

STRATEGIC PLAN 2023-2026



ACHIEVEMENT, STUDENTS
& LEADERS MATTER



Kenton School, Drayton Road,
Newcastle upon Tyne, NE3 3RU



Learning that Connects

Studio West, West Denton Way,
Newcastle upon Tyne, NE5 2SZ



Introduction

Northern Leaders Trust, formerly Kenton Schools Academy Trust, formed in 2014, incorporates both Kenton School and Studio West.

The Trust's main objectives are encompassed in its vision:

Students are at the centre of everything we do. Through collaboration, every aspect of our work is of high quality. Our academies deliver an ambitious and inclusive curriculum. This enables all students to have high aspirations and to excel academically and socially.

Each academy is unique and retains its own identity whilst aligning with our Trust vision and values.



Trust Shared Values

Leadership – Leaders help themselves and others to do the right thing. We firmly believe that all students and staff within our Trust are leaders.

Excellence – We are a Trust that strives to achieve excellence in academic, sporting and artistic pursuits.

Integrity – We are honest and driven by a clear moral purpose. Acting with integrity means we strive to do the right thing at all times.

Kindness – We value being kind to one another, using our manners and being considerate of each other's feelings.

Inclusivity – All students are welcomed into our classrooms and their uniqueness is celebrated. We have high aspirations for all students: no groups or individuals will be left behind.

Humility – We are humble in both success and failure. We acknowledge that our successes are achieved through the hard work of our students, parents, teachers and community.

Together – We believe that the Trust is stronger together and that collaboration is always more effective than competition.

Reflectiveness – We value reflection as a way to achieve improvement. We believe in inspiring all our learners to question, research, engage and therefore thrive.



IMPACT School Improvement Model

Inspirational leadership - We are relentless in our quest to remove all barriers to students' learning. We ensure that the vision and values of our Trust are 'lived' by the school communities.

Meticulous about outcomes - We focus on improving a wide range of academic and social outcomes. We ensure 'no stone is left unturned' in our quest for all students to progress from our Trust with the appropriate qualifications and interpersonal skills they need to have a successful future.

Positive attitudes to learning - Our academies create a culture where success is celebrated, and students want to attend and give their best in every lesson. We also celebrate achievements outside of the core school day.

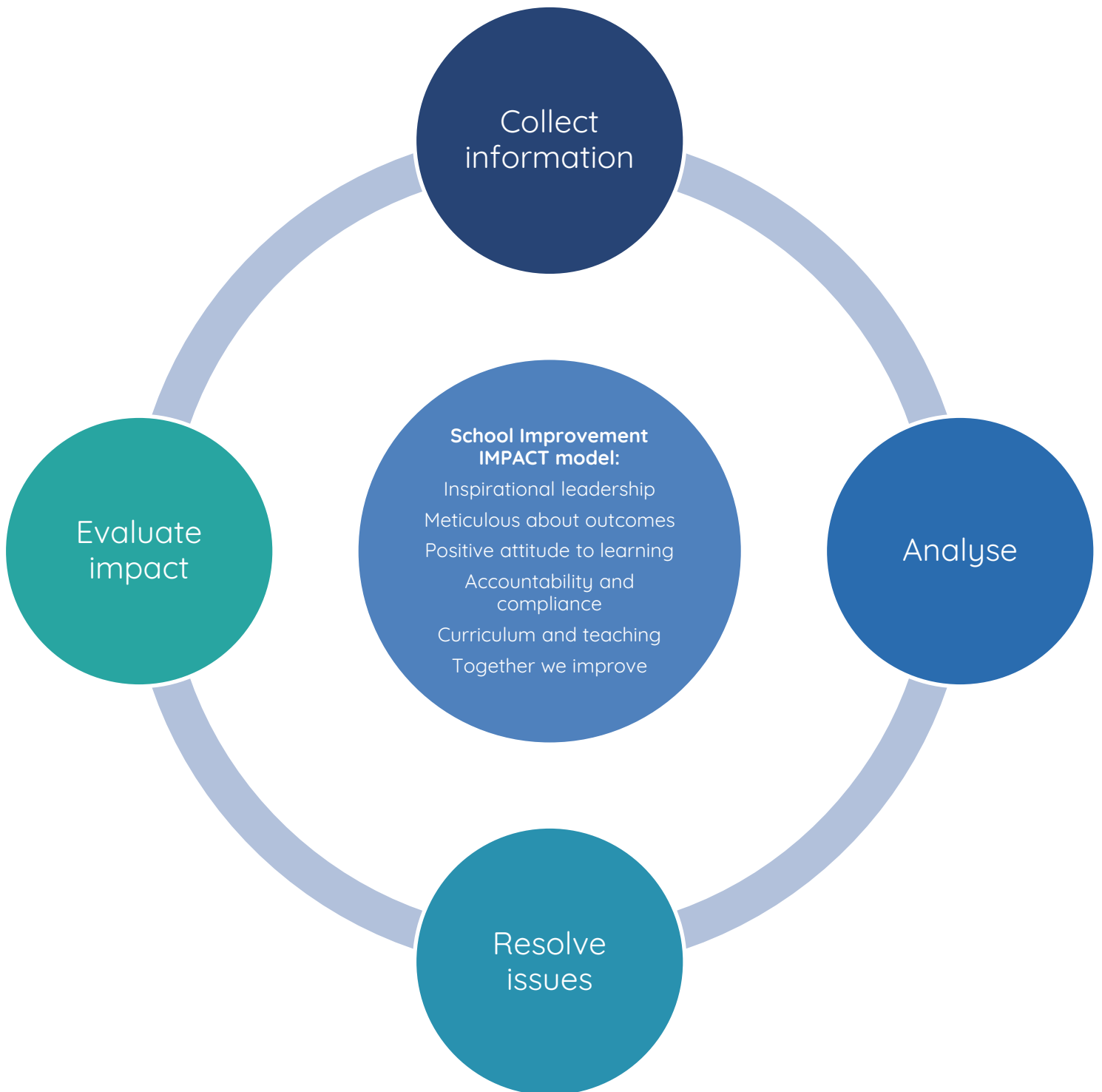
Accountability and compliance - We embrace our accountability. We acknowledge responsibility for the decisions we make and the actions we take.

