



Oak National Academy

Annual business plan 2023-2024

Our purpose

To improve pupil outcomes and close the disadvantage gap by supporting teachers to teach, and pupils to access a high-quality curriculum.

Strategic goals

[You can read our strategy in full here.](#)

In the period September 2022–April 2025, Oak has three strategic goals:

- 1** **Contribute to improvements in the curriculum in schools**
- 2** **More teachers and pupils choose to use our products, more often**
- 3** **Become a high-performing, well-respected part of the sector**

These goals align with the strategic aims set out in the Framework agreement* and Chair's letter, which are detailed in Annex C.

This Annual Plan details Oak's main priorities over the 2023-2024 financial year to deliver against these aims.

In 2023-2024 we will receive funding of £15.2m to deliver against this annual plan. Details on how the funding will be allocated to deliver against these objectives can be found later in this paper.

* This document is referred to in the Framework Agreement as the Corporate Plan.

Our priorities for 2023-2024

1

Contribute to improvements in the curriculum in schools

Oak is developing high-quality, broad curricula across key stages 1-4 by bringing together expertise from teachers, schools, publishers, subject associations and other education organisations. In 2023-2024 we will launch the first of our new full curriculum packages, and begin the procurement process for our second cycle of subjects.

This goal supports Aims 1 and 3 of Oak's strategic aims, as detailed in Annex C.

We will:

Deliver high-quality full curriculum packages

- Optimise and roll out an efficient production process to enable our curriculum partners to develop full curriculum packages with minimised constraints
- Support the development of partner curriculum leads, teachers and reviewers who take part in our processes
- Collect and implement feedback from a wide range of sources to improve quality, including our subject expert groups and the wider subject communities
- Successfully release, on a rolling basis, new full curriculum packages on a fit-for-purpose, user-focussed platform
- Run the procurement for full curriculum packages in a second cycle of subjects
- Support plurality in the sector through the development and launch of a signposting offer for suppliers with high-quality curricula
- Initiate process to develop content that provides pupils across the UK with the opportunity for learning above and beyond their school's curriculum, and content that supports pupils with SEND

Key performance indicators

- 50% of cycle 1 full curriculum packages launched
- 80% of user feedback responded to within two working days
- Cycle 1 minimum viable product signposting of alternative curriculum sequences in place
- Compliant cycle 2 procurement of full curriculum packages completed

2

More teachers and pupils choose to use our products, more often

Whilst many teachers are aware of Oak, we want them to understand our new role and focus on supporting them in the classroom, with an improved offer to reduce workload and improve expertise. We also want to maximise our reach by responding to user feedback and needs, and by supporting teachers to proactively use our full curriculum packages.

This goal supports Aims 1 and 2 of Oak's strategic aims, as detailed in Annex C.

We will:

Develop our product

- Transition users to new products that help Oak grow its post-pandemic use cases
- Continue to develop the platform to ensure we're able to provide a contingency for remote education should it be needed in the event of disruption
- Continue to widen accessibility for Oak's products and content

Support teachers to make the most of Oak

- Develop a range of new support to teachers and schools that help lower workload and improve their curriculum expertise
- Build awareness and adoption from specific teachers, with particular focus in areas where there are schools in low-income communities
- Develop relationships with professional development and initial teacher training providers

Key performance indicators

- 99.9% uptime on main application platform
- Peer review of Oak's new digital products against [GDS Service Standards](#) completed
- Net Promoter Score (NPS) is at least good (0-30)
- 75% of teachers in England are aware of Oak
- Majority of users successfully migrated to and using Oak's new digital products

3

Become a high-performing, well-respected part of the sector

Since our transition to an independent public body, we have made considerable progress setting up systems to run efficiently, with a lean team, and within the Department for Education's frameworks. In 2023-2024 we will continue to establish and mature these systems, ensuring the correct team and processes are in place to run the organisation efficiently and effectively. Alongside this, we will focus on establishing Oak as part of the wider sector, forming new partnerships and strengthening our relationships with leading organisations.

This goal supports Aim 4 of Oak's strategic aims, as detailed in Annex C.

We will:

Become a high-performing Arm's Length Body

- Continue maturing our operational systems and processes to ensure they are effective, proactive and well understood throughout the organisation
- Run our first internal and external audits with the Government Internal Audit Agency and National Audit Office and respond to any areas for improvement
- Deliver our first annual report and accounts
- Keep abreast of policy developments that impact Oak and our work
- Develop our capacity and expertise by hiring and inducting colleagues across the organisation
- Continue to promote our learning and development programme to all employees, ensuring access is fair and inclusive
- Recruit and induct Oak's permanent board, ensuring the correct structures are in place for effective governance
- Continuously improve our culture and ways of working to ensure that Oak is a place where our team can do their best work and fosters an environment of collaboration and good relations between colleagues and partners
- Continue building organisational resilience and robust business continuity plans including succession planning
- Widen our recruitment funnel through attending industry events to attract a diverse range of applicants to roles
- Continue the use of blind recruitment tools to reduce bias and increase diversity of hires

Further relationships with the sector

- Grow our relationships and collaboration with national and sector representative bodies
- Share insights, data and research to inform the education sector and other resource suppliers, including conducting an annual evaluation
- Continue to engage with the sector and with users to ensure understanding of our aims and core principles of being free, optional, independent and adaptable

Key performance indicators

- Publish annual independent evaluation
- Employer net promoter score is, at least, good (0-30)
- Complete three full governance cycles
- End-of-year budget within 2% variance from period 6 forecast

Annex C

Throughout 2023-24, Oak is focused on delivering four strategic aims that have been mutually agreed with the Department for Education in the Framework Document & Chair's letter. These are:

Aim 1

Work with schools, teachers and the wider education system to create, develop and support the use of free, optional, high-quality full curriculum packages that are available to teachers and pupils through a robust, accessible, digital education platform.

Aim 2

Continue to provide a national contingency for remote education should it be needed in the event of disruption.

Aim 3

Provide a package of connected stretching materials for teachers and pupils through the same digital education platform that is available across the four nations and draws on content and expertise from all areas of the UK.

Aim 4

Establish Oak as a high-performing, well-respected sector organisation that:

- maintains its 'by teachers, for teachers' approach;
- contributes to the growing understanding of curriculum best practice;
- is strategically aligned with, but operationally independent from, government;
- delivers excellent value for money.

