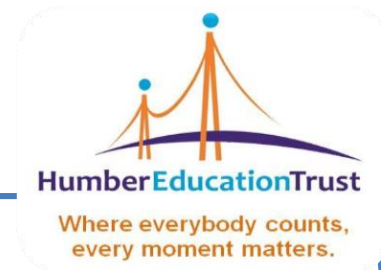


Trust Improvement Plan 2021 - 2022



Our Ethos

Our strength lies in a common purpose: high aspirations, moral values, care and support; yet celebrates our individual uniqueness. We recognise that as every child needs different things to achieve the same end point, their full potential, so too do the schools that nurture and develop those children.

One size does not fit all. However, effective collaboration ensures that our expertise is shared for the benefit of all children.

Only the best is good enough.

Strategic Aims 2021 - 2024

To sustain the improving quality of education for the benefit of children and young people in all schools.

To embed a self-sustaining, system-led, collaborative approach to improvement within and between schools.

To embed systems of accountability and governance at all layers of the Trust.

To ensure public money is spent and managed ethically and wisely for the benefit of children and communities.

To enhance the experience of all stakeholders by ensuring schools are inspiring physical environments to work and learn in.

Key Improvement Priorities 2021 – 2022

A: Embed the Trust's school improvement offer to ensure all schools are at least good.

Rationale:

1. Effective challenge & support will improve the quality of education in all schools, ensuring strengths are built upon and weaknesses are quickly identified & addressed.
2. Effective challenge & support will ensure all schools have a strong culture of safeguarding and comply fully with statutory requirements.
3. Effective challenge & support will ensure SEND pupils and/or those who are disadvantaged are very well supported and achieve highly.
4. Trust aggregated data shows outcomes in early reading need to close the gap to national.
5. Not all schools would be judged as securely 'good' under the new Ofsted Framework

C. Embed effective strategies to improve the attendance and wellbeing of pupils and staff

Rationale:

1. Pupil attendance has been particularly challenging over the past 18 months, particularly as a result of the Covid pandemic with some families falling into poor attendance habits.
2. There is wide disparity in staff attendance levels across the Trust with some schools spending a significant proportion of their staffing budget on supply costs as a result of poor staff attendance. This impacts negatively on the quality of provision for children and young people.
3. The best provision for pupils will come about when staff attend work and are happy and secure in their work.
4. The Covid pandemic has left some families and staff feeling vulnerable and incidents of poor mental health are on the increase.

B: Further develop leadership at all levels

Rationale:

1. Leaders are required to develop curriculum plans that organise knowledge & skills into a logical, progressive sequence for all subjects, ensuring teachers know what to teach and the order in which to teach it.
2. Leaders must help teachers understand the curriculum as a progression model, ensuring they have the pedagogical skills to deliver it well so the curriculum is taught effectively and leads to pupils making progress by knowing more and remembering more.
3. Leadership training for school senior staff will ensure leaders have the necessary skills to be highly effective and enable the principles of ethical leadership to become embedded.
4. Effective succession planning is critical to the sustained development of the Trust.
5. Opportunities for career progression will attract and retain a highly skilled, highly motivated workforce.

D: Further develop Trust wide business functions to ensure efficiency, compliance and risk are managed effectively.

Rationale:

1. Saving money through the use of trust wide procurement, will ensure increased funding is left in schools 'at the front line'.
2. Improved methods of communicating and collaborating through IT will reduce teacher workload and enable improvements to be embedded more rapidly.
3. Centralising more finance, estates and HR processes will improve consistency, reduce risk and enable schools to concentrate on the quality of education they provide.

