GALILEO
MULTI ACADEMY TRUST

STRATEGIC PLAN 2024–2027

AMBITION
INCLUSION
INTEGRITY

OUR VISION

To firmly embed Galileo Multi Academy Trust as a leading provider of education, recognised for its core values; ensuring each and every pupil thrives, develops a love for learning, and is prepared to take their next steps in life.

OUR VALUES

AMBITION

We are ambitious and aspire to ensure every child and colleague confidently reaches their full potential, while enjoying their learning and work.

INCLUSION

We are inclusive and ensure each and every child regardless of background, ability, or ethnicity has an opportunity to shine whatever their talents or interests.

INTEGRITY

We act with integrity at all times ensuring the children in our care are at the forefront of everything we do, and every decision we make.

REGIONAL CONTEXT

Galileo Multi Academy Trust (MAT), established in 2018 currently operates ten primary schools within Redcar & Cleveland which sits within the Tees Valley region located in the north east of England.

Despite regional levels of deprivation, Redcar & Cleveland is a progressive borough, with proud people, strong communities, outstanding landscapes, and an exciting socio-economic future.

IN 2023:

11%

of the working age population have no qualifications compared to 7.7% nationally.

29.6%

of the Tees Valley working aged people are qualified to at least a level 4, compared to 40.3% nationally.

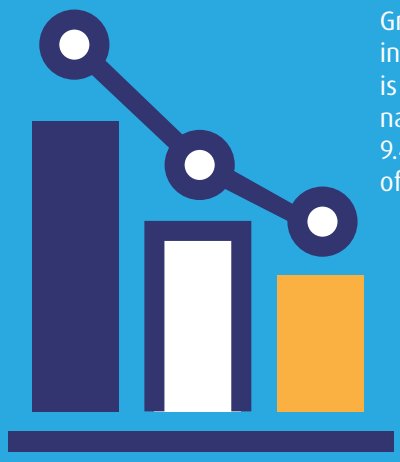
There are more workless households in Redcar, 21.1% compared to the north east rate of 19.7% and a national rate of 13.9%*

Tees Valley is the most deprived area for income deprivation affecting children nationally.

2%

Redcar & Cleveland ranks in the top 2% of local authority districts with the highest proportion of income deprivation.

Fewer people in Redcar have level 4 qualifications; 30.1% compared to the north east rate of 39.6% and the national rate of 41.3%*



Gross hourly rate of pay in Redcar & Cleveland is 22.5% lower than the national average, and 9.4% lower that the rest of the North East region.

* (ONS 2023)

GALILEO MAT

Galileo is a mixed MAT with two Church of England schools in the Diocese of York. St Peter's has two specialist resource bases for children with SEND. We are an inclusive, collaborative community-based Trust serving over 3,000 children from 2 to 11 years old.

The principal object and activity of the Trust is to advance education in the UK for the public benefit, by maintaining, evolving, managing, and developing schools which offer a broad, balanced, and creative curriculum.

We are a leading provider of education, recognised for our core values, ensuring each and every pupil thrives, develops a love for learning, and is prepared to take their next steps in life. The Trust's values are Ambition, Inclusion, and Integrity.

It is expected that all leaders, teachers, staff, parents, and children alike embrace and live the Trust's values to complement each individual school's values and visions.

Key to the success of Galileo is school to school support, the sharing of good practice, peer reviews and a pooling of resource and talent. Each school and each individual are included in the vision. The Trust thrives on collaboration working as one team to create and deliver the best possible education experiences and care for every Galileo pupil.

As an anchor institution, we employ over 450 members of staff, and we work collaboratively with trusted partners to benefit the communities which we serve, and to ensure we fully meet our objectives. We are outward facing working with other Trusts and schools, fostering positive relationships with both local and national agencies.

Despite many of our pupils being part of deprived communities often with significant economic, social emotional and health needs they progress and achieve well in Galileo schools.

In line with our strategic vision, our ambition is for all children leaving us at 11 years of age to be equipped to drive forward change in improving demographic aspirations, future achievements, and to provide a brighter future for themselves, their families, and their local communities.

