



Trust Improvement Plan 2022/23

Support - Challenge - Collaborate

The Trust is founded on our belief that we should strive to develop confident, responsible children and adults, capable of contributing to a fair society. We aim to enable this potential to be realised through partnership, and our vision and values give voice to these core principles.

Vision

Create a seamless educational experience in which every learner thrives.

Principles

We will:

- **Support** – pupils and staff to achieve ambitious goals
- **Challenge** – perceived or actual barriers to learning and personal development
- **Collaborate** – to deliver an inspiring educational experience

Aims

To achieve our vision, we have three key aims:

- **Leaners first** - Keeping learners at the centre of all our work is our key priority. We ensure that our core purpose is not distracted by operational issues or politics. Our work together is approached without fear or favour, and always focussed on the best outcomes for pupils. High aspirations and challenging targets are a key part of this.
- **Nurture and develop our people** - The Trust’s most important resource is its staff. They are the people who make a difference to children’s and young people’s lives. We aim to ensure that schools can recruit, develop, retain, deploy and motivate the best staff so that student outcomes can be of the very highest standard.
- **Strengthen and grow** - As a Trust we are driven by the desire to constantly improve what we do, by accurate self-evaluation, horizon scanning and learning from others. In the future, the Trust wishes to grow – to develop and support more schools who embrace the culture and practices that exist in our schools.

Strategic Priorities 2020-2025

Learners First	Nurture and develop our people	Strengthen and grow
Educational Outcomes - Schools are at national average or above in terms of their outcomes for all pupil groups and are closing the attainment gap for its SEND and/or disadvantaged pupils. LF1	School Leadership - Leaders and governors provide effective leadership which delivers a quality school experience, that is sustainable, has embedded systems leadership and effective	Expansion – Grow the Trust in a measured way so that standards are maintained and improved in every school. SG1

	governance at the heart of it. NDP1	
Teaching and Learning - Enable staff to provide the very best teaching and promote high-quality learning for 3- 18s especially for SEND and disadvantaged pupils. LF2	Our people - To attract, develop and retain talented and capable staff to posts in our schools and central team. NDP2	Financial strategy - Optimise financial resources so that we deliver best practice, minimise risk and bring about better value for money and greater economies of scale. SG2
Curriculum - Support schools in embedding and providing a knowledge rich, varied and broad curriculum that enables students to learn and know more, providing a sequenced and cohesive educational journey from early years to post 16 which is specific to each school's context. LF3	Professional Development - Provide opportunities so that all of our staff have the skills to produce stronger outcomes, develop leadership, learn from each other and provide the best experience for our learners. NDP3	ICT – to implement the “Core Infrastructure” providing the Trust with a more effective, secure and robust network. SG3
QA - Provide a rigorous and robust programme of quality assurance that helps to support staff, build expertise and capacity, and raise standards to deliver positive outcomes for pupils, including supporting schools in maintaining or improving on their Ofsted current grading. LF4	Future Leaders - To develop future leaders, headteachers and chairs of local governing bodies to ensure and effective succession planning for Trust schools. NDP4	Premises – To develop an efficient and effective estate which supports and enables the effective delivery of education services across the Trust. SG4
Mental Health, wellbeing and safeguarding - ensure the wellbeing of all pupils is a key priority in all our schools. LF5	Trust Leadership - Board of Trustees govern in accordance with its articles of association and practice that enables the greatest possible outcomes from the most effective use of its resources, in line with its vision and values. NDP5	PR and Marketing – develop and maintain a strong brand and communication strategy. SG5
Sixth Form – establish and effect a clear vision for KS5 as an outstanding provider. LF6	Governance – Extend the range of training and development opportunities to support governor development and the impact their role can have.	Governance – Work with other trusts to support sharing of best practice and develop opportunities to the range of training and development

Key strategic improvements for 2022-23

1. Implement work from the **2-19 strategy** across all Trust schools in order to ensure consistency.
2. Develop and start to implement a **Trust and School Inclusion Strategy** in collaboration with all schools in the Trust.
3. **Estate Management Strategy** – In response to being awarded Schools Condition Allocation (SCA) - finalise the development of a Trust 5 year Estates Management Strategy.

