



WELLSPRING

We Make A Difference

Vision 2025

We Make A Difference





Welcome from Hearl Lenton, Chair of the Trust Board

I have had the privilege of being Chair of the Trust since 2014. As is evident when you read this document, the Trust in 2020 is very different from those days, though one thing hasn't changed – our commitment to 'doing the right thing' – to adopting a set of core values and sticking to them through thick and thin.

We've focused on developing an Academy Trust that has a team of capable, compassionate employees at its core, living our values and our ambitions in all that they do, ensuring that our young people receive an excellent education but also benefit from much more.

We exist for the benefit of the young people in our care, to support and nurture them in every way possible in achieving their potential and aspirations whilst becoming responsible and kind members of society at a time when there are so many external influences and potential distractions.

We've ensured that we have a stable financial footing and a sustainable future. We have invested massively in our buildings and resources and will continue to do so. It's what our children and young people deserve.

I am proud of what the Trust has become and pay tribute to all the employees who have worked tirelessly

to get us here and who have no intention of taking their 'foot off the gas'. I also pay tribute to the Directors, Members and hard-working Governing Body members who continue to be a key part of our journey.

We are all committed to doing our very best and are delighted to share with you our vision for the next five years.



Hearl Lenton
Chair of the Trust Board

“ Our children are the rock on which our futures will be built and our greatest asset as a nation. They will be the leaders of our country, the creators of our national wealth and those who care for and protect our people. **”**

Nelson Mandela

Welcome

I am proud of the organisation we are today and am inspired by our ambitions for the future. **We set out with the aim of Making a Difference.** I believe that we have delivered on that aim and continue to do so through emphasising the quality of the support that we provide to our community of Academies.

This is support that our Principals can rely upon – giving them the freedom to lead with confidence, ambition and imagination. Wellspring has grown to be a large community of schools in our region. Individually and collectively we are known for our integrity, for our commitment to inclusive practice and for our quality – be that the quality and unique qualities of our Academies themselves, our other charitable enterprises, or the quality of the teams that support them.

Our achievements are substantial: eight new schools built and thriving, fourteen consecutive positive published Ofsted reports, strengthened schools, improved finances, enhanced premises and a number of non-profit and charitable enterprises via which we advance our agenda; to improve lives and life chances. Our schools are unique, distinctive in character and each enjoy a special relationship with their community. We celebrate the diverse nature of our very special community. This is a treasured aspect of our distinctiveness.

Our Vision 2025 aims to build upon our successes so far. It expresses the confidence we have in our distinctive approach and articulates our ambition for what will come next.

“ *Education is for improving the lives of others and for leaving your community and the world better than you found it.* ”
Marion Wright Edelman – American Lawyer and Civil Rights Activist

I am very privileged to hold the position I do in this exceptional organisation and delight in the fact that every success we experience is shared success. So many people contribute to our effectiveness. **Teamwork powers us.**

My sincere thanks to everyone who has contributed to our success so far and my hearty welcome to every new colleague, friend, partner and/or stakeholder who we will come to know during the next chapter in our story.



Mark Wilson
Chief Executive Officer

Vision

To make a real difference by raising the expectations and ambitions of every young person in our care and the communities we serve.

Values and culture

We believe that education is the vehicle for improved outcomes for all. Improved outcomes for all aid the cause of social justice through equity. This is why we are so passionate about what we do. We champion inclusive education, stronger communities and improving life chances. We are passionate about our social purpose: to make a difference.

Ethics and values are at the heart of our culture. We have taken the harder path many times in order to remain true to our values.

Our Principals are the custodians of our values in their Academies. We trust our leaders to do the job and ensure that the support for them is tailored, solutions-focused and responsive.

Our organisational thinking, philosophy of education and way of being place people and positive relationships at their heart.

We invest in our workforce. We invest in our children and young people. We invest in our communities.



Our Journey – in numbers



Vision 2025 – at a Glance

In our First Era, we grew in scale, reputation, confidence and financial sustainability; from one Academy to a community of twenty-five, with a broader portfolio of charitable activities that work in complement with our Academies and the wider education system to enhance the lives of young people, their families and communities.