A community-based Trust serving over

3,000 CHILDREN

from 2 to 11 years old.

THE FUTURE

Galileo is now a well-established, highly performing, compliant and financially secure multi academy trust, we firmly believe we are in an excellent position to consider expansion.

We aspire to broaden the number of schools within our family across the north east region.

In light of the Trust's financial robustness and academic expertise in the provision of mainstream education and special educational needs, we now welcome communications with like-minded leaders of education who share the Trust's ethos, vision and values.

The incorporation of additional schools or existing academy trusts would be considered carefully to ensure a good fit and benefit to all parties. As ten good and outstanding schools we have capacity to support schools including those that need rapid and sustained improvement, and as an established organisation we have the expertise, systems, and infrastructure to provide effective and efficient professional central services.

"One of the key strengths of working in a Galileo MAT school, is the opportunity for all staff to collaborate through sharing best practice at all levels; whether it be curriculum-based, leadership support or at an operational level."

– Tim Bethell, Headteacher
Ings Farm Primary

In the last six years, the Trust has responded to stakeholders through delivering the following strategic developments:

- The Minister for Schools, Damian Hind wrote to commend four of the Trust's schools for achieving excellent standards in 2023:

Coatham Primary School for being in the **top 200 schools** in the multiplication tables check

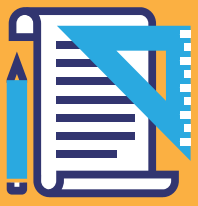
Green Gates Primary School for being in the **top 5% of schools** for progress in reading, writing and maths

New Marske Primary School for being in the **top 4% of schools** for phonics screening

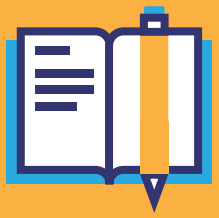
Wheatlands Primary School for being in the **top 3% of schools** for phonics screening.

- Galileo MAT operates as a single organisation, the senior leadership team consisting of all headteachers and central executive staff, work closely with the Trust Board to determine the strategic direction of the Trust and with its schools to deliver shared priorities.
- Since the MAT was established, nine out of ten school have been inspected and all received a good Ofsted judgement some with outstanding features. The inspectorate recognised the impact of the Trust on school performance and culture.
- Both Church of England schools have received positive Statutory Inspection of Anglican and Methodist schools (SIAMs) inspection outcomes, praised for their Christian ethos which the Trust embraces.
- There is a well-established school improvement cycle and quality assurance framework in place including school to school support, a consistent assessment strategy, external school reviews and academic challenge boards. Good practice is shared, and underperformance is challenged and supported.
- Introduction of standardised operating models across the following support functions: HR, Finance, Estates, Procurement, and IT to improve service standards to achieve excellence, while ensuring time, effort, and money is directed to support classroom practice, and improve service quality.
- Implementation and delivery of an estates management plan centred on infrastructure restoration including several, major, essential capital works projects.
- A well-established supportive culture, pupil and staff wellbeing is always at the top of the SLT agenda. There is a Trust wide wellbeing strategy led by assistant headteachers, the results of regular wellbeing surveys are positive and significantly outperform national measures.
- Implementation of robust financial processes and controls which are embedded across all schools.
- Galileo year-on-year consistently outperforms all national attainment averages (2019 – 2023):

– **Year 1** phonics screening



– **Year 2** reading, writing, maths and combined



– **Year 6** reading, writing, maths, and combined, spelling punctuation and grammar

MISSION:
To embed a holistic culture of outstanding education across the Trust so every child has high aspirations and can reach their ambitions, while we lead the way in inspirational teaching and learning.

Organisational Resilience

Maintain financial and regulatory stability.

We will:

- Ensure strong financial stability and governance.
- Ensure our Trust Board maintains a broad range of skills and experience, able to set and review our strategic plan with objectivity and 'value driven' decision making and provide appropriate levels of challenge.
- Provide a forum which regularly assesses, monitors, and manages risk.
- Ensure all schools within our Trust operate to the highest standards of health and safety.
- Ensure adequate arrangements are in place to safeguard our data and reputation and to ensure continuity of our organisation.
- Continue our restoration of all school premises In line with our 5-year estates management plan.
- Strive to work towards greater sustainability and reducing the Trust's energy consumption and carbon footprint.
- Open our facilities for community and charity use on a not-for-profit basis.

People

Attract, develop, and retain a highly skilled, value driven and enthusiastic workforce.

We will:

- Support our staff to develop their personal and professional attributes.
- Maximise the potential, talent, and performance of our staff through effective leadership, support, training, and development.
- Have a culture of high expectations and standards for all colleagues and a pride in everything we do.
- Encourage a 'one team' culture based on a common set of values and equality for all.
- Adopt a workforce plan which addresses skills shortage areas, expands apprenticeships, and develops succession plans for key roles.
- Ensure we demonstrate the highest standards of customer service.
- Listen carefully to staff and respond to suggestions to improve the Trust and its service to pupils and the wider community.
- Place a high emphasis on wellbeing and managing workload to ensure our staff sickness and turnover levels remain below national rates.
- Promote a culture that recognises and celebrates achievement.

"I love being a part of Galileo because everyone is kind and helpful and we do lots of fun things together."

– Year 6 Pupil Councillor

Inclusion

Provide a safe, welcoming, including, and supportive environment for our pupils and their families.

We will:

- Support and enrich the social, cultural, sustainable, and physical wellbeing of our community.
- Create a positive culture and ethos where safeguarding and vigilance are an important part of everyday life and that all statutory duties in relation to safeguarding are met.
- Provide an environment in which pupils feel safe because staff and pupils do not accept bullying, harassment, discrimination, or abuse in school or online.
- Provide a calm, supportive, positive, and disciplined environment where pupils, staff and visitors feel welcome, safe, valued, and respected.
- Provide a vibrant enrichment and academic offer which complements our curriculum and enhances skills, knowledge and behaviours that help pupils to develop, promoting positive citizenship.
- Ensure continued commitment and provide high quality, integrated and timely pupil learning support including for those with special educational needs and disabilities, language barriers and mental health issues.
- Listen carefully to the pupil voice which is representative of the pupil population and respond swiftly in order to provide the best possible school experience.

Community

Support local families and drive progress and social mobility.

We will:

- Be an active strategic partner with relevant agencies and organisations such as the – LEP, LA, education providers, local businesses to achieve a joined up, efficient and effective approach to education, economic, health and social care services.
- Be a key driver in the local strategic education board to improve the experience of children, young people, and adult learners.
- Work with local public services and charities such as the police, fire brigade, royal national lifeboat institution, the Junction to provide contextual safety and wellbeing services to our children and families.
- Collaborate closely with the NHS in accredited programmes such as 'Healthier Together' and 'Beatanaphylaxis' to provide health and wellbeing support to children and families.
- Ensure our local school boards (LSBs) inform our community practice and strategic priorities.
- Provide pupils with a wide range of extra curricula opportunities to broaden their cultural capital and experiential learning, such as, industry visits, residential trips, skills competitions, and sports events. This will build memories and experience that the children will have for the rest of their lives.
- The Galileo promise to all of our children to help them reach for the **STARS.**

Ambition

Ensure pupils achieve their full potential through outstanding teaching and learning.

We will:

- Create a love of learning so all pupils are happy and inspired at school.
- Carefully develop our curricula to make sure they are engaging and relevant, motivating our children to be curious and ambitious.
- Set high standards for each pupil and do all it takes to ensure they achieve their full potential, whatever the barriers
- Deliver consistently outstanding teaching and learning to ensure our children make excellent progress and achieve stretching academic targets.
- Focus on the personal development and wellbeing of every child to create positive self-worth and instil confidence.
- Understand and value each pupil, taking care to recognise their unique potential and promote their individual talents and interests so that they enjoy themselves and achieve success in many different ways.
- Explicitly develop and nurture important life skills, behaviours and competencies which prepare them for the next step in their education and the wider world.
- Promote the use of new technology and encourage the development of digital skills.
- Listen carefully to pupil voice to make sure we are as good as we think we are.
- Ensure our teachers' pedagogy is up to date, that they continually improve their practice to deliver excellent pupil outcomes.
- Ensure all classroom support is carefully planned and targeted to maximise pupil progress.

To ensure we achieve our ambitious vision over the next 3 years we have identified the following 5 key strategic priorities:

1. To be considered as a Trust of choice for schools looking to convert to academy status, or small Trust's looking to join a larger more established Trust.
2. To maximise the potential, talent, and expertise of our workforce to support the professional development of our staff and further embed our values as single organisation.
3. To better support the social, emotional, and mental health of our pupils to drive improvements in behaviour and attendance.
4. To continue to collaborate with external agencies to lead and promote strategies to improve the wellbeing of community in which we serve.
5. To ensure pupils continue to achieve high standards, realise their ambitions, and are fully prepared for their next steps.

> *"Staff are supported well by leaders at all levels, including trust leaders. Leaders listen to staff about what would help them do their job better and enjoy opportunities to talk to other staff across the trust about their teaching."*
>
> – OFSTED Inspector

FINANCIAL PLAN 2024-27

Trust reserves have increased by

£1.24million

since conversion in 2018

As a Multi Academy Trust, setting a balanced budget which allocates resources towards our priorities is one of the most difficult but important responsibilities we have.

Each year, we weigh up pressures including increased demand for services, reduced government funding, and competing commitments, priorities, and ambitions.

Since converting to academy status in April 2018, the Trust's primary financial objective was for each school and in-house service to old one month's payroll costs in reserves by the end of financial year 2023. The Trust Board believe this amount is adequate to ensure the financial stability of the Trust.

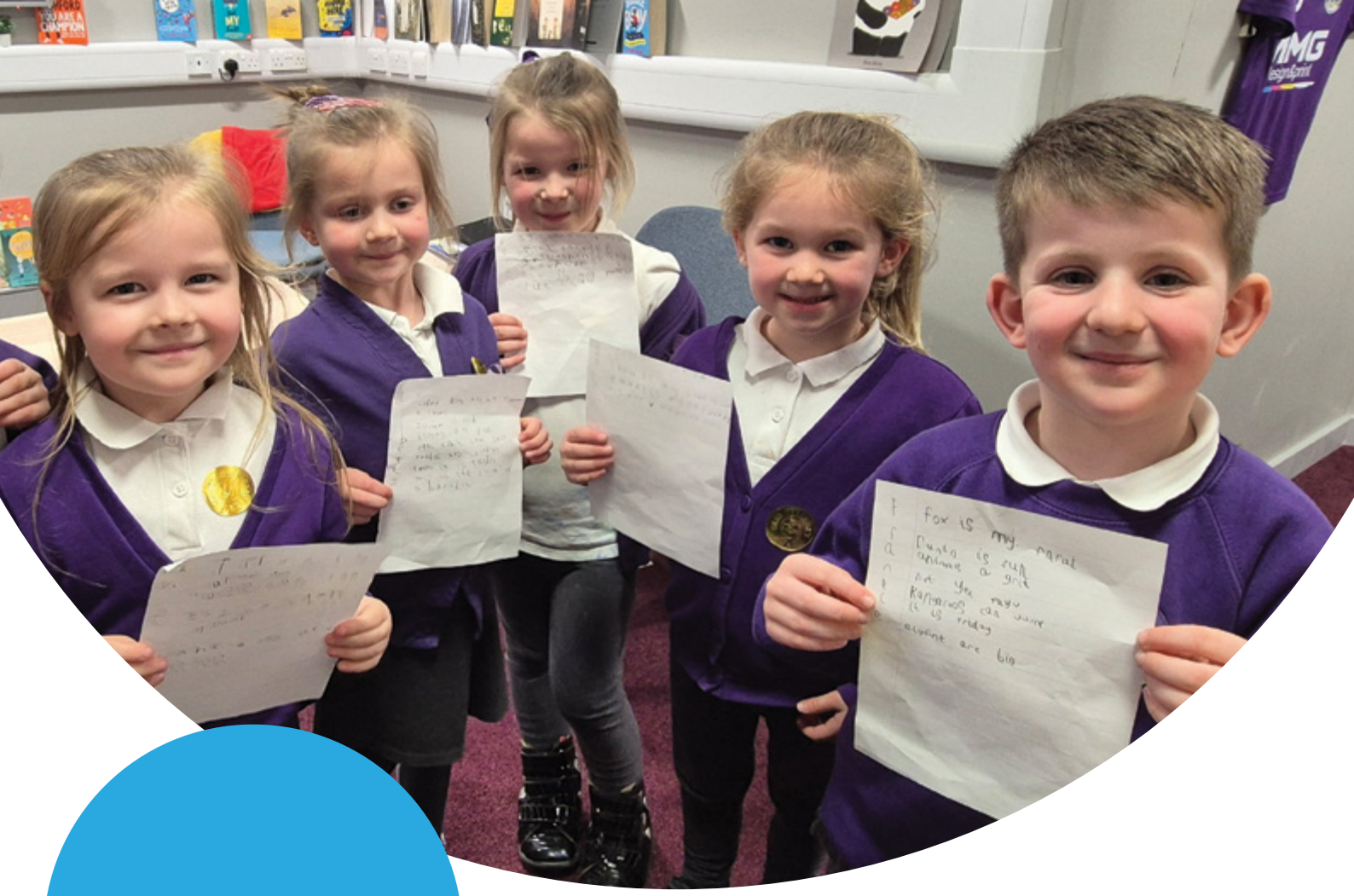
The below table shows the significant rate of progress towards achieving this objective. At the end of F/Y 2023, we held over £2m in reserves which as a Trust exceeds the overall target.

