

## NCL Strategic Objectives 2023-2028

1. Support all schools in the Trust to provide a consistently **excellent education** while adhering to our core values. This will include:
  - i. developing a highly **effective curriculum** for our students in each school, drawing on our expertise in both primary and secondary phases
  - ii. providing all staff with **professional development** of the core skills and knowledge they need to be effective in their roles
2. Provide a **safe, supportive environment** for students and staff, enabling **high levels of attendance**, and promoting **equity, inclusion, mutual respect** and the **wellbeing** of all members of our community
3. Use our combined resources and expertise to provide **opportunities for our students and community above and beyond what any of our schools could offer individually**, including in performance, arts, and sports, through developing vocational education and supporting effective transition to the next phase of their education
4. Explore opportunities to **develop and grow the Trust** in ways which support our ability to achieve our core purpose
5. Continue to **develop the Central Services of the Trust so that we can achieve greater efficiencies and improved support** to our schools, and with all schools and the central team operating as one Trust for the benefit of our community

# Trust Improvement Priorities 2023-2024

<b>A. Standards</b> (including Safeguarding - reporting to Standards & Community Committee) Achieve better than national average progress and attainment across the Trust and secure Good standards for QofE by Ofsted criteria			
1. Develop CPD offer across the Trust, ensuring that there are effective programmes to support development of staff at all stages of their careers (KN)	2. Develop cross-Trust support in priority areas: a. Behaviour (CR) b. Reading (AC) c. Yr4-Yr 8 Maths (CR) and sustain other cross-Trust working groups and subject networks in areas where they add value	3. Strengthen support for SEND, with focus on SEND in the mainstream, and support for Resource Provisions (KR)	4. Review <b>Curriculum</b> offer, with aims of ensuring high quality curriculum, which meets needs of our students, and draws on strengths across the Trust, including primary and secondary phases (AC)
5. Strengthen cross-Trust <b>Safeguarding</b> processes, with external review, and embedding effective training (CS)	6. Implement <b>clear support plan for any schools which may be less than securely Good</b> (AW)	7. Develop <b>effective evaluation</b> of each school, and streamline processes for reporting to Trust Board and committees (AC)	8. Support schools' commitment to rich programme of <b>extracurricular opportunities</b> , supplemented by select number of cross-Trust spotlight events (music, poetry, debating) (KN)

<b>B. Community</b> (Including Staff and Student Wellbeing, Diversity and Equity - reporting to Standards & Community Committee)		
1. Develop shared approach to <b>staff wellbeing</b> , raising awareness of Trust commitment to and support for staff wellbeing, and exploring opportunities for additional <b>staff voice</b> in the operation of NCL (JW)	2. Review outcomes of Governors' Conference on <b>Community Engagement</b> and develop priorities for developing this area (AW)	3. Establish shared approach to <b>Diversity and Equity</b> issues, drawing on expertise and commitment of wide range of stakeholders with workshop in Autumn term (AW)
4. Intensify <b>Parental Engagement</b> through establishing Trust Parental Forum and building on existing good practice in parental engagement in schools (KN)	5. Ensure clear and prompt response to issues raised within our community, with effective management of <b>complaints process</b> (AW)	6. Develop <b>alumni strategy</b> to increase engagement of alumni as Governors or Trustees, external speakers and as potential recruits for NCL SCITT (KN)

<b>C. Finance &amp; Resources</b>		
1. Embed <b>budget management systems</b> to improve efficiency and accuracy of budget forecasts (AE)	2. Develop our <b>Comms and Marketing</b> to support awareness of positive features of all NCL Schools (KN)	3. Develop <b>IT strategy</b> including clear processes for GDPR and management of Cybersecurity risk (JW)
4. Commission external <b>Governance</b> review to ensure Trust governance meets all compliance requirements and fully supports achievement of our goals (AW)	5. Develop <b>Estates strategy</b> , ensuring detailed information on condition of estates and priorities for additional capital works (JW)	6. Strengthen <b>central HR and Finance functions</b> to improve efficiency and generate savings (JW)

<b>D. Growth</b>		
1. Submit <b>bid for significant change to enable opening of Sixth Form</b> which will meet needs of our students for local A-level and vocational offer (KN)	2. Develop <b>partnerships and engagement with local primaries</b> , especially Carpenters as school for which NCL is Lead Improvement Partner(EN)	3. <b>Implement proposal for NCL SCITT</b> in partnership with Teach First, strengthening recruitment of teaching staff from our local community (KN)