



Three Year Strategic Plan

2021- 2023

Strategic Objectives



Strategic Objectives	Success Criteria
1. Inspiring Excellence	
<p>1.1 Continue to deliver improved academic results so that all schools achieve the expected national standards or above, at all key performance indicators including GLD, PSC, Key stage 1, Y4 multiplication check and KS2, with most schools achieving above.</p> <p>All schools have positive progress scores in reading, writing and maths and on a trajectory to be in the top 25% of schools nationally.</p>	<ul style="list-style-type: none"> • Outcomes at GLD are at least in line with or above the National figure • Outcomes in the phonic screening check are at least in line with or above the National figure • Outcomes at the end of KS1 in RWM combined are at least in line with or above the National figure • Outcomes in Y4 multiplication test are at or above National • Outcomes at the end of KS2 in RWM combined are at least in line with or above the National figure • Progress in reading, writing and maths is positive in each school
<p>1.2 Highly effective continuous professional development for all supporting personal and professional growth.</p> <p>Embed high calibre leadership at all levels in the Trust through in-house and external development programmes, that are aligned with our vision, values and guiding principles, and that continue to drive improvement in standards and growth in the Trust.</p>	<ul style="list-style-type: none"> • High calibre bespoke leadership development programmes further strengthen the leadership talent pool of the Trust • Additional researched based innovative programmes of CPD support staff development at all levels • Further development of professional networks across the Trust enables all aspects of the Trusts work to be secure • Bespoke coaching builds and sustains leadership capacity at all levels • Internal and external review processes support continuous improvement
<p>1.3 Continue to empower leaders to share expertise and best practice within our family of schools</p> <p>Secure and sustain leadership capacity across all trust schools</p>	<ul style="list-style-type: none"> • Extend the bespoke Leadership Mentoring Programme to ensure high calibre leadership and resilience • All Trust leaders trained in a coaching model • All Trust leaders demonstrate professional efficacy through developing and mentoring other staff across the Trust
<p>1.4 A well-developed curriculum offer leads to pupils having the cultural capital to succeed in the next stage of their education</p>	<ul style="list-style-type: none"> • Pupils develop an age appropriate vocabulary that ensures they are able to access the next stage of their education • Pupils have access to the powerful knowledge needed to be successful in the next stage of their education • Pupils personal development is secure, they have a clear understanding of how to self-regulate and manage their feelings and behaviours
<p>1.5 Ensure that our schools are highly inclusive and support the well-being of all pupils characterised by high levels of pastoral support, positive behaviour, welfare, safety, security and attendance.</p>	<ul style="list-style-type: none"> • Schools perform well against national performance indicators in behaviour and attendance. • Further development of consistent and robust Trust wide safeguarding and SEND processes are embedded and externally validated. • Through using the support of the Trust educational psychologist and specialist behaviour support officer pupils needs are met effectively and the Trust supports inclusive education

<p>1.6 Recruiting and retaining the best people to give our children the best life chances positioning the Trust as an employer of choice</p>	<ul style="list-style-type: none"> • Robust systems and policies in place to ensure that safer recruitment is embedded • Staff turnover levels are below the national average • Employees benefit from a range of supportive schemes • All staff have access to a range of appropriate development opportunities
<p>1.7 Ensure robust governance by having a highly effective team of Members, Trustees and Local Governors</p>	<ul style="list-style-type: none"> • Robust systems for retaining and recruiting, where necessary, Members, Trustee and Local Governors who are equipped to support, challenge and adapt to the demands facing a developing Trust are in place • Regular external and internal skills audits are in place to ensure the Board has the necessary attributes and diversity to perform its role effectively and in readiness for growth. • An effective scheme of delegation is in place and reviewed annually
<p>1.8 All academies to secure a judgement of at least good overtime and secure outstanding judgements moving forward</p>	<ul style="list-style-type: none"> • OFSTED inspection outcomes remain positive over time • Internal and external reviews confirm sustained positive development
<p>1.9 Minimise financial risk by having a clear three-year financial Strategy demonstrating robust financial management and governance which facilitates the Trust and School Improvement Plans and maximises outcomes for all.</p>	<ul style="list-style-type: none"> • Models of financial management reviewed to ensure best use of public money and efficiencies of scale • Scenario planning developed with sensitivity analysis around pupil numbers and clearly documented assumptions • Financial risk monitored and mitigated at both school and academy trust level, through an effective risk management strategy • Financial assurance provided to Senior Leaders and Trustees as required by the AFH through a robust and extensive programme of internal and external assurance, accounting officer checklists and financial KPI's
<p>1.10 Maximise financial sustainability and resilience across the Trust Consider ways to maximise use of Trust funding to support educational improvement across the MAT</p>	<ul style="list-style-type: none"> • Value for money secured and effective use of public funds through continued use of Integrated Curriculum and Financial Planning and benchmarking to identify outliers and variances across the Trust • Reserves reviewed and investment strategy to mitigate financial risk and maximise returns on cash investments • Economies of scale are realised by identifying opportunities to share resources and implementing trust wide procurement processes
<p>1.11 Ensure Ethical financial decision making is linked to the Nolan principles (selflessness, integrity, objectivity, accountability, openness, honesty and leadership)</p>	<ul style="list-style-type: none"> • Accountability at all levels for financial decision making that are clearly documented in the Trust Scheme of Delegated Authority are in place. • Due diligence undertaken on new suppliers to ensure that there are no related party transactions and that suppliers with ethical values are used.
<p>1.12 Develop a People Strategy to support the mission and values of the Trust making a clear statement about how the Trust values and treats its people, and the culture it wishes to foster to enable everyone to achieve and sustain excellence in all areas</p>	<ul style="list-style-type: none"> • A People Strategy which is clearly communicated to all and incorporates HR best practice in all related procedures ensuring that the Trust is an employer of choice • Clearly defined actions to ensure key milestones are met.