Curriculum and teaching - All students, regardless of ability, have equal access to a broad and balanced curriculum. Through the Trust model for GREAT teaching, all teachers work collaboratively to ensure every minute of every lesson is focused on students making exceptional progress. All students have access to a wide range of academic, artistic, cultural, and sporting experiences outside the classroom.

Together we are better - All members of the Trust community understand that working together makes us stronger. Meaningful collaboration improves all aspects of our work and leads to a better quality of education for all students. All staff members freely share their time and knowledge to help one another provide a high-quality education for all students.



Education Development Strategy



Education Development Strategy

C	Collect Information	Trust and school leaders collect information on: Leadership; governance; safeguarding; outcomes; behaviour; attendance; curriculum and teaching
A	Analyse	Complete the Education Improvement Diagnostic; Using the specific criteria in the Trust '4 phase' model (Stabilise; Repair; Improve and Sustain) the key priorities are identified and agreed
R	Resolve issues	<p>School leaders create an Academy Development Plan including key actions, milestones and success criteria. Monitored by LGB and Trust leaders. Support from the Trust Education Improvement Team is approved by the CEO</p> <p>Education Improvement Team Directors of Subject: English, mathematics, science, humanities, MFL, PA/music, art / technology Trust leads for: SEND Teaching and learning Curriculum Attendance Safeguarding Behaviour and attitude</p>
E	Evaluate Impact	<p>Challenge and monitoring is facilitated through the reporting and meeting cycle:</p> <p><u>Meetings</u> Trust Board Standards Committee Finance and General Purposes Committee Local Governing Body Executive Team meetings Academy Standards meetings Trust Leads meetings Subject Reviews</p> <p><u>Reports</u> IMPACT reports (Principal) IMPACT reports (Directors) Cycle of Enquiry Review of Student Progress Reports</p>

