



Strategic Plan 2020/21

Support - Challenge - Collaborate

Founding principles

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.

Values

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

We will draw on the strengths of our schools and local communities to be:

- **Resilient** – by encouraging independent thinking by our school leaders to ensure effective decision making
- **Innovative** – through the sharing of values and successful alternative approaches to learning and personal development
- **Accountable** – for delivery of our commitments to the communities we serve

Principles

To achieve our vision and values, we have three key principles:

- **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.

3 Year Strategic Priorities 2020-2023

Learners First	Nurture and develop our people	Strengthen and grow
<p>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</p>	<p>School Leadership - Leaders and governors provide effective leadership which delivers a quality school experience, that is sustainable, has embedded systems leadership and effective governance at the heart of it. NDP1</p>	<p>Expansion – Grow the Trust in a measured way so that standards are maintained and improved in every school. SG1</p>
<p>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</p>	<p>Our people - To attract, develop and retain talented and capable staff to posts in our schools and central team. NDP2</p>	<p>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</p>
<p>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</p>	<p>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</p>	<p>ICT– to implement the “Core Infrastructure” providing the Trust with a more effective, secure and robust network. SG3</p>
<p>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</p>	<p>Future Leaders - To develop future leaders, headteachers and chairs of local governing bodies to ensure and effective succession planning for Trust schools. NDP4</p>	<p>Premises– To develop an efficient and effective estate which supports and enables the effective delivery of education services across the Trust. SG4</p>
<p>Mental Health, wellbeing and safeguarding - ensure the wellbeing of all pupils is a key priority in all our schools. LF5</p>	<p>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</p>	<p>PR and Marketing– develop and maintain a strong brand and communication strategy. SG5</p>
<p>Sixth Form – establish and effect a clear vision for KS5 as an outstanding provider. LF6</p>		

18 month strategic priorities 2019-21

Learners first	Nurture and develop our people	Strengthen and grow
<p>Pupil progress - Ensure seamless continuity for all year groups in their return to school, adapting the curriculum as necessary and ensuring accurate assessments to take each child forwards from their starting point to the academic year.</p>	<p>CPD – Develop the Faringdon Centre for Professional Excellence by auditing development needs across the trust and establishing a bespoke program of training and support from for employees at all levels. By valuing, developing and investing in staff, outcomes improve.</p>	<p>MAT to MAT collaboration - Expand opportunities to allow MAT to MAT collaboration.</p>
Lead: LW Committee: QE	Lead: SR Committee: ARC	Lead: DM Committee: ARC
Ref: LF1	Ref: ND P1/2/3/4	Ref: SG1
3 6 9 12 15 18	3 6 9 12 15 18	3 6 9 12 15 18
JAN APR AUG	JAN APR AUG	JAN APR AUG
<p>Pupil Premium - Establish and begin to embed the PP strategy across the Trust, improving outcomes.</p>	<p>Employee Benefits - Review and enhance where possible employee benefits and ensure these are effectively promoted in advertisements and internally.</p>	<p>Expansion - Target and work with non-Trust school leaders (including Governors) to encourage them to join the Trust.</p>
Lead: JH (RK) Committee: QE	Lead: AL Committee: ARC	Lead: DM Committee: Board
Ref: LF1	Ref: NDP2	Ref: SG1
3 6 9 12 15 18	3 6 9 12 15 18	3 6 9 12 15 18
JAN APR AUG	JAN APR AUG	JAN APR AUG
<p>FFT Aspire - Embed the use of FFT Aspire across all schools to evaluate, target set and track pupil progress.</p>	<p>Staff survey - Undertake a Staff survey and use the feedback to drive further improvements.</p>	<p>Brand Name- Launch the Trust's new name, brand and website and develop an effective Public Relations strategy.</p>
Ref: LF1	Ref: NDP2	Ref: SG5
Lead: LW Committee: QE	Lead: DM Committee: ARC	Lead: AL Committee: Board
3 6 9 12 15 18	3 6 9 12 15 18	3 6 9 12 15 18
JAN APR AUG	JAN APR AUG	JAN APR AUG