Learners first			Nurture and develop our people			Strengthen and grow		
Inclusion - Develop the role of inclusion / SEND Leaders to raise standards for vulnerable pupils, including their attendance.			CPE - Relaunch the CPE across Trust and Alliance schools. Providing a web-based resource that signposts professional development opportunities for all stakeholders in the Trust.			New Schools - Ensure that new schools that join the Trust (including Alliance) are embedded into the Trust's values and ways of working.		
Review			Review			Review		
Ref: LF1			Ref: NDP3			Ref: SG1		
Lead: HC/SG/LW Committee: QE			Lead: DM/RS Committee: Resources			Lead: DM/LH Committee: Board		
JAN	APR	AUG	JAN	APR	AUG	JAN	APR	AUG
Vision 2-19 - Implement work from the 2-19 strategy in order to support schools in providing a high quality seamless education.			Executive Headships - Develop the role of Executive Headships across the Trust to ensure maximum impact on school effectiveness.			Stakeholder Surveys - Launch an annual cycle of Trust co-ordinated parent (autumn), pupil (spring) and staff (summer) questionnaires.		
Review			Review			Review		
Ref: LF2, LF3			Ref: NDP1			Ref:		
Lead: LW/DM Committee: QE			Lead: DM Committee: Resources			Lead: DM Committee: Board		
JAN	APR	AUG	JAN	APR	AUG	JAN	APR	AUG
Pupil progress - Reduce impact of covid on pupils' progress enabling as many as			*Staff Charter and Well Being – Develop a staff charter, including a focus on staff well-being.			Marketing & Communications – Development of a Trust communication and marketing strategy		

possible to get back on track for their predicted targets.								
Review			Review			Review		
Ref: LF1			Ref: NDP5			Ref: SG5		
Lead: LW Committee: QE			Lead: AL/SD Committee: Resources			Lead: AL/SN Committee: Board		
JAN	APR	AUG	JAN	APR	AUG	JAN	APR	AUG
English - Develop English across the Trust to raise standards in writing and reading			Leadership – Develop the Trust’s Leadership (2-19) strategy through development and training opportunities with Headteachers			Estate Management Strategy – In response to being awarded Schools Condition Allocation (SCA) - finalise the development of a Trust 5 year Estates Management Strategy		
Review			Review			Review		
Ref: LF1			Ref: NDP4			Ref: SG4		
Lead: LW/KH Committee: QE			Lead: DM/PB Committee:			Lead: AL/JR Committee: Resources		
JAN	APR	AUG	JAN	APR	AUG	JAN	APR	AUG
Curriculum sequencing - Continue to develop a programme of primary deep dives focusing on Geography, DT and Computing ensuring clear knowledge sequencing and progression in each school is implemented.			Coaching - Senior leaders to complete Leadership Coaching apprenticeship, with a view to developing a leadership coaching culture across the trust.			Governance – Develop closer working relationships between the LGB and Trustees in order that they work in unison.		
Review			Review			Review		
Ref: LF3			Ref:			Ref: SG6		
Lead: DM/SE Committee: QE			Lead: DM Committee: Resources			Lead: Trustees Committee: Board		
JAN	APR	AUG	JAN	APR	AUG	JAN	APR	AUG
Mental Health Well Being – Ensure early identification and intervention is in place where needed and pupils receive effective support.			*Equality and Diversity (staff) - Review and reflect on the Trusts approach to equality and diversity.			Shrivenham new build - Ensure the building, infrastructure, relocation and relevant approvals from DfE are delivered in time for Autumn 2023 move.		

Review			Review			Review		
Ref: LF5			Ref: NDP2			Ref: SG1 & 4		
Lead: LW/GR Committee: QE			Lead: AL/SD Committee: Resources			Lead: AL/JR Committee: Resources		
JAN	APR	AUG	JAN	APR	AUG	JAN	APR	AUG
Equality and Diversity (pupils) - Review and reflect on the Trusts approach to equality and diversity.						ICT – Continue to develop the Trusts overall ICT strategy moving to a robust Microsoft platform, including development of the strategy group.		
Review			Review			Review		
Ref: LF5			Ref:			Ref: SG3		
Lead: LW Committee: Q of E			Lead: Committee:			Lead: AL/JR Committee: Resources		
JAN	APR	AUG	JAN	APR	AUG	JAN	APR	AUG
Maths Ensure the teaching and learning of maths in KS3 and 4 is at least good, leading to the predicted outcomes for GCSE students being achieved and overall progress being positive.								
Review								
Ref: LF1								
Lead: LW Committee: Q of E								
JAN	APR	AUG						

* Denotes joint work with Vale Academy Trust

Green	On track	Amber	At risk	Red	Off track
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cc Trust headteachers

