy.