

Riviera Education Trust

Three Year Plan

September 2023 -
September 2026



**Education
Trust**

Inspiring the individuals of today, for a better society tomorrow

Riviera Education Trust

September 2023 - Context

3 primary schools

1500 pupils

3-11 age-range

250 employees

Contextual factors influencing the Three Year Plan include:

Political

- There are only three maintained primary schools in Torbay
- Of the remaining primary schools, two are stand-alone academies
- There are seven multi-academy trusts in the Local Authority
- Riviera Education Trust educates the greatest number of primary aged pupils in the Local Authority
- The landscape is one of merger and acquisition
- Growth is restricted due to one school having an Ofsted grading below 'Good'

Financial

- Riviera Education Trust has set a balanced budget at a time when few MATs have been able to achieve this
- Education is fighting a pitched battle with government over funding
- Teacher and support staff pay demands have resulted in strikes and disruption to education settings
- Teacher pay increases have been funded but support staff increases will not be supported centrally
- Capital Investment Fund (CIF) bids are becoming even tighter in scope and funding available through these is reducing

Environmental

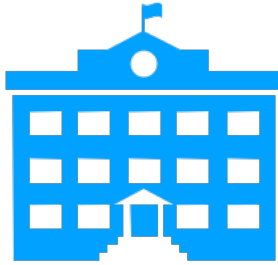
- Riviera Education Trust manages three school sites of varying ages and condition
- All school sites are compliant
- Solar electricity and LED lighting are installed in all our premises
- Decarbonisation planning is underway
- The majority of decorative maintenance and groundworks are undertaken in-house

Social

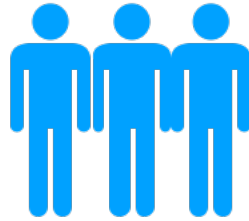
- Exclusion rates from mainstream primary schools have increased significantly in recent years, both fixed term and permanent
- Our schools are located in one of the most deprived regions in England
- One in four children in the Local Authority is known to social care
- Torbay has the highest number of Education, Health and Care Plans per capita in the country and the High Needs Block is subject to a 'Safety Valve' funding agreement

Where we've come from

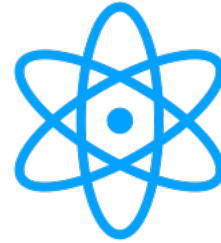
Riviera has grown to be one of the largest local trusts operating within Torbay. As a trust centred around primary schools we have had to develop a central support team that is able to address the needs of our academies and facilitate the growth of our trust in the coming years.



2 schools



1050 pupils
160 staff

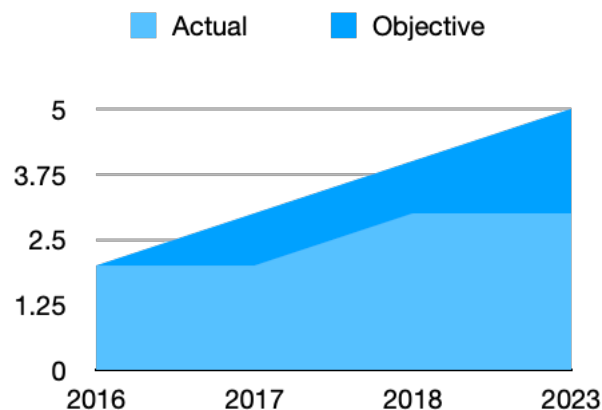


No Central
services

At inception, in 2015, we were essentially an umbrella trust. Two schools joined together with the initial purpose of supporting a third, failing school, building upon the success of our reputable teaching school. The third school did not join and most of the work we did as a trust centred around statutory policies and whole staff CPD, but we had a vision to grow and develop when the time was right.



The initial objective was to grow to 5 schools. This had increased to 7 schools in 2022. Various setbacks have hampered the trust's ability to secure these objectives.



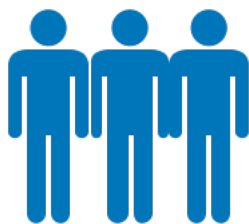
Where we are now

Riviera is highly regarded as a progressive trust that values its schools' unique ethos and values, within its own system. We are known for putting children at the heart of our decisions and for providing high quality support to enhance the education of children in all schools across Torbay, within and beyond our trust, through school to school support, both funded by the DfE and Local Authority and carried out for moral purpose without funding.

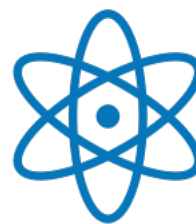
We have clear and demonstrable provenance of effective partnership working with the Local Authority, the Department for Education and the South West Institute for Teaching.



