

## Strategic Priorities 2020-2024



**Community Inclusive Trust is an education charity and not-for-profit sponsor of mainstream primary schools and special needs schools across the East Midlands. Our schools enhance the education provision of the community they serve and improve the life chances of the pupils who attend CIT's schools.**

**“Raising standards and driving OUTSTANDING lifelong learning for over 700 pupils in 9 special needs schools and nearly 1000 pupils in 5 mainstream primary schools”**



## Contents:-

1. Introduction
2. Values
3. Mission
4. Strat House
5. Structure chart
6. Growth chart
7. Glossary

## 1. Introduction

CIT's Board has developed its strategy by consulting with the Executive Leadership Team (ELT), Head Teachers, School Senior Leadership Teams (SLTs) and Chairs of Local School Boards (LSBs). The strategy has also been informed by the national Academies agenda, meetings with the Regional Schools Commissioner (RSC) and in partnership with Local Authorities.

The Strategy will underpin departments' delivery plans and form part of all employees' performance management targets across CIT.

The Strategy will continue to evolve to meet the needs of our pupils and respond to external factors. Progress within the Strategy will be reviewed annually by the Trust Board, allowing the Board to re-set or set new priorities each year.

### **We will deliver the strategy because:**

- We have a set of values and vision which hold us to account.
- We drive school improvement through HIGH LEVELS OF CHALLENGE AND SUPPORT.
- We have a Scheme of Delegation which allows Trustees to hold Local School Boards, school leaders

and CIT's ELT, to account for achieving **OUTSTANDING lifelong learning for all.**

- We have a school improvement model that upholds the Trust's values and is underpinned by a collaborative culture across our Trust.
- We recognise that we work within accountability frameworks: Ofsted; Regional Schools Commissioner; Department of Education; Education Skills Funding Agency and Local Authorities.





## 2. Values

All members of C.I.T are accountable for the following values:

### **TRUST:**

We underpin all relationships with trust.

### **RESPECT:**

We celebrate all individuals, organisations and cultures.

### **OUTSTANDING PROVISION:**

We develop excellence in learning that is at the heart of the *COMMUNITY*.

### **PERSONALISED LEARNING:**

We will be *INCLUSIVE*, nurturing and inspire everyone.

### **What does this look like in practice?**

- Collaborative and inclusive working with a shared vision.
- Promote, share and harness excellence across our **community**, schools and services.
- Trust and respect other's opinions and ways of working towards achieving our vision.
- Gain trust and respect by delivering on our mission.
- Embrace the differences in the way individuals and schools work and develop, serve their needs, to achieve outstanding outcomes.



## **C.I.T drives OUTSTANDING lifelong learning for all**

To do this, we ensure that:

- We strive to be experts in our respective fields.
- We create a first-class infrastructure that supports and drives the highest standards in education and care.
- We provide the most enriching educational environment for all of our community to enable outstanding lifelong learning.

### 3. Mission

#### To be an organisation which:

- Is recognised as a Centre of Excellence for **inclusive community education for learners** with a broad range of needs, aptitudes and ambitions.
- Supports and challenges a balanced community of schools and provision so that they can secure the **very best quality of education and care** for all children and young people.
- Has a “**Central Hub**” that is **strategic** and provides schools with **expertise and advice**.
- Provides all staff and Governors **opportunities for personal and professional** growth, career enhancement and a sense of worth.
- Is **operationally efficient and structurally fit for purpose** so that financial and other resources drive the highest level of achievement and care across CIT.
- Is **able to keep pupils and staff safe**.



## CIT in 2024

**In 2024 when CIT delivers its strategy and achieves its mission, it will be an organisation:**

- With a Governance and Leadership structure that drives “**Life Long Learning**”.
- That has the capacity to be self-supporting, with the educational and business expertise which can lead and challenge its own schools.
- With a reputation for being an efficiently operating organisation that provides **outstanding provision**, which is not only respected and **trusted** by the **community** CIT serves, but allows CIT to drive and influence policy locally and nationally.
- With a Teaching School that develops resource and directs it internally and externally to drive “lifelong learning for all”.
- Operating across the East Midlands.
- With an annual turnover of at least £30 million.
- With the economies of scale that allows the Central Support Hub to be financially efficient and provide high quality services that are valued and **trusted** by the **community** and schools they serve.
- With a mixture of **inclusive** mainstream and special schools, operating in geographic clusters of 4 plus schools, sharing resources and providing pupils with an education that best suits their personal learning needs.

