

# Strategic plan 2021-2026

To inspire. To raise aspiration.  
To create brighter tomorrows.

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We empower | We respect | We care





# Introduction

**The power of education is indisputable. As a multi-academy trust, our core beliefs are founded on a premise of collaboration. By working together, we can ensure all children and young people - regardless of their starting point or family background - are given the very best chance to progress and thrive.**

In a time of global turbulence, the demands on schools are ever increasing - developing not just a child's subject knowledge, but practical skills for their life ahead and offering a breadth of enrichment experiences and wellbeing support. To meet these demands, we must ensure school improvement is the 'golden thread' and harness the power of our collective expertise, something we are well placed to do as a group of diverse academies.

Together, we have engaged Trustees, executives, leaders and staff across the organisation in re-examining our vision, mission and values. I found a strong appetite and will for change, and a desire to embrace a new narrative, for an ambitious future.

This document sets out how the communities we serve are at the heart of our plans. It outlines our strategic objectives and key aims, which are routed in a new, unifying vision. Together, I am confident we will achieve our goals and, in doing so, they will become a great source of pride for all those who work for Diverse Academies.

**David Cotton**  
Chief Executive Officer

## Our vision

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To inspire.

To raise aspiration.

To create brighter tomorrows.

## Our mission

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We nurture curiosity, develop wellbeing and empower children and young people to go beyond their aspirations. Together, we make a difference in our diverse communities and in the lives of those who learn with us and work with us.





**Education is the most significant lever of change - and increasing the social mobility of all our children and young people is routed in our mission, from early years to post 16 and beyond into adulthood.**

The needs and expectations of employers are evolving at pace as they grapple technological advancements, set to a backdrop of a highly competitive global marketplace. Our children and young people's futures will be aspirational and prepare them to adapt and respond to some of the biggest generational and global challenges of today.

Our focus is to provide the best possible curriculum within our available resources and to enable our children and young people to take advantage of every opportunity they can. We must prepare them for the world they will encounter in the years to come and ensure they can look outwards with positivity and the necessary skills to succeed.

Whilst we will not lose sight of young people's outcomes, we will significantly broaden the definition of success to beyond the current narrow performance measures - and include the role and impact we have within our communities.

Together, we will draw on research and devise innovative strategies to enhance practice across all settings. Our shared aims will drive our collective efforts to deliver consistently within all our academies.

# Our values

We empower  
We respect  
We care

## What it means to be part of Diverse Academies

Our shared core values are an important statement of the lasting ethics and principles that guide us in what we do and how we do it. They are key to shaping our organisational culture and strategy.

We will achieve our vision through **3** strategic objectives

**1.**

Develop a high-performing organisation which is agile and sustainable within an ever-changing global context.

**2.**

Secure the best outcomes for all pupils and students, so they achieve their full potential academically and have the skills to be able to actively contribute to a global society.