Trust reserves have increased by £1.24m since conversion in 2018 through tight financial controls, central challenge, joint procurement, economies of scale, and through Trust led additional income generation.

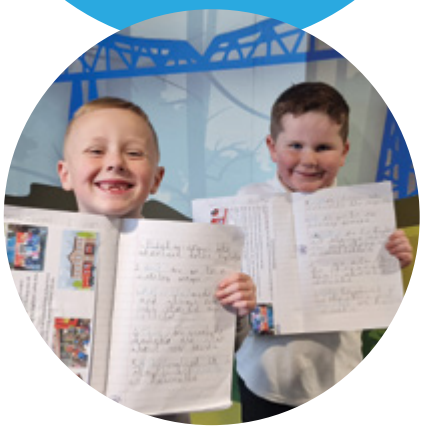
As the Trust moves forward and, to build on successful progress made to date we are adopting a number of guiding principles to underpin our financial strategy. These are:

- Spending will be allocated to support delivery of the Trust's strategic priorities.
- Further develop financial resilience and budgetary reserve, building on our current approach, and resourcing all parts of the Trust according to strategic priorities rather than legacy practices.
- Prioritise 'funding-fairness' to support schools that need the greatest help to enable every child to learn and thrive, and to support the development of focused expertise in the central team that benefits all schools.
- Continue to implement its 5-year estates management plan to improve the teaching and learning environment and to maintain the Trust's physical infrastructure.

Income & Expenduture (£m)	2019	2023	2025	2027
Income	16.0	18.6	19.4	20.6
Staff costs	12.1	13.5	14.1	14.7
Non-staff costs	4.0	4.8	5.3	5.6
Operating surplus/ (Deficit)	-0.1	0.3	0.1	0.3
Reserves	0.7	2.0	2.1	2.4



HOW WE MEASURE OUR SUCCESS



Pupils achieve and progress well as measured by Trust schools, in line with the assessment strategy, and according to official national accountability measures.

Pupils with SEND needs progress well as measured by Trust schools in line with the assessment strategy, following high quality provision maps with individual support plans.

The proportion of pupils achieving age related expectations and greater depth in national tests is greater than national averages.

Attendance is higher than the national average, persistent absences are low. We continue to avoid any permanent exclusions and the rate of suspension is low.

Staff survey results are positive, and the wellbeing policy is embedded. Pupil and parent voices are heard, and feedback is positive.

Reports from external agencies and the inspectorate are positive.

Governance self-evaluations are positive and action plans are delivered and monitored.

The Trust remains compliant and financially sustainable.

ALL GALILEO PUPILS WILL REACH FOR THE STARS BY:

S Sightseeing in one of the UKs brilliant cities

T Taking part in an outward-bound adventure

A An amazing trip to see a theatre performance

R Representing your school in an event or competition

S Singing and learning to play a musical instrument

Key external risks to us achieving our strategic plan.

We have identified a number risks to our unpinning principles. We will work together to mitigate these factors to limit any potential impact.

Organisational Resilience

- School funding remains low and public sector controls reduce our ability to borrow and to be responsive to emerging priorities.
- Teacher and support staff pay increases not being adequately subsidised.
- Rising pension contributions.
- Inadequate capital funding to maintain the physical estate.
- Uncertain political landscape with potential changes to funding, compliance and accountability.

People

- Teacher and teaching assistant shortages exacerbated by lack of parity when compared to private sector.
- Lack of staff mobility across the Trust prevents recruitment of early career teachers.
- Competing for recruitment with sectors that allow more flexible and working from home options.
- Lack of transport infrastructure to secure staff outside of immediate locality.

Community

- Difficult to recruit skilled volunteers to provide governance particularly from the local communities.
- Continuing pressures on public services leading to a reduction in multi-agency engagement.
- Charities and social enterprises unable to continue prior levels of support.

Inclusion

- Post COVID and increasing social and economic challenges impact on attendance, behaviour, and increasing mental health and safeguarding concerns.
- Impact of an increasing number of families living in poverty, more frequent and complex social and emotional problems presenting to schools.
- Further capacity pressures on support services and partner organisations to deliver wider health and social care services.

Ambition

- Increasing number of children presenting with more complex special needs against a context of reduced services and specialist places.
- The impact of poverty on the health and wellbeing of children.
- An increase in the number of safeguarding issues associated with alcohol and drug use of parents and carers.
- Challenging behaviour, particularly violence against other pupils and staff presenting increasingly early in school resulting in the risk of suspension and exclusion.
- Attendance, post pandemic parents are more likely to keep their children away from school and take term time holidays.
- Political and education policy uncertainty, changes to funding, compliance and accountability measures.

PUBLIC VALUE STATEMENT

In setting our objectives and planning our activities we have carefully considered the Charity Commission's general guidance on public benefit.

Galileo MAT is committed to adding value to the social, economic, and physical well-being of the local community it serves.

We are committed to raising aspiration, increasing opportunity, and providing a foundation for sustainable economic growth and prosperity.

Central to our responsibility is our work with partner organisations and our obligation to enrich the social, cultural, economic, and physical well-being of our whole community.

In practice, this means we are ready, willing, and able to respond to the needs of our community whatever and wherever they may be.

In making this commitment we may be challenged to work in new ways, and, at times, our own capability or capacity may be tested.

We are nevertheless determined to devote ourselves to, and measure ourselves against, this endeavour.

"Leaders at all levels provide a genuinely friendly, warm and nurturing environment where pupils, staff and families can flourish. Leaders strive for excellence throughout the curriculum. They provide a holistic education which feeds the mind, soul and body."

– SIAMs Inspector

GALILEO
MULTI ACADEMY TRUST

CALL US ON: **01642 777963** | EMAIL US ON: **info@galileotrust.co.uk**

www.galileotrust.co.uk

OUR SCHOOLS:

Coatham C.E. Primary School
Galley Hill Primary School
Ings Farm School
Lakes Primary School
New Marske Primary
Wheatlands Primary School