



Strategic Direction & Priorities

2022 - 2025

A photograph of three young girls in school uniforms (dark blue sweaters and grey pleated skirts) playing in a park. They are laughing and reaching up towards falling autumn leaves. The background shows a chain-link fence and green foliage. The text is overlaid on the top and bottom of the image.

MISSION

Flourishing Futures

John 10:10 - He came so that they may have life and live it to the full

VISION

We will be an exceptional School Trust.

We are committed to social mobility and a culture of belonging.

We do this by investing in people enabling every child to be taught by the very best teachers so that we can achieve social change and all children flourish.



VALUES

Empower: We invest in each other and our communities.

Excel: We champion opportunity and equality for all and in all that we do.

Together: We are one team and agree to work as one family.



OUR BELIEFS

We believe that:

We are Stronger Together

We deliver and achieve more than we could ever do individually.

In a Sense of Belonging

Every member of our School Trust matters and knows that they belong.

In Removing Barriers

Ensuring that where you begin does not limit your horizons.

In Realising the Possible

You cannot be what you cannot see.

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Strategic Direction: The Landscape

“What if we are the hope and we fail?” (Dan Nicholls CLF October 2022)

Our direction has been set as we emerge from a global pandemic and sets out how, as a School Trust, we need to adapt and respond to what our children have experienced over the past two years. We must all agree and recognise that damage has been done.

As a School Trust we have the opportunity to respond and to be part of the solution for the system so that this generation of children are not labelled and do not become the ‘Covid Cohorts’.

Post-pandemic and a changing education landscape means that our most disadvantaged children, more than ever, need our School Trust to provide them with an education which enables them to flourish and have the opportunity to be socially mobile.

Our children come to school in a region that is the third worst for upward social mobility and the lowest performing for disadvantaged children. We must do better as a system and as a sector.

They need us to be ambitious and audacious in our goals for them.

The strategic priorities set out how we will work towards driving our beliefs and achieving our vision and ensuring that we privilege our most disadvantaged.

We are brave in our mission and do not shy away from understanding the true impact of deprivation.

We know that providing the best education for the most vulnerable will also result in the best educational offer for all children.

This document, alongside the Growth Strategy 2022-25, sets out the key priorities to enable us to achieve our vision and reflect the mission of the Trust.



Strategic Direction: Mission, Vision and Values

The School Trust was established in 2012 and is underpinned by our Christian mission - John 10:10 ***He came so that they may have life and live it to the full.***

The Trust is committed to the life chances of all children and, in particular, the most vulnerable pupils. Over time the School Trust has supported many vulnerable schools through them joining the Trust or by being supported through commissioned school improvement work.

Our vision is to develop our School Trust to ensure that all children, no matter what their background, have access to a better life and have an opportunity to flourish because they were part of our School Trust.

We are committed to expanding the expertise that we offer our children through growth and the commitment to developing all staff to ensure that they are the very best for our pupils.

We are committed to serving our pupils and communities and we do this through a curriculum offer which enables them to flourish, experience endless opportunities and attain well, no matter what their starting point.

We define this through our **Mission, Vision, Values and Beliefs.**

Mission

Flourishing Futures (John 10:10 He came so that they may have life and live it to the full) – we believe that all children have the right to live life to the full.

Vision

We will be an exceptional School Trust. We are committed to social mobility and a culture of belonging. We do this by investing in people enabling every child to be taught by the very best teachers so that we can achieve social change and all children flourish.

Values

Empower – we invest in each other and our communities.

Excel – we champion opportunity and equality for all and in all that we do.

Together – we are one team and agree to work as one family.

Beliefs

We believe that:

- We are Stronger Together – we deliver and achieve more than we could ever do individually.
- In a Sense of Belonging – every member of our School Trust matters and knows that they belong.
- In Removing Barriers – ensuring that where you begin does not limit your horizons.
- In Realising the Possible – you cannot be what you cannot see.

Strategic Direction: Achieving our Beliefs

Our stakeholder consultations identified how we live our beliefs in all that we do.

