



Strategic Plan 2020 - 2023

“I am delighted to introduce you to The Two Counties Trust (TTCT) Strategic Plan (2020– 2023). This plan sets out our new 3 year strategic goals, including the priorities for the coming year. The Board of Trustees at TTCT is determined to see a high performing and successful Multi-Academy Trust (MAT) that delivers the very best educational experience for all our students. The rapidly changing educational landscape continues to challenge everyone’s perceptions and pace for planning change, with greater numbers of schools converting to academies. During the period of this strategic plan we anticipate further incremental growth which may include diversification into the primary sector. This plan sets out how we will guide, support and improve our academies, including those schools who are interested in joining us, across the two counties of Derbyshire and Nottinghamshire.

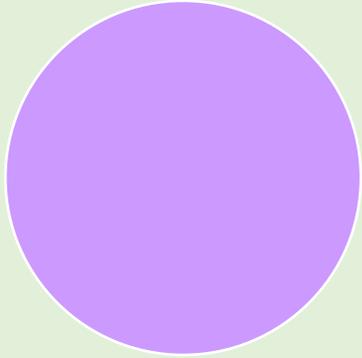
Karen Potts
Chair of Trustees

Our main priority will always be to remain focussed on improving the quality of education in our schools and thereby increasing the outcomes for our students particularly those from priority groups. This will include defining and extending our operating model to ensure our teachers can teach and our students can learn. We are at exciting point in the journey of our development as we evaluate the active ingredients needed for a successful Two Counties academies. Building on our historic success this strategic plan provides a clear road map to ensure we become one of the top performing Multi Academy Trusts in the next few years.

I look forward to working with all of our staff and schools to deliver this plan to ensure the very best possible outcomes for all.

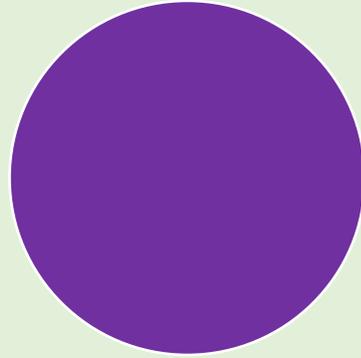
Wesley Davies
Chief Executive Officer

Our Values



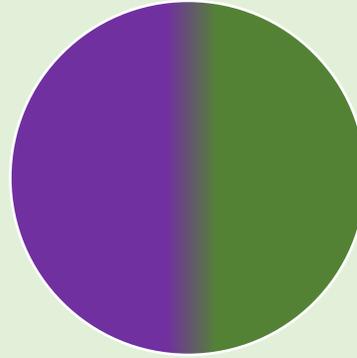
Respect

Respect for individuals - we work together to create a culture based on trust, respect and dignity.



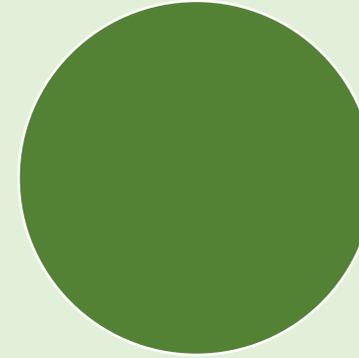
Integrity

We are open, honest and direct in our dealings.



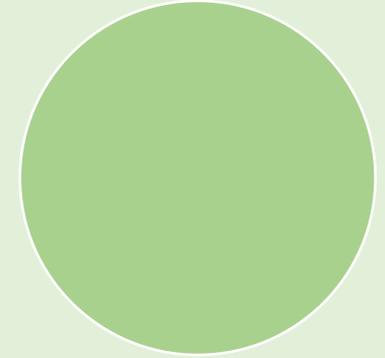
Collaboration

We know that there is strength in working together, communicating, sharing ideas and best practice and finding more efficient and effective ways to deliver our objectives



Continuous Improvement

We are a learning organisation that strives always to 'make our best better.'



Accountability

We hold ourselves accountable and take ownership

Our Mission:

To raise the educational standards and better the life chances of students within the MAT through working in partnership to challenge and support all schools to improve.

STRATEGIC GOAL 1:

To support excellent standards of teaching and learning which maximises student progress & outcomes

What this will look like: all our schools are centres of excellence in teaching and learning where every student makes outstanding progress and is ready for the next stage of their education and lives having benefitted from high quality Careers Education / advice. To reach this goal we will ensure there is effective support and development in place for teachers and we will apply rigorous QA processes to enable all our schools to be judged good or outstanding in OFSTED inspections.

