

Strategic Plan 2025- 2028



Our values



Our principles



Our moral purpose

STRONGER AND BETTER TOGETHER

All our schools align to these values and principles, without the need for prescription. Through working together on these shared values and principles, we will be a stronger, high performing and resilient group of schools.

- **Educationally resilient** - through meaningful collaboration to drive school improvement for the benefit of all young people in our schools.
- **Structurally resilient** - by schools working together in a deep and purposeful collaboration as a single legal entity.
- **Workforce resilient** - to create a strong and embedded culture of career development, support and opportunities for all staff.
- **Financially resilient** - to ensure stability and withstand any future perturbations

TCT Strategic Plan 2025-2028

This is underpinned by our values and principles (see page 1) and our key driver of school improvement through meaningful collaboration. **We believe we are stronger and better together as a group of schools, rather than as separate institutions.** These strategic priorities are based around the idea of what can we do for our pupils and staff as a group working together, which schools could not do all in isolation. Otherwise known as the 'trust dividend', we want **all** schools, **all** pupils, **all** leaders and **all** staff to feel the benefits of being together in our group.

(Our previous strategic plan covered our first 3 years of existence 2022-2025)

Year 4 2025-2026 - Embedding 'better together'

- Ensure all stakeholders can feel the benefits of being in a group of schools through:
 - Fully centralising and streamlining all HR services and support to provide a more efficient and effective service to schools.
 - Embedding and agreeing core school improvement foci which support and improve all schools and benefit all pupils.
 - Embed targeted and funded school improvement roles and opportunities for existing staff to deliver the agreed foci.
 - Further develop a comprehensive and bespoke CPD offer for all staff.
- Establish the key roles of Chief Operating Officer and Finance Director to build capacity in the shared team.
- To design a clear trust wide IT, AI and communications vision and strategy with a clear implementation plan and timeframe.

Year 5 2026-2027 - Evidencing 'stronger together'

- To fully centralise and streamline all financial services and support adding further capacity to the central team and providing a more efficient and effective service to schools.
- To begin to implement the trust wide IT, AI and communications strategy through a coordinated, centralised, streamlined, more efficient and secure approach across schools.

- To evidence the clear impact of and further develop targeted school improvement and support through clear foci and enhanced cross school improvement roles for staff.
- To evidence the benefits of a clear career pathway and the CPD opportunities provided for all staff

Year 6 2027-2028 - Celebrating 'improving together'

- To continue to implement the trust wide IT, AI and communications strategy and all stakeholders can feel the benefits of this.
- To have a mature and highly effective school improvement offer and cross school staffing structure, which benefits all our pupils but also supports the development, recruitment and retention of staff.
- To have a clear succession plan for key executive roles and positions across the trust.
- The Cornovii Trust is seen to be an exemplar of excellent practice, locally, regionally and nationally. Our group of schools is seen as the trust 'of choice' for any interested parties in our local areas.

Cornovii Standards

Members and Trustees must have the skills, knowledge and experience to run the multi academy trust. Their duties include ensuring that the trust's funds are used only in accordance with the law, its Articles of Association, its Funding Agreement and the Academy Trust Handbook.

School Standards

1. All our schools are graded 'Good' or better by Ofsted or improve on their most recent Ofsted inspection grading.
2. Parent, staff and pupil survey data illustrates high levels of satisfaction.
3. Schools can demonstrate the adding of value to children of all ages, abilities, faiths and backgrounds.
4. All schools are fully compliant with health and safety, safeguarding and other statutory requirements.

Governance

1. Ensure that the distinction is achieved between Member, Trustee and Local Governor roles within the MAT as outlined in the scheme of delegation.
2. All Members and Trustees fully understand their duties as company directors and charity trustees as laid out in the Companies Act 2006, Charity Commission guidance and Academy Trust Handbook, as exemplified in a skills audit.
3. There is a full complement of Members, Trustees and Local Governors with a broad range of skills, experience and opinions to undertake their responsibilities and a suitable approach to recruitment and succession planning and a commitment to ongoing training.
4. Risk is continually managed and monitored closely through a 'live' and effective process.

