

THE BECKMEAD TRUST



VISION AND VALUES 2024 - 2029

Nurture ● Sustain ● Grow

Our Schools

Page
6

1. Beckmead Park Academy
2. Beckmead College
3. Chaffinch Brook School
4. Flagship School
5. Greenwell Academy
6. Kithurst Academy
7. Beckmead Moundwood Academy
8. The Ropemakers' Academy
9. Roundwood School & Community Centre
10. Sir Geoff Hurst Academy
11. St George's House
12. The London River Academy
13. Wealden Academy
14. Wells Park School

Contents

		Page
1.	Our Schools	1
2.	Contents	2
	Overview	3
3.	Vision, Mission, Values and Ethos	4
	Strategic Objectives	5- 10
4.	Strategic Plans	11
	Strategic Goals	12
5.	Audit, Plan, Do, Review	13
	Governance Structure	14
6.	Governance	15
	Board of Trustees	16-17
	Governance Competencies	18
	Organogram	19
	Directors overview	20
	Our Partnerships	21
	The Changing Environment	22

Overview

The Beckmead Trust opened on April 1st 2019. It was founded on the outstanding work of The Beckmead Family of Schools which ran eight outstanding sites in Croydon. This work is continued and enhanced by the excellence of our three South London Academies: Beckmead Park Academy, Beckmead College and Chaffinch Brook School. The Trust also sponsored Moundwood Academy in Harlow and has two free schools; Roundwood School and Community Centre in Harlesden and The Ropemakers Academy in Hailsham. In June 2022 the outstanding Wells Park School in Chigwell formally joined Beckmead. In October of the same year the RSC awarded the permanent sponsorship of Flagship School to the trust after some months of contracted support.

The Beckmead Trust also has three other schools in the pre-opening phase: The Greenwell Academy in Harlow, The Sir Geoff Hurst Academy in Chelmsford and The London River Academy in Richmond. When this period of growth is completed The Trust will be responsible for the education and care of nearly 800 disadvantaged children of whom 75 will be in residence within Beckmead Trust Schools. This represents an enormous responsibility and a tremendous privilege.

The Beckmead Trust believes in working with all members of the community to foster life enhancing outcomes and a sustainable sense of progress and happiness. Partnership work is at the heart of everything we do and supports the growth of our Trust which will bring an amplified voice for our youngsters and families. Enthusiastic, expert governance ensures that our Trust delivers the best possible value in every arena. The central team is compact but their skills and work ethic mean that every possible penny is spent on front line staffing and resources.

'PROUD PAST, STRONG FUTURE'



Vision, Mission, Values and beliefs

Our **vision** is to deliver exceptional education and support for children and young people identified as having SEMH or autism and challenging behaviour and other categories of Special Educational Need.

Our **mission** is to ensure every young person has the right to the best possible education and a chance to succeed.

Underpinning our vision are our core **values and beliefs**:



Love

- Unconditional positive regard
- Associations with empathy, compassion and care
- All individuals are worthy of recognition and value.



Flourishing

- The ultimate expression of on-going growth
- A noble aim of education
- Aim to live virtuously
- Achieve a good life and nurture a desire to thrive.



Social Justice

- Celebrate fairness
- Equality and democracy for our pupils and families
- Workforce development
- Professional teams and partnerships.



Community

- A fundamental human need is to belong
- Notions of family, tribes and clans allow distinct identities to prosper under a wider, collective sense of identity
- Develop living, organic communities that fuse education and care, and believe in social pedagogy

Our **ethos** enables us to achieve our vision and live by our values:

- A stimulating, relevant, exciting curriculum where our pupils thrive and flourish
- Sustainable outcomes, transitions and qualifications for disadvantaged children
- Excellence in professional learning and development
- Dynamic, empathic, ambitious leadership and governance everywhere
- Sound business systems that support excellence and growth.

Strategic Objectives

Outstanding Leadership

Safeguarding and Wellbeing

Driving Excellence whilst achieving growth

Nurture and Grow our People

Building Inclusive Communities



Strategic Objective

Outstanding Leadership

Everyone deserves to be led and managed by individuals and groups who have passion and integrity.