To achieve our goal we will:

- Secure high quality teaching and learning which meets the needs and aspirations of all students in each school
- Improve outcomes and progress at the end of KS4 and KS5 so that TTCT performance improves year-on-year and is above national averages
- Ensure that groups falling behind as a result of Covid-19 make good or better progress through focussed intervention and effective use of Catch-up funding.
- Implement a CPD programme for our staff to ensure they have the right skills to deliver good teaching and learning and disseminate good practice to ensure rapid improvement.
- Ensure there is a relevant, engaging and inspiring curriculum in every school in line with the Ofsted EIF expectations.
- Develop high quality and accessible online resources so that a rich and diverse curriculum is accessible to all and no group of students is disadvantaged.
- Embed accurate and robust QA processes across all schools.
- Increase the level of school-to-school support and deploy Directors of Subject to accelerate progress and attainment in priority subjects.

STRATEGIC GOAL 2:

To maintain a clear vision and deliver a strong and efficient central services infrastructure to secure the on-going improvement and development of TTCT

What this will look like: Working to the Trust vision and values we will ensure that we have strong central services infrastructure in which effective processes and protocols are in place. We will work collaboratively to support MAT growth whilst ensuring our existing schools continue to improve. In achieving this goal we will ensure that the Trust is a financially viable and sustainable MAT which meets all statutory requirements. Furthermore our HR strategy supports the drive for outstanding supported by our marketing, PR and communications plans and our Estates Strategy aims to deliver the highest standard of facilities and accommodate for both our students and staff.

To achieve our goal we will:

- Ensure that our shared vision and values are understood and upheld across the Trust in order to embed a common organisational culture.
- Ensure that decisions and behaviours are aligned to our values.
- Continue to grow the Trust in a measured and systematic way
- Deliver a strong and efficient central services infrastructure which meets SLAs, enabling school leaders to focus on their core purpose .
- Harmonise arrangements for the management of data, ICT systems and online learning, ensuring relevance, accessibility for all, and driving coherent improvement strategies from the centre
- Develop a consistent and common approach to Health & Safety and Risk Management so that all schools are safe places to learn and work.
- Ensure TTCT Corporate budget is in surplus and in year spending does not exceed planned budget allocation thus securing a sustainable future for the Trust
- Ensure that the Trust is efficient and delivers value for money
- Achieve a strong market position as an employer of choice, attracting, developing and retaining a talented workforce

STRATEGIC GOAL 3:

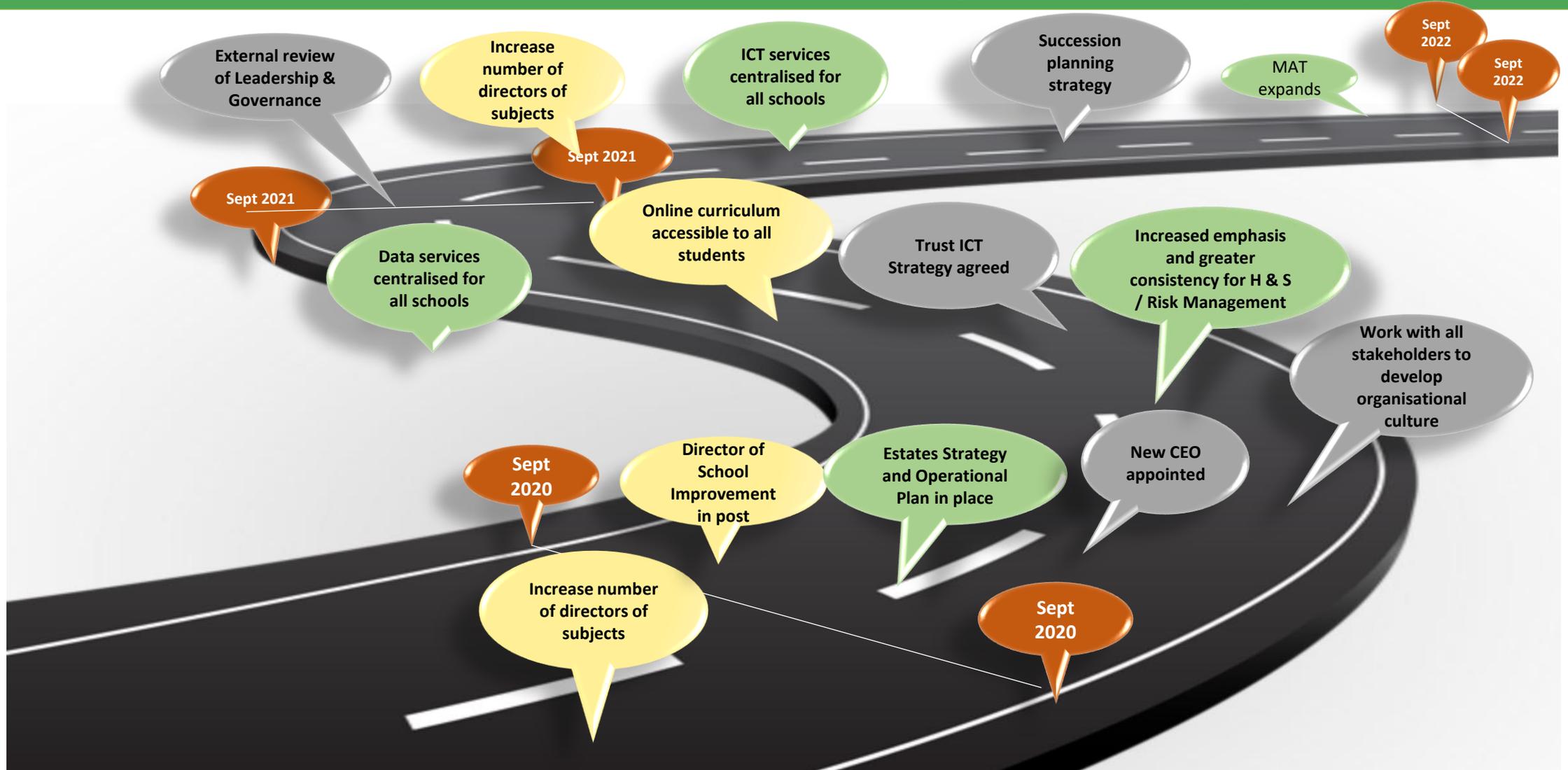
To ensure high quality leadership and governance at Trust Board, LGB and individual school level

