

## Doncaster Deaf Trust

### Trust

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### Nursery

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### School

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### Aspire to Be

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[www.deaf-trust.co.uk](http://www.deaf-trust.co.uk)



**Doncaster Deaf Trust**  
A National Centre of Excellence

## Doncaster Deaf Trust: Strategic Plan **2020-2025**





# Doncaster Deaf Trust: Strategic Plan **2020-2025**

## Vision

To be a national leader achieving outstanding outcomes that improves people's lives.

## Mission

To provide outstanding specialist education, training and care services for people who are deaf or have other communication difficulties and learning disabilities. To continue to develop partnerships and promote collaboration for the benefit of our provision and that of the wider community. We will continually train and develop our workforce to inspire our children and young people to achieve success in order to promote independence and employability.

## Values

- 1 **Leadership:** we empower people to do the right thing and go the extra mile in everything they do
- 2 **Innovation:** we aspire to shape a new and better future for the Trust community by embracing opportunities, thinking differently and taking positive action
- 3 **Inclusivity:** we respect people, value diversity and are committed to equality
- 4 **Quality:** we strive to be outstanding through continuous improvement of systems, people and habits
- 5 **Perseverance:** we will overcome obstacles together with a can-do attitude
- 6 **Positive culture:** we foster an ethos of accountability, responsibility, honesty and togetherness.





## Strategic Priorities and Aims

There are six priorities and 15 aims in the plan. The priorities are equally important and cover the Trust and all our services. They need to be reflected in business development and quality improvement planning in each service. The aims will deliver high quality and effective performance and provision in each area to deliver on our vision, mission and values and support the growth of the Trust.



**Doncaster Deaf Trust has a long and proud history and we are now at a really exciting part of our journey as we look to build on our reputation as an outstanding provider of specialist education, training and care services for people who are deaf or have other communication difficulties and learning disabilities.**

Marek Gutowski | Interim Chair of Doncaster Deaf Trust



## Key Performance Indicators

How we will measure progress and success

The KPIs are focused on four key objectives that are crucial to the progress and success of the strategic plan. The Trust has the responsibility for the overarching KPIs and each service will establish, monitor and review their own to contribute to the measurement of performance through the KPI process. Each service leader will be held accountable for their objectives and service KPIs.

### Objective 1: Finance

Control costs and achieve budget targets across all services

### Objective 2: Quality

Maintain or improve Good or Outstanding Ofsted grades and increase the percent of children and young people achieving their predicted outcomes or progress measure

### Objective 3: People

Recruit, retain and develop excellent staff to increase the quality of provision, achieve high standards, develop specialism and deliver the vision and mission

### Objective 4: Safeguarding, Health and Safety

Maintain and improve the safety, health and well-being of all children, young people and staff



**It's vital we set ourselves ambitious targets and KPIs that are regularly reviewed so we can easily see where we need to make improvement but also what we are doing well.**

Alexis Johnson | Executive Principal

## Strengths

What we do best

Provide Good and Outstanding education and care through a Nursery, Special School, Children's Home and Residential Special College

High quality specialist education and training for children and young people who are deaf, hearing impaired, autistic, have communication difficulties and other learning needs or disabilities

Specialists in British Sign Language from Level 1 to Level 6

Local, national and international reputation as specialists in Deaf education

High quality vocational training facilities including Motor Vehicle, Construction, Hair & Beauty, Catering, Horticulture, Sport & Leisure, Business Administration and Enterprise including work experience with a wide range of employers in a variety of sectors

Specialist Employability Support for young people and adults providing highly successful work experience, enterprise opportunities, supported internships, part-time and full-time employment

Develop children and young people's skills in community access, independence and communication that promotes inclusion and facilitates achievement of personal goals and aspirations

Delivery of excellent outcomes through each service

Innovation and creativity in practice across all services that results in high quality provision and positive experiences

Flexible and adaptable teams with capacity to embrace new opportunities

Existing and new strategic partnerships with other relevant and appropriate organisations to support the achievement of the strategic plan

Strong and effective leadership across the Trust including potential for future leaders within the staff teams

Dedicated, committed, resilient and spirited staff teams

## Implementation

How we will get there

Communicate, evidence, monitor and evaluate the vision, mission and values

Integrate strategic priorities into service level planning

Focus on strategic aims and ensure effective achievement of each one through service plans

Set objectives for all senior leaders and service leaders linked to the KPIs and strategic priorities and aims

Monitor, support and review the delivery of the objectives and KPIs

Provide support, training and direction to facilitate success across the Trust at all levels

Ensure clarity of responsibility and accountability

Nurture a positive team ethic and culture

Recognise and celebrate success when it happens