We prioritise this through:

- Driving for success, celebrating achievements and promoting a climate of possibility
- Being kind, polite, respectful and hopeful
- The ability to lead from the front and the skill of being able to lead invisibly
- Believing in modelling a vision that inspires and energises those around you
- An awareness of the pressure of change and an empathy towards people who find change difficult
- Championing the nurturing model by being consistent, insistent, persistent
- Being aware of economic, social and technological factors that impact our Trust



Strategic Objective

Safeguarding and Wellbeing

Safeguarding and wellbeing is at the heart of everything we do.

We prioritise this by:

- Constantly reflecting on the openness, honesty and integrity of all of our staff
- Hearing and encouraging the voice of all members of our communities - children, families, staff and governors
- Meaningful engagement with parents, carers and external agencies involved with our children
- Ensuring that relationships and practice reflect the finest principles of public service
- Being kind, considerate and caring towards all whilst striving to support the best possible outcomes for our children
- Having excellent recruitment processes supported by high quality supervision and training
- Adopting and updating child protection guidelines through our procedures and a code of conduct for staff, visitors and volunteers



Strategic Objective

Driving Excellence whilst achieving growth

We are an ambitious Trust aiming to work with a growing number of children whilst continuing to drive excellence.

We prioritise this by:

- Building pathways, developing meaningful destinations and aiming for life enhancing outcomes for all of our pupils and students
- Adopting an ambitious and measured approach to growth linked to our financial strategy
- Working closely with regional and national bodies to deliver a clear moral purpose and generate a positive impact
- Going above and beyond expectations whilst ensuring our accountability
- Sharing outstanding practice across our academies
- Ensuring compliance and coherent planning through our strategic documents, including our Risk Register and Estates Plan.



Strategic Objective

Nurture and grow our people

To support positive outcomes for our learners, we need great people throughout our Trust.

We ensure this happens by:

- Investing in our staff and governors, providing opportunities for improvement, liberating talent and promoting ambition
- Recognising that energy, enthusiasm, happiness and hard work are unstoppable
- Ensuring retention, succession planning and progression are strategically planned within a no-limits culture
- Encouraging everyone in our Trust to be available to coach, model and inspire
- Being humble and communicating clearly
- Engaging with local communities to enhance recruitment opportunities.



Strategic Objective

Building Inclusive Communities

The Beckmead Trust is proud to be a diverse and inclusive community Trust.

We celebrate and protect this by:

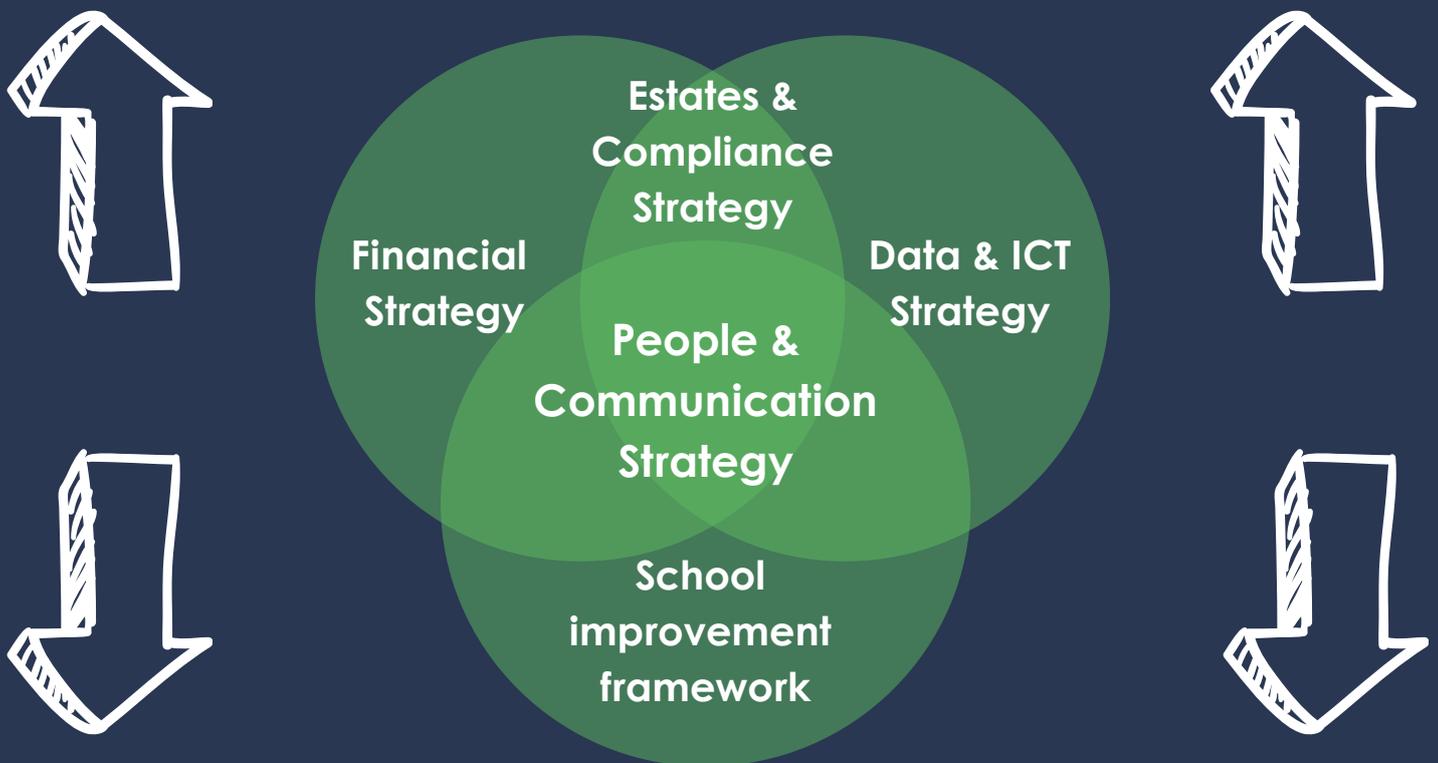
- Not discriminating against characteristics that may include race, colour, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability or age
- Embracing individuality across our Trust
- Forging partnerships and working with a broad range of external stakeholders
- Encouraging collegiality and positive relationships.



Strategic Plans

We have a range of strategies which link to our 5 Year Strategic Plan as per the following:

