



# STRATEGIC DEVELOPMENT PLAN 2016-2019

Trust Objective: To improve outcomes for children through the provision of an outstanding education for all

Core Offer for Children	Core Offer for Professionals	Core Offer for Schools
<ul style="list-style-type: none"> <li>• There is excellent provision for the wellbeing of children through the development of an education</li> <li>• All children will make at least good progress in line with their abilities</li> <li>• All children have the opportunity to take part in competitive and non-competitive sport</li> <li>• All children have the opportunity to take part in a public performance within an aspect of the arts</li> <li>• All children have the opportunity to engage in outdoor learning</li> <li>• All children have the opportunity to engage in practical scientific enquiry</li> <li>• All children will be engaged in an exciting curriculum that is matched to national expectation, and takes into account their interests and abilities</li> <li>• All schools will provide opportunities for children to express their thoughts and views through a school council and participation in school councils and debates</li> <li>• All schools will work creatively to raise aspirations for all children</li> <li>• All schools will develop a values based curriculum that incorporates specific learning behaviours for their children</li> </ul>	<ul style="list-style-type: none"> <li>• There is minimum CPD funding guarantee for all professionals</li> <li>• Access to a central CPD scheme linked to teaching school</li> <li>• Robust performance management for all staff</li> <li>• Performance pay related opportunities for all staff</li> <li>• Opportunities for job swaps and secondments</li> <li>• Annual career development review</li> <li>• Access to staff wellbeing initiatives</li> <li>• Access to visits opportunities UK/abroad based</li> </ul>	<ul style="list-style-type: none"> <li>• All schools have access to regular support for school improvement from experienced System Leaders and teaching school links OLP</li> <li>• Support for all aspects of School Business and Premises Management</li> <li>• We provide access to additional support for financial planning and regulations</li> <li>• Governors development events and Chair of Governor briefings enable all governors to fulfil their strategic role</li> <li>• Fortnightly senior leadership meetings enable the development of effective systems and excellent practice across the Trust</li> <li>• Termly network meetings enable Subject Leaders to develop best practice and provide additional opportunities in Via OLP.               <ul style="list-style-type: none"> <li>a. English</li> <li>b. Maths</li> <li>c. Science</li> <li>d. ICT</li> <li>e. The Arts</li> <li>f. PE</li> <li>g. Early Years</li> <li>h. Assessment</li> <li>i. Pupil Premium</li> <li>j. Family Links</li> <li>k. SEND and Inclusion</li> </ul> </li> </ul>

## KPIs 2016/2017

S1: All schools are providing opportunities for children to take part in OWLS Core Offer for provision of learning

S2: All schools have engaged in JPD /peer to peer workings across the trust and impact of CPD is measured through performance management

S3: Further develop key self-evaluation documents for Trust performance and a core system to bench mark themselves against

S4: Trust has identified a list of aspirant leaders and has a strategy to develop areas of need. Additional System Leaders receive a structured training and engagement programme. System leadership engagement is effective

S5: Robust Finance, Compliance and Personnel Management systems in place to meet and respond to Trust's needs.

S6: All schools and stakeholders have engaged with the review of the Trust vision and aims, are able to reflect these within their school, whilst celebrating their unique core values with stakeholders.

<b>Trust Objective:</b> To improve outcomes for children across the Trust		
<b>Strategy 1: Provision</b> PJM, VP	Provide outstanding opportunities for children through a trust core offer	
<b>KPI:</b>	All schools provide opportunities for children to take part in the OWLS Core Offer for provision of learning	
<b>Tactics:</b>	<b>Responsibility</b>	<b>Resources</b>
Establish a robust assessment policy and procedure across the trust <ul style="list-style-type: none"> <li>• Train all schools using Focus Assessment materials and Target Tracker</li> <li>• Embed Trust policy and procedures for assessment and tracking</li> <li>• Ensure that JPD (Joint Professional Development) is developed through networks and that best practice is shared</li> <li>• Use outcomes of continuing assessment to target support</li> </ul>	PJM VP JT	Focus Assessment materials and Training (distributed between schools) Target Tracker tracking system and training System leadership time and monitoring with Headteachers Peer to Peer reviews
Ensure the curriculum within schools meets the needs of children <ul style="list-style-type: none"> <li>• Audit topics and the development of Schemes of work with schools</li> <li>• Develop systems to share planning and resources</li> <li>• Develop monitoring and moderation systems across the trust</li> </ul>	All subject networks Heads Network Literacy, Maths and Science Network	Five network meetings per year SoW work Focus education work scrutiny materials
Establish focused provision to meet needs of learners <ul style="list-style-type: none"> <li>• Develop an enrichment programme with the curriculum</li> <li>• Establish an External Agency provision/EP provision for all schools</li> <li>• Establish a pupil parliament to cover all aspects of pupils learning</li> <li>• Establish a summer school programme for pupil premium children</li> </ul>	All subject Networks PJM VP PP Network – OLP JT	Sport fixtures, Arts Festivals & Exhibitions, External support brokered School council/staffing 1 weeks summer school programme (self-funding PP grants) Church links

