



Strategic Plan

A Flourishing Trust
Version 1



Together, pursuing life in all its fullness
John 10:10



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Opening reflection

We think of flourishing pupils: eager to come to school, enjoying games which suit them, full of hope, relaxed that an adult will listen if something nasty has happened at home or on the way to school, learning new facts and skills at their level, joining in with others in projects - perhaps campaigns to make the world a better place, who understand and are inspired by the messages in assemblies, and sometimes advance in wisdom because of them, who have been taught to be resilient when life gets tough.

This needs flourishing staff, from office administrators, lunch-time supervisors and cleaners along to the senior leaders and those in the central team: people who feel their work is worthwhile and is valued within the whole multi academy trust enterprise - and their wellbeing is honoured too, who are not overwhelmed with administration, marking, extra duties; who are trained sufficiently to do a good job, are treated with dignity, who can share their problems with a sympathetic friend - or a senior leader who has enough time to listen, who are unselfish and hold the school and trust vision and values in their hearts even on bad days.

This needs governance to flourish at all levels. Volunteers who are supremely wise, passionate about their communities, who encourage, suggest, sometimes challenge, but don't try to micro-manage what leaders are paid to do, who try to find the time to study reports and agendas and minutes; who visit school for an agreed purpose when appropriate, who hold the school and trust vision and values - and the needs of staff, pupils and their families - in their hearts, even in the middle of disagreements over policies and priorities.

We ask God that we co-operate with Him in developing and keeping the Diocese of Coventry Multi Academy Trust as a flourishing educational charity.

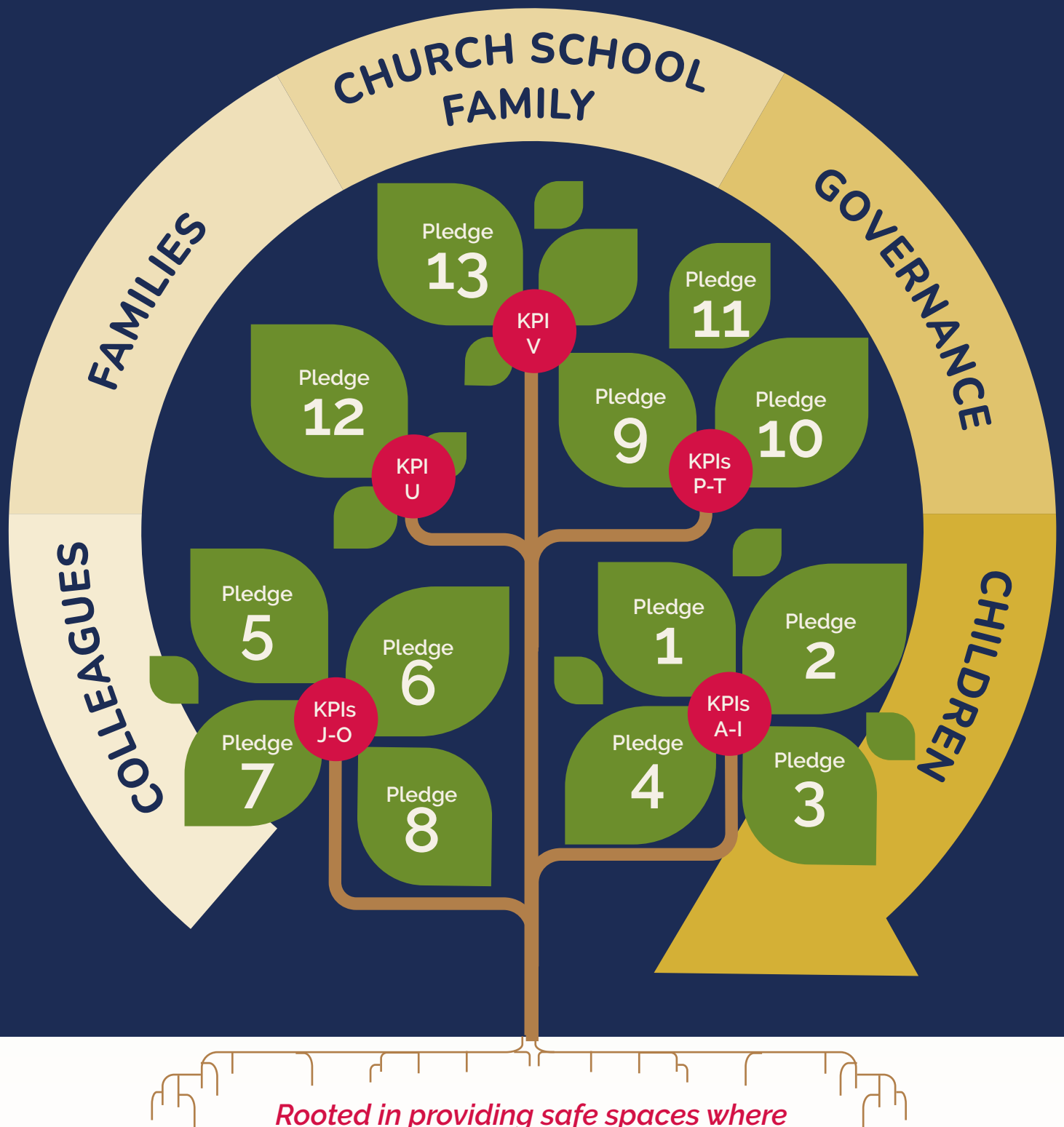
In Jesus' name. AMEN.