5 YEAR STRATEGIC PLAN



**Delivery Plans
(eg. Annual
budget)**

**Academy self
evaluation and
improvement plans**

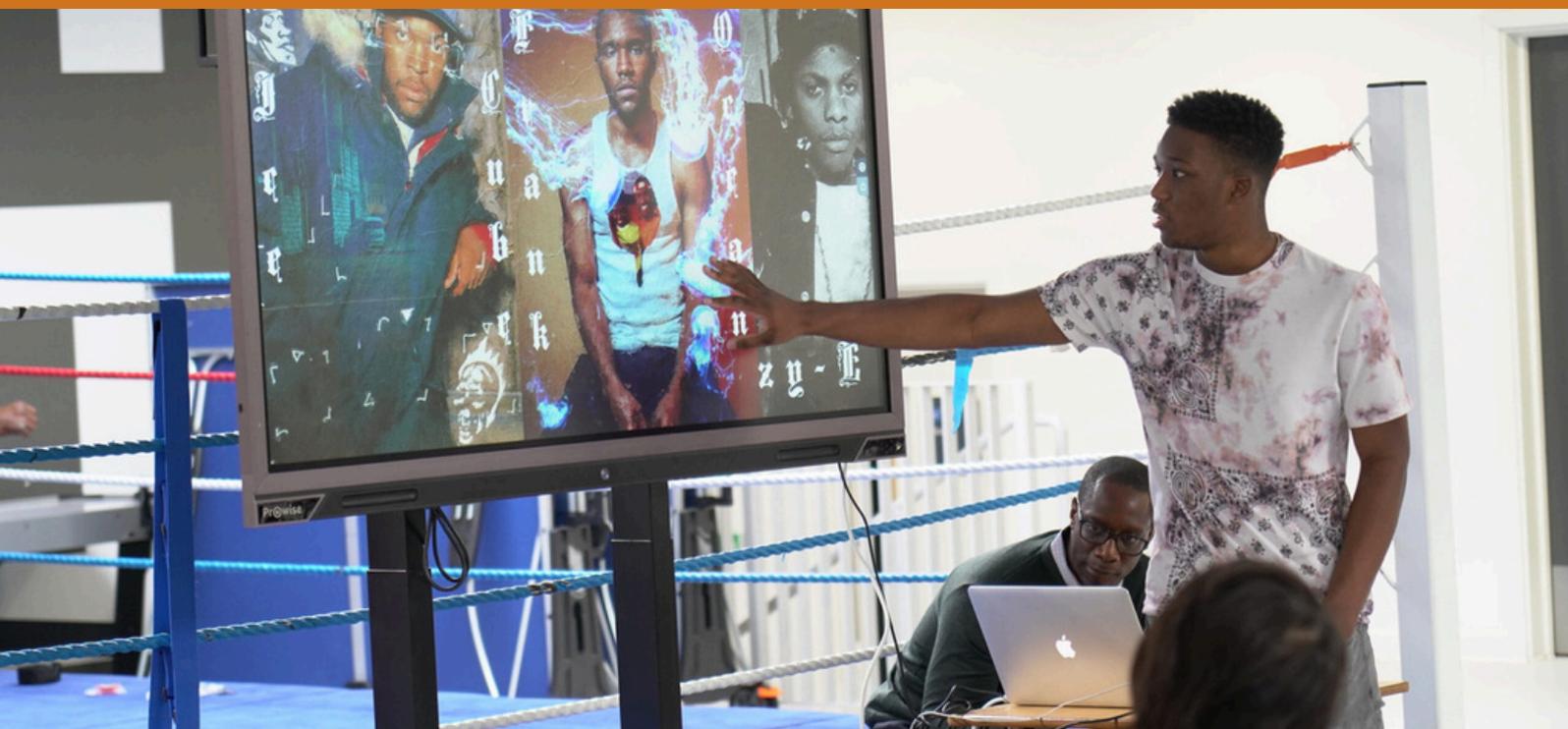
**Project plans
(eg. free schools
plan)**

Regularly reviewed polices, procedures and risk register(s)

Strategic Goals

In the future we have the ambition to:

- Become a leading national Multi Academy Trust working with children and young people identified as having SEND.
- Work towards becoming an environmentally attuned, sustainable organisation.
- Grow by at least one school a year to maximise impact for our children and achieve the best possible resource efficiencies.
- Amplify the voices of our children and families by communicating our values and work to gatekeepers and policy makers.
- Influence practice nationally through strategic collaborations and partnerships at local and central levels.



Audit, Plan, Do, Review

Our five year strategic plan will be translated on an annual basis into our Strategic Business Plan, which will be approved by the Board of Directors.