<b>Trust Objective:</b> To improve outcomes for children across the Trust		
<b>Strategy 2: JPD</b> (Joint Professional development) PJM	To improve the quality of teaching and learning through the facilitation of Joint Practice Development	
<b>KPI:</b>	All schools have engaged in JPD across the trust and the impact of CPD is measured through performance management	
<b>Tactics:</b>	<b>Responsibility</b>	<b>Resources</b>
Develop learning communities between schools and OLP <ul style="list-style-type: none"> <li>Establish a core offer of year leaders with phases participating school and research, peer to peer work</li> <li>Develop the role of R&amp;I champions within school to disseminate and provide access to research outcomes</li> <li>Share research outcomes through Teaching School OLP</li> <li>Increase the number of teachers who are involved in postgraduate study which is integrated in CPD</li> <li>Create a Core offer for all employees</li> </ul>	System Leaders PJM and VP PJM and VP PJM and VP PJM and VP	Release days between schools (school funded) 3 meetings per year OLP (twilight) Postgraduate study audit and interest areas Minimum funding guarantee for CPD school funded and a Trust Professional Develop system linked to OLP
Develop effective leadership networks that focus on learning <ul style="list-style-type: none"> <li>To engage the Headteacher and Chair of Governors Leadership Network to contribute to the strategic direction of the trust</li> <li>To engage core subject leaders in the development of an effective policy and practice in the core subjects</li> <li>To engage Arts and PE subjects leaders in the development of an effective policy and practice</li> <li>To engage vulnerable group leaders in the development of an effective policy and practice</li> </ul>	All Heads and Chairs, System Leaders Core Leaders, PJM and VP Arts, PE, PJM and VP PJM and VP	network meetings per year and Risk Management meeting network meetings network meetings for arts leader funded network meetings
Develop joint TSA/OLP learning strands <ul style="list-style-type: none"> <li>To ensure schools within the Trust engaged with olp/TSA research strands and share learning across best practice learning across the trust</li> <li>To ensure schools within the Trust engaged with TSA/OLP CPD offer and share learning across best practice learning across the trust</li> <li>To ensure schools within the Trust engaged with TSA leadership development and share learning across best practice learning across the trust</li> </ul>	PJM and VP PJM and VP PJM and VP	All schools to be part of OLP TSA through Trust core offer

<b>Trust Objective:</b> To improve outcomes for children across the Trust		
<b>Strategy 3: Accountability</b> PJM, VP	Ensure there are robust accountability systems which enables the trust to respond rapidly to schools needs	
<b>KPI:</b>	Further develop key self-evaluation documents for Trust performance and a core systems to bench mark themselves against	
<b>Tactics:</b>	<b>Responsibility</b>	<b>Resources</b>
<ul style="list-style-type: none"> <li>Formalise no levels assessment criteria for benchmarking against and identification of strengths and weaknesses</li> <li>Develop a consistent trust dashboard to use a self-review tool for trust and local schools.</li> <li>Formalise the procedure for school improvement interventions to address under performance</li> </ul>	<p>PJM and VP</p> <p>PJM and VP</p> <p>PJM and VP</p>	<p>Partnership with LA Data Services</p> <p>Ofsted Data triggers</p> <p>Agreed procedure with Headteachers/Heads of school and Schools</p>
<ul style="list-style-type: none"> <li>Develop trust school report cards for parents and community to celebrate school successes and compare schools against trust and national achievements</li> <li>Develop the inclusion of the Trust school Councils/ Parliament/stakeholder views in the evaluation of the Trust effectiveness</li> <li>Establish a core Trust self-evaluation form to share with the board of directors/Trustees and schools to measure impact against KPIs and national bench marks in light of new developments</li> </ul>	<p>PJM and VP</p> <p>PJM and VP</p> <p>PJM and VP</p>	<p>Meeting Time with Headteacher/Heads of schools networks</p> <p>Data Analyst time</p> <p>School Council/Parliament meeting time and motion creation</p> <p>Data Analyst time for collection of views</p> <p>System Leader development time</p> <p>National, local and Trust bench marks</p>
<ul style="list-style-type: none"> <li>Develop a robust peer review system which involves groups of schools working together to collectively review their school effectiveness through joint practice development and evaluation</li> <li>Ensure all leadership teams and governing bodies have a good understanding of the new framework for inspection</li> <li>Develop senior leadership self-evaluation skills and judgements through peer moderation and joint practice development</li> </ul>	<p>PJM and VP</p> <p>PJM and VP</p> <p>PJM and VP</p>	<p>Ofsted Inspection Criteria</p> <p>Ofsted Inspection training and CPD development for System Leader</p> <p>Training workshops for Headteachers and Governors / Champions HofSch</p> <p>Self-evaluation materials and activities</p>

