

Strategic Plan 2020-2021



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 whilst benefiting from being part of the Trust
- 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 2020-2021

- Ensure that all children across our Trust are safe and have *equality of opportunity*. They should experience a high quality curriculum, standards of teaching & learning and a ‘digital entitlement’ whatever school they attend.
- *Align central business functions and school improvement processes so that our headteachers have the capacity to focus on providing the best possible education for our children*
- Develop ‘professional capital’ across our Trust

We must recognise the impact that the Covid-19 Pandemic has had on the education of children in the Trust during the Spring and Summer of 2020. Our key priority for 2020-21 will need to be ‘recovery’. Progress with each of the above priorities will be influenced by the pace of this recovery.

How are we going to deliver this?

Invest in the implementation of our:

- Curriculum progression framework and the development of shared principles of best practice in Teaching and Learning Pedagogy
- Digital technology strategy
- Central services review
- ‘People strategy’ (phase 1)
- Consistent safeguarding processes

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

Strategic Priority	Key actions
Recovery from the Covid-19 Pandemic	<p>Implement full re-opening of schools according to DfE guidance</p> <p>Implement baseline re-assessment of all pupils and students</p> <p>Develop cost-effective and research-tested catch-up initiatives across all ages and phases</p> <p>Re-align policies, expectations and curriculum</p> <p>Well-being awareness, identifying children/colleagues who may require support to overcome barriers to learning</p>
Safeguarding and well-being	<p>Develop consistent and robust safeguarding/SEND processes and practice across our Trust</p> <p>Develop consistent communication regarding safeguarding across the Trust</p> <p>Ensure statutory training renewal cycles are robust and effective and implement a common 'baseline of understanding' with all pupil/student-facing employees in key areas of educational psychology</p> <p>Ensure that within all elements of PSHCE/RSHE pupils/students within our Trust have equality of opportunity to both a proactive curriculum and reactive support and mentorship to support their well-being</p>
Outcomes and opportunities for children	<p>Share and develop principles of best pedagogy across the Trust including innovations in the use of Digital Technology</p> <p>Implement and evaluate our progression framework in all curriculum subject areas from EYFS to Y9</p> <p>Further develop opportunities for shared curriculum planning across our Trust</p> <p>Embed our strategy for consistent assessment and reporting of pupil progress in our primary schools</p> <p>Develop a consistent approach for assessing and reporting student progress in our secondary schools at KS3-5</p> <p>Evaluate the effectiveness of our School Improvement Strategy and refine to link in with national Teaching School Hubs</p>

<p>Finance, Estate and Resources</p>	<p>H&S/ Estates</p> <ul style="list-style-type: none"> ● 10 year estates action plan and safety action plan to address reactive and proactive programmes ● Compliance - roll out 'Every' building management tool ● BCP and policy consolidation ● Improve cleaning standards <p>Operations and Compliance</p> <ul style="list-style-type: none"> ● GDPR ● Trust v School contract register ● Contract metrics and KPIs ● Catering contract <p>Policy Creation, Alignment and Implementation</p> <p>Financial Control Framework</p> <ul style="list-style-type: none"> ● Management accounts & budget Monitoring ● Budget management- creation and ownership ● System controls and procedures ● Develop KPIs and evaluation methodology for the central services offer
<p>Workforce</p>	<p>Key elements from People Strategy - implement phase one:</p> <ul style="list-style-type: none"> ● harmonisation of expectations/requirements of staff; re-alignment of key Trust HR related policies ● creation of a wellbeing plan which positively engages on well-being issues ● refinement to recruitment processes, development and retention of staff ● further develop communications, engagement and Trust 'culture' ● a more effective appraisal and recognition process for all colleagues, including coherent links to learning and development ● ensure equality and diversity are built into all aspects of Trust strategy
<p>Growth and Partnership</p>	<p>Explore developing/improving relationships with other Trusts, Local Authorities and the Diocese where there may be mutual benefits</p> <p>Ensure central structures and processes for due diligence and induction are aligned and ready to receive new schools</p>

	<p>Consider sponsoring other schools when opportunities arise; review ‘ideal growth parameters’ for proactive recruitment of other schools into 2021/2022</p> <p>Investigate possible funding streams that may be available from housing developers in our locality</p> <p>Investigate ways in which we can ensure that our Sixth Form provision is sustainable</p>
<p>Governance</p>	<p>Continue to develop and implement consistent Trust policies</p> <p>Continue to Improve communication with LGBs and other stakeholders</p> <p>Evaluate governance structures ready for 21/22 - capacity, skills, training and succession planning</p> <p>Ensure effectiveness of governance in CE schools</p> <p>Review the scheme of delegation to ensure that it is ‘fit for purpose’ on a yearly basis</p> <p>Implement annual Trustee and LGB self-review</p> <p>Commission an external peer review of the MAT</p> <p>Review expectations of our Chairs of LGBs</p>

Measuring Impact

Strategic Priority	Success Criteria
Recovery from the Covid-19 Pandemic	All schools fully open; broad and balanced curriculum in place; pupil baseline conducted; catch up interventions implemented; tracking shows progress tracking towards prior/baseline FFT targets
Safeguarding and Wellbeing	Consistent Trust wide safeguarding and SEND processes and practice established; CPOMS impacted; pupil wellbeing initiatives impacting; safeguarding logs and reporting demonstrate robust process and practise
Outcomes and Opportunities 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%
Finance, estate and resources	The Trust will achieve a break-even budget in 2020/2021; any schools with an in-year deficit position will have a costed recovery plan in place for 21/22; costed estates plan in place; all sites live on Every compliance software
Workforce	Phase 1 of the People strategy developed and implemented Staff satisfaction high (annual staff survey)
Growth and partnership	The Trust to have grown by one more school by September 2021 and/or to have a refined growth strategy including specific growth parameters and induction processes for new schools
Governance	All central Trust policies in place and on renewal cycle; at least 75% of governors to have attended one or more training courses; Trust Board and all LGBs evaluated as 'good'; scheme of delegation reviewed and understood by all parties