



## TRUST DEVELOPMENT PLAN 2017-2019

### VISION

Our vision is that all the children and young people attending our schools, regardless of their personal circumstances:

- gain a real passion for learning through inspirational teaching, a rich and diverse curriculum and opportunities to develop new skills and talents;
- achieve at the highest possible level, make seamless transitions at all stages of learning and progress successfully into adult life in a rapidly changing world;
- enjoy their learning in a safe and stimulating environment, become self-confident and resilient, and develop into well rounded human beings.

### MISSION

We are strongly committed to working together collaboratively, and in partnership with parents and carers, to ensure every pupil benefits from an excellent all-round education through:

- teaching and learning of a consistently high quality;
- standards of achievement and progress that are at least as good as similar schools nationally;
- a wide-ranging curriculum that draws on best practice worldwide as well as children's own experiences and interests;
- opportunities for children to develop their talents, explore the world around them and gain the skills and qualities they need for sustained success;
- ongoing support for children who experience barriers to learning, for whatever reason, so that they can achieve and progress at least as well as their peers;
- enthusiastic, skilled and talented staff that are well trained and qualified, continually developed, committed to collaboration and provided with opportunities to take on leadership roles;
- strong leadership and governance at all levels, secured by effective challenge, intervention, support and professional development;
- an environment, both indoors and outdoors, that motivates children to learn, celebrates their achievements and engenders safety and security.

Our ambition is to become the "go to Trust" and the educational "employer of choice" within Cornwall.

## OUR VALUES

Our partnership is underpinned by the following shared values:

- We can achieve much more together than we can individually.
- Every child is a unique individual with an entitlement to an excellent education.
- Children will achieve their best if they are well taught by inspirational teachers in a safe and stimulating environment.
- Our most important resource is our staff.
- Strong schools need strong leaders.
- Our success depends on mutual respect, trust, integrity and transparency.

## OPERATING PRINCIPLES

This is a long-term relationship based on mutual trust and confidence in each other. It requires all of us to have the courage to admit we have it wrong or need help and the generosity of spirit to put all our children first, not just the ones in our own school.

- We share responsibility for all our schools and are jointly accountable for the achievements of all our pupils.
- All our decisions are made in the best interests of children and young people.
- We communicate with each other openly, without fear of criticism or blame, and we learn from our mistakes.
- We share best practice, learning both from each other and from a wide variety of external sources.
- We cherish the individual ethos and character of our schools, but we expect them all to secure the best possible outcomes for their pupils.
- We deploy our collective resources in a way that maximises the impact on pupil achievement and progress.
- Where appropriate, we pool some of our resources to achieve economies of scale, value for money and greater efficiency and to enable headteachers and local governing bodies to concentrate on raising standards.
- We consistently follow a set of Trust-wide policies and procedures that are developed through consultation, legally compliant, based on best practice and regularly reviewed.
- We will only grow in a way that ensures all our schools continue to be within easy travelling distance of each other.

## STRATEGIC PRIORITIES

### 1 Securing school improvement - “Uniformly green” and “uniformly good”

Our overarching priority is to secure the necessary improvements in the performance of all our schools so that every school can demonstrate it is continually improving and that, by September 2018, the minimum standard being achieved is that:

- Every Trust school is performing in line with or above national expectations against all the key indicators for attainment and progress at each key stage (“uniformly green”);
- Every Trust school can clearly demonstrate that it is at least “good” against all the criteria in the Ofsted inspection framework (“uniformly good”).

### 2 Running the business effectively to support school improvement

We are equally committed to continual improvements in the way we operate as a business to support our core purpose of raising educational standards. Our plan is to build on our successes and learn from our experience (and from that of other similar trusts) in order to:

- Ensure that we employ, inspire and motivate the best staff in all roles across the Trust;
- Deploy our collective resources in a way that maximises the benefit to children;
- Demonstrate strong accountability, effective leadership and good governance;
- Meet all our obligations as a company, charity, education provider and employer.

#### 2.1 Recruitment, retention, deployment and development of staff

To recruit, retain, deploy and develop the best staff for the benefit of all our children, with the ambition of becoming an “employer of choice”. Areas for development include:

- Performance management
- Harmonisation of terms and conditions
- Talent management, leadership development and succession planning

#### 2.2 Efficient deployment of our collective resources

To deploy our collective resources in a way that maximises the impact on school performance. In addition to our staff, this includes:

- Our financial resources, our estates and facilities and our IT infrastructure
- Our Central Services functions
- Public relations, marketing and reputation management

#### 2.3 Governance, leadership and management

To ensure that our arrangements for governance, leadership and management of the Trust are fit for purpose, effective and clearly articulated. Areas for development include:

- Schemes of delegation, roles and responsibilities
- Policies and procedures
- Communications
- Director/governor recruitment, induction and development
- Risk management

### 3 Shaping the future

While the prime focus of this plan is to secure significant improvements in both school performance and business efficiency over the next two years, in the longer term we are strongly committed to:

- embedding a culture of continuous improvement that leads to all our pupils gaining an excellent education, all our schools being judged outstanding and all aspects of our business being exemplary;
- establishing strong links with partner organisations, including neighbouring Multi-Academy Trusts, the Local Authority and the Regional Schools Commissioner, to help create a collaborative infrastructure that serves the needs of local children, families and communities.

