

TCT Strategic Plan

2022 - 2025

Vision Statement

“Consistent high standards for all, high aspirations for all, continuous improvement for all, without uniformity in approach.”



Values and Principles

Values

Principles

Collaboration

A family of schools that puts collaboration before competition.
A family not a chain in which we celebrate the individuality of each school.
We see collaboration as the best way to deliver school improvement.
A cross phase MAT which is open to and welcomes all schools.

Excellence

A relentless pursuit of excellence for each school and for every individual.
We believe in investing in all our staff.

Child Centred

We will ensure that every child (aged 3-18) is valued and finds enjoyment in learning.
We will provide every student (aged 3-18) with the knowledge, skills, self-belief, and motivation to be successful in their learning and their lives.

Inclusivity

Respect and tolerance of all.
We will ensure that everyone feels known, appreciated and valued.

Community

We are committed to serving the local context and community of each school within the Trust.

Equality

Every school and every individual is of equal importance.

**All schools align to these values and principles, without the need for prescription.
Through these values and principles our vision is to be a resilient Trust**

Structural
resilience

Our schools working together in a deep and purposeful collaboration as a single legal entity

Educational
resilience

Through deeper collaboration and stronger conditions to support school improvement and to benefit all young people in our schools

Financial
resilience

To ensure stability and withstand any future perturbations

Workforce
resilience

To create a strong and embedded culture of career development, support and opportunities for all staff

TCT Strategic Plan 2022-2025

This is underpinned by our key driver of school improvement based on collaboration and a moral purpose of supporting all local schools and local communities through our model of alignment not prescription.

Year 1 - 2022-23 - Embedding the 4 C's

- **Communication** - develop effective communication between the newly merged Trust of 5 schools. Ensure communication works both ways and between all layers of governance.
- **Collaboration** - develop collaboration, sharing good practice and supporting each other in a variety of ways and at all levels, which will have a positive impact on all schools.
- **Consistency** - in terms of systems, policies and practices through a clear and embedded scheme of delegation which is understood and followed by all.
- **Compliance** - in all key areas and which is externally and internally moderated and evaluated.

Year 2 - 2023-24

- Further develop collaboration across the Trust and have clear evidence of the positive impact of this across all schools.
- All stakeholders can clearly see the real benefits and positive impact of being in the Trust and how it is helping all schools, young people and staff.
- Further develop the school improvement offer and capacity within shared services, through investing in existing staff and developing more executive roles. To ensure we have real evidence of the impact of this work.
- Develop leadership capacity at levels across the Trust to support school improvement and help with succession planning (see point above).
- The shared services offer to be harmonised across the Trust and not be 'Hub based', to ensure the best value for money for all stakeholders.
- To further expand the Trust by at least +1 school (but they must be the right partners - see 'Growth Strategy' below).

Year 3 - 2024-25

- The school improvement offer within shared services is mature, highly effective, making a real impact and has real capacity.
- To have a highly effective team of executive leaders in operation who have added real capacity within the Trust and helped raise standards in all schools.
- The shared services offer is consistent, fully embedded, is having real impact in all of our schools and is delivering maximum efficiencies across the Trust.
- Impactful collaboration is evidenced across the Trust and by all stakeholders.
- To further expand the Trust by at least +1 school (but they must be the right partners - see 'Growth Strategy' below).
- The Cornovii Trust is seen to be an exemplar of excellent practice locally, regionally and nationally and is seen as the Trust 'of choice' for any interested parties in our 3 areas.

Key Performance Indicators

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.

Governance KPIs

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

Financial KPIs

1. Ensure economy, efficiency, and effectiveness over the use of Trust funds (value for money) through continuous review.
2. Assurance received that financial accounts have been properly prepared and are free of material misstatements.
3. Statutory accounts on the Trust website by 31 January of the following year and filed with Companies House for public access by 31st May each year.
4. All statutory returns submitted on time.
5. Staffing costs target is a maximum of 85% (prev. 80%) of the total Trust income.
6. Alternative sources of funding are pursued, consistent with the Trust's core competencies.
7. Sufficient levels of income are generated to support the asset base of the Trust.
8. Sources of funding for capital development projects are used effectively and appropriately.

Human Resources KPIs

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 students is prioritised, considered and supported.
4. All staff are invested in and given the best possible CPD support and opportunities to support career development.

School Standards KPIs

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

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 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 and focused. We will never expand too quickly, or if growth will lessen the quality of service we can offer to existing schools; rather we will only grow when all parties are ready and with the right partners who share our values and principles (see above).

Current Shared Services Offer and School Improvement

Shared services is funded by a 5.75% (3.5% for new schools if no estates support) 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 fully trained Ofsted inspector is a member of the Executive SLT
- 6 designated Specialist Leaders of Education work within the Trust, who offer bespoke and experienced school improvement support in a range of areas
- A currently practicing LA primary writing moderator is a member of the Executive SLT
- Spiritual development and support for schools and young people from our faith school where there is real expertise in this area
- Full time CFO support
- Finance support and processing
- HR support and consultancy, including all recruitment support and related platforms
- Estates support and full site maintenance team package.
- Compliance support (including governance, policy and website compliance) and LGB clerking
- Full GDPR and DPO support
- Staff wellbeing package and mental health support
- External legal support
- Full payroll service
- Full OHU support

- 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
- External reviews as required (eg. SEN, Pupil Premium etc)

Additional services available at Trust level

- Family Liaison Officer

All this is constantly reviewed and updated depending on 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, develop further collaboration between schools and appointing Educational Psychologists.

This strategic Plan for 22-25 should be read alongside the following documents

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