



STRATEGIC PLAN 1 MARCH 2019- 31 AUGUST 2020

Actions updated to 31 March 2020

Governance

- Agree with Local Governors a revised Scheme of Delegation which is fit-for-purpose in light of the Trust's developing needs.
Completed February 2020 and currently being implemented to ensure transparent roles and responsibilities within the Trust.
- Ensure that Local Governors review and update those policies delegated to them.
Ongoing. Respective responsibilities of Trustees and Local Governors clarified February 2020, with policies being ratified in Trust Board and Local Governing Committee meetings as appropriate.
- Ensure that each school's website is compliant
Revision and updating of school websites completed by Marketing Manager March 2020. Regular monitoring of compliance by a Trustee.
- Keep under review the desirability of growing the Trust through the addition of new schools after due diligence.
Ongoing, subject to a review of the Trust's present position and in the light of local and national policies on academisation.

Outcomes

- Build upon improvements in Standards of Writing, which were prioritised in 2018-19.
Pathways to Write is being used in all three schools and teachers have attended external moderation events. However, internal data for writing does not yet evidence much impact in reducing the gap in attainment between writing and reading within the schools. Whilst there is evidence that some writing has improved, the pedagogy of Pathways to Write is not yet fully embedded and it is therefore too soon to see the impact on standards. Attainment / achievement data was presented to the Trust Board meeting as Education Standards Committee (March 2020), highlighting this issue and also concerns about the accuracy and use of Balance as an assessment tool.
- Improve the quality of teaching and attainment data, measured by number of pupils who achieve Age Related Expectations.
This will be measured at the end of the academic year. However, 2019-20 will now be more challenging than ever, due to the extensive period of time that schools will be closed. Current and most up-to-date data was shared with the Trust Board meeting as Education Standards Committee, March 2020.

Teaching, Learning & Assessment

- Implement recommendations of Spring 2019 Teaching & Learning Audit, conducted by external advisor, across all three schools; these include addressing issues such as inconsistent teaching not always identified by leaders, a lack of challenge for more able children, and failure in some cases to plan interesting lessons.
Largely completed in time for Education Standards Committee, November 2019, with outstanding issues addressed by incoming Principals spring 2020.
- Continue to develop a formative assessment system and train and monitor staff in its use.
Ongoing, pending a review of the effectiveness of the present system (Balance). Feedback from staff at two schools is that Balance is not the right assessment tool as it is more of a planning tool than a formative assessment system. At the other school, its use is inconsistent. A new Trust-wide system will be introduced for 2020-21 and this will be an ideal opportunity to bring the schools together in a shared enterprise.

Leadership & Management

- Complete restructuring of Executive Leadership within affordable limits.
Completed July 2019, with new Principals appointed September 2019 and formally taking up their posts January 2020. However, there will need to be a further review of leadership and management roles and structure to create a transparent and dynamic leadership team across the Trust and its schools.

Make appointments to posts designated within the new Leadership structure.

Appointments of Executive Principal for Clutton and Little Sutton and Principal for Upton Heath made September 2019; appointees formally took up posts January 2020.

- Complete staffing restructuring across the three schools, with staff transfers and new appointments as necessary, and provide appropriate CPD as required.
Staffing restructure completed September 2019 but a further review is needed at the earliest opportunity, including for middle leaders to ensure all curriculum subjects are led effectively to deliver an effective and progressive curriculum. CPD ongoing.

Transfer Upton Heath to new building, once completed, safely and securely and maximise the benefits therefrom.

Transfer to new building achieved October 2019, although full benefits will not be realised until contractors leave the site when demolition of old building is completed. Although landscaping has begun, demolition has been interrupted with the enforced closure of schools and restrictions on movement enforced by the Government March 2020.

- Finalise new appraisal and pay policies across the Trust, once the new Leadership structure is in place.
Timescale envisaged is as follows: Appraisal & pay policies to be drafted for initial approval by Board May 2020; staff two-week consultation May/June 2020; approval by Board July 2020; implementation 1 September 2020.

Support the refinement of financial planning within the three schools, so that all schools have balanced budgets within two years.

Ongoing, through regular meetings between Principals and Trust CFO.

- Maximise the impact of the appointment of a fixed-term, part-time Marketing Manager through the implementation of an approved Marketing Plan.