3 schools



1486 pupils
249 staff



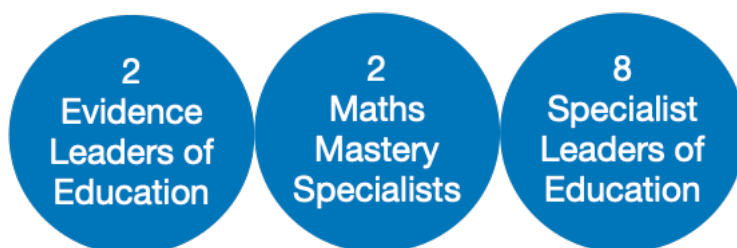
**CEO, School
Improvement,
Finance, HR and
Operations teams**

In 2018, Shiphay Learning Academy joined our trust becoming our third school and second National Support School.

Over the past two years, National Support Schools have been discontinued and CEOs of MATs have taken on the role of National Leaders of Education. We continue to provide support to schools in the locality.

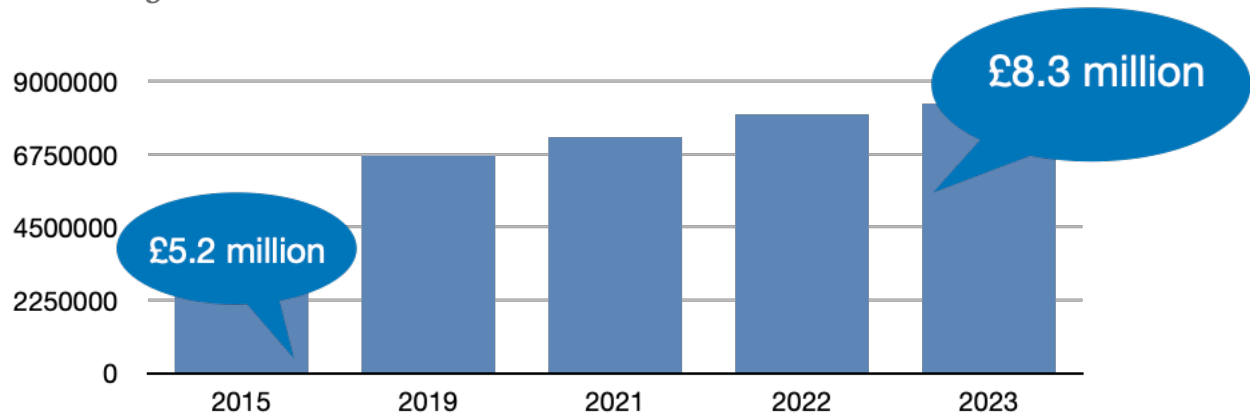
In 2022 one of the trust schools was graded as Requires Improvement by Ofsted. Another had a significant change in leadership. The past year has seen the trust focus inwards to ensure that its children are receiving the best possible education.

Our trust contains the only Ofsted graded 'Outstanding' primary school in Torbay.



The trust has a dedicated finance team, HR team and Operations Manager (sites and IT). School improvement is supported by a Director of Education and the CEO chairs Schools Forum at the Local Authority; is a member of the Local Education Board; and sits on the strategic boards of SWIFT and LSSW (teaching school hub and NPQ providers).

Financial growth



The finances of the trust have grown as the trust has grown, and fiscally responsible management has seen that our reserves remain in line with trust policy, in spite of the increasingly challenging financial context. Our size means that we are large enough to support central services, but small enough to be agile in response to changing circumstances.

3
Schools

1500
Pupils

250
Staff

- Maximise external funding streams
- Increase meaningful collaboration with other trusts
- Staff smarter

Where we are going

Our vision is at the heart of all that we do. If an activity does not align with our vision we do not do it. This is important.

We are system leaders and we employ our values to the benefit of those within our organisation and beyond. Riviera Education Trust is at the heart of the teaching school system and the CPD we offer to teachers across Torbay and across the South West reflects our values, our core purpose and our hopes for our children. We provide teachers and leaders with skills, knowledge and expertise to inspire the children, staff and parents in and beyond our schools, to fulfil their potential so that our society is better in the future.

Our ambition is to raise aspirations for every member of our community. We have achieved success up to now based on uncompromising ambition for everyone in our care, not just our pupils, but our staff and parents, regardless of their background or starting points.

We will invest in our children and our workforce through high quality learning for pupils, staff and parents. A comprehensive programme of CPD will offer every member of staff professional development opportunities that will improve learning for our pupils, enhance job satisfaction and continually move our trust forwards. Links with South Devon College will provide opportunities for adult learning for our parent community and further enhance the life chances of our families.

tomorrow
individuals
Inspiring
For better of
a the
Society
today

Objective 1: Successful schools, aspirational outcomes for children

We will raise the outcomes for our pupils, staff and the communities that our schools serve, through ensuring high quality leadership at all levels and precise and clear support that will enable and empower our learners.

We will build high quality leadership at all levels by:

- Strong governance with support and challenge for our Local Standards Boards
- A gold standard model for Continued Professional Development, for staff at all levels
- Growing leaders from within and recruiting where there are specific, identified skills shortages

We will provide precise and clear support for our schools by:

- Providing a coach to every teacher to continually improve our practice
- Appointing our best teachers as trust leads to support in all our schools
- Ensuring staff at all levels are aware of the data available to us and our key priorities

We will ensure our learners are enabled and empowered in our schools by:

- Timely intervention in schools causing concern
- Developing pupil voice across the whole of the trust
- Engaging in research led developments and being leaders in research



Objective 2: Providing for the community beyond the school gates

Our work will be at the heart of the communities we serve providing support for families before and after their contact with our schools.