What this will look like: A collaborative, challenging and professional environment where leaders at all levels are confident to lead the improvement journey within and beyond their own schools ensuring our staff and students know they belong to a wider community of schools where they feel valued and supported and able to access opportunities across the Trust. We will embed high quality governance through continuing to deploy an effective Trust Board with a broad range of skills and giving LGBs the devolved responsibility to focus clearly on raising standards of performance and holding the head teacher to account.

To achieve our goal we will:

- Ensure the Board of Trustees is highly effective and is recognised as being high-performing and has the full support of the Regional Schools Commissioner to lead the Trust forward.
- Increase school improvement capacity following the appointment of a Director of School Improvement.
- Embed a unified organisational culture at all levels ensuring that stakeholders exhibit common values and behaviours
- Ensure that the Board of Trustees hold each LGB to account for the performance of the school.
- Ensure that all decision makers are working within their responsibilities outlined in the Scheme of Delegation
- Ensure that all LGBs are focussed on raising standards of teaching and learning and holding the Headteacher to account
- Ensure that all LGBs accurately self evaluate their performance, have an action plan and regularly audit the skills of members
- Develop leadership, including governance, so it is judged by external inspectors to be good / outstanding in each school.
- Develop our leaders at all levels in order to retain talent

Our Roadmap to the vision – the major building blocks of the strategy



Key Performance Indicators



Strategic Goal 1

- TTCT performance improves year-on-year and is above national averages
- 5 – 9 Basics across the MAT increases to at least NAV
- 4 – 9 Basics across the MAT increases to at least NAV
- Number of schools with positive Progress 8 increases
- Progress made by disadvantaged students increases year-on-year
- Attendance of disadvantaged students increases year-on-year
- Improved progress & outcomes in identified key subject areas
- All schools are judged to be at least Good by Ofsted
- Positive destinations for all students at 16 increased to 96% and for disadvantaged students to 94%
- % students Not in Education, Employment or Training (NEET) decreased to 3%.
- SLEs increased from 19 to 30 by 2021
- 7 Subject Networks meeting regularly and sharing good practice / resources
- Directors of Subject improving progress and outcomes in respective core subject areas
- 6 schools gain CareerMark 7 and TTCT gains Matrix accreditation



Strategic Goal 2

- Vision, values and strategic aims are shared amongst stakeholders and all schools, LGBs and trustees are aligned to vision and values. Staff survey feedback indicates higher degree of awareness of Trust vision and values and strategic plan.
- TTCT grows to 10 secondary schools by 2021
- TTCT Corporate budget is in surplus and in-year financial position does not exceed planned budget
- Cost savings and efficiencies at academy level are achieved through centralisation
- Overall Trust finances achieve the Reserves Policy
- SLAs are achieved for central services
- New AFH Internal Scrutiny Framework introduced across the Trust
- External Audit demonstrates full compliance and adherence to statutory requirements
- Centralisation of all ICT functions agreed and fully implemented across the Trust by 2022
- High quality data analysis and benchmarking supports academy efficiency and improvement
- Compliance with Health and Safety Policy results in reduced incidents in all schools
- Absence management is at or below sector norm
- Rate of voluntary turnover is at or below sector norm



Strategic Goal 3

- Leadership, including governance, is judged through our own systems and by external inspectors to be good or outstanding in each school (currently 75%)
- Commission external review of trust leadership and governance with resulting action plan which improves effectiveness and delivers strategic goals
- Increase opportunities for leaders in our schools to participate in leadership courses
- Increase the number of occasions when Trust SLEs are deployed to provide school improvement support
- All LGBs to carry out annual standardised self evaluation with resulting action plan which improve effectiveness of governance
- All LGBs carry out annual skills audit to ensure that governors have appropriate skills to carry out their duties effectively
- Enhance the consistency and quality of governance through application of standard working practices in all schools