

STRATEGY OVERVIEW: SYNTHESIS OF DSAT STRATEGIC PLAN

DSAT CURE PURPOSE: RAISE THE ATTAINMENT, PROGRESS AND OUTCOMES FOR ALL CHILDREN

DSAT CORE VALUES: INTEGRITY, IMPROVEMENT, CONNECTIVITY, ALTRUISM, DEMOCRACY

STRATEGIC THEMES

1. Achieve an established culture of continuous School Improvement which ensures the Trust achieves above national average progress for pupils	2. Embed effective support services to ensure leaders can remain focused on core tasks	3. Become the MAT of choice for schools
---	---	--

Priority Project Areas 2017-2020

1.1 A shared Professional Learning Community which is accessed by all stakeholders and receives regular learning summaries	2.1 Ensure that a culture of clear and robust accountability is adhered to at all levels and KPI's are achieved	3.1 Establish an understandable and attractive partnership for other schools/MATs to join in a clear induction time frame
1.2 Ensure a robust School Improvement strategy raises attainment and progress in schools to ensure that all schools are above national average for progress	2.2 Increase financial economy, efficiency and effectiveness across the Trust to ensure all schools are solvent and contribute to wider Trust developments	3.2 Central services team in place to support educational and external growth with a sustainable level of capacity for school needs.
1.3 All schools have a Research Informed Curriculum to meet the needs of their learners and is reflective of the school's position	2.3 Ensure the Trust is digital enabled to ensure we can embrace innovation for efficiency, each has a IT developments strategy which feeds into an overall Trust strategy.	3.3 Develop a range of Traded services which can support other MATs and achieve sustainability for current MAT schools
1.4 Excellent standards of Pedagogy exist throughout all schools in the Trust ensuring all teaching and learning is judged at least good and aims to be 50% outstanding	2.4. Creating and maintaining a motivated and effective workforce	3.4 Establish consistent and highly effective employee engagement at all levels through attendance within training programmes, rising application rates for jobs and Trust retention rates.
1.5 Utilise Wellbeing & Safeguarding strategy to reduce learning barriers for all children ensuring children with SEN make more progress than their peers nationally	2.5 Each school has safe and engaging environment to learn and work within the trust and the central team is housed in a long-term solution	3.5 Establish robust procedures and activities for effective PR and establish a positive reputation. Trust has regular features/representation in local press and increasing number of twitter followers.
1.6 Establish a high effective MIS that informs all areas of the Trust strategic development providing accurate data for Trust performance summary areas.	2.6 Each school has robust procedures and actions for all Health and safety needs and action plans in place to address key issues.	3.6 The Trust has a robust growth plan that focuses on external growth of new schools and internal growth of services

Measures of success

- Pupil Satisfaction Surveys show that 90% of children are positive about learning
- Professional learning is used as a central tool for all performance reviews and learning outcomes contributes to a Trust professional learning Journal
- Educational Outcomes at EYFS, Phonics, Yr2 & Yr6 for combined results for RWM at ARE and Abv ARE compare are above national or compare favourably. Pupil progress is above national for all schools.
- Educational Progress for key vulnerable groups is above National
- All School Ofsted judgements are at least good with elements of Outstanding*
- Quality of Teaching and Peer reviews should that's schools are achieving Ofsted Target grades and best practice is shared between schools
- MIS system is able to generate aggregated bench mark report on key areas for school improvement

*This KPI will be reviewed in the event the trust sponsors a school requiring significant improvement.

- Staff Satisfaction Surveys show that 90% + of leaders understand their roles and expectations
- School audits and review confirm Scheme of Delegation, Policy, SLA and Financial Regulations Manual KPI's have been achieved
- School financial reviews show that school expenditure and budgeting are sustainable
- School IT plans reflect and match the needs of the school. Plans and expenditure are built into the school budget process
- Staff satisfaction show that they feel well supported in their roles and feel supported in their career development.
- Staff training programmes such as SCITT and apprenticeships show high completion and competence levels
- School condition surveys show an improving picture of school building conditions and school strategically plan for future developments
- H&S Audits show that schools address issues with 3months and have an implementation plan for all developments
- Governance and leadership Reviews show a that leadership in all schools is at least good.
- School evaluate their expenditure against Trust Efficiency Bench Marking Measures annually and are within 2% of efficiency model unless otherwise agreed
- Schools Capital Reserves policy is used to support and strategically develop schools
- Internal and External Audit reports show the Trust has robust systems with no major concerns identified

- Trust Website and social media statistics show an increasing level of engagements annually
- OFSTED and peer review findings show that trust systems and practices add value to the work of each school and organisation
- Staff Satisfaction Surveys show that staff enjoy working in our organisation, feel well support by leaders and job satisfaction scores are high
- Trust Media Profile analysis shows that schools and activities are featured regularly with local press
- Trust has some traded services which support the growth of the Trust through shared staffing and income generation.
- Financial Stability for all trust schools and services offered internally
- Evidenced effectiveness of Traded services operating within DSAT.
- Figures for attendance at staff recruitment fairs show high levels of interest in working within the Trust