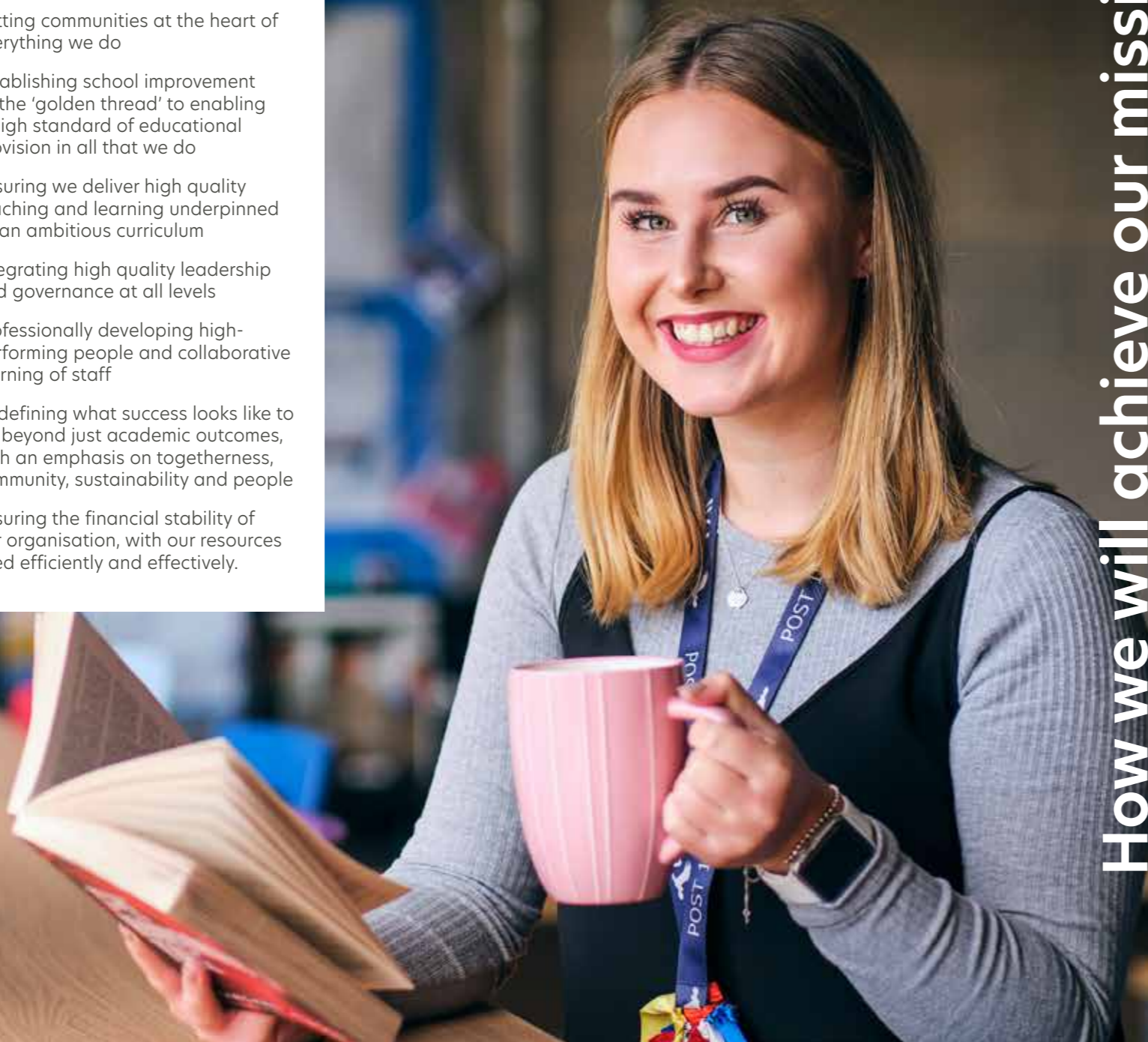
**3.**

Improve the integration, agility and flexibility of resource management to enable sustainable school improvement.

# Our key aims

## We will achieve our mission by:

- putting communities at the heart of everything we do
- establishing school improvement as the 'golden thread' to enabling a high standard of educational provision in all that we do
- ensuring we deliver high quality teaching and learning underpinned by an ambitious curriculum
- integrating high quality leadership and governance at all levels
- professionally developing high-performing people and collaborative learning of staff
- re-defining what success looks like to go beyond just academic outcomes, with an emphasis on togetherness, community, sustainability and people
- ensuring the financial stability of our organisation, with our resources used efficiently and effectively.



# How we will achieve our mission

## Communities

We will actively engage and have influence across all elements of our communities – employers, institutions and organisations critical to shaping our children's futures. We will evolve our aspirations for children and young people to enable them to apply their knowledge and skills, so they move onto destinations that our communities need and employers demand. We will focus our attentions on the quality of education we provide, and the impact and delivery of the breadth of curriculum – all of which serve the best interests of the children, young people and communities we serve.

## Togetherness

We will focus and develop high-performing teams with a sense of togetherness towards a common purpose. We will strengthen togetherness within our academies, between our academies and across our communities. We will build on our sense of organisational community and remind ourselves that the sum is always stronger than the individual parts. We will work in collaboration with other organisations and local schools, and build strong links across groups of schools to support system leadership and growth.

## People

We will focus on developing high-performing staff by continually developing and supporting our people, so they have the highest level of technical, leadership and coaching skills and knowledge. We will develop a culture of growth through a structured Trust-wide coaching strategy. We will facilitate joint practice development, based on the latest research and development. We will always emphasise the importance of the health, wellbeing, care and empowerment of our people.

## Sustainability

We will provide a focus on sustainability in its widest sense to ensure future generations are supported with issues such as climate change, poverty and equity for all. We will utilise our resources effectively and reap the benefits of digital advancements to maximise our impact. We will ensure our students develop resilience and adaptability for the skills they will need in the future. We will provide a curriculum offer in our academies that educates our children and young people about the wider global challenges facing current and future generations. We will ensure our staff are agile and flexible to respond to whatever is needed.

# Our impact

**As a Trust, we will be known for balancing academic achievement with children's wellbeing - measuring our success equally on pupil/student outcomes with that of the many other valuable aspects of education such as confidence, critical thinking, empathy, resilience, collaboration and creativity. This will be enabled by always ensuring school improvement is the 'golden thread' and implementing change through our four-step school improvement model of 'explore, prepare, deliver and sustain'.**

Our curriculum and enrichment programmes will be aspirational and grounded in what matters to people and our communities. We will be known for the strong relationships we develop with children, young people and their families, and for engaging with the wide range of stakeholders that make up our academy communities.

Our personal development of children and young people will allow them to thrive and be prepared to move on to the next step of their desired pathway. We will be known for developing healthy bodies and minds, so our children and young people are able to play an active and constructive part in global society.

Our academies will be vibrant and inclusive learning environments that ignite creativity and imagination. We will be known for the quality of our provision and the expertise of our staff.

Our staff will have access to high quality continuing professional development and opportunities to develop pedagogy that drives transformative education. We will be known for the agility of our team and our commitment to collaboratively achieve our goal.



## The 'golden thread' - four step school improvement model\*

### Explore

We define the problem we want to solve and identify appropriate programmes or practices to implement.

### Prepare

We create a clear implementation plan, judge the readiness of the academy/function to deliver that plan, then prepare staff and resources.

### Deliver

We support staff, monitor progress, solve problems, and adapt our strategies as the approach is used for the first time.

### Sustain

We plan for sustaining and scaling an intervention from the outset and continuously acknowledge and nurture its use.

\*Adapted from Education Endowment Foundation (2019)



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