

STRATEGIC PLAN

OBJECTIVES

DEFINE

SUCCESS

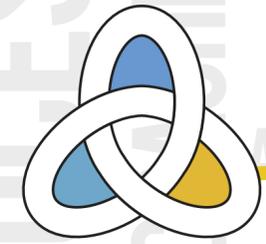
DATA

PROCESS

COACHING

TARGET

STRATEGIC



LEARNING TOGETHER  
CORNWALL EDUCATION LEARNING TRUST

POTENTIAL

PLAN

TIME REVIEW

IMPLEMENT

IDEA  
DIRECTION

STUDY RESULTS

IMPROVE

ANALYSIS  
SYSTEM  
MANAGE

DEFINE

IMPLEMENT  
PROGRESS

ADVOCACY

COLLABORATIVE



STRATEGIC PLAN

DEFINE

SUCCESS

DATA

PROCESS

COACHING

TARGET

STRATEGIC

SYSTEM

OBJECTIVES

STUDY

THREE YEAR STRATEGIC PLAN

ANALYSIS

DEFINE

IMPLEMENT  
PROGRESS

STRATEGIC

Cornwall Education Learning Trust has experienced significant growth since its creation in 2019. It is now time to set out what the near-future of CELT looks like; our aims for students and staff, and our place in the communities that support us. We are on an important journey as a Trust and I look forward to sharing the successes with you all.

### **1. The health of the organisation – as an educational charity, CELT has an obligation to be a high performing organisation that delivers its core objective to the best possible standard.**

CELT will continue to focus on the academic achievements of all pupils, irrespective of their starting points. While all students will progress at a different pace and to a different level, our focus will remain on supporting every student to achieve their full potential across all subjects. To deliver this, we will ensure that:

- Successful reading remains a key focus from our youngest pupils to our eldest – encouraging a passion for reading and the belief that every student can be a reader.
- Standards in mathematics will improve through coordinated leadership and consistent delivery in lessons.
- Our CELT HUB will be developed further to provide alternative opportunities and personalised learning for those students requiring a more bespoke offer.
- Pupils can benefit from every resource, aspect, and opportunity available to them through CELT's shared understanding of quality learning environments, which are established across every academy.
- Our schools continue to improve through a model that utilises the best practitioners both within and external to CELT.
- Leadership and opportunities for disadvantaged pupils are invested in, to address inequality and ensure every individual can thrive.

### **2. Advance education for public benefit as a core charitable objective – to make sure that students are leaving education with the skills that will set them up for success, address employer demands and ensure they understand the valuable roles they can play within society.**

CELT is committed to the advancement of education for public benefit across all our communities and the wider south-west.

This includes:

- Continuing safeguarding every adult and child as CELT's highest priority.
- Delivering courageous advocacy, driven by CELT's professional ethics through a wide range of opportunities to develop the talents and interests of every individual within our school communities.
- Delivering improvements to schools and Trusts outside of CELT, via our system leaders to share best practice, and help support more communities in the Southwest.
- Driving our commitment to equity, diversity and inclusion as CELT's catalyst for collaborative action to bring about systemic change which will improve outcomes for our stakeholders.
- Ensuring the Trust's decision making processes are underpinned by principles of ethical growth.
- Supporting pupils with the challenges they face, whilst equipping them with the skills needed to prepare them for their future, both in employment and personal life.

### **3. The health of the communities that CELT serves – due to the challenges facing public services in many communities, CELT recognises the role it must play in adding capacity and resource.**

CELT will support its communities through education, recognising Cornwall's challenges around poverty and the breakdown of public services. To do this, CELT will:

- Provide capacity to our communities through additional stakeholder support.
- Increase Executive Leadership Team liaison with other public and third sector groups.
- Deliver a curriculum that not only focuses on academic achievement, but also the personal development of individuals to stand them in good stead for the future.
- Provide support for, and communicate regularly with, families within the Trust, so they know what guidance and help is available to them and their child(ren).
- Work in partnership with organisations and companies to share and enhance the promotion of social mobility.
- Use its curriculum and partnerships to enhance local economic opportunities and improve social conditions in a sustainable way.

### **4. The effectiveness of governance – and being compliant, robust and transparent.**

CELT is recognised as a reliable and trustworthy educational charity, working with key stakeholders within the Trust to ensure that we deliver the very best teaching and learning, support, and resource for all those within our school communities. As part of this, we ensure:

- Governance at all levels within CELT remains effective and that the Trust's values and culture are embedded.
- Strong communication between Trustees and all stakeholders.
- Trustees maintain ownership of the vision and strategic direction of CELT and use it to inform succession planning.
- The focus of stakeholder engagement is increased through the role of Local Governing Bodies.
- Clarity of the roles and responsibilities of governance is understood, implemented and has impact on pupil education.
- Those involved in governance have a high level of knowledge and understanding of their civic leadership roles.

### **5. Being a good employer of people – providing quality CPD for all and dynamic Talent Management within the Trust.**

CELT enables everyone to achieve and sustain excellence in all areas of organisational activity. This includes providing and promoting:

- Continuous research and CPD to ensure that CELT provides appropriate learning opportunities for all pupils and staff.
- A wide and varied range of opportunities for career development and promotion across the Trust, where people can both lead and are led effectively.
- An exciting place to work, with a positive reputation, resulting in successful recruitment and retention for all posts where everyone understands and values their role.
- A transparent and appropriate remuneration framework, to ensure all individuals are rewarded fairly.
- A supportive culture that is inclusive, positive and fair, where opportunities are open to all.
- A culture where staff can enjoy a reasonable balance between their working and home lives, accommodating the differences between employees at different stages of their careers.