SEND - Improve the quality of provision and outcomes for SEND pupils.	Parental survey - Trustees to identify questions they wish to ask parents, through the school's annual questionnaire. Feedback to be used to drive further improvements.	Benchmarking data - Develop the use of benchmarking data to help schools achieve financial effectiveness.
Ref: LF1/2	Ref: NDP5	Ref: SG2
Lead: HC (RK) Committee: QE	Lead: LH Committee: Board	Lead: AL Committee: ARC
3 6 9 12 15 18	3 6 9 12 15 18	3 6 9 12 15 18
JAN APR AUG	JAN APR AUG	JAN APR AUG
Phonics - Support Primary schools in providing highly effective phonics teaching.	Governor Development - Develop Governor sessions to provide a combination of briefing, training and support. Develop the use of lead Trustees to support the delivery of these sessions.	Faringdon Primary Education - Plan how primary education provision in Faringdon will evolve and strengthen with the development of two primary schools including the relocation of FIS to a new site.
Ref: LF1/2	Ref: NDP1/5	Ref: SG1
Lead: SR Committee: QE	Lead: DM Committee: ARC	Lead: Al Committee: Board
3 6 9 12 15 18	3 6 9 12 15 18	3 6 9 12 15 18
JAN APR AUG	JAN APR AUG	JAN APR AUG
Research - Embed research led approaches at the heart of developments across the Trust, using research leads / teams in each school to pioneer this.		
Ref: LF2	Ref:	Ref:
Lead: LW Committee: QE	Lead: Committee:	Lead: Committee:
3 6 9 12 15 18	3 6 9 12 15 18	3 6 9 12 15 18
JAN APR AUG	JAN APR AUG	JAN APR AUG
Curriculum - Improve continuity and cohesion in curriculum and pedagogy between KS2 and KS3. Establish a 3-18 educational vision and strategy with a focus on PP and SEND pupils.		
Ref: LF2/3	Ref:	Ref:

Lead: RC Committee: QE	Lead: Committee:	Lead: Committee:
3 6 9 12 15 18	3 6 9 12 15 18	3 6 9 12 15 18
JAN APR AUG	JAN APR AUG	JAN APR AUG
Curriculum sequencing - Work with Curriculum leads, Head teachers and Subject leaders to ensure each school's curriculum is sequenced so that knowledge is remembered and builds over time, to include developing the computing curriculum in particular.		
Ref: LF3	Ref:	
Lead: LW (GK) Committee: QE	Lead: Committee:	
3 6 9 12 15 18	3 6 9 12 15 18	
JAN APR AUG	JAN APR AUG	
Curriculum Enrichment - develop and enhance a programme of interschool collaboration.		
Ref: LF3	Ref:	
Lead: RK Committee: QE	Lead: Committee:	
3 6 9 12 15 18	3 6 9 12 15 18	
JAN APR AUG	JAN APR AUG	
Ofsted - Support schools expecting Ofsted inspection during the academic year.		
Ref: LF4	Ref:	
Lead: DM Committee: QE	Lead: Committee:	
3 6 9 12 15 18	3 6 9 12 15 18	
JAN APR AUG	JAN APR AUG	
Peer Review - Provide an annual peer review for each school which support their		

self- evaluation and school improvement planning.											
Ref: LF4							Ref:				
Lead: LW							Lead:				
Committee: QE							Committee:				
3	6	9	12	15	18	3	6	9	12	15	18
JAN			APR		AUG	JAN		APR		AUG	
Mental Health and Well Being - Establish a Mental Health and Well-being strategy across the Trust which supports pupils to be positive, resilient and ready to learn.											
Ref: LF5							Ref:				
Lead: LB							Lead:				
Committee: QE							Committee:				
3	6	9	12	15	18	3	6	9	12	15	18
JAN			APR		AUG	JAN		APR		AUG	
Sixth Form - Work with new Head teacher and Director of KS5 to review curriculum offer and expand sixth form.											
Ref: LF6							Ref:				
Lead: PB							Lead:				
Committee: QE							Committee:				
3	6	9	12	15	18	3	6	9	12	15	18
JAN			APR		AUG	JAN		APR		AUG	