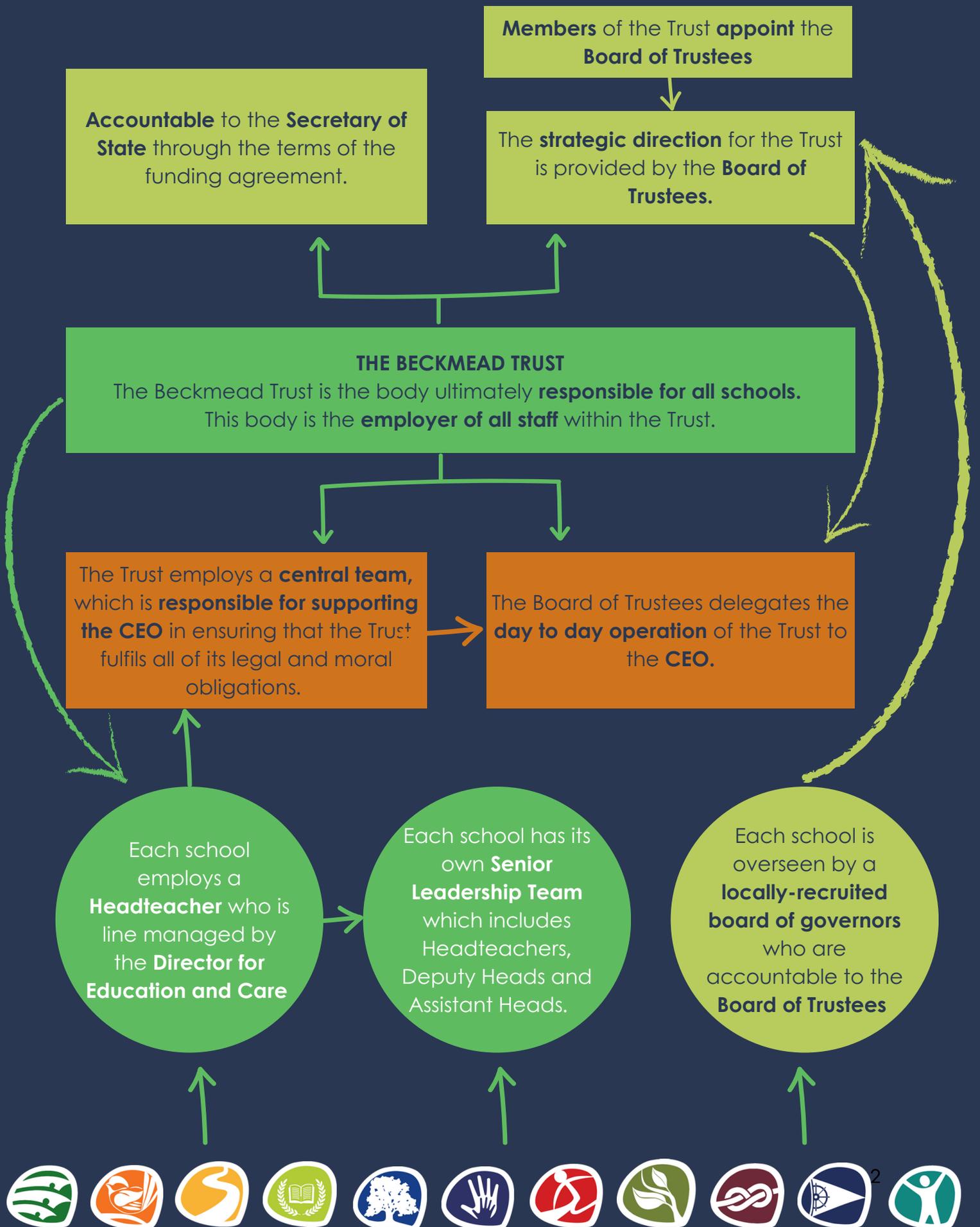
Within the Annual Strategic Business Plan we will map out how our vision, mission statement and values are informing the priorities in our School Improvement Framework.

During this process we will make sure we:

- have a clear understanding of the need we're meeting
- consult in the development of our business plans
- reach the point of delivery as soon as is reasonably possible
- learn from both our successes and our mistakes.



Governance Structure



Governance

Rigorous governance at all levels underpins transparency and scrutiny of the Trust's operations. The principles of service and support flow through our governance from the members who take ultimate responsibility for the trust, the trustees who are the engine room of creativity and compliance and our local governors who provide care and guidance to their individual schools.

Members

The Beckmead Trust currently has three Members. They are responsible for ensuring that the Trust fulfils its core mission. No Members are currently sitting Trustees. This distinction ensures that Trustees maintain a more strategic focus and provide independent oversight and challenge to Local Governors.

- have an overview of the governance arrangements
- can amend the articles and may do so to support stronger governance arrangements
- appoint Trustees to the Board of Trustees of the multi academy trust and can remove them.

The current Members are:



David Cole



Pat Sikes



Lyn Dance OBE

Board of Trustees

The **Board of Trustees** is the accountable body responsible for all delegated functions. They report to the Members annually through the Chair, including the presentation of the annual accounts. They:

- ensure compliance with the Trust's charitable objects and with company law, as well as with funding agreements.
- provide strategic direction for schools in the Trust. The Board of Trustees is responsible for setting and agreeing targets. These will cascade down into individual school targets as part of the annual cycle of business.
- keep abreast of the cohort in each school and their needs. This is achieved through regular visits to each school and by receiving and scrutinising reports from each Local Governing body as part of an ongoing dialogue between each LGB, The Board and senior leaders.