Based on a reflection from Roderick Clark, Chair of the Academy Governance Committee of Southam St James Church of England Primary School.



Strategy summary

This plan focuses on five key stakeholder groups and recognises that these groups will flourish together, far better than they will flourish alone.



Rooted in providing safe spaces where everyone is inspired to learn, achieve, contribute and thrive in life

Executive summary

The commitments of this plan are to support:



Flourishing children



Flourishing colleagues



Flourishing governance



Flourishing families



Flourishing wider church school family

1. Support children to flourish

This plan turns these commitments into:



Succinct yet ambitious:
PLEDGES



Identifies for each:
KEY PERFORMANCE INDICATORS (KPI'S)

PLEDGE 1

We will ensure that children are well prepared for the next stage in their lives

- A) We will increase our Attainment 8 score to close the gap to the national average, while always doing the right thing for each child.
- B) The percentage of children across the trust achieving the expected standard in their KS2 reading, writing and maths combined will have increased to be in line with the national average.
- C) The percentage of children across the trust achieving a good level of development at the end of their early years foundation stage will have increased to be in line with the national average.
- D) We will receive judgement 1 in all SIAMS inspections.
- E) Personal development and wellbeing in every academy to be self assessed as at least the expected standard in the Ofsted framework.

PLEDGE 2

We will ensure children in this trust are happy and safe at school

- F) Consolidated information from academy surveys tells us that the significant majority of our pupils feel happy and safe at school for every year of this plan.

PLEDGE 3

We will ensure equity and inclusion for all children

- G) Pupil attendance will exceed the national average.
- H) There will be fewer persistently absent children in our trust than the national average.

PLEDGE 4

Our children will be supported to become world changers

- I) School improvement visits demonstrate how our children are encouraged to make a positive difference to the world in which they live.

1. Support colleagues to flourish



PLEDGES

PLEDGE 5

Our colleagues will feel happy, safe and well supported at work

PLEDGE 6

Our colleagues will see our Christian distinctiveness in action

PLEDGE 7

People will want to work for us

PLEDGE 8

Our colleagues will have opportunities to develop



KEY PERFORMANCE INDICATORS (KPI'S)

J) Colleagues in our academies will be equipped with the tools and strategies to support our most challenging and vulnerable pupils. This will be evidenced by more colleagues telling us they feel safe at work in the staff wellbeing survey.

K) Leadership & Management in every academy to be self assessed as at least the expected standard in the Ofsted framework.

L) We will receive judgement 1 in all SIAMS inspections.