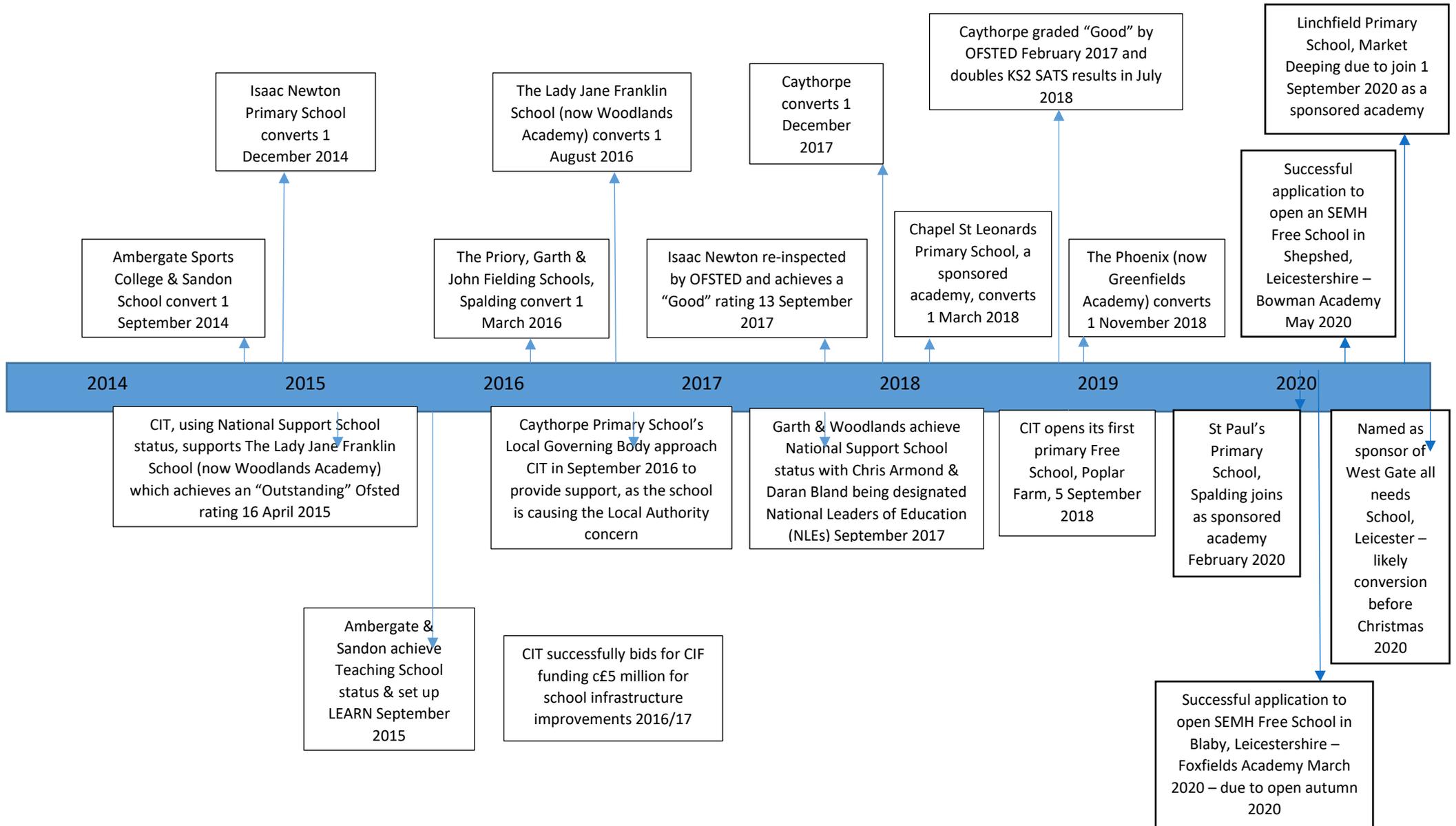
## 4. Strat. House

Our Vision and Values as a Trust are clear and well defined. We have clear strategic aims for the next five years which are set out below under five broad themes:

C.I.T drives **OUTSTANDING** lifelong learning for all

<b>Leadership</b>	<b>Standards</b>	<b>Engagement</b>	<b>Support Hub</b>	<b>Venture</b>
<ul style="list-style-type: none"> <li>❖ Governance - Trust Board Local Governing Bodies</li> <li>❖ Leadership development and succession planning</li> </ul>	<ul style="list-style-type: none"> <li>❖ High challenge and support - Agreed levels of uniformity and autonomy across CIT's schools Collation of all data - to use intelligently to ensure schools are held to account and trends within schools or across the Trust can be acted upon School improvement, internal and external</li> </ul>	<ul style="list-style-type: none"> <li>❖ Communication – Trust-wide CIT's USP Staff engagement</li> <li>❖ Safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>❖ Finance</li> <li>❖ Operational Plan - Estates Management Procurement Commercial Development Health and Safety ICT</li> <li>❖ Legal</li> <li>❖ People and Performance</li> </ul>	<ul style="list-style-type: none"> <li>❖ Trust growth - New Schools and Free Schools</li> <li>❖ Quality of infrastructure</li> <li>❖ Commercial development of Trust</li> <li>❖ Marketing Plan</li> </ul>

# Growth chart



## STRATEGIC PRIORITIES DOCUMENTS – GLOSSARY

CIT	Community Inclusive Trust
CPD	Continuous Professional Development
DfE	Department for Education
ELT	Executive Leadership Team
EPs	Educational Psychologists
ESFA	Education & Skills Funding Agency
HR	Human Resources
ICT	Information & Communications Technology
LA	Local Authority
LEARN	Lincolnshire Education And Research Network
LLE	Local Leader of Education
LSB	Local School Board
NEET	Not in Education, Employment or Training
NLE	National Leader of Education
OTs	Occupational Therapists
PFI	Private Finance Initiative
RSC	Regional Schools Commissioner
SLE	Specialist Leader of Education
SRMA	School Resource Management Adviser