Context

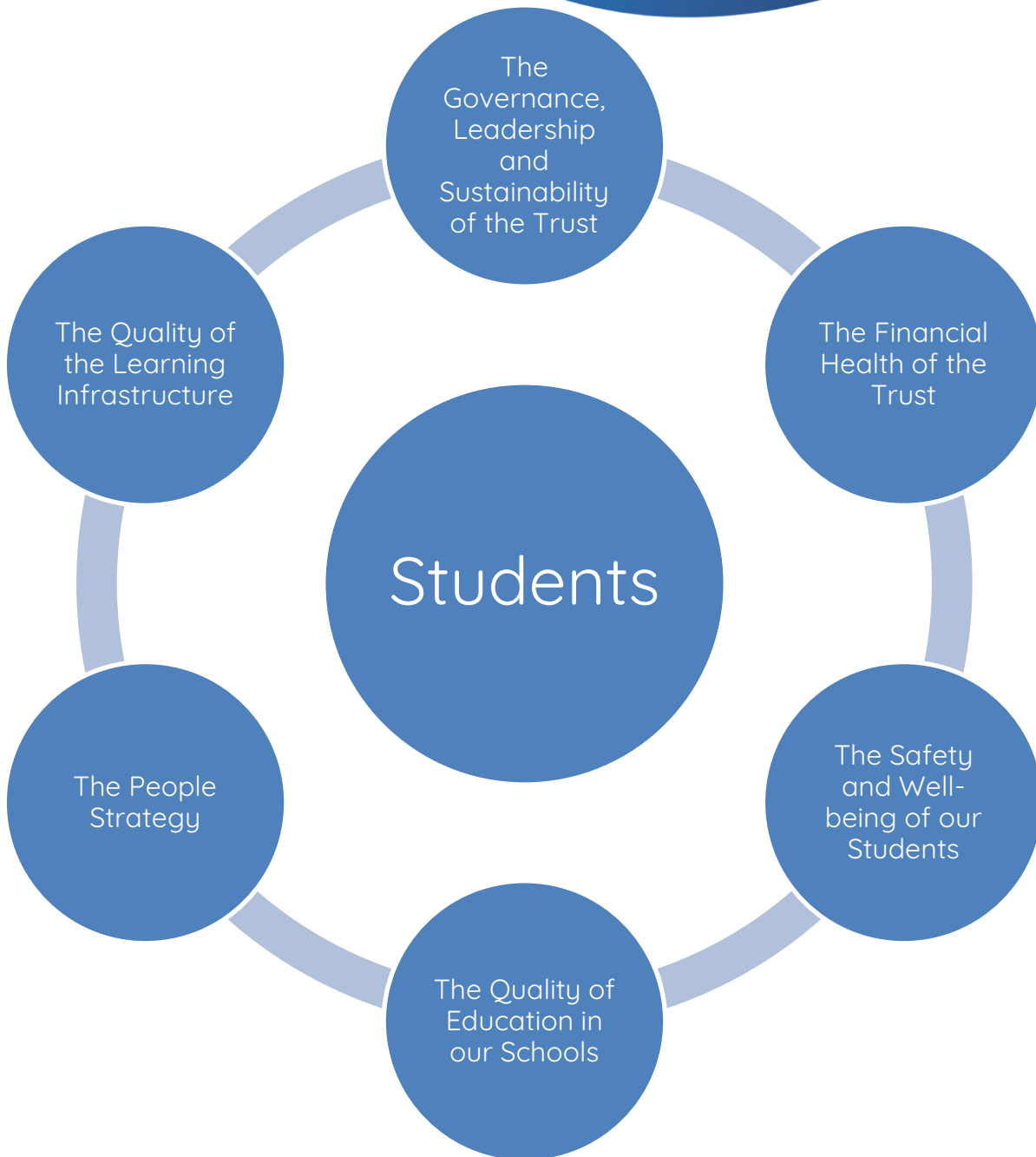
When considering our strategic plan, we have considered the environment we are operating in:

- Post-pandemic, the education sector will continue to deal with the disruption to learning and impact on outcomes caused by numerous lockdowns and other absences
- Additional funding has been provided to support catch up, support pay rises and deliver targeted training to the workforce, but costs continue to rise in relation to pay bills, energy and other resources
- Government guidance on strong trusts
- Recruitment of education staff – there are clear indications that an increasing number are leaving the sector, citing pressure due to workload, lack of job satisfaction and better opportunities in other industries
- Schools, academies and trusts continue to play a crucial role in protecting children and young people from harm and educating them on safeguarding dangers they may face inside and outside of school and the help they can get
- Technology and its role in enhancing teaching and learning is more prominent as employment opportunities change for young people and learning software and devices become more advanced
- The growth of MATs requires more sophisticated governance infrastructure to drive the integration of schools into new and existing structures to secure their continuous improvement