M) The majority of our colleagues will feel the trust's Christian ethos at work. This will be evidenced each year by the annual staff wellbeing survey.

N) Staff retention will be above the sector average each year.

O) The trust delivers a professional development programme that draws on training, practice, and coaching, to build and sustain an effective team of leaders, teachers and support staff. This will be evidenced from our annual staff wellbeing survey, where the majority of staff will report positively about their opportunities to develop each year.





3. Support those involved with governance to flourish



PLEDGES



KEY PERFORMANCE INDICATORS (KPI'S)

PLEDGE 9

We will ensure this trust is financially sustainable and fully compliant with the Academy Trust Handbook

- P) We will maintain budgets and monitoring of actual performance to budget to ensure operating reserves remain within trust policy each year
- Q) We will continue to be fully compliant with the musts in the Academy Trust Handbook each year

PLEDGE 10

Board and Academy Governance Committee members will want to serve and will feel valued

- R) Everyone who volunteers in our governance structure feels aligned to the trust's purpose each year
- S) Everyone in our governance structure feels they are contributing to the trust's purpose each year

PLEDGE 11

There will be an increased focus on environmental sustainability

- T) Our energy usage will reduce each year



4. Support families to flourish

PLEDGE 12

We will support our families, especially the most vulnerable

- U) Every academy is able to provide evidence of how they are supporting families, especially the most vulnerable each year



5. Support the wider church school family to flourish

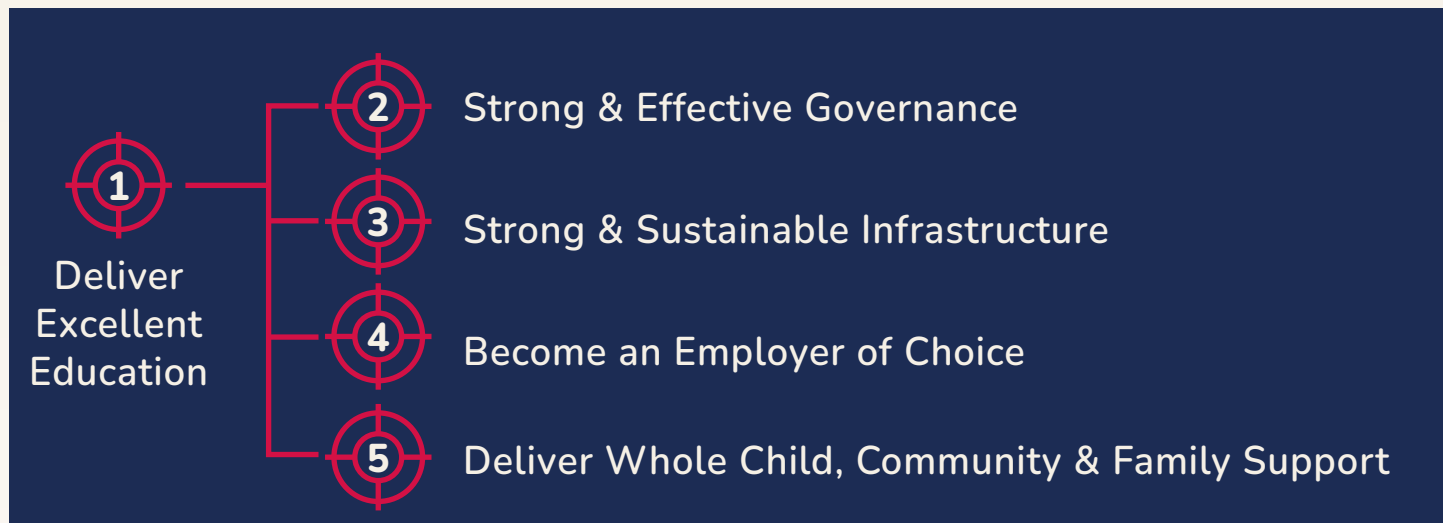
PLEDGE 13

We will work positively with the Diocesan Board of Education to support others

- V) We have clear examples of where we have provided support to the wider church school family across the Diocese of Coventry each year

Introduction

This Strategic Plan builds on the successes of the trust's Strategic Plan 2020-2023. The previous plan looked at the key areas of development in 2020 and strengthened the organisational foundations for the trust to flourish.