Financial

1. Ensure economic efficiency, and effectiveness over the use of trust funds (value for money) through continuous review.
2. Ensure the trust is fully compliant with all financial regulations, returns and reporting requirements.
3. Staffing costs target is a maximum of 80% of the total trust income.
4. Alternative sources of funding are pursued, consistent with the trust's core competencies.
5. Sufficient levels of income are generated to support the asset base of the trust.
6. Sources of funding for capital development projects are used effectively and appropriately.
7. All assets are maintained to a good standard, within financial funding, incorporating added value where possible.

Human Resources

1. All our schools to be fully staffed with high calibre staff.
2. Pupil-to-teacher ratios are favourable compared to national levels.
3. The wellbeing of staff and pupils is always prioritised, considered and supported.
4. All staff are invested in and given the best possible CPD support and opportunities to support career development.

Growth Strategy

'The Cornovii' were the inhabitants of Cheshire, Shropshire and Staffordshire in ancient times. This is the area we will serve. We will always remain a local and responsive cross-phase trust, providing bespoke support for schools, young people and communities in our three local areas.

We believe that the close proximity of our schools and our geographic hub model makes supporting schools, collaboration, joint development and resource sharing much more effective. The local hub approach also helps when it comes to transition. Our trust is committed to ensuring that a child's school experience from age 3-18 is as smooth, rewarding and effective as possible. Our approach is that collaboration is the best way to deliver school improvement and securing the best possible outcomes for young people. These beliefs underpin our growth model but more importantly, we are focused on bringing together like-minded schools, who share our values and principles.

Our belief is that any growth must remain manageable, targeted and focused. We will never expand too quickly, or if growth will lessen the quality of service we can offer to our existing schools; rather we will only grow when all parties are ready and with the right partners who share our values and principles (see page 1).

It is always worth remembering that adapting existing or developing different types of provision, or age ranges also constitutes growth.



Current Shared Services Offer and School Improvement

Shared services is funded by a 5.75% of GAG contribution from each school. This includes:

- Full time CEO support - headteacher coaching and mentoring from a designated National Leader of Education and Pupil Premium Reviewer
- A currently practicing LA primary writing moderator is a member of the Executive SLT who leads cross school writing moderation throughout the year
- Full access to trust wide networks and support for safeguarding (DSLs), SEN (SENCos), leadership (all levels), attendance leads and support staff
- Full access to a fully funded comprehensive in-house CPD programme, which meets the needs of all staff
- Funded bespoke School Improvement Partner support for each school
- Spiritual development and support for schools and young people from our faith schools where there is real expertise in this area
- Full time CFO/COO support
- Full finance support and processing
- Full HR support and consultancy, including all recruitment support and related platforms
- Full Estates support and full site maintenance team package
- Compliance support (including governance, policy and website compliance) and LGB clerking
- Full GDPR and DPO support
- Comprehensive staff wellbeing package and mental health support
- External legal support
- Full payroll service
- Full OHU support
- Full support from local Family Liaison Officers to work with children, families and schools
- Full membership of The Key, The Confederation of School Trusts (CST), Governor Hub and the National Governance Association
- Full Health and Safety audit and support
- Funded external reviews as required (eg. SEN, Pupil Premium etc)

All this is constantly reviewed and updated depending on the needs of the schools and requests from Headteachers and LGBs. The intention is to expand the school improvement offer through developing more executive roles from within the trust to raise standards even further and develop further collaboration between schools.

This strategic Plan for 2025-2028 should be read alongside the following documents

- The Cornovii Trust Governance Structure
- Terms of Reference for Members, Trustees and Local Governing Boards
- The Confederation of School Trusts (CST) MAT Assurance Framework / NGA Governance Self-Assessment Framework
- The Cornovii Trust Scheme of Delegation