<b>Trust Objective:</b> To improve outcomes for children across the Trust		
<b>Strategy 4: Succession</b> PJM	To develop a sustainable capacity of professionals at all levels which supports the growth and effectiveness of the Trust	
<b>KPI:</b>	<ul style="list-style-type: none"> <li>• The Trust has identified a list of aspirant leaders and has a strategy to develop areas of need</li> <li>• Additional System Leaders receive a structured training and engagement programme</li> <li>• System Leadership engagement is effective</li> </ul>	
<b>Tactics:</b>	<b>Responsibility</b>	<b>Resources</b>
Work alongside an effective SCITT which involves all Trust schools <ul style="list-style-type: none"> <li>• Establish a detailed course delivery of subject matter and subject knowledge areas for trainee teachers</li> <li>• Develop the effectiveness of School Base Mentors and ITT support within schools</li> <li>• Provide opportunities for leading teacher to share knowledge and expertise within SCITT course</li> <li>• All schools are involved in the marketing and recruitment of places for the SCITT</li> </ul>	PJM and VP  PJM and VP  PJM and VP  PJM and VP	SCITT programme structure for Trust SLEs expertise
Develop a flow of effective leading teachers <ul style="list-style-type: none"> <li>• To establish a trust led outstanding teacher network</li> <li>• To audit across all trust school teacher strengths and areas for development</li> <li>• To develop leading teachers in the areas of greatest need.</li> <li>• Develop robust measures of deployment to support schools in need</li> </ul>	PJM and VP  PJM and VP  PJM and VP System Leaders and PJM	Outstanding Teacher network programme  Survey and audit plan  Coaching workshops via OLP  Policy and procedure
Develop senior leadership opportunities for Deputy, Headteacher, HofSch and System Leadership <ul style="list-style-type: none"> <li>• Work with Headteachers HofSch within the Trust to establish talent identification programme</li> <li>• Engage SLT within the OLP TSA leading training and networks</li> <li>• To develop Headteacher HofSch performance management arrangements and review against new standards -To provide opportunities within the trust for aspirant System Leaders to develop their skills and competence (included in PM statement)</li> </ul>	PJM and VP PJM and VP  PJM and VP	OLP TSA talent indication programme  OLP TSA senior leadership development programme Headteacher review audit & Performance team, Governor Training School Improvement resources including TSA links

<b>Trust Objective:</b> Improving outcomes for children across the Trust		
<b>Strategy 5: Systems</b> PJM and VP	Ensure there are robust and sustainable accountability systems which enables the trust to respond rapidly to schools needs.	
<b>KPI:</b>	Finance – Establish a programme of centralising the finance functions within the trust and a communication strategy of benefits and processes for local schools. Operations – Establish central HR and Health and safety systems for all schools which allows the Trust to monitor and ensure that all LGBs are compliant.	
<b>Tactics:</b>	<b>Responsibility</b>	<b>Resources</b>
<p>Develop central financial systems to ensure trust effectiveness</p> <ul style="list-style-type: none"> <li>• Move to centralised EFA funding stream for all funding for local academies and establish a central budgeting process from this for local schools. (Multi View) Develop a simple report to demonstrate how this has been more effective for schools to share with local GBs and Board</li> <li>• Establish a Centralising procurement process (invoicing initially) for all schools and departments within the trust. Develop a simple report to demonstrate how this has been more effective for schools to share with local GBs and Board. Trust Finance account set up. 2% GAG top slice for back room/office staff. Review % as trust grows.</li> <li>• Develop a central OWLS Finance Team and identify other talent across trust for future capacity expansion. Provide a simple training programme for succession planning into future roles.</li> <li>• Develop a central OWLS HR Team and identify other talent across trust for future capacity expansion. Provide a simple training programme for succession planning into future roles.</li> </ul>	<p>KB, PJM and VP</p> <p>KB, PJM and VP</p> <p>KB, PJM and VP</p> <p>KB, PJM and VP, KM</p>	<ul style="list-style-type: none"> <li>• Finance time to arrange with EFA and to design central budgeting/reconciliation system</li> <li>• Multi View system build cost plus Finance time to design monthly posting/ allocation/reporting system.</li> <li>• Finance time to develop an implementation plan (as part of wider centralisation plan). Likely to be a 2 year process with invoicing initially centralised with contracts to follow.</li> <li>• Finance time to recruit, complete job descriptions, performance manage etc. May need £ for induction plus CPD.</li> </ul>
<p>Develop effective and efficient trust personnel and H&amp;S management systems</p> <ul style="list-style-type: none"> <li>• Develop secure review systems linked to H&amp;S for the trust that will enable schools to understand their H&amp;S responsibilities.</li> </ul>	PJM and VP	<ul style="list-style-type: none"> <li>• Time with support of the Health Safety and Wellbeing Service</li> <li>• Time with collaboration of SBM and appropriate trustees in order to develop clear dissemination of information.</li> </ul>