The Accounting Officer for The Beckmead Trust is its **CEO, Dr Jonty Clark**.

Local Governors

The role Local Governors are concerned with is the day to day oversight of a school within the Trust, and providing support, expertise and challenge to the Headteacher, throughout the annual cycle of calendar activities from September to August. In TBT, the Governors establish an atmosphere of high expectations around delivery, ensuring that it meets the expectations for excellence and enables students to succeed. Parent representation in TBT is addressed at this level of governance.

The Trust will operate on a common structure for local governance in all its schools. To support efficiency and effectiveness, Local Governing Bodies consist of up to 8 persons.



Board of Trustees



Laurence Nesbitt
Chair



Stuart Roden
Lead finance trustee



Will Smith
Safeguarding



Linda Wright



Nadia Abdullah



Graham Johnson



Sandra Carrington



Andrew Greenwell



Frances Macdonald



Tom Attwood

Governor Competencies

In 2017, the Government published a Governance Competency Framework, which outlines what is expected from anyone in an education governance position. All Beckmead Trust governors must meet these standards:

Committed

For instance, devoting the required time/energy to the role and ambitions to achieve best possible outcomes for pupils. Prepared to give time, skills and knowledge to developing themselves and others in order to create highly effective governance.

Confident

Of an independent mind, able to lead and contribute to courageous conversations, to express their opinion and to play an active role on the board.

Curious

Possessing an enquiring mind and an analytical approach and understanding the value of meaningful questioning.

Challenging

Providing appropriate challenges to the status quo, not taking information or data at face value and always driving for improvement.

Collaborative

Prepared to listen to and work in partnership with others and understanding the importance of building strong working relationships within the board and with executive leaders, staff, parents and carers, pupils/students, the local community and employers.

Critical

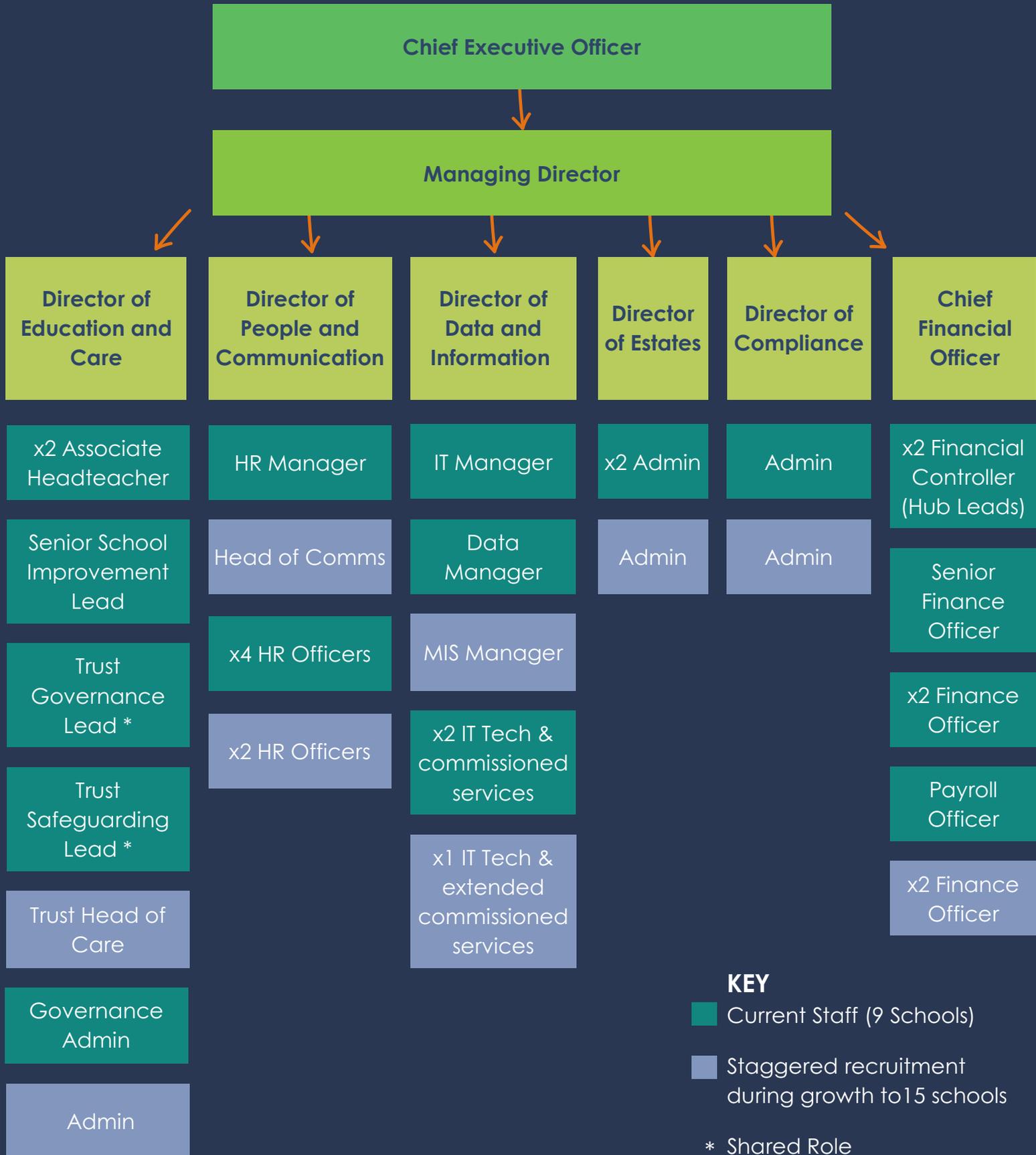
Understanding the value of critical friendship which enables both challenge and support, and self-reflective, pursuing learning and development opportunities to improve their own and whole board effectiveness.