We will support our **parents** through:

- Adult learning and careers advice supported by South Devon College
- Increased wrap-around care for all ages including holidays
- Wider access to extra-curricular activities
- Increased use of school buildings outside of school hours
- Maintaining family support services and a hardship fund accessible to all those who need it

We will support our **neighbourhood** by:

- Working with ward councillors to support neighbourhood projects
- Providing a location for community groups and services to meet
- Engaging with local charities to support their work through actions as well as funding

We will support our local **economy** through:

- A procurement strategy that considers locality and carbon footprint
- Providing careers guidance for our pupils that highlights opportunities in a range of careers within the locality
- Developing a curriculum which prepares our pupils for life beyond school and in jobs that don't yet exist



Objective 3: Financial sustainability

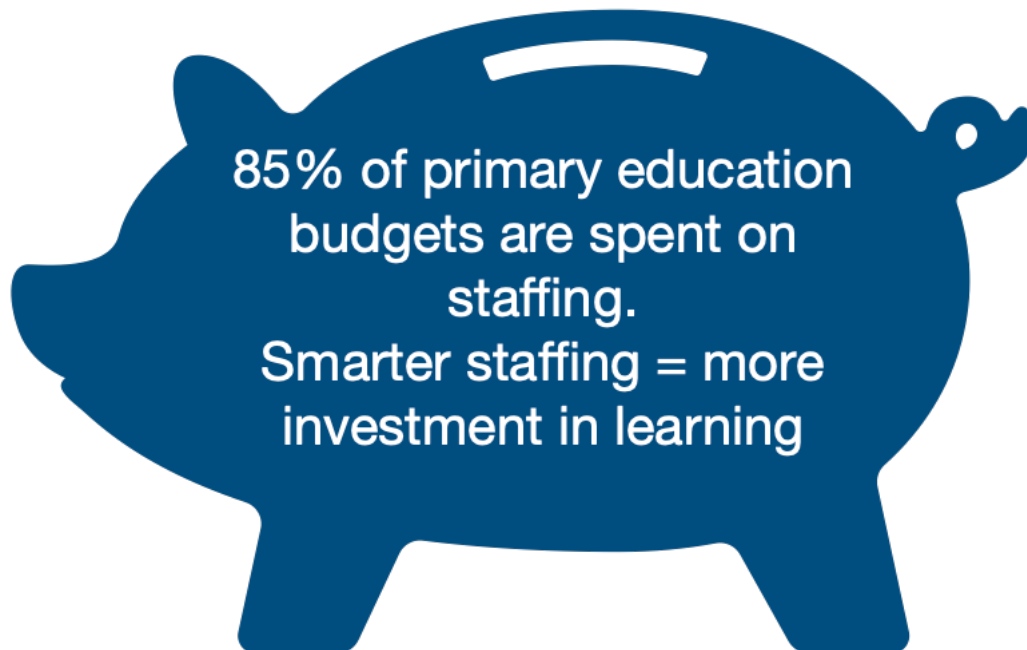
Without financial sustainability we cannot meet our aims. We will manage our finances appropriately, ensuring funding is spent on meeting our aims, improving outcomes for our children and our communities.

We will ensure financial stability for all of our schools by:

- Utilising Integrated Curriculum Financial Planning tools to ensure our staffing structures are appropriate
- Utilising economies of scale and sharing resource
- Making best use of government grants and procurement services
- Supporting our schools to develop and grow their income streams

We will be prepared by:

- Producing a three-year budget based upon the most reliable and up to date information
- Taking opportunities to develop the business aspects of our trust - training school, SLEs, tuition services
- Following clear and defined due diligence processes
- Managing clear and agreed risk and asset registers



How we'll know we've got there

Objective 1: Successful schools, aspirational outcomes for children

- Progress for Reading, Writing and Maths is in the top 20% of all schools (as defined in the DfE performance tables) for 2 of the past 3 years for All Pupils AND Disadvantaged pupils
- Phonics results for 2025/26 are at or above 95%
- Percentage of pupils meeting the expected standard in reading, writing and maths is in the top 20% of all schools
- All our schools have on Ofsted grading of 'Good' or better

Objective 2: Providing for the community beyond the school gates

- The trust is recognised by the local community as a high-quality education provider and is known for its contribution to the locality
- Our schools are viewed as hubs for local services beyond education
- Our school buildings are in use 7 days a week providing a base for local exercise, education and hobby classes

Objective 3: Financial sustainability

- Reserves are at least 5% of GAG income
- Spending on development and improvement of the estate exceeds compliance spending
- Spending on school improvement (capital and academic) is increasing year on year

