



## Strategic Goals and Targets

Statement	Target for 2025
<p><b>Educational Excellence</b> Each school in the Trust will be independently recognised as delivering a high quality education to all our students.</p>	<p>All our schools will be rated by OFSTED as at least 'Good', five schools will demonstrate 'Outstanding' elements, and at least one school will be rated overall as Outstanding.</p>
<p><b>Enrichment</b> The Trust believes in delivering a rounded education, where all students have the opportunity and are strongly encouraged to enrich their lives beyond the classroom, through an inspiring extra-curricular programme focused on outdoor challenge, cultural discovery, leadership and social skills.</p>	<p>All students, regardless of their school, will participate in at least one additional activity each year that further enriches their experience, drawn from an extensive, broad and inspiring extra-curricular offer, delivered both within and between schools.</p>
<p><b>Nurture</b> Ensure that our Nurture and Pastoral provisions, practices and policies enable all pupils to make the best possible progress in all areas of learning and development across all our schools.</p>	<p>We will reduce the occurrence of FTEs and PEXs across all Trust schools (FTEs to less than 50% of the lower of the National or Oxfordshire averages, and PEXs to a minimum); and improve the overall attendance rates in all our schools to be consistently better than 96%.</p>
<p><b>Financial Control</b> The Trust will manage its finances in a way which secures financial sustainability across the Trust.</p>	<p>We will achieve balanced in-year budgets and a reserve for each entity within the Trust in line with the Reserves Policy (Each school should hold a minimum reserve equal to £40,000 per class form of entry).</p>
<p><b>Inspiring Environments</b> We will continue to ensure all our schools are well maintained and attractive, and in addition will create new facilities to attract, excite and inspire current and future students.</p>	<p>We will have added at least one new such facility to each school every year.</p>
<p><b>Robust Governance</b> The Board of Directors, together with its local governing bodies, will ensure highly effective and accountable governance that consistently prioritises school improvement and outcomes for children.</p>	<p>We will be shortlisted by the National Governance Association (NGA) for outstanding governance in a multi academy trust.</p>

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<p><b>Developing People</b> All Trust schools consistently exhibit the highest quality of teaching and leadership, supported by excellent Continuous Professional Development.</p>	<p>As a result of consistently good or outstanding teaching and leadership supported by targeted CPD, all children in each year group will meet or exceed expected levels of progression with their learning. By 2025 95% - 100% of teaching will be good or better in all schools.</p>
<p><b>Sustainable Growth</b> The Trust will build further capacity to improve the outcomes for our students through sustainable growth, while maintaining our ethos and retaining our local focus. We aim to ensure that our schools are fully subscribed, to open new schools, and to attract new partners.</p>	<p>All Trust schools will achieve over 95% of Pupil Admission Numbers in intake years, and new Good or Outstanding schools will be added to the Trust.</p>
<p><b>Communication</b> Everyone within the Trust will share its vision, ethos and strategic direction, enhancing our reputation among students, parents and the wider community.</p>	<p>We will achieve significant improvement in the level of positive responses to survey questions to staff (relating to alignment with VAT vision and goals) and students/parents (in relation to recognition of the value added by the Trust).</p>