<p>1.13 Ensure the Estates management strategy is used to support the Trust Vision</p>	<ul style="list-style-type: none"> • Estate’s strategy is delivered through a multi skilled premises management team working in collaboration with established external partners • Industry qualified Health & Safety expertise is readily available to all schools. • Trust wide real time RAG rated compliance software used to ensure adherence to estates statutory compliance • New and innovative, fit for purpose learning environments to enhance and extend the curriculum are in place • External funding to support the development of capital projects is secured (i.e. SEEF, CIF & SALIX) • The use of local companies to strengthen community links is established
<p>1.14 ICT Strategy in place and shared to support the Trust Vision</p>	<ul style="list-style-type: none"> • Trust wide three-year ICT strategy led and facilitated by an educational IT professional is in place • Trust wide asset replacement plan to support the ICT strategy is in place • Continued investment in technology to support and future proof infrastructure and curriculum delivery supporting innovation through technology is secure • Cyber security training is delivered to all staff on a regular basis
<p>2. Inspiring Partnerships</p>	
<p>2.1 Develop local talent in our communities</p>	<ul style="list-style-type: none"> • Recruitment is targeted as appropriate • Talent opportunities for all through the Trust’s aspirational development programmes are available
<p>2.2 Collaboration with other Trusts and organisations to develop best practice. Collaborate with education strategic partners including DfE, RSC, LA accredited National providers and trusts</p>	<ul style="list-style-type: none"> • Leaders work constructively with a wide range of partner organisations; sharing learning and expertise for the advantage of all • Additional leaders are engaged in wider system leadership opportunities
<p>2.3 Create opportunities to work across our diverse network of schools to improve outcomes and facilitate effective professional development</p>	<ul style="list-style-type: none"> • Further opportunities to develop a wider range of skills providing enhanced future career options are in place • Best practice is shared and this contributes to improve outcomes
<p>2.4 The School Improvement strategy across the Trust further develops leadership capacity which is aligned with an effective cycle of internal and external challenge.</p>	<ul style="list-style-type: none"> • High quality leadership is sustained and impactful across our schools and coaching is used well to grow our own leaders • A clear cycle of challenge and support enables schools to sustain performance at a high level

3. Inspiring Individuality	
3.1 Acknowledge and celebrate the individual ethos of all our schools in the Trust family	<ul style="list-style-type: none"> • Awareness is raised across the Trust of individual school celebrations and achievements • Clear use of our marketing strategy to promote celebrations and achievements
3.2 Clear focus on ensuring wellbeing of our staff is at the heart of our Trust	<ul style="list-style-type: none"> • Wellbeing Survey undertaken, action plan based on the findings is created and actioned • Bespoke package of specialist support further developed and advice available for all staff to access is in place • Designated Mental Health champions in place in all schools • Effective induction process for all new starters are in place • Employment engagement survey to be implemented
3.3 Supportive relationships encouraging honest and open dialogue to support brave decision making	<ul style="list-style-type: none"> • A culture of the highest professional standards, establishing a set of core principles with respect at the heart of all we do is embedded. • A 'can do' attitude is embedded • Effective and clear communication strategy is in place and evaluated including further development of social media platforms
3.4 Commitment to ensuring equality of opportunity for all	<ul style="list-style-type: none"> • Recruitment opportunities are undertaken on an equality basis • The policies of the Trust support equality for all • All staff have equal access to development and CPD opportunities
4. Inspiring Futures	
4.1 Clear growth strategy underpinned by effective financial due diligence and expansion plans. Consider growth which either adds capacity and skills to the INSPIRE Trust or provides support to schools in need	<ul style="list-style-type: none"> • Strong links in place with DfE and RSC to identify potential converting schools. • A clearly researched and phased growth strategy is in place which involves a mixture of high performing and underperforming schools • Effective horizon scanning is developed to identify potential Trust partners • An associate membership model is available for interested schools providing effective school improvement and other support services • Robust financial due diligence processes and checklists in place to identify all assets and liabilities of potential incoming schools
4.2 Succession planning providing opportunities for all, building leadership capacity and supporting the development of our aspiring leaders of the future.	<ul style="list-style-type: none"> • Regular review of Trust and School level succession plans are in place • Aspiring Leaders programme is well developed to identify internal talent • Career mobility opportunities across schools and other supporting networks are in place
4.3 Develop ambition for the INSPIRE schools to be the best regarded schools in the local by parents/carers and pupils. The overall and longer term intended impact will be to improve school reputations further, sell school successes and ultimately ensure our schools are amongst the most popular schools in their area. Increased numbers of first and second choice preference of schools.	<ul style="list-style-type: none"> • Following the consultation in 2020/21 the marketing strategy to position INSPIRE as the Trust of choice and our schools as schools of choice for pupils and parents is developed.