

STRATEGIC PLAN

2026-2031

We empower | We respect | We care





Shaping our future

Our 2026-2031 strategic plan sets out the next phase of development for Diverse Academies Trust. It builds on the strong foundations of our previous five-year strategy, reflecting both the progress we have made and the evolving needs of the communities we serve.

While we remain anchored in our core purpose, this next chapter brings greater clarity, consistency and alignment across the organisation.

We move into this period from a position of strength. Over recent years, we have improved educational quality, strengthened our ways of working, and deepened collaboration across our academies. These achievements provide a solid platform for what comes next.

However, we are operating in an increasingly complex environment. Funding pressures continue to intensify, demand for special educational needs provision is rising, workforce challenges persist, and technological and regulatory change is accelerating. These factors require us to be more agile, more connected, and more intentional in how we work.

Our response is a strategy built around a set of cross-cutting themes. These will guide our improvement journey over the next five years and ensure coherence across all areas of our work. At its heart, this plan remains focused on one clear ambition – enabling every child and young person to thrive, succeed and achieve their full potential.

David Schwarz
Chair of Board

David Cotton
Chief Executive Officer

OUR DIRECTION



**Everything
we do starts
with our vision**

To inspire.

To raise aspirations.

To create brighter
tomorrows.

From purpose to impact

Our strategy is grounded in a continuous improvement approach that begins with clarity of purpose and ensures this is translated into consistent, evidence-informed practice across the Trust.

At the core of this purpose is our moral commitment – to improve the life chances of all the children and young people we serve. This is the reason we exist and the standard against which we measure our impact.

This sense of purpose shapes our priorities, decisions and actions, ensuring that improvement always remains focused on making the greatest difference for children and young people.

This shared intent is supported by a disciplined approach to continuous improvement, ensuring that ambition is translated into action and sustained impact.



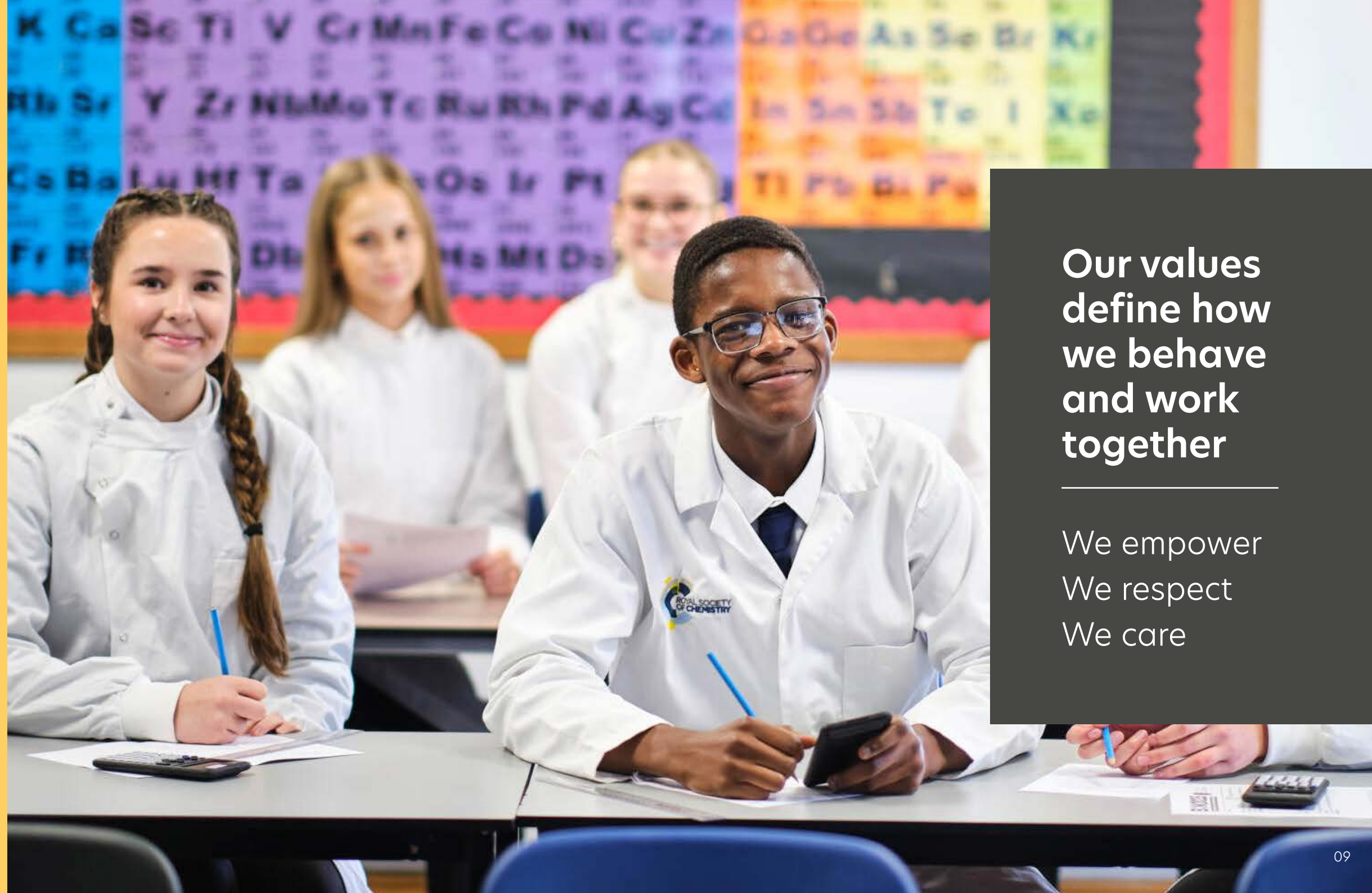
Our vision is brought to life through our mission

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.

Our values define how we behave and work together

We empower
We respect
We care



Our strategic pillars – what we will focus on

Our four strategic pillars build on the foundations of our previous strategy and define what we will focus on between 2026 and 2031. They translate our vision and mission into clear organisational priorities that guide our decision-making and improvement across the Trust.

Our enduring commitment

Everything we do is rooted in our responsibility to provide safe, inclusive and nurturing environments where children and young people can learn, develop and flourish.

1. People

Developing high-performing people and teams that are empowered, supported and accountable. Investing in our workforce to attract, develop and retain the very best talent.

- Leadership development.
- Clear and meaningful career pathways.
- High-quality, evidence-informed professional learning.
- A strong culture of coaching and continuous improvement.
- A commitment to wellbeing, workload balance and staff retention.

3. Togetherness

Deepening collaboration across the Trust to ensure consistency, efficiency and shared expertise. Working as one organisation, with shared responsibility for every child and young person.

- Collaboration across all teams.
- Shared accountability for outcomes across the Trust.
- Active knowledge sharing and joint improvement.
- A culture of joint ownership and 'no silos' working.

2. Communities

Strengthening engagement with our communities and forging purposeful, lasting partnerships. Placing children, families and communities at the heart of everything we do.

- Strong relationships with families and stakeholders.
- A commitment to inclusion, equity and opportunity for all.
- Deep understanding of and responsiveness to local context.

4. Sustainability

Building long-term sustainability and resilience so that our organisation is strong, adaptable and future-ready. Ensuring strong stewardship of our resources, people and impact.

- Strengthening operational excellence across the organisation.
- Financial sustainability and value for money.
- Workforce and organisational resilience.
- Commitment to environmental responsibility.
- Strong and effective risk management.

Our ambition

By 2031 we will be...

A fully aligned, high-performing organisation, operating as one Trust and united by a shared vision, mission, values and strategy.

Recognised for exceptional leadership, