



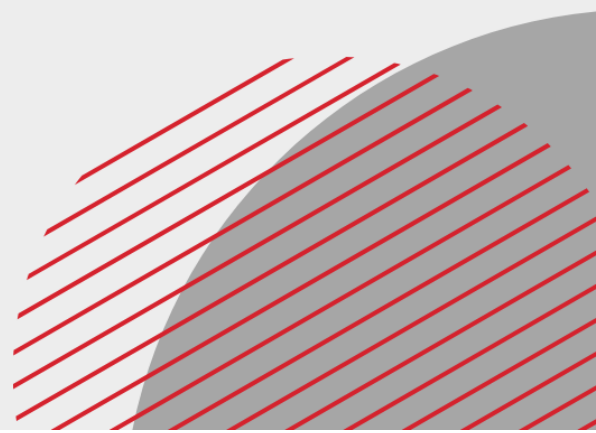
**AN OAT ACADEMY**



# **Cowes Enterprise College**

## Strategy 2023 - 2027

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# Cowes Enterprise College

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## Strategy 2023–2027

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# Introduction

In September 2023 more than 1,250 CEC students will be starting their academic year. Some will be right at the start of their journey with us. Some will be about to begin their options for KS4. Others will be nearing GCSE exams or finishing sixth form and thinking of their next step.

This strategy is for them. Without students, there is no Cowes Enterprise College, no teachers, no support staff. The work of everyone at Cowes Enterprise College is defined by the children that we serve. Their future is our purpose and the purpose of everyone who works across the Ormiston Academies Trust.

As it stands today in September 2023, we do not know what that future will hold. Our academy serves a unique community and many of the things that can make life different for us here we cannot change.

However, at its very heart education is about making the future different from the past. While we cannot know the future, we are fundamentally full of hope. In the face of uncertainty, we can give our students the greatest armament our species has ever created: deep and lasting knowledge and skill.

We are lucky that we are building this commitment on the shoulders of our 125 staff and within the 5,000 staff members of the Ormiston Academies Trust. Each and every one has chosen to work where there are educational challenges. No one should question the dedication and moral purpose of our colleagues. This strategy is about harnessing that broad passion and making it razor sharp. We are grateful that so many members of our staff, governors and students took the time to contribute to shaping this strategy.

This strategy is our promise to those children of 2023 and beyond. It is our promise that we will pull together to use our combined expertise and resources to solve problems that haven't been solved before. We will take hard decisions and we will not accept the status quo.

We must succeed, because these are not just other people's children. They are also our children. Not even one should be allowed to fail while there is more we could have done to change their story.



Rachel Richards  
Chair of Governors  
Cowes Enterprise College



Rachel Kitley  
Principal  
Cowes Enterprise College

# What are we here to do?

Our mission is to **educate for life**:

When we think about what kind of difference we want to make, this is defined by our three core purposes. Everything we do should be ultimately focused on doing these three things well:

- **Provide an excellent education:** We will teach all our students the knowledge and skills they are entitled to, and how to apply this in how they think and work.
- **Deliver exceptional personal development:** We will develop all our students socially and emotionally so that they can make good choices about education and life.
- **Guarantee the most effective support:** We will understand what is needed for any student to excel, so we can create schools where no one is disadvantaged.

In order to achieve our purposes, we also need to ensure that we:

- **Lead a well organised and well run academy:** We will support this work by being efficient and by investing in getting the best from our people, resources, estate and technology.

In order to deliver fully on our core purposes there are things we intend to change. Our priorities for change will be our focus and they will shape how we invest our resources. We will:

- **Deliver excellent teaching; have high classroom expectations; ensure progress.**
- **Prepare students for inspirational futures; broaden horizons and enrich lives; ensure that everyone matters.**
- **Be inclusive; return attendance to pre-COVID levels; develop positive behaviours and attitudes for learning.**

In order to achieve our purposes, we also need to:

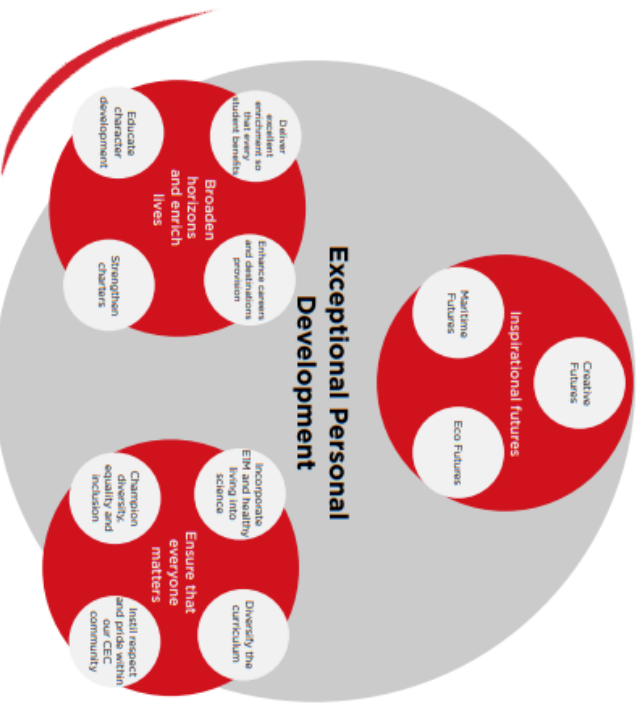
- **Ensure financial sustainability; grow our leadership capacity; ensure positive staff well-being and workload.**

The actions we will take and what success will look like for each priority for change is set out later in this document.



# Strategy 2023 - 2027

**Our mission  
is to educate  
students for  
life**



## How will we do it?

Cowes Enterprise College is proud to adopt the values of the Ormiston Academies Trust. They reflect our aspirations for our culture:



Our values:

- Should apply equally to students, to our staff and to how we treat people outside our organisation.
- Should be reflected in how we recruit, reward and manage staff.
- Should be part of how we are held to account by our trust and our local governing body.

## Who are the students we serve?

Cowes Enterprise College serves the families of Cowes and the Isle of Wight more broadly. One of our values is to ‘be inclusive’, and we live this by aiming to make the difference to all our students, whoever they are.

## What do we want to achieve?

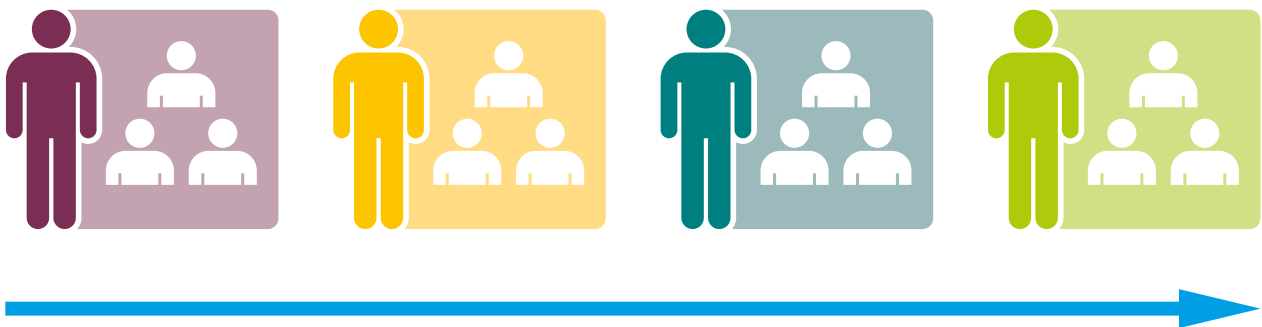
If we are to educate for life, inside and outside the classroom, our success will not only be measured in academic outcomes. We value the wider enrichment experience which educates the whole child, giving our students improved life chances. However, academic outcomes need to be part of how we judge what we have achieved. Overall, we will want to see that the difference we make to children and young people in the round is exceptional.

## What are we going to do differently?

We are already an Ofsted good school and serve our students well. In order to reach our goal of being in the top 20% of schools, or to enable us to fully deliver on our purposes, we need to now meet the strategy outlined in this document.

We recognise that there will always be variation in how teachers teach. Every classroom is unique, and we consider that to be a strength. But variation in approach should not mean variation in quality.

The actions of this strategy are about creating alignment, not uniformity. We need to do more to understand what is working and be deliberate about sharing that across our classrooms.



# Excellent education

## Why is this a priority?

One of our core purposes is to provide an excellent education. We know that the most important thing is getting the basics right.

Every child has the right to acquire knowledge and skill in every subject before they leave education. The actions within this priority area are about making sure all students receive their full entitlement. We want to create greater consistency and alignment across the academy so that every classroom can share in our collective knowledge of what makes for the best curriculum and teaching.

## What will success look like?

- Our curriculum, teaching and assessment will reflect shared principles about quality.
- There will be active support, collaborative planning and coaching structures available for our teachers.
- Our curriculum will be inclusive and will enhance literacy provision.
- Our students will have academic resilience and independent learning skills.

## What are we going to do?

- Decide what knowledge and skills students are entitled to in each subject.
- Continue to review our curriculum offer so that every programme of study and enrichment activity has a strong rationale for inclusion.
- Deliver high quality CPD and support teachers to ensure all teachers develop their practice.



# Most effective support

## Why is this a priority?

Cowes Enterprise College’s staff have a strong sense of moral purpose and have chosen to work to make a difference to our community. We need to ensure that our students all receive the support they require to excel.

Nationally, access to external professionals that can provide support has been very challenging for a long time and will remain so for the foreseeable future. If we want our students to get the help they need, we will need to ensure that our students have access to the high-quality levels of support they need.

## What will success look like?

- Consistently low levels of absence across the academy.
- Students demonstrate positive behaviours and attitudes to learning as the norm.
- We deliver well-being and positive mental health support for students both through the universal curriculum and through bespoke packages.
- Students make excellent progress regardless of their background, specific needs or starting points.

## What are we going to do?

- Invest in the attendance side of our pastoral team to expand expertise and increase the availability of support for students.
- Continue to develop the range of SEND support available to students using a child-centred approach.
- Further reduce exclusions through personalised behaviour intervention packages.
- Open our own in-house student support unit.



# Exceptional personal development

## Why is this a priority?

One of the important factors in our strategy is the positive difference that exceptional personal development makes. We aim to level the playing field by building cultural capital and character through high quality enrichment opportunities and the explicit teaching of personal development through the curriculum.

A child that learns beyond the curriculum can accumulate 40% more learning time in a single year than a peer whose only learning is through the timetable. Our aim is to make the commitment more sharply focused on the students who need it most by tracking attendance at enrichment opportunities and positively targeting students we want to attend opportunities beyond the school day.

## What will success look like?

- The curriculum will deliver a universal offer for all students which encourages exceptional personal development and which includes high quality careers support for every year group.
- Enrichment will not be a bolt-on but will be seen as the informal element of our wider curriculum.
- The informal curriculum will make a measurable contribution to all aspects of the whole student: knowledge, skill, social and emotional development, life skills and experiences.

## What are we going to do?

- Develop and deliver a high-quality strand to our Inspirational Futures career based KS3 curriculum called 'Eco Futures' which will add relevance and inspiration to our KS3 teaching.
- Track attendance of all students at enrichment and use this to ensure every student receives the broadest curriculum possible.
- Undertake research with parents and students to understand why students do not take up the learning that is on offer.



# Well organised and well run academy

## Why is this a priority?

Our core purposes depend on having a strong organisation to support how we deliver our educational aims and to achieve this we need the right people in our academy. As an academy, our ways of working have not always kept pace with our evolution. If we are to become a top-performing academy we will need the people, technology, estate and information that are among the best in education.

There are some staff groups that face particular recruitment challenges. Nationally, fewer teachers are being recruited and there are increasing numbers leaving the profession. Research tells us that an important factor in excellent education is that educationalists can focus on the business of curriculum, assessment, teaching and pedagogy. In order for this to be consistently the case, we will need to invest in those people, systems and processes which support our educationalists and ensure that our staff leaders enable staff from across the academy to keep motivated and committed even when under pressure.

## What will success look like?

- Teachers and classroom leaders are able to concentrate on the management of teaching and school improvement because they are backed by support functions that run smoothly and efficiently.
- All staff and students benefit from high-quality learning environments and facilities.
- Our staff feel like they are part of an inclusive family where the culture of collaboration means all understand and are committed to what we want to achieve.
- None of our classes will be taught by unqualified teachers, except where that is a deliberate choice.
- Our support staff are well trained and qualified to perform the roles that we need them to do. Those who want to can develop and progress further within the academy and Trust.
- The level of staff turnover will be healthy and we will reliably attract high quality candidates.

## What are we going to do?

- Invest in support, training and development for all roles, including through educational research.
- Continue to work in partnership with the Teaching and Research School, Thornden School, to provide support for NQTs and continuous professional development.
- Support staff well-being and consider workload as a key aspect of academy decision making.
- Use the academy's finances efficiently, effectively and economically.
- Listen to all stakeholders to plan collaboratively and hear the voices of all.
- Take a long-term view to ensure that we provide an excellent learning environment for all students.





**COWES**  
**ENTERPRISE COLLEGE**

**AN ORMISTON ACADEMY**



*Educate for life*

