

# BUSINESS SUSTAINABILITY STRATEGY

**2024 -2029**



## Four Schools, One Family

**A family of great schools, where every child gets the best start in life and the opportunity to thrive**

### Our Priorities



#### **1 Build Strong Foundations**

Embed robust systems that address vulnerabilities and challenges across our schools, and build capacity for continuous improvement.



#### **2 Inspire People**

Foster a culture of professional learning, collective efficacy, and wellbeing to build capacity across the trust.



#### **3 Provide An Ambitious Education**

Offer a broad, challenging, and inclusive curriculum that equips children with the knowledge, skills, and experiences to thrive.



#### **4 Improve Outcomes for All**

By supporting growth and nurturing potential, we ensure every child gets the best start in life.

### Our Values

#### **Put pupils first**

Prioritise each child, and create opportunities that pave the way for their growth, their success.

#### **Learn together**

Build collaborative communities where knowledge, talent and expertise flourish.

#### **Act with integrity**

Be authenticity, be honesty, respect and care for others and do what's right.

#### **Make a difference**

Have the passion, resilience and courage to take action so that we have the greatest possible positive impact on others.



## INTRODUCTION

The Business Sustainability Strategy is central to the Trust's strategic planning and underpins everything that we do in order for the the Trust to achieve its strategic aims.

It is fundamental the Trust is built upon strong organisational foundations that provide quality services and effective support systems ensuring our schools remain legally compliant, financially stable, future proof, and continuously improving.

### **This Business Sustainability Strategy:**

- Makes a clear statement about our commitment to continuous improvement and our process driven approach.
- Seeks to highlight the importance of strong, organisationally resilient foundations.
- Gives high priority to the development of structures and systems that ensure efficiency and effectiveness at all levels of the organisation.
- Ensures compliance in every required aspect, through written policy and clear procedures.

This strategy will enable the Trust to work efficiently and effectively to provide support to our schools to maximise the opportunities presented and respond to any challenges which may emerge.



# Governance

Fostering ethical leadership that drives excellence in education, supports inclusive decision-making, and prioritises the success of every child.....

## **WE WILL:**

- Ensure the Trust's Strategy aligns with the organisation's vision, value and ethos.
- Ensure that there are fully functioning and effective Members, Trustess and AGCs with the right skills to provide accountability, support and challenge.
- Ensure within the overall governance structure there are clear and non-duplicative roles and responsibilities.
- Ensure the Governance Framework sets out delegations for specific areas of activity and decision making, in a clear and usable format (Scheme of delegation, Terms of reference for committees).
- Provide an effective level of induction and high-quality training for all incoming non-executives to support them in their role.
- Annually review the Trust Board effectiveness and utilise this feedback to inform decisions about future development.
- Implement a streamlined, fit-for-purpose risk management process, that places effective governance at the heart of the process.

## Financial Management & Sustainability

Futureproofing the Trust by maintaining a financially viable, sustainable and ethical MAT.....

## **WE WILL:**

- Ensure in-year surplus equates to ???% of GAG income indicating effective cost management and sustainability.
- Staff costs are between 75% and 80% balancing staff investment and financial sustainability.
- Maintain school reserves that equate to ??% of total income.
- Ensure healthy pupil occupancy rates (All schools have at least 90% pupil occupancy rate)
- Central Trust Costs are below ??% of total expenditure demonstrating efficient use of resources.
- Maintain per pupil costs at..... (do we have a benchmark for this?)
- Budget variance is within +/- 5%
- Cashflow forecast accuracy is within +/- 5%
- Grant utilisation is 100%
- Minimal Audit outcome recommendations with no high risk items
- The Trust are 100% compliant with EFSA Financial handbook
- Increase non governmental income sources year on year to reduce reliance on state funding (including lettings and investing reserves).
- Reduce year on year energy costs as part of sustainability efforts.
- Reduce our carbon footprint through planet friendly procurement processes and improving the estate.

# School Improvement

Developing innovative practices, robust support systems, and unwavering commitment to equity.....

## **WE WILL:**

- Develop a trust-wide school improvement and school to school support framework.
- Develop a meaningful 'Quality of Education' self-assessment process that measures overall effectiveness in line with Ofsted expectations and assesses school priorities.
- Ensure external recommendations, from Ofsted and external school improvement partner, are implemented, monitored and are measured for their impact.
- Ensure a number of structured knowledge and resource sharing events are held every term to establish and share trust-wide best practices.
- Increase the number of informal partnership opportunities with schools / Trusts outside of Bronte Academy Trust.
- Use internal audits (safeguarding, marketing , digital, SEND, HR,) to
- Ensure Network Groups provide opportunity to

# Human Resources

Helping every member of Bronte Academy Trust feel connected, supported and empowered.....

## **WE WILL:**

- Provide a safe and healthy working environment that promotes staff wellbeing and a reduced levels of sickness absence.
- Ensure that all HR policy, processes and procedures are compliant with legislation and are progressive, responding to HR best practice.
- Give staff a voice in decision making.
- Drive down unnecessary workload.
- Create a culture of continuous improvement, investing in an engaged, motivated and happy workforce where employees feel valued and motivated to contribute their best efforts.
- Scaffold growth and development at every stage of the employee lifecycle, ensuring it contributes to a highly engaged, high-performing workforce.
- Build a professional learning offer which encourages staff to take responsibility for their own development.
- Strengthen the staff induction process ensuring consistency at all schools so that all new staff to the Trust feel supported, connected and empowered.
- Focus on developing staff recruitment and retention strategies (promotion of staff benefits, better links to SCITT).

# Estates & Premises

Delivering an estate that is fit for purpose, complies with current legislation and provides a safe, secure and welcoming environment suitable for educating children.....

## **WE WILL:**

- Introduce an Estates Management Plan to ensure the estate is strategically managed.
- Develop an Estate Strategic Plan which details how the estate will be maintained developed and improved.
- Ensure the condition of all the sites remains good.
- Ensure site maintenance issues are resolved effectively.
- Continue to secure Condition Improvement Funding (CIF) and other grant funding to improve the estate.
- Ensure sites are compliant in terms of safety and security, including health and safety, cybersecurity and data protection.
- Ensure efficient use of energy and water at better cost.
- Ensure efficient use of light and heat across all school buildings.
- Ensure all buildings have environmentally sustainable plans and are working towards implementation.

# Communication & Marketing

Building a trusted brand that attracts families and partners who share our commitment to giving every child gets the best start in life.....

## **WE WILL:**

- Develop a communication strategy based around community engagement and authentic storytelling.
- Develop a Trust brand and image based on our core purpose and values and informed by our insights.
- Align and develop annual stakeholder surveys at all levels which provide the school vital insights.
- Develop a Trust website which aligns the core purpose and values of the organisation and is an effective platform for attracting prospective schools, staff, and families.
- Develop individual school websites to ensure they are an effective platform for attracting prospective schools, staff, and families.
- Align and refine social media so that it is in line with Trust / School brand, and is an effective platform for attracting prospective schools, staff, and families.
- Develop admissions processes at all schools that are transparent, welcoming and effective.
- Develop effective communication with all stakeholders (Trust newsletter, Social media posts, staff communication, pupil trust involvement).
- Seek out opportunities to engage effectively as a Trust with the local community.



# Brontë Academy Trust

Great schools. Inspirational people. Strong foundations.