In our Second Era, we aim to build upon our successes so far to service a community of sustainably effective and inspirational schools and charitable works in complement to them that improve lives and thus provide exceptional value for the public purse through Inclusion, Assurance and Inspiration.

We will deliver on our Vision 2025 with five strategic priorities; **our People, Doing, Innovating, Assuring and Sustaining**. We will do all this in a way that is distinctively Wellspring.

“ Be ready to change your goals but never change your values. ”
Dalai Lama



Spotlight: Celebrating our people

We take every available opportunity to celebrate our people and share success stories throughout our community. People and the communities they create together are our purpose.



BBC LOOK NORTH

Wellspring schools including Beacon Academy, Springwell Leeds, and Littlecoates Primary have all been featured on **BBC Look North**.



“When educating the minds of our youth we must not forget to educate their hearts.”
Dalai Lama

Vision 2025 – People

Distinctively Wellspring

Our **people** share a set of values and principles that define who we are as a community.

Personal and professional growth through **mentoring, coaching, guidance, support, encouragement** and the **time to grow** are keys to our success so far and to our future. We believe that **good relationships** make organisations great.

Wellbeing sits at the heart of our vision for 2025. We will **plan ahead** to meet our future people needs through a pipeline of trainees and ongoing workforce and leadership development programmes.

We **champion equity and equality** and commit to **doing much more** in this regard.

Strategic Objectives

- Equity and equality action
- Wellbeing at the heart of our approach
- Personal and professional development
- Leadership capacity

Delivery Bases

- Prioritising Wellbeing
- Commitment to Ethical Leadership
- Coaching and mentoring programmes
- Professional development continuum for all our people
- Apprenticeships and Work Placements Strategy
- Challenging the status quo
- Interlaced 'Leadership constellations' per-region

Developing People	People's Wellbeing	Equality
Skills gap analysis & targeted development continuum	Workforce Wellbeing strategy	Internal enquiry & workforce engagement
HR Dashboard	Bi-annual workforce survey	
'You Said. We Did'	Identify external Challenge Partner	
Celebrating our distinctiveness – Organisational culture		Review policies, procedures, processes
Apprenticeships delivery plan		Internal advocacy platform(s)
Coaching/ Mentoring arrangements/ Opportunities for Internships		Explicit Equality/ Equity commitments



Spotlight: Environments that we are proud of

We believe that learning environments must be safe, fit for purpose and inspirational for all our people. Our learning environments should enable people to thrive and achieve their aspirations.

Our defining principles are:



Wellspring Academies provide distinctive learning environments that our students, families, communities and workforce can take pride in.

To date, we have invested **£70 Million** into our **30 Facilities**. In this time, we have built **8 New Schools**.

By 2025, this will total **over £100 Million** and Wellspring will have built **12 New Schools**.

“ We shape our buildings; thereafter they shape us. ”
Winston Churchill



Vision 2025 – Doing

Distinctively Wellspring

We are a **diverse** community comprised of Academies in all sectors – Primary, Secondary, Special and Alternative.

We **share learning and expertise** for the advantage of all. If one of us is not succeeding, none of us are. Our Academies all have their own **unique identity** and place in their community. We **plan for the long-term** and have confidence in our beliefs.

Our Leaders each bring distinctive viewpoints and unique insights that strengthen us as a collective. Together, we are **passionate advocates** for inclusion, equity and social justice. We are **professionally generous** and work constructively with a wide range of partner organisations to **Make a Difference for all children and young people**, not only our own.

Strategic Objectives

- Enhance life chances for all through delivery of high-quality education

- Growth in our engagement, influence and impact per-region
- A ‘Distinctively Wellspring’ character

Delivery Bases

- Relentlessly high ambitions and expectations for all
- Children and Young People at the heart of our provisioning, planning and organisation
- Broadened collaboration with key partners to improve outcomes for children and communities and to influence policy
- The capacity to improve, in advance of demand
- A community of fifty Academies in ten Local Authorities throughout the North and East
- Closer partnerships with Single Academy Trusts and small MATs within our regions
- Making a positive contribution to our communities

Scale	Quality of Education	Distinctively Wellspring	Influence
System Engagement Strategy	Meeting Standards Framework performance targets	Twice-annual leadership conferences	Solutions partner with LAs, RSCs, MATs and Maintained schools
Growth in Academy community, per-region	All Academies OFSTED Good by seventh term with WAT	Leadership Constellations, per-region & per-sector	Delivery partnerships with NHS/CCG bodies, Further & Higher Education partners
Schools’ sector balance, per-region (Pri, Sec, AP, Special, UTC)	‘Centres of Excellence’ meeting activity targets	Community Dividend strategy	Communications and Marketing Strategy
Community value-add, per-region	‘Expert Practitioners Network’ meeting activity targets		Non-Executive contributors within and beyond the sector
Schools’ System-Improvement contribution, per-region			Representation in all Schools Fora across our regions

Spotlight: Culture

Our culture puts people at its' heart – whether that is articulated through our approach to workforce wellbeing, our commitment to professional development or our inclusive ethos in schools. We believe that people thrive when they are in charge of their own destinies. **We provide an environment for people to learn and grow.**

We have many forums to give individuals and groups their say in decision-making. We operate with a high degree of independence and mutual trust. Our Academies are good friends with one another, none of them are clones.

We enjoy, welcome and celebrate our uniqueness at least as much as we do those things that are common among us. The Trust champions and celebrates everyone.

We are professionally generous. We work with others. We share ideas and resources freely. We want every child and young person to achieve and thrive, whether they are 'ours' or not. We want every school or Academy to do the same.

We are proud of our culture. It has served us well and will continue to do so. Our commitment to Making a Difference burns just as strongly as it ever did.

Mark Wilson
Chief Executive Officer



Vision 2025 – Innovating

Distinctively Wellspring

We consistently challenge our own thinking and practice.

This culture compels us to innovate: from a **devolved and flexible approach to decision-making**, to a **sector-leading Assurance Framework**, to **region-wide connectivity** via high-speed Digital Hubs.

Strategic Objectives

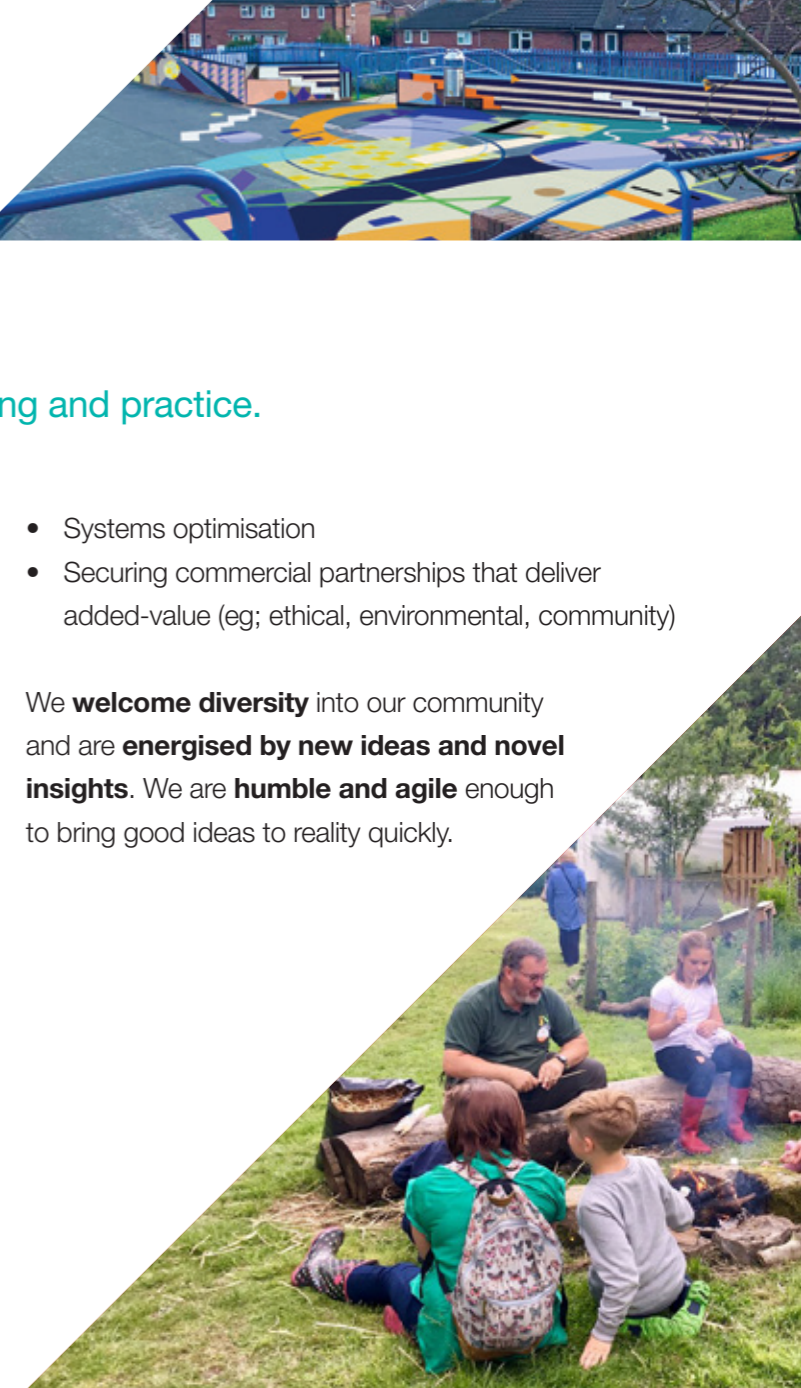
- Using our charitable purpose to improve lives
- A Digital Strategy
- Ethical commerciality
- Support for Curriculum Innovation alongside our Academies

Delivery Bases

- Supporting ambition in our communities through innovation
- Digital Infrastructure, connectivity, performance and scalability
- High-quality Business Insight; focusing our efforts

- Systems optimisation
- Securing commercial partnerships that deliver added-value (eg; ethical, environmental, community)

We **welcome diversity** into our community and are **energised by new ideas and novel insights**. We are **humble and agile** enough to bring good ideas to reality quickly.



Digital Infrastructure	Business Insight	Charitable Commitment	Commercial
Minimum one Digital Hub per-region	Refined data dashboards	A professionally inquisitive approach to opportunities and ideas	
Rationalisation of operating systems	Address Academy Quality Assurance scalability challenge	Aligning charitable purpose with broader opportunities to Make a Difference	
Design and deliver Digital Strategy	Information integrity	Charitable Business Unit Business Delivery Plans	Commercial Business Unit Business Delivery Plans
	Information accessibility	Deliver Community Value-adds	

Strategic initiatives



The Josie Thirkell Institute of Education

The Institute will work with key strategic partners to provide a coherent workforce pipeline and cultural understanding, from Initial Teacher Training, through apprenticeship programmes, through to Leadership Development programmes, based in the philosophy and values of Wellspring, explicitly linked to our Vision 2025.



Strategy Groups

We will work with colleagues throughout our organisation to co-design our approach to shared challenges like recruitment and retention, workforce wellbeing and maximising our potential as a professional learning community.



Free Schools

We will proactively work with government and Local Authority partners to deliver new schools in areas of need within our region.



Equality and Diversity

We will leave no stone unturned in our efforts to achieve a leadership, workforce and governance demographic profile that is representative of the population of our regions. We will raise equality and diversity awareness through all our workforce development programmes and in the areas of recruitment, induction and ongoing support. We will publicly and actively champion the causes of equality and diversity.



Virtual Academy

We will use our communications infrastructure to deliver innovative, high-quality learning to students who would otherwise not engage in learning via our digital platform.



Improving Community Environments

We will use our expertise and capacity to develop positive onward destination options, post-16, for young people otherwise vulnerable, including those most at risk of not being in Education, Employment or Training (NEET) through Opening Doors and SpringAhead, our registered not for profit Community Interest Companies.

“Education is the most powerful weapon which you can use to change the world.”
Nelson Mandela

Vision 2025 – Assuring

Distinctively Wellspring

We marry **sophisticated business planning** with our **deep understanding of schools**, their needs, rhythms and routines to provide **sector-leading assurance and support**.