<ul style="list-style-type: none"> <li>• Produce termly planner/checklist that focuses on key H&amp;S areas that can be used to feedback issue and actions at Risk Management Groups.</li> <li>• Identify specific H&amp;S training opportunities for governors and Heads and develop schedule of workshops for the 2016/2017 academic year.</li> <li>• Build the trust structure on Finance Risk Register and identify key policies and processes for H&amp;S that can be shared with all schools.</li> </ul>		<ul style="list-style-type: none"> <li>• Consider key areas from termly planners and focus on specific area to develop further with Heads and Gobs</li> </ul>
<p>Develop a robust trust compliance system</p> <ul style="list-style-type: none"> <li>• Create a Trust School Improvement handbook which identifies/ triggers Intervention systems when schools need it for new and existing school improvement officers.</li> <li>• Share Trust Audit report with new Trustees/Directors and include aspects in Strategic Development Plan.</li> <li>• Develop board effectiveness through induction for new Trustees/ Directors and delegation of roles and responsibilities to Risk Management Groups.</li> <li>• Develop a common Trust Local Governance handbook for all LGBs which include clear schemes of delegation for decision making</li> <li>• Establish a Trust wide e-safety policy and procedure which includes annual audits and education plans for all stakeholders</li> <li>• Develop trust policies</li> </ul>	<p>PJM and VP</p> <p>PJM and VP</p> <p>PJM, Trustees and School Chairs of Gobs</p> <p>Govenors, Trustees and PJM , VP</p>	<p>System Leader development time</p> <p>Terms of reference for all groups</p> <p>Consultancy costings</p>

<p><b>Trust Objective:</b> To improve outcomes for children across the Trust</p>		
<p><b>Strategy 6: Ethos</b> PJM and VP</p>	<p>Ensure that all schools are part of developing a core ethos for the Trust and that its vision is reflected within all aspects of the trusts work</p>	
<p><b>KPI:</b></p>	<p>All schools and stakeholders have engaged with the review of the Trust vision and aims, are able to reflect these within their school whilst celebrating their unique core values with stakeholders.</p>	
<p><b>Tactics:</b></p>	<p><b>Responsibility</b></p>	<p><b>Resources</b></p>
<p>Identify with key group what their Non Negotiables are for working in partnerships focusing on Headteachers group, Chairs of Governors and Executive Team. Revise/Review Trust vision statement to reflect</p>	<p>PJM and VP</p> <p>PJM and VP</p>	<p>Network meeting time Trust vision statement and aims</p>

<p>System Leader to complete a Trust wide audit about school values and aims to support the integration of the trust core values and the celebration of schools individuality.</p> <p>Review communication strategies for schools to celebrate Trust and school visions &amp; aims</p> <p>Establish the effectiveness and role of Ethos Risk Management group and reporting to Board of Directors/Trustees</p>	<p>PJM and VP</p> <p>PJM and VP</p> <p>PJM and VP</p>	<p>School visit time visit per school</p> <p>School values and aims statement</p> <p>Half termly meeting time to review Trust systems</p> <p>Terms for reference for groups</p>
<p>Identify a clear Trust communication strategy for the Trust between all stakeholder groups and how the trust effectively share information between all groups.</p> <p>Complete a website update to include all regular information and a plan to keep website current.</p> <p>Develop a more strategic Twitter/social media strategy for communication and sharing of successes.</p>	<p>PJM and VP</p> <p>PJM and VP</p> <p>PJM and VP</p>	<p>Trust communication policy/Strategy</p> <p>Website software Training</p> <p>Social Media Strategy/Policy</p> <p>ICT Technician Training sessions</p>