The trust is now in a stronger position, and although leaders must continue to develop the areas identified above, this must be through the lens of the trust's vision of pursuing life in all its fullness. As articulated in the opening reflection, our academies must be full of hope. We must be recognised for how our people treat one another with dignity, are full of wisdom, and bring a true sense of what we can all do for our wider community. The areas above have therefore been incorporated into this plan.

In this plan, the opportunities a strong academy trust can bring to those pursuing life in all its fullness have been more explicitly identified. This vision of life in all its fullness, alongside the desire for everyone involved in the trust to flourish and to take hold of the life that is truly life, is the golden thread that runs through this plan.

This Strategic Plan sets the overall long term direction for the trust and has clear and measurable objectives for the current year. The action plans, priorities, and performance indicators will be reviewed and updated each year to ensure leaders always have a vision for at least the next three years that aligns to the changing educational landscape, locally and nationally.

This Strategic Plan is underpinned by operational delivery plans, and individual Academy Improvement Plans, which detail the contribution each part of the trust will play towards its delivery. These operational plans will be subject to an ongoing review throughout each year.

There remains a crucial role for the evolving Academy Improvement Review meetings. These are held twice a year with every academy in the trust and facilitate dedicated time to focus on academy priorities and how they align with this trustwide plan.

This plan is informed by research and publications specifically related to church schools, such as the Church of England's Hope for a Flourishing Schools System. It also has been influenced by Government documents such as the Academy Trust Quality Descriptors and the Academy Trust Handbook. Finally, it incorporates findings and publications produced by organisations such as the Confederation of School Trusts and Edurio.

Our vision

Church schools continue to stand at the centre of the Church's mission to the nation and the distinctively Christian ethos of a church school underpins everything we do.

Whenever you walk into an academy run by The Diocese of Coventry Multi Academy Trust it will be immediately clear that you are walking into a church school. We don't change the distinctiveness of a school when it joins us. Instead, we add genuine value, we ensure the Christian identity that should run through all Church schools shines brightly and we ensure that the Church of England's Vision for Education is being lived everyday.

Specifically, our vision, based on John 10:10, is for:

“Every adult, every child and every academy in our trust to come together in order that we may pursue life in all its fullness.”



Our purpose

Throughout 2024/25, several sessions were run with members of the Board, Trust Leadership Team, Academy Governance Committee members, and Headteachers to clarify the trust's purpose. These stakeholders unpicked the trust's vision, "together, pursuing life in all its fullness", to better understand and be able to articulate the component parts.

This consultation included a session with all colleagues in February 2025, who were asked

As a diocesan trust of 5,500 children, 950 members of staff, 150 governance committee members, and 22 church schools, what do you feel is our purpose?

All inputs were taken to a strategy meeting of the trust Board in July 2025 where the final purpose statement was agreed:

“To provide safe spaces where everyone is inspired to learn, achieve, contribute and thrive in life.”

This shared Christian vision and clearly defined purpose help us to be unified around clear pledges, which are set out in this document and which set everyone in our trust on the path to flourishing.

Identifying priorities

Directors, through the Board, set policy, service standards and agree priorities. The objectives and priorities in this plan reflect what the Board feels are the most pressing challenges and opportunities facing the area which the Trust has the capacity, ability and responsibility to deal with.

The priorities provide important focus in an uncertain and complex educational landscape. This plan will change over time. It will be adaptable to reflect circumstances on the ground, emerging new challenges and the impact of any new legislation.

Below the high-level strategic plan sits an Operational Delivery Plan, a range of detailed action plans and

individual academy improvement plans. These describe the focus for improvement, actions to support improvement, resources and monitoring of the service units and academies working within the Trust. Alongside each plan sits the Trust budget, policies and service standards. Much of the detail about how we secure our outcomes will be found in these other documents.