Northern Leaders Trust is well positioned to meet these challenges and capitalise on opportunities:

- The Trust has a strong school improvement offer supported by high calibre Trust Leads and Trust Directors of Subjects
- Our school system is inclusive, we are a key part of the local community, and we are well placed to work with key partners to embed community values
- We are well practiced in directing resources and funding towards students who need it most. Our safeguarding approach is well embedded. We will continue to focus resources on students who need it most to ensure they are not disadvantaged by time lost in the classroom due to COVID and are supported to achieve their potential
- We have a strong financial position, and established systems to secure our long-term financial health and invest more in continuously improving the teaching and learning experience including technology
- We are developing a people and wellbeing strategy, with a view to creating a unique people offer to attract, develop, retain and inspire staff members to make their career with the Trust
- The Trust has a strong and ambitious Board of Trustees and Local Governing Bodies (LGB) with a clear vision for the future of NLT. Regular reviews of governance and its effectiveness are planned to underpin growth plans

Trust Strategic Priorities



Our plan for 2023-26

Strategic Priority	Objectives
Governance, Leadership and Sustainability of the Trust	<p>Objectives:</p> <ul style="list-style-type: none">• Ensuring clarity of vision, ethos and strategic direction.• Holding executive leaders to account for the educational performance of the organisation and its students, and the effective and efficient performance management of staff.• Overseeing the financial performance of the organisation and making sure its money is well spent.• Grow the Trust strategically and sustainably with the core purposes of extending our reach to improve the outcomes and life chances of more children and young people. <p>Delivered by: Trust Board and Local Governing Bodies self-review and externally commissioned governance reviews. Supported by stakeholder voice.</p> <p>Reported to: Trust Board and Local Governing Bodies.</p>

Our plan for 2023-26

Strategic Priority	Objectives
The Financial Health of the Trust	<p>Objectives:</p> <ul style="list-style-type: none">• All the requirements of the Academy Trust Handbook (ATH) are complied with.• All available resources are used to improve educational provision and student outcomes.• A minimum of one twelfth of reserves are maintained and reserves in excess are used to assist with this plan’s strategic priorities.• Substantial assurance received from internal and external audit processes regarding the internal control environment. <p>Delivered by: Management accounts; three-year budget planning processes; internal assurance programme; external audit; going concern review; and ESFA ‘musts’ compliance update.</p> <p>Reported to: Chair of the Trust and the Finance and General Purposes Committee.</p>

Our plan for 2023-26

Strategic Priority	Objectives
The Quality of Education in our Schools	<p>Objectives:</p> <ul style="list-style-type: none">• The quality of education in our schools, including in the sixth form, is judged by Ofsted or independent external review to be at least good and improving.• The broad, balanced and inclusive curriculum offer in each of the Trust's schools leads to student outcomes that are above national average progress measures.• Students develop strong personal skills through a wide-ranging curriculum and extra curricula offer.• School and Trust leaders are able to support the wider educational sector. <p>Delivered by: Implementing Academy Development Plans and the Trust Education Development Strategy.</p> <p>Reported to: Local Governing Bodies and the Trust Standards Committee.</p>

Our plan for 2023-26

Strategic Priority	Objectives
The Safety and Well-being of our Students	<p>Objectives:</p> <ul style="list-style-type: none">• Students feel safe, valued and supported in each of the Trust’s schools.• The behaviour, attitudes and personal development of students are judged to be good or better in our schools.• Levels of attendance and persistent absence in Trust schools are at least in line with national averages.• Systems and processes for ensuring safeguarding are exemplary leading to a proactive safeguarding culture. <p>Delivered by: Implementing the Academy Development Plan, and the Education Development Strategy. Annual external safeguarding review.</p> <p>Reported to: LGBs and the Trust Standards Committee.</p>