Good governance is key to our effectiveness. School Leaders and Governing Bodies have an **experienced team of technical experts alongside** them who ably contribute to safe, assured decision-making and future strategy. We work as a genuine **team to safeguard everyone** and to maximise Value for Money.

Strategic Objectives

- Ensuring performance meets our high expectations
- Empowered, assured governance
- Sector-leading safeguarding practices

Delivery Bases

- Regional Support Hubs and Teams Around the Principal effective and assured
- Assurance infrastructure and real-time performance analysis
- Informed, transparent and ethical governance
- A determination to achieve greater diversity in Governance at all levels
- Safeguarding as a keystone
- Independent audit assurance

Ensuring Performance & Risk Management	Empowered, Assured Governance	Sector-Leading Safeguarding
Summative assurance reporting, per department	Delivery on Board and Local Governing Body (LGB) development plans, including Ethical Leadership Framework	Internal and external audit outcomes
Time-bound resolution plans for any areas not assured	Composition, diversity and representation of those governing	Continuous accountability via LGBs and Board
Internal and External Audit assurance	Timely, high-quality, accessible information to enable good governance	Delivery of Safeguarding Network plans
Quantitative and qualitative Academy satisfaction evaluation	Independent scrutiny through Audit Committee	
	Development and succession planning	



Spotlight: Sustainability

Education cannot be divorced from the global, social, environmental and economic factors that exist around it. Wellspring Academies will contribute to the sustainable future of our planet with a **One Hundred Year Development Plan that will plan** strategically for:



Carbon Dioxide reduction and Carbon Capture



Sustainable energy production on our sites



A transition to renewable energies



Vision 2025 – Sustaining

Distinctively Wellspring

We think long-term to secure the future.

Thinking long-term empowers our Academies to be **ambitious and creative**. Our Leaders and Governors have the security of multi-year budget forecasts and long-term Estates Development Plans. We want **trusting relationships** with trusted suppliers who operate to our **ethical standards**. **We make a positive contribution** to our communities and our environment by thinking carefully about how our resources can be used to help people and help our planet.

Strategic Objectives

- Enhanced financial resilience
- Transform our environments for learning
- Establish forward focused, ethical supply chains
- Develop and implement our Carbon Responsibility Commitment

Delivery Bases

- Implementation of revised Medium-Term Financial Strategy (MTFS), underpinned by Academy Development and Business Unit Plans, the latter diversifying our income portfolio.
- Ensure all commissioned activities are contractually sound, underpinned by positive relationships.
- Consult on and implement our Procurement Strategy, targeting value, values, performance, sustainability and compliance.
- In delivering our 2025 Capital and Safety strategies, we will pave the way to 100 year built and natural environment plans.

Resourcing	Supply Chain	Capital & Safety	Carbon Commitment
Balanced Medium-Term Financial Strategy	Delivery of Procurement Strategy	Delivery of capital strategy to programme and budget	Development and implementation of Carbon Commitment
Reserves target of 8% achieved	Ethical supply chain commitments secure	Achieve safety targets	
Sound contractual basis for all commissioned services	Value for Money commitments met	Safety Strategy targets achieved	
Internal control framework compliance	Spending with conscience – culturally and morally informed investments	Assets optimisation plan developed and implemented	
Risk monitoring	Contract management framework reviewed and implemented	Delivery of Free School projects to programme	



One Wellspring

Diversity is a key part of our distinctiveness. Diverse thought fuels creativity, broadens perspectives and strengthens decision-making. **Put simply, diverse organisations perform better.**

As enthusiastically as we embrace our differences, we celebrate the ties that bind us. Together, we are determined to **Make A Difference** to the lives and life-chances of the young people in our care.

Together, we are determined to be a community of highly effective inclusive schools that do a great job for their communities. Together, we forge our own pathway and judge ourselves according to our own high standards.

ONE Wellspring articulates our community-spirit. Whether it be Academies, MindSpace, Positive Regard Behaviour Support, Opening Doors, The Education Support Centre, The Inclusion Network or any other activity yet to emerge, we work to common values and toward common goals.

Distinctiveness, diversity and shared purpose: ONE Wellspring is a compelling statement of our power together to truly Make A Difference.





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