How we work

Just as important as what we pledge to deliver, is how we pledge to deliver it.

Our academies will live up to their foundation as church schools that will deliver an excellent education to the children in our care, ensuring they not only achieve academic success in line with national averages, but that they are also given numerous and rich opportunities for personal development and worship. We will focus our resources on the delivery of the trust's purpose while creating a culture of continuous improvement that expects excellence, and forgives mistakes.

We will become a great place to work by ensuring high quality and inclusive leadership, investing in and supporting our people, putting the right staff development in at the right time, in the right place, and providing excellent career opportunities for everyone who wants to progress. We will communicate clearly and consider workload when making decisions, and we will provide a working

environment that fosters a sense of belonging. We will seek and act on feedback, and we will encourage our colleagues to ask "why" in an environment of psychological safety.

We will ensure our trust wide governance is focused on the purpose of the trust and instinctively put the children and our colleagues first. The role of everyone involved in governance will be well understood, and our volunteers will feel valued and well equipped to serve.

We will recognise our role in civic leadership and will work with other agencies to generously support our families with love, compassion, integrity and understanding. This support will extend to the wider church school family, who we will support with challenges and build up with care so that we may all shine together. In short, our Christian values will guide us.

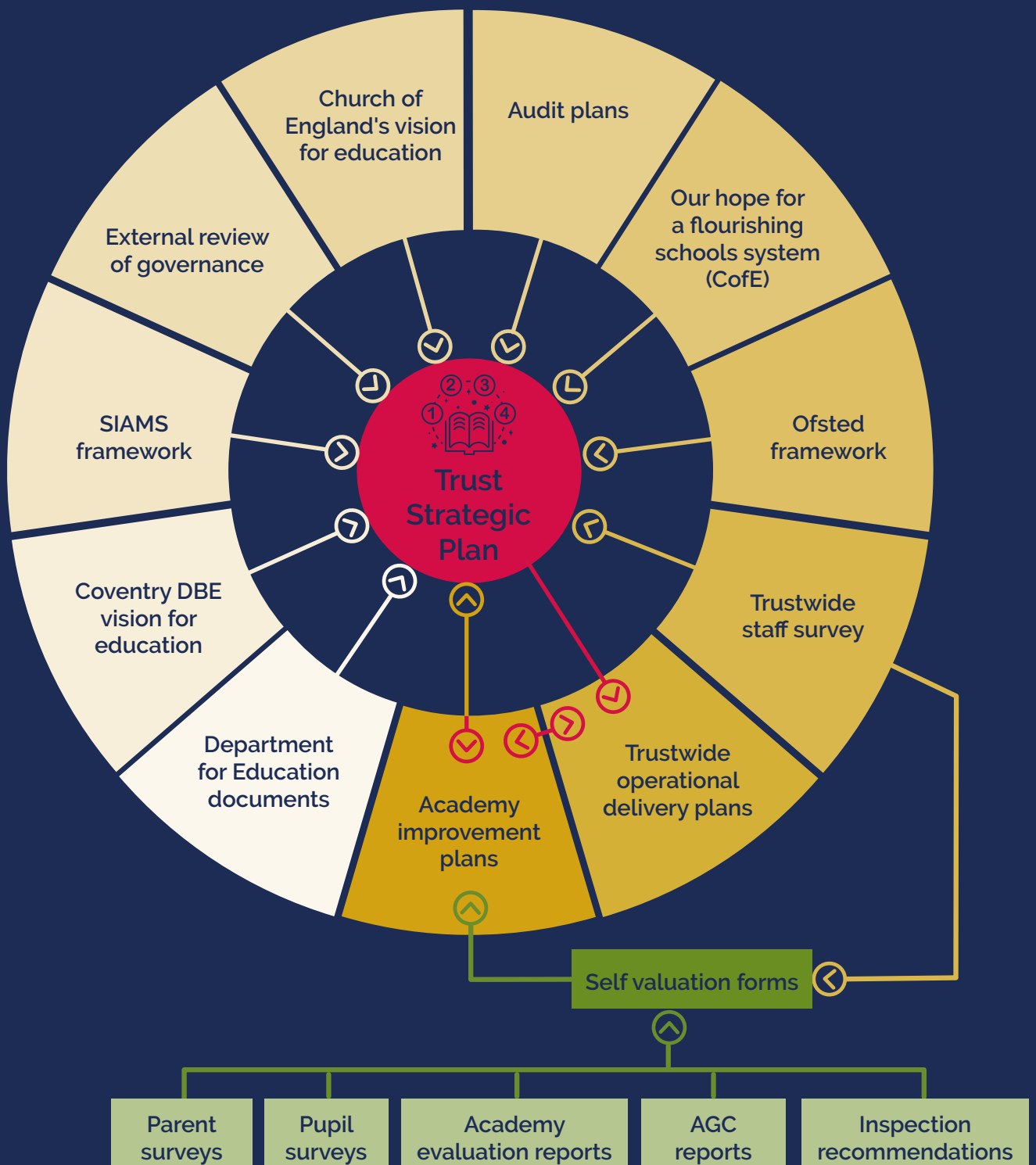
“ Schools today exist in an era of heightened accountability for educational outcomes, measured predominantly via standardized testing. Because of their faith foundation, Christian schools count academic achievement as a paramount aim, but not an exclusive one. In such an era, and particularly for Christian schools, “flourishing” offers a more expansive view of the purposes and processes of education. ”