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| We are Stronger Together | <p>We will do this by:</p> <ul style="list-style-type: none">• Being a single organisation working as one to enable efficiency and value for money to maximise impact on our pupils.• Ensuring that all members of our School Trust understand our mission and come together, deliberately to collaborate, learn together, and develop expertise for the benefit of the children.• Continually refining our offer to schools and children so that it is agile and resilient to change and growth.• Investing in the very best professional development and career pathways for colleagues. |
| A Sense of Belonging | <p>We will do this by:</p> <ul style="list-style-type: none">• Working with our pupils, colleagues, and communities to embrace equality and diversity and celebrate differences and ensure that we all belong.• Reaching out beyond our School Trust to learn and collaborate and continually improve our offer to children.• Prioritising wellbeing for our pupils, colleagues, and communities to enable them to flourish in all that they do.• Ensuring that our colleagues, pupils, and communities have a voice and know that they matter. |
| Removing Barriers | <p>We will do this by:</p> <ul style="list-style-type: none">• The highest quality teachers for our children.• Providing the highest quality curriculum offer where children can develop knowledge and skills which will serve them throughout their education journey and beyond.• Having ambition and aspirations for all members of our School Trust.• Privilege our most vulnerable learners so that their additional barriers can be lifted. |
| Realising the Possible | <p>We will do this by:</p> <ul style="list-style-type: none">• Enabling our children to connect with their communities and see themselves making a difference in the world.• Providing personal development and careers opportunities to ensure that children have ambitions and aspirations for themselves.• Enabling all children the chance of social mobility because of the offer that we have provided. |

Strategic Direction: Context and Background

The Board of Trustees and Executive Leaders have developed the direction and priorities through a comprehensive set of evaluation activities which have included:

- Stakeholder consultations on vision, values, and beliefs
- Visioning workshop with Senior Executive Team and Board Members
- NGA Governance Review
- Analysis of 2021 outcomes for children to assess impact of pandemic
- Reviewed Ofsted Reports from current Schools
- External/Peer Reviews of Schools
- Analysis of Academy Risk Assessment Tool
- Analysed impact of pandemic through Covid Recovery Plan
- Considered EEF research
- Considered Good Childhood Report and Social Mobility study
- External Trust Diagnostic with Sir David Carter
- Evaluation of previous Strategic Plan
- Understanding of current School Trust landscape with CST
- Understanding of SW regional priorities for growth the RSC
- Understanding of Diocesan priorities for growth and future landscape

These internal and external reviews alongside evaluation have identified the key direction and priorities for the Trust as it responds to the growth agenda as well as providing an education that children need in this post-pandemic era.

Each year the Board will hold a Strategy Day where Executive Leaders, Heads, Senior Leaders and Chairs of Local Committees will work in developmental workshops to review and refine the strategic direction and priorities and reaffirm the aspirations and future direction of the Trust.

Key Documents to support the strategic direction and priorities:

- Trust Growth Strategy
- Trust Development Plan and KPIs
- Trust Board Self-Reviews
- Trust Board – External Reviews
- Trust Risk Register
- Trust Talent Management and Succession Plan
- Trust Quality Assurance and Evaluations Cycle
- Trustee Annual Report and Accounts



Strategic Direction: Strategic Priorities and Objectives

Priority One - Stronger Together: To nurture and grow our School Trust and increase the skills and expertise we offer to our children.

- Education and business core offers which are agile and resilient to regional growth of hubs.
- To create clear support, development, and career pathways for all staff in the School Trust so that our children have the very best provision available to them.
- To act within and on the system so that all children in the Southwest have access to the best possible education.

Priority Two - A Sense of Belonging: Every child and member of the School Trust will belong and be provided with opportunities to flourish and grow.

- We will attract, identify, develop, and retain exceptional talent and skills to ensure that our children have the very best education.
- Every child and member of our School Trust will have access to a comprehensive offer to support mental health and wellbeing in order to flourish
- Through courageous advocacy every child in our Trust will contribute to making a difference in the world.

Priority Three - Removing Barriers: To make our most vulnerable pupils our highest priority and give them access to the very best teachers.

- Create the highest quality, equitable offer for our SEND and disadvantaged children so they flourish.
- To eradicate the disadvantage gap by the end of KS2 through and exceptional teaching and curriculum offer.
- To create a digital strategy to ensure that all learners, and staff, have the basic digital skills and tools that they need to unlock and access learning.

Priority Four - Realising the Possible: Provide an offer which makes social mobility a real possibility for all children.

- Every child will be provided with a distinctive curriculum offer which ensures they engage with business and careers.
- Every child will be provided with personal development experiences and opportunities which create possibilities and aspirations for their future.
- To provide the highest quality learning environments for our children to enable an exceptional curriculum offer.