Creative

Able to challenge conventional wisdom and be open-minded about new approaches to problem-solving; recognising the value of innovation and creative thinking to organisational development and success.

Organogram

Members and Board of Trustees



Directors overview

Each directorate has responsibility for its own budget, its own risk register and its own strategic development plan.

CEO: Jonty Clark

Managing Director: Mags Clarke

Director of Education and Care

Andy Millard

School improvement
Ofsted
Education CPD
HT Support
Oversight of Care
New Schools (Education)

Director of IT and Data

Jayesh Palmer

Procurement and set up of IT systems
Management of IT systems
Collection and presentation of data
Cyber security across the Trust
Research and development

Director of People and Comms

Lauren Quinn

Recruitment
Case Management (HR)
Well-Being
CPD
External Communications
Internal Communications
Marketing
Event Management

Director of Finance

Jen clifford

Income / Debt management
Statutory Returns
Audit
Procurement
Payroll
Grant Funding Management
Budget management
Finance processes

Director of Compliance

Dee Fullerton

Management of compliance
GDPR / SARS / FOI
Leadership of Trust Catering
Statutory Returns
Asset Management

Director of Estates

Vincent Reidy

Daily operational site management
Capital bids / projects
Strategic Planning
New Schools
Asset Management

All Directors are line managed by the managing director and all report to Trustee Committees via The Performance Report.

Our Partnerships

Our schools deliver practice models that not only tailor education to students, but also involve parents, carers and agencies, forming a network of support for all of our young people.



Education & Skills
Funding Agency



Department
for Education



Confederation
of School Trusts



The Changing Environment

Many of our pupils talk about how worried they are about the impact of climate change and what they as individuals and we as an organisation can do to mitigate the impact of a hotter world. Beckmead is committed to supporting green initiatives and playing its part in teaching and learning new habits and behaviours that will support the regeneration of our world.

Our organisation will continue to support positive initiatives when possible, be outward looking and concerned with issues beyond our schools. To this end we are proud to have now led eight trips and counting to the Polish / Ukrainian border taking food, medicines and power packs to be distributed to civilians caught in the war zone. Many of our schools, children and families have supported this initiative and engaged in learning about what is happening at the other end of our Continent.





LOVE

Flourishing

Community

SOCAL JUSTICE

Email: information@beckmeadtrust.org

www.Beckmeadtrust.org