(Swaner, LE. Marshall, CA and Tesar, SA, p5).

Delivering the plan

"A Christian vision for flourishing together calls for schools to be characterised by mutual care for and service to one another, among educators and students alike. In the process, our schools can become communities for healing that contribute to our collective flourishing". (Swaner & Wolfe, p220).

This plan does not stand alone. It is informed by external reports, surveys, inspections and reviews, and it is designed to steer trustwide operational delivery plans and academy improvement plans. All of which enable its delivery. These must include, but are not limited to:





Our actions



We will know our children are flourishing because...

*“Every flourishing child knows there is at least one adult who is 100% for them, championing their cause, accelerating their journey, and ensuring they have everything available to them to fulfil their God given potential.”
(CofE 2023).*

We will ensure that children leave this trust well prepared for the next stage in their lives

KEY PERFORMANCE INDICATORS (KPI'S)

- A. Each year, we will increase our Attainment 8 score to close the gap to the national average, while always doing the right thing for each child
- B. The percentage of children across the trust achieving the expected standard in their KS2 reading, writing and maths combined will have increased to be in line with the national average
- C. The percentage of children across the trust achieving a good level of development at the end of their early years foundation stage will have increased to be in line with the national average
- D. We will receive judgement 1 in all SIAMS inspections
- E. Personal development and wellbeing in every academy to be self assessed as at least the expected standard in the Ofsted framework

MANAGEMENT PERFORMANCE INDICATORS:

- KS4 outcomes for children eligible for pupil premium will increase to become in line with national averages. This will be measured through attainment 8 and the percentage of children achieving 4+, 5+, 7+.
- The trust’s EBacc average points score will increase to be in line with the national average by 2029.
- The percentage of children across the trust eligible for pupil premium achieving the expected standard in their KS2 reading, writing and maths combined will increase each year.
- The percentage of children across the trust scoring full marks in their multiplication tables check will have increased to be in line with the national average.
- The percentage of children across the trust passing their phonics screening test at the end of Year 1 will remain in line with the national average.
- The majority of our pupils tell us they feel they are being inspired to learn, achieve, contribute, and thrive each year.
- Bespoke development plans are in place for those schools in need of the greatest support in every year of this plan.
- There is evidence of spirituality woven through each academy’s curriculum. This will be evidenced through school improvement visits and SIAMS inspections each year.

We will ensure children in this trust are happy and safe

KEY PERFORMANCE INDICATORS (KPI'S)

- F. Consolidated information from academy surveys tells us that the significant majority of our pupils feel happy and safe at school for every year of this plan.