Strategic Priority One

Priority One - Stronger Together:

To nurture and grow our School Trust and increase the skills and expertise we offer to our children.

- Education and business core offers which are agile and resilient to regional growth of hubs.
- To create clear support, development, and career pathways for all staff in the School Trust so that our children have the very best provision available to them.
- To act within and on the system so that all children in the Southwest have access to the best possible education.

Why It Is Important

Constantly improving and building on the scope and scale of the expertise that we offer our children is a core priority. We believe that every growth point in our School Trust should provide greater expertise and improved quality of teaching and curriculum for all of our children.

In order to do this, we need to ensure that we clear the path for our colleagues in school to be able to focus on the main thing – the education of our pupils.

We need to ensure that our Business Support and School Improvement Core offers and support enables this and is agile to growth.

It is also important that we focus on the succession planning for the School Trust to ensure that we are growing and nurturing colleagues and securing talented, skilled, and dedicated colleagues for the future.

We believe in the very best education for all children, not just those in our Trust. We therefore are committed to outreach work and supporting the system to improve education in our region. Developing the future system leaders not only benefits our children but all children in the Southwest.



Strategic Priority Two

Priority Two – A Sense of Belonging:

Every child and member of the School Trust will belong and be provided with opportunities to flourish and grow.

- We will attract, identify, develop, and retain exceptional talent and skills to ensure that our children have the very best education.
- Every child and member of our School Trust will have access to a comprehensive offer to support mental health and wellbeing in order to flourish
- Through courageous advocacy every child in our Trust will contribute to making a difference in the world.



Why it is Important

We know that the key to providing our pupils with the best education is through developing our colleagues and ensuring that they have the skills and knowledge to empower them in their roles. A sense of belonging is key to staff retention and satisfaction and ensuring that they have a voice in how we shape our Trust.

We have seen both children and colleagues suffer the impact of the global pandemic. We recognise the mental health and wellbeing crisis that our country faces, and we will strive to support both colleagues and pupils in a comprehensive support package.

Our children have told us that they place high value on their role as citizens in their local, national, and global communities. Our Christian foundation and the values in our academies reflect this commitment to courageous advocacy so that our children will have opportunities to be part of their wider communities and help make a profound difference, however small.

Strategic Priority Three

Priority Three - Removing Barriers:

To make our most vulnerable pupils our highest priority and give them access to the very best teachers.

- Create the highest quality, equitable offer for our SEND and disadvantaged children so they flourish.
- To eradicate the disadvantage gap by the end of KS2 through an exceptional teaching and curriculum offer.
- To create a digital strategy to ensure that all learners, and staff, have the basic digital skills and tools that they need to unlock and access learning.

Why it is Important

We cannot ignore that the pandemic has done damage to our children, particularly the most vulnerable. If we simply label children the 'lost generation' we are dooming their potential. We believe, wholeheartedly, that every child should have the opportunity to flourish.

We are committed to our most vulnerable children, and we will privilege our most disadvantaged while ensuring that all children continue to achieve well.

We will do this not simply by 'addressing gaps' but providing a curriculum which provides opportunity and is tailored to meet the needs of our children to prepare them for their future and ensure success in their next educational steps.

Our children need us to be ambitious for them. We are committed to social mobility and alongside the opportunities and enrichment in our curriculum we know that academic achievement unlocks doors. So, no matter what their starting point, or their barrier, we will work hard, every day to ensure that every child can achieve their very best and every individual journey is successful for them.



Strategic Priority Four

Priority Four - Realising the Possible:

Provide an offer which makes social mobility a real possibility for all children.

- Every child will be provided with a distinctive curriculum offer which ensures they engage with business and careers.
- Every child will be provided with personal development experiences and opportunities which create possibilities and aspirations for their future.
- To provide the highest quality learning environments for our children to enable an exceptional curriculum offer.



Why is it important

Children cannot be what they cannot see. Alongside the very best teaching and academic offer we must provide our children with opportunities and expose them to experiences which inspire, shape thinking and provide them with pathways.

We must not label children based on socio-economic status, we must not put ceilings on children because their families cannot afford the same activities and experiences. We must do all that we can to help our children realise their possible.

This is more than being aspirational on their behalf, we must provide opportunities for them to see careers and make it meaningful, they must experience things out of their normal and expose their thinking to new things. We hope that one small act of inspiration will have a profound impact and help break down the barrier that talent only comes as a result of opportunity.

We are helping shape future citizens and we must play our part through their educational journey.



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