**STRATEGIC PRIORITY 1:      Securing school improvement :  
  “Uniformly Green” and “Uniformly Good”**

**AIM**

To secure the necessary improvements in the performance of all our schools so that every school can demonstrate it is continually improving and that, by September 2018, the minimum standard being achieved is that:

- Every Trust school is performing in line with or above national expectations against all the key indicators for attainment and progress at each key stage (“uniformly green”);
- Every Trust school can clearly demonstrate that it is at least “good” against all the criteria in the Ofsted inspection framework (“uniformly good”).

**SCHOOL IMPROVEMENT FRAMEWORK**

Our approach to school improvement can be summarised as follows:

- Headteachers recognise their collective responsibility for outcomes across the Trust and have adopted a model of shared leadership to achieve the required improvements.
- Each school will commit an agreed number of teacher days and headteacher days per year, based on existing size and capacity, to create a pool of expertise for the benefit of the whole Trust.
- Each headteacher will take on the leadership of one or more of the goals in the Strategic Plan, bringing together relevant staff to develop, implement, monitor and evaluate planned activities.
- There will be a programme of termly monitoring visits to all schools, each involving the CEO, at least one headteacher and, in the Spring Term, an external consultant.
- The outcomes of these monitoring visits will inform a support programme to drive improvements both in individual schools and across the Trust.
- Where the required expertise or capacity to address a specific issue does not exist within the Trust, specialist support will be commissioned from other sources.
- It is recognised that all our schools will benefit from collaborative arrangements with other schools and MATs that extend beyond PLT.

**GOALS**

- 1.1 To ensure that Quality First teaching is evident in all lessons.
- 1.2 To achieve attainment and progress in Mathematics in line with or better than national averages.
- 1.3 To ensure that the gaps in attainment and progress between those children entitled to Pupil Premium and their peers are in line with or better than national averages.
- 1.4 To secure levels of pupil attendance of at least 96%, with less than 10% persistent absence.
- 1.5 To ensure effective, seamless transition between all key phases of learning.
- 1.6 To ensure that the proportion of pupils achieving “Greater Depth” is at national levels or above, through a MAT-wide programme of provision for the most able pupils.

## **STRATEGIC PRIORITY 2:      Running the business effectively to support school improvement**

### **AIMS**

- To recruit, retain, deploy and develop the best staff for the benefit of all our children, with the ambition of becoming an “employer of choice”.
- To deploy our collective resources in a way that maximises the impact on school performance.
- To ensure that our arrangements for governance, leadership and management of the Trust are fit for purpose, effective and clearly articulated.

### **2.1 Recruitment, retention, deployment and development of staff**

#### **GOALS**

- 2.1a To raise the profile of the Trust and its schools as attractive places to work and to build a reputation for the Trust as an “employer of choice”
- 2.1b To move towards the implementation of harmonised terms, conditions and pay scales that are fair, transparent and competitive
- 2.1c To implement common arrangements for Performance Management
- 2.1d To ensure that all staff benefit from a programme of Continuing Professional Development that enables them to be as effective as possible in their roles and to develop their capabilities further
- 2.1e To build leadership capacity both within each school and across the Trust

### **2.2 Efficient deployment of our collective resources**

#### **GOALS**

- 2.2a To be financially sustainable and to ensure the available funding is spent on maximising outcomes for children
- 2.2b To develop and implement strategic asset plans for the Trust and for each school
- 2.2c To develop a robust and sustainable Information Technology estate, and to ensure that IT is effectively deployed to support curriculum delivery and business efficiency
- 2.2d To provide a flexible suite of Central Services that fulfils the needs of schools and ensures compliance with statutory obligations
- 2.2e To proactively promote the Trust and its schools in order to maximise each school’s pupil intake and budget.
- 2.2f To develop a robust “due diligence” process to inform future decisions about potential new schools or MATs joining the Trust

## **2.3 Governance, leadership and management**

### **GOALS**

- 2.3a To create clear schemes of delegation for the governance and management of the Trust that reflect the responsibilities and accountabilities held at each level and are compliant with statutory requirements
- 2.3b To develop and implement a trust-wide framework for the development, adoption, review, publication and implementation of policies and procedures
- 2.3c To develop and implement a trust-wide communications strategy to improve internal and external communications
- 2.3d To improve the effectiveness of the Board and Local Governing Bodies through a planned programme of director/governor recruitment, induction and development
- 2.3e To embed effective risk management in the culture of the Trust

## **STRATEGIC PRIORITY 3: Shaping the future**

### **AIMS**

- To embed a culture of continuous improvement that leads to all our pupils gaining an excellent education, all our schools being judged outstanding and all aspects of our business being exemplary;
- To establish strong links with partner organisations, including neighbouring Multi-Academy Trusts, the Local Authority and the Regional Schools Commissioner, with a view to creating a collaborative infrastructure that serves the needs of local children, families and communities.

### **GOALS**

- 3.1 To build on our successes to continually improve school performance
- 3.2 To continually refine our businesses processes to enhance efficiency, compliance and value for money
- 3.3 To become a leading partner in collaborative arrangements involving local schools/MATs and strategic organisations