MANAGEMENT PERFORMANCE INDICATORS:

- Every year, every child will know there is at least one adult who is 100% for them, ensuring they have everything available to fulfil their God given potential.
- Children want to learn with us. Our trust will not fall below 95% of total pupil capacity at any time.

We will ensure equity and inclusion for all children

KEY PERFORMANCE INDICATORS (KPI'S)

- G. Pupil attendance will exceed the national average.
- H. There will be fewer persistently absent children in our trust than the national average.

MANAGEMENT PERFORMANCE INDICATORS:

- We have a strong SENCO network who work together for the benefit of all children with SEND at all times.
- Through the year, we can demonstrate increased staff confidence levels to support those children with the most challenging behaviours. We will measure this through the Beacon Schools staff survey each year.
- Our positive approaches to behaviour management will mean that suspensions and permanent exclusions are a last resort. This will be evidenced by a reduction in suspensions and permanent exclusions across the trust.

Our children will be supported to become world changers

KEY PERFORMANCE INDICATORS (KPI'S)

- I. School improvement visits demonstrate how our children are encouraged to make a positive difference to the world in which they live.

MANAGEMENT PERFORMANCE INDICATORS:

- Schools take part in events in the community which champion change each year.





We will know our colleagues are flourishing because...

*“Where there are few flourishing adults, there will be few flourishing children”
(Swaner, LE and Wolfe, A. p215)*

Our colleagues will feel happy, safe and well supported at work

KEY PERFORMANCE INDICATORS (KPI'S)

- J. Colleagues in our academies will be equipped with the tools and strategies to support our most challenging and vulnerable pupils. This will be evidenced by more colleagues telling us they feel safe at work in our 2025/26 staff wellbeing survey.
- K. Leadership & Management will be graded as at least the expected standard in each Ofsted inspection.

MANAGEMENT PERFORMANCE INDICATORS:

- Our colleagues will feel well supported by effective leaders. This will be evidenced from our annual staff wellbeing survey, where we will continue to be rated above the sector average for Leadership Dynamics each year.
- Leaders will consider the workload and wellbeing of all staff. Leaders will develop process efficiencies, careful consideration of the purpose of requests to colleagues and the removal of duplication of work. Leaders will prioritise staff wellbeing and make sure that staff's work is sustainable and proportionate. This will be evidenced from our annual staff wellbeing survey, where the percentage of positive responses across the trust increases each year.
- There will be a reduction in behaviour related health and safety incidents each year.
- Colleagues with protected characteristics feel included in the workplace. This will be evidenced from our annual staff wellbeing survey, where the majority of colleagues reporting protected characteristics tell us they feel they belong each year.
- Colleagues have high levels of job satisfaction. This will be evidenced from our annual staff wellbeing survey, where the percentage of staff reporting positively regarding their general job satisfaction increases on the previous year each year.

Our colleagues will see our Christian distinctiveness in action

KEY PERFORMANCE INDICATORS (KPI'S)

- L. We will receive judgement 1 in all SIAMS inspections.
- M. The majority of our colleagues will feel the trust's Christian ethos at work. This will be evidenced each year by the annual staff wellbeing survey.

MANAGEMENT PERFORMANCE INDICATORS:

- Colleagues feel they belong in our Church of England multi academy trust. This will be evidenced from our annual staff wellbeing survey, where the proportion of staff reporting a feeling of belonging increases each year.
- All staff and children are invited to take part in school based collective worship and at least one trust wide event each year.

People want to work for us

KEY PERFORMANCE INDICATORS (KPI'S)

- N. Staff retention will be above the sector average each year.

MANAGEMENT PERFORMANCE INDICATORS:

- The number of unfilled vacancies is reduced as recruitment is more successful each year.

Our colleagues will have opportunities to develop

KEY PERFORMANCE INDICATORS (KPI'S)

- O. The trust delivers a professional development programme that draws on training, practice, and coaching, to build and sustain an effective team of leaders, teachers and support staff. This will be evidenced from our annual staff wellbeing survey, where the majority of staff will report positively about their opportunities to develop each year.

