

# Trust Improvement Plan 2023 - 2024



## 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 our 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 2023 – 2024

### **A: Embed the Trust's school improvement offer to ensure the quality of education in all schools is 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. Trust aggregated data shows outcomes for disadvantaged pupils need to close the gap to all other pupils.
3. Greater consistency of training for teachers and the sharing of best practice across and between all classrooms in the Trust will support improving outcomes for pupils.

### **B: Embed effective trust-wide strategies to support vulnerable pupils**

#### **Rationale:**

1. Pupil attendance continues to be challenging; overall attendance has fallen since pre-pandemic levels and persistent absenteeism has increased.
2. Effective training, challenge & support will ensure SEND pupils and/or those who are disadvantaged are very well supported and achieve highly.
3. Effective challenge & support will ensure all schools have a strong culture of safeguarding and comply fully with statutory requirements and best practice.

### **C. Further develop leadership at all levels**

#### **Rationale:**

1. Leadership training and support for senior staff in schools will ensure they have the necessary skills to be highly effective and enable the principles of ethical leadership to become embedded.
2. Effective succession planning and opportunities for career progression are critical to the sustained development of the Trust.
3. A resilient, highly skilled and motivated workforce provide the best support for pupils.
4. Robust external challenge & support from and for governance at all levels will enable trust leaders to learn from sector experts for the benefit of pupils and schools.

### **D: Further develop Trust wide business and people functions to ensure efficiency, consistency and risk are managed effectively.**

#### **Rationale:**

1. Centralising finance, estates and HR processes will improve consistency, reduce risk and enable schools to concentrate on the quality of education they provide.
2. All staff and pupils have the right to work and learn in purposeful, welcoming and high-quality school environments.
3. Strategic trust growth will support the wider work of the Trust and add capacity.