Cost savings, development of new and compliant websites, raising of the schools' media profiles, improved and streamlined communication through newsletters and social media, all achieved, as reported to Trust Board March 2020.

Conduct a skills audit of staff to enable dissemination of good practice across the Trust and development of middle leadership.

This is planned for July 2020 in time for the new academic year.

- Ensure the completion of clearly-focused school development plans and cost-effective Pupil Premium, Sports Premium and SEND provision.

New Principals presented fresh school development plans to Trust Board February 2020 and these are being monitored by Trustees and Local Governors; other matters ongoing. A generic format for the presentation of data and action plans needs to be agreed.

- Continue to develop Trust-wide systems to ensure safeguarding compliance.

Internal review of Safeguarding procedures and updated policy now in place. Safeguarding procedures are effective and fit for purpose.

- Ensure that systems are in place that enable Freedom of Information requests to be carried out efficiently.

Ongoing.

Professional Development

- Continue to work with the Ignite Partnership in providing training in different contexts.

A decision was taken not to proceed with this and the Partnership will be reviewed for September 2020.

- Implement a programme of cross-Trust INSET days and PDMs, including peer to peer coaching.

A joint INSET day for Safeguarding training across all three schools was held in January 2020. The Executive Principal of Clutton and Little Sutton has also begun to encourage joint-working by staff at the two schools. However, the absence through sickness of senior central leadership has hindered progress with this area, as has the enforced closure of all schools.

EYFS

- Continue to work with the Literacy Company in challenging pupils and raising standards.

It was not possible to proceed with this with owing to budget restrictions during this academic year.

- Review EYFS pedagogy across the Trust to support the development of our youngest learners.
One school (Clutton) has to date received two visits from a local authority advisor. Intended visits to the other schools were scheduled but have not yet taken place owing to circumstances beyond the schools' control. These will be rescheduled for the next academic year, if not before. However, with local authority support, there has been a review of current practice and of EYFS policy.

Curriculum

- Continue work with the Maths Reasoning Project, with an emphasis on Maths mastery.
Upton Heath has continued to implement Maths Mastery and has held one CPD session to obtain feedback on, and review, this methodology for teaching Maths. The other schools have also begun to work on this but CPD and moderation has been halted due to the closure of schools in March 2020.
- All three schools to work together on a joint Musical project with Ignite, leading to the participation of a Trust choir in the Ignite Music Festival.
Little Sutton and Upton Heath have been participating in the Ama-sing project. Unfortunately this project has been cancelled due to the enforced closure of schools in March 2020.
- Continue to develop the Trust's specialism in forest school provision, through Branching Out.
A website has been developed specifically for Branching Out Training, an accredited provider of forest school training based at Upton Heath, where there is a small wood planted thirty years ago. However, there needs to be a review of this provision at all three schools, in the light of resourcing and an agreed pedagogical approach to outdoor learning.
- Continue to provide opportunities for all staff to share practice that would develop the curriculum across the Trust.
Little Sutton and Clutton are undertaking some collaborative work and this could be extended to include Upton Heath in September 2020.

Church School distinctiveness

- To work with the Diocesan Director to identify appropriate Diocese-provided CPD.
All Chairs of Governors have attended SIAMS training. The Diocese of Chester's School Effectiveness Officer has visited to discuss strategic plans for Clutton and Little Sutton. Governance training and subject lead training have had to be postponed due to the coronavirus outbreak.
- To develop a biblically-based mission statement as required by SIAMS
Completed January 2020.
- To keep under review ways of worshipping across the Trust.
Ongoing. Little Sutton and Clutton have reviewed their Christian worship and 'roots and fruits' has been introduced across all three schools to ensure a two-year cycle of Christian Values which are interwoven through everyday life in the schools.

Personal development, welfare and behaviour

- Extend the Rights Respecting Schools programme beyond Upton Heath to other schools.

This will be rescheduled for the next academic year. However, behaviour policies and processes have been reviewed in Little Sutton and Clutton. Little Sutton has introduced a new 'reflection and prayer room' to support emotional wellbeing and behaviour.

- Consolidate the 'No Outsiders' project at Upton Heath.

This was not identified as a priority for Spring 2020 but was deferred to the Summer term 2020. The enforced closure of schools will mean this being deferred again.