MANAGEMENT PERFORMANCE INDICATORS:

- The trust develops career pathways, which are well understood by the majority of staff. As a result, colleagues report positively regarding their working arrangements and career opportunities. This will be evidenced from our annual staff wellbeing survey, where, each year, the percentage of staff reporting positively about their opportunities to develop will increase on the previous year.
- Leaders can evidence clear examples of career progression within the trust each year.





We will know governance is flourishing because...

"Flourishing trusts can only grow from governance that is full of wisdom sustained and nourished by the roots of a deeply Christian vision for education, implemented for the long-term by each individual Diocesan Board of Education" (CofE 2023).

We will ensure this trust is financially sustainable and fully compliant with the Academy Trust Handbook

KEY PERFORMANCE INDICATORS (KPI'S)

- P. We will maintain budgets and monitoring of actual performance to budget to ensure operating reserves remain within trust policy each year.
- Q. We will continue to be fully compliant with the musts in the Academy Trust Handbook each year.

MANAGEMENT PERFORMANCE INDICATORS:

- We will ensure there is regular and timely financial reporting in line with the Academy Trust Handbook each year.
- We will ensure strong forecast and variance tracking to approved budget, and active horizon scanning for risks to three year financial plans each year.
- We will meet reporting requirements and maintain strong going concern judgements at external audit each year.
- We will action Internal Scrutiny (audit) feedback each year.
- We will continue to plan and deliver our capital projects within our expected capital grant income each year.
- All trustwide statutory policies in place for every year of this plan.
- Key financial workforce planning metrics are green or amber in every year of this plan.

Board and Academy Governance Committee members want to serve and will feel valued

KEY PERFORMANCE INDICATORS (KPI'S)

- R. Everyone who volunteers in our governance structure feels aligned to the trust's purpose each year.
- S. Everyone in our governance structure feels they are contributing to the trust's purpose each year.

MANAGEMENT PERFORMANCE INDICATORS:

- People want to serve on our Academy Governance Committees. Our trust will not fall below 75% of total AGC member capacity at any time.
- People want to serve on our Board. We will always have at least seven Directors.
- 100% of Board and AGC members complete mandatory training directed by the trust in every year of this plan.
- At least 80% of Board and AGC members complete non mandatory training recommended by the trust in every year of this plan.

There is an increased focus on environmental sustainability

KEY PERFORMANCE INDICATORS (KPI'S)

- T. Our energy usage will reduce each year.

MANAGEMENT PERFORMANCE INDICATORS:

- The Trust has a Climate Action Plan and has identified a sustainability lead.
- We have plans to become net zero, in line with the Church of England's ambition.
- Children learn about key elements of sustainability.



We will know families are flourishing because...

“While only one person can sit on a stool, many people – students, educators, family, clergy and community members - can fit at a table. This new image encourages schools to become places where we can all meet and break bread” (Swaner, LE and Wolfe, A. p64)

We will support families, especially the most vulnerable

KEY PERFORMANCE INDICATORS (KPI'S)

U. Every academy is able to provide evidence of how they are supporting families, especially the most vulnerable each year.

MANAGEMENT PERFORMANCE INDICATORS:

- We have examples each year of where we have worked alongside other agencies in service delivery.
- We run an excellent Children and Family Centre. This will be evidenced by the majority of KPIs at St Michael's Children & Family Centre continuing to be met each year.



We will know the wider church school community is flourishing because...

“Flourishing trusts are organisations of interdependence, service, generosity and mutuality, and through the formation of ambitious partnerships, secure the flourishing of all, countering the pervasive meta-narratives of comparison and competition.” (CofE 2023).

We will work positively with the Diocesan Board of Education to support others

KEY PERFORMANCE INDICATORS (KPI'S)


V. We have clear examples of where we have provided support to the wider church school family across the Diocese of Coventry each year.

MANAGEMENT PERFORMANCE INDICATORS:

- We are actively engaged in the delivery of the Church of England's Flourishing Leaders Programme each year.



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