Our plan for 2023-26

Strategic Priority	Objectives
The Quality of the Learning Environment and Infrastructure	<p>Objectives:</p> <ul style="list-style-type: none">• The learning infrastructure in our schools, including the application of new technologies, enhances the learning experience of all students and ensures the safety of all users.• Trust ICT systems are up to date, secure and well maintained, and deliver the required services across the Trust.• The learning environment is conducive to high standards of student learning.• All school resources are appropriately allocated to maximise student learning and develop their cultural capital. <p>Delivered by: Development of whole Trust asset management plans; updating and implementing an ICT strategy, annual health and safety review including business continuity plans, implementation and monitoring of health and safety policies and procedures.</p> <p>Reported to: COO reports, Director of Estates reports to the Finance and General Purposes Committee.</p>

Our plan for 2023-26

Strategic Priority	Objectives
The People Strategy	<p>Objectives:</p> <ul style="list-style-type: none">• All staff feel valued and supported through the implementation of a well-being charter.• All members of staff to have access to high quality, bespoke professional development, including a wide-ranging trust CPD offer.• To develop leadership skills throughout the workforce.• To recruit and retain appropriately qualified and skilled staff and become an employer of choice. <p>Delivered by: Development and implementation of People and Wellbeing Strategy, development and implementation of a Wellbeing Charter.</p> <p>Reported to: Director of HR reports to Finance and General Purposes Committee.</p>



GCSE Results Day

Our 2023 GCSE results reflect the many positive changes that have taken place in the academy over the last year. All students are given the best possible support and advice and encouraged to follow their passion, whatever that might be.

Strategic Risks

Strategic risks to the achievement of our objectives have been identified as part of the strategic planning process and are reflected in the actions we plan to undertake and the strategic actions we will implement. Strategic risks to our plans include:

Strategic Risk	Planned Mitigations
People: <ul style="list-style-type: none">RetentionWellbeing	<ul style="list-style-type: none">Quality people offer and workforce strategy to attract, retain and nurture the best talent and ensure wellbeingIntroduction of new people management systemsIntroduction of a Wellbeing Charter
Financial capacity: <ul style="list-style-type: none">Rising costsInefficiency	<ul style="list-style-type: none">Proactive financial management through real-time systems and business partnering modelNew technology to reduce duplication in systemsHigh level strategic priorities
Estate management: <ul style="list-style-type: none">PFI restrictionsIncreased responsibilities / focus from DfE	<ul style="list-style-type: none">Effective Trust wide health and safety managementAsset management plansEstate strategy and investment plansFunding for estate development and sustainability
Government policy: <ul style="list-style-type: none">Termination warning noticeChange in government	<ul style="list-style-type: none">School Improvement Partner arrangements in place, effective plan in place and support identified. Monitoring and evaluation systems in placeRelationship management with Regional Directors

Progress with managing and mitigating strategic risks will continue to be regularly monitored by the Board of Trustees



A-Level Results Day

Northern Leaders Trust is laying the foundations now for a period of solid growth over the coming years.

These results are just the start of this journey.

About our Schools

Studio West



Studio West opened in 2014 as a 13 to 19 studio school but, with effect from September 2017 and due to local, popular demand, a change in age range was agreed with the DfE and the school began to admit students in Year 7.

The school now has around 550 students with a PAN of 90.

The ethos of Studio West is enshrined in 'Learning that connects.' The principle that learning must constantly connect school with the real world and the full range of work-related learning and career progression, towards university, an apprenticeship or other destination tailored to the needs of the individual.

Graded as 'Good' by Ofsted in early 2019, we are one of the most successful studio schools in the country. We use the full range of work-related learning and career progression alongside academic prowess to prepare students for university, an apprenticeship, further training and employment - tailored to the needs of the individual.



For further information, please visit our website

www.northernleaderstrust.org

About our Schools

Kenton School



Kenton School is a vibrant and inclusive secondary school at the heart of the community in which we serve.

With just over 1800 students, Kenton is amongst the largest schools in the North East. However, despite the size, the school prides itself on retaining a family atmosphere, where students feel not only challenged through quality first teaching and learning but supported and motivated by the strong pastoral team.

Our Kenton team are passionate about providing the very best education possible for young people in our city, our region and nationally and our strong and committed team share our vision of ensuring all our students not only reach their potential but that they are confident, happy and resilient students who treat each other with compassion and respect.

We aim to provide a broad curriculum, focussing on educating our students for their future in the modern world, not the past or even just the present. We also believe strongly in developing the creativity of our students and this is demonstrated through our commitment to delivering arts courses as a core subject.



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