

Strategic Plan 2019-2020

February 2020 v4



We are proud to be one organisation

This is **our** Trust, **we** all have ownership of it and share a collective responsibility for **all** of our schools

Our Mission

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

Our Aims

We will:

- Ensure that our children achieve the best possible outcomes
- Develop the whole child; personally, culturally and spiritually
- Be inclusive; have a particular commitment to our most vulnerable children
- Teach our children to live well together and to make wise choices
- Ensure that our children are safe from harm
- Work to ensure that our schools are enjoyable places for children to learn

Our Principles

The Trust Board is committed to all of our schools:

- Retaining and celebrating their distinctive identity
- Continuously improving through mutual support and collaboration
- Being financially sustainable and legally compliant

The Trust Board wishes to develop a culture where colleagues in all our schools can be:

- Open, honest, fair and straightforward
- Receptive to change and challenge
- Pioneering and outward facing
- Trusting, respectful and supportive of each other
- Prepared to listen to advice
- Empowering of others

Trust Board Priorities 2019-2020

- Ensure that all children across our Trust have the same opportunity to experience a high quality curriculum whatever school they attend
- Continue to build capacity for Headteachers to enable them to focus their efforts on providing the best possible education for our children
- Develop 'professional capital' across our Trust

How are we going to deliver this?

Invest in developing:

- Our curriculum
- Trust central services capacity
- A coherent 'people strategy'

Overall: Continue to improve the performance and financial stability of all our schools

Strategic Priority	Key actions
Outcomes and opportunities for children	<p>Collaborate to develop a shared curriculum ‘intent’ and progression framework in all subjects from EYFS to Y9 Develop opportunities for shared curriculum planning across our Trust Embed our strategy for consistent assessment and reporting of pupil progress in our primary schools Develop a consistent approach for assessing and reporting student progress in our secondary schools at KS3</p>
Safety and well-being	<p>Develop consistent and robust safeguarding/SEND processes and practice across our Trust Develop a well-being strategy for both children and adults</p>
Workforce	<p>Establish a ‘people strategy’ for our Trust:</p> <ul style="list-style-type: none"> ● Recruitment, development and retention of staff ● Leadership: identifying and developing talent ● A more effective appraisal and reward process for all colleagues ● Harmonisation of roles and contracts ● Well-being of colleagues
Finance, Estate and Resources	<p>Further develop Trust central services capacity, particularly for our estate and H&S Exploit opportunities for income generation and review contracts to ensure best value Implement our 1.2M schools capital plan Ensure GDPR compliance across our Trust Establish a comprehensive business risk register and audit actions dashboard Establish and implement a Trust wide ICT strategy</p>

Growth and Partnership	Explore developing relationships with other Trusts where there may be mutual benefits Consider sponsoring other schools when opportunities arise
Governance	Continue to develop and implement consistent Trust policies Develop a governor recruitment strategy Develop a governor handbook and expectations document Continue to Improve communication with LGBs and other stakeholders

Measuring Impact

Strategic Priority	Success Criteria
Outcomes for children	Pupil/student progress: progress measures at KS2 and KS4 to be consistently positive in all our schools Overall primary absence rate to not exceed 4% Overall secondary absence rate to not exceed 4.7%
Safe and happy	Safeguarding and Inclusion lead appointed Consistent Trust wide safeguarding and SEND processes and practice established
Workforce development	HR director appointed People strategy developed and implemented Staff satisfaction high (annual staff survey)
Finance, estate and resources	The Trust will achieve a break-even budget in 2019/2020 Central estates/H&S function established
Growth and partnership	The Trust to have grown by one more school by September 2020
Governance	All central Trust policies in place Governor recruitment process established At least 75% of governors to have attended one or more training courses