

Uttoxeter Learning Trust Strategic Priorities March 2023

‘Inspired Teaching, Inspiring Children’



Our Mission

Our purpose is to provide an inspiring education for our young people that supports them to reach their full potential and become well rounded, successful citizens.

Our Vision

Our vision is to grow our family of schools, and our pupil and staff community, within Uttoxeter and beyond, to provide an outstanding education and become one of the leading multi-academy trusts in the country.

Continue to develop and embed a high quality and inclusive education

- Secure the recovery strategy in response to COVID-19 including further application of new skills acquired through remote learning. Embed evidenced based strategies in first wave teaching and intervention, to ensure the gap between disadvantaged and other pupils narrows significantly and outcomes at greater depth and high attainment at Key Stage 4 and 5 strengthen.
- Further develop an ambitious curriculum offer across the Trust which is informed by LEP priorities and supports high quality teaching and learning that leads to excellent attainment, progress, and competitive destinations as well as personal development and welfare
- Ensure an inclusive offer by better equipping our schools to robustly and routinely identify children with SEND and support pupils accessing alternative provision.

Ensure a continuous cycle of improvement across the Trust

The Schools White Paper (2022) also emphasised the need to provide evidenced based staff training and development to support high quality teaching and learning. The Trust board has agreed a priority to enhance our current training and development provision, after the loss of our teaching school status. For 2023 – 24 an external partner organisation will be sourced to support schools with trust wide and local improvement plans. Priorities will be agreed, in discussion with headteachers and chairs, that will allow the trust to build on the type of support and provision that was provided by our teaching school at TAHS.

- Continue to focus on delivering outstanding outcomes for children and work towards the Governments ambitious targets in literacy and numeracy, ensuring that performance is above national averages and compares well to similar schools.
- Narrow the attainment gap between disadvantaged and other children.
- All schools to continue be judged at least ‘good’ by Ofsted.
- All faith schools to continue to be judged at least ‘good’ by SIAMs
- Engage with the local teaching hub model to ensure high quality delivery of the early careers framework and increase engagement of staff with national professional qualifications
- Develop further structures to support validation and sharing of evidence based expertise and successes within the Trust to ensure high quality first wave teaching and targeted intervention strategies.
- Continue to develop succession-planning programmes so that both teaching and support staff can benefit from effective professional development and can work in any Trust institution appropriate to their phase (and cross-phase where possible).
- Support staff development, leadership, and succession planning through high quality CPD and development of the school improvement arm of the Trust, whilst ensuring that the strategy can change in response to future growth.

Further engage our community and workforce

- Continue to develop an ethos where staff and pupil safeguarding, mental health and wellbeing is paramount and the approach to safeguarding, prevent and personal development is of the highest quality, supported by partners in the community.
- Work towards meeting the education staff well-being charter
- Strengthen our support for mental health and well-being for pupils, parents and staff
- Ensure the effectiveness of small institutions by promoting closer working relationships across the Trust, including alignment of curriculum and assessment practices, and exploring joint leadership and management arrangements, where appropriate and agreed.
- Continue to develop strong links with our communities through opportunities such as work experience, fundraising and strengthening links with our Church communities.

Continue to develop and embed strategic governance and strong financial management

- The ULT is conducting an external review of governance together with a review of the trust board as we move to the next stage of the trusts development.
- Supported by the Trust Board planning day in January the Board is developing our strategic plan for the next 3 to 5 years.
- As our trust grows we will develop and embed financial stability, growth and sustainability in individual schools and across the Trust as a whole.
- The recruitment of an Estates and H&S Lead from January 2023 is supporting our priority of maintaining our capital assets to ensure a safe and sustainable environment that both supports safe education of pupils which is supported by the environment, and engagement with our workforce.

Expand our family of schools

Growth has been achieved through The Richard Clarke First School joining us in September 2021 and the Bramshall Meadows First School opening September 2022 so that the Trust now includes 9 academies. Strong Trusts are being encouraged by the RSD to grow to a size of 10 schools or 7500 pupils (The Schools White Paper, 2022). We have identified that we wish to grow to up to 20 schools (or the equivalent 6000 pupils) over the next 3 – 5 years. The first step to reaching this target is through our recent engagement with schools in Stone which has already secured an associate school and a process of due-diligence with a second school.

- Continue to grow in pupil numbers as a Trust, by welcoming like-minded partner schools/academies from outside the immediate Uttoxeter area. We wish to achieve a NOR of 6000 - 7500 pupils or 15 - 20 schools
- Continue to review and strengthen the central team and back office services to provide an excellent level of service and value for money. The CEO, CFO, Finance and Audit Committee and Trust Board continue to review the capacity of the central team to support continued growth. The central team has grown initially with additional support in terms of finance, health & safety and premises management and administrative support in the current academic year.
- Further research and review is being undertaken to strengthen the central team further as new schools join the trust, and provide additional capacity and expertise as well as areas for development.
- For September 2023 a school improvement function and compliance / governance lead will be recruited to prepare for the growth of the Trust
- The Trust has established a successful model of Executive Headship currently across two of our smaller schools
- The Trust will be developing a hub model of provision to support growth