



Believe

Achieve

Succeed

Trust Development Plan 2022/2025

TRUST DEVELOPMENT PLAN (TDP) PRIORITIES 2022 – 2025

The Trust Development Plan (TDP) is a summary document that has been designed to provide a strategic overview of the key priorities that the KAT board will be focussing on from 2022-2025. It has been written in response to the analysis of the Trusts Key Performance Indicator data (KPI) and schools Self Evaluation (SSE). The TDP priorities are the key drivers behind the work of the Trust and the Local Governing Bodies.

There are 5 main reasons for joining KAT:

1. Clear vision
2. Sharing resources
3. Economies of scale
4. Financial strength
5. Shared expertise

As a result of these goals, we opened a 19-25 provision at Media City, Acer Academy free school was awarded to our Trust, due to open September 2025. Kassia Academy joined our Trust in November 2020. Moorfield Primary school and The Canterbury Centre joined the Trust in 2023. From 2022-2030 we aim to grow our Trust by 5 more schools. 2 special and 3 mainstream primary. This plan seeks to provide the strategic planning necessary to ensure that KAT becomes an effective group of academies.

It has been agreed that during the next academic year we will focus on four key priorities that will be monitored over the next 12 months:

1. Increase our financial and operational strength/Share our resources efficiently between academies
2. Strengthen Governance
3. Share our vision with stakeholders effectively
4. Develop our school improvement offer

3-year Strategic Plan

To provide outstanding/good educational provision for all learners within the Trust.

To meet all the milestones that are in our Trust growth plan.

To develop our SEND provision for SEMH/ASC or those needing such an approach.

To successfully open Acer Academy Free School in 2025.

TRUST DEVELOPMENT PLAN PRIORITIES 2022-2025

Overview of Priorities	Lead People	Milestones	Cost	Expected Outcomes
<p>Financial and Operational Strength</p> <p>Provide the Board with detailed information on central services showing value for money for all academies.</p>	AN DD JP	July 2023	Nil	Centralised services provide increased 'value for money' for individual academies and reduce the overall running costs of KAT.
<p>Strengthen Governance</p> <p>Fully implement the scheme of delegation. Ensure that all Governors have accessed Governor training.</p>	AN	July 2023	Cost of training	All decision makers clear about their roles.
<p>Ensure that the Board concentrates on strategic planning.</p>	AN	July 2023	NLG review	Clearer separation of roles and responsibilities of Trustees and Governors.
<p>Share our Vision with Stakeholders</p> <p>To put in place in place a communication strategy that ensures that the vision is widely shared.</p>	AN DD	July 2024	Nil	Stakeholders agree that communication is effective.
<p>Develop our school improvement offer To ensure that Directors are working effectively across the Trust.</p>	AN DD Directors	December 2023	Nil	Schools will be making rapid and sustained progress.
<p>Quality of Education:</p> <p>Kassia Academy to begin to implement and embed the new curriculum and implement teaching and learning/curriculum policies with support from Director of T&L and Subject Directors.</p>	HT/DT&L/Directors	December 2023	Time for DT&L	The new curriculum will be in place. The school will offer a broad, balanced curriculum.
	HT/DT&L/Directors	July 2023		Pupils will have access to high quality teaching.

<p>For no teaching to be less than outstanding or good across the Trust.</p> <p>Covid Recovery: For attendance to be back to pre-pandemic levels within 2022-23. For pupils to have completed catch up programmes so reading, writing and numeracy levels are back on track to what they should have been pre-pandemic.</p> <p>To ensure that a higher % of pupils who are eligible for pupil premium are above target in all of our schools.</p>	<p>HT/Directors of Inclusion/Teachers</p> <p>HT/DT&L/Teachers</p> <p>HT/DH/T&L /Teachers</p>	<p>March 2024</p> <p>December 2024</p> <p>May 2024</p>	<p>Directors time £54 000</p> <p>Rewards</p> <p>Nil</p> <p>PP funding</p>	<p>Pupils attendance will be greatly improved.</p> <p>Pupils will have increased basic skills and be making rapid and sustained progress.</p> <p>Higher number of children geettiong higher rates of pupil progress.</p>
<p>Quality of Behaviour and Attitudes:</p> <p>To reduce numbers of fixed term exclusions by 20%.</p> <p>To see the numbers of restrictive physical interventions reduced by 30%.</p> <p>Pupils attendance to be increased.</p> <p>Identified pupils will have improved mental health and wellbeing.</p>	<p>HT/Director of Inclusion</p> <p>HT/Director of Inclusion</p> <p>HT/Director of Inclusion</p> <p>HT/Director of Inclusion</p>	<p>July 2024</p> <p>July 2024</p> <p>July 2023</p> <p>July 2024</p>	<p>Team Teach refresher training</p> <p>Nil</p> <p>Rewards</p> <p>Staff costs</p>	<p>Low level behaviour will be reduced. This would reflect in the MOATS and KPI data.</p> <p>New behaviour policies will be successfull6y embedded across all sites.</p> <p>Identified pupils will have improved attendance.</p> <p>New Trust Counsellor to have an impact on well-being.</p>
<p>Quality of Leadership and Management:</p> <p>For all SDP targets to be achieved over next academic year.</p>	<p>CEO/HT</p>	<p>July 2024</p>	<p>Nil</p>	<p>Academies are making rapid and suartained progress.</p>

<p>Quality of Personal Development:</p> <p>To ensure that all pupils have their emotional and mental health needs met.</p> <p>For all academies to have appropriate and challenging RSE/PD/PSHE plans in place.</p> <p>Quality Education:</p> <p>To expand the Oakwood sixth form from 75 students up to 100 students by September 2024.</p> <p>For 100% of students to access the new vocational options to ensure a rigorous pathway to employment or further education.</p> <p>For 100% of students to engage in the work experience program after Covid,</p>	<p>HT/Directors of Inclusion</p> <p>HT/Directors of subjects</p> <p>CEO/Head of 6th Form</p> <p>HT/Directors</p> <p>HT</p>	<p>July 2024</p> <p>December 2023</p> <p>September 2024</p> <p>July 2025</p> <p>July 2024</p>	<p>Cost of Trust Counsellor £30 000</p> <p>Cost of Directors</p> <p>Nil</p> <p>Cost of alt ed/voc Kassia £98 000</p>	<p>Pupils will be able to self-regulate and display less low level disruptive behaviour. KPI data will show this.</p> <p>Pupils will be making rapid and sustained progress in these curriculum areas.</p> <p>Numbers will increase in the 6th form nearing to full capacity</p> <p>All student will be equipped with relevant qualifications to take them onto further education, training or employment.</p> <p>Students will gain employability skills leading to employment.</p>
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TRUST DEVELOPMENT PLAN PRIORITIES 2022-2025

Local Governing Body Hub (LGB Hub) DEVELOPMENT PLAN PRIORITIES 2022-2025

Overview of Priorities	Lead People	Timescale	Cost	Impact
To strengthen the LGB HUB further by bringing in more strong governors so it is capable of taking on the Acorn Academy Free School.	CEO/LC	July 2025	Nil	A number of schools in the Trust are being operationally run effectively by the LGB Hub. Effective support and challenge in place.
To establish a Chairs Group, so the Chairperson of the Trust can brief the Chair of Governors over Trust decisions	AN/LC/JO/JH	December 2023	Nil	Effective communication in place between the LGB Hub and Trust.