

The STAR MAT Strategic Business Plan 2023 – 2024



Mission

To develop outstanding education in all of our schools which will enable every young person to flourish and realise their full potential

Aims and Culture

- Ensure that our children achieve the best possible outcomes
- Work to ensure that our schools are enjoyable places for children to learn

- Develop the whole child; personally, culturally and spiritually
- Ensure that our children are safe from harm

- Be inclusive; have a particular commitment to our most vulnerable children

- Continuously improving through mutual support and collaboration
- Being financially sustainable and legally compliant

Strategic Objectives – 2023/24 Priorities

1. Ensuring the highest standards of teaching and learning, curriculum and outcome.

- Implement our two-year Trust-wide Writing Strategy
- Ensure curriculum development is given appropriate precedence in inter-school working and CPD
- Implement our Ogden Trust project group
- Review our School Improvement Strategy – to ensure it addresses a broader scope of risk and is clear in how schools may be supported
- Implement a set of Trust-wide principles for Disadvantaged Students
- Continue to focus on student attendance, particularly emphasising vulnerable and disadvantaged students

2. Building on best practise to ensure we positively support our students' personal growth and development. Ensure that our Trust's safeguarding culture is robust, compliant and ambitious.

- Review of current curriculum models for Personal Development to ensure a high impact curriculum is in place for all young people
- Continue to work with Trust-wide Student Leadership Group to support all aspects of student engagement, experience and wellbeing
- Ensure the Trust Student Wellbeing Strategy is being effectively delivered at school level through clear Trust outcomes and success criteria reporting

3. Articulating and implementing a Trust-wide vision and strategy for SEND. Implement a set of Trust-wide principles for Disadvantaged Students.

- Articulate and implement a Trust-wide strategy for SEND that builds on current provision towards more specialist aspects of provision and training to support our young people
- Build on our current robust position with regard safeguarding by developing a Trust-wide compliance matrix for safeguarding ensuring structured governance and oversight

4. Building our Trust community and infrastructure to further secure our aims. Ensure our People Strategy impacts positively.

- Implement Head of Governance position to ensure all elements of governance are effective, suitably trained and equipped
- Through implementing our Workforce Development lead role, further realise our People Strategy especially threads in recruitment and retention, CPD, equality and diversity, talent management and wellbeing
- Collaboration, Partnership and Growth Strategy – look to new partnerships which hold appropriate mutual benefit
- Plan for further alignment and best possible infrastructure including the option of onboarding of some services
- Budget review at school and Trust level to ensure financial sustainability

What does success look like?

- All schools self-evaluation good or better, or have good or better Ofsted judgements
- Writing Strategy improves coherency across schools, impacting positively on teaching and learning and over time, data
- Attendance return to pre-pandemic levels; positive comparators to national sub-groups

- All schools have in place an effective curriculum and wider coverage for PD
- Full compliance matrix for safeguarding developed and implemented
- Governance calendar and associated documentation implemented

- SEND strategy is in place and publicly communicated via website etc
- TMP planning completed for provisional opening autumn 2024
- Disadvantaged principles finalised and disseminated
- Disadvantaged data tracking developed and impact demonstrated

- Legacy, vision and values revitalised and communicated
- Estates Strategy in approved and in place articulating vision, 3-5 year strategy and asset planning detail
- Sustainability Strategy in place; briefings to schools and preparation for School planning in 2025
- Staff Wellbeing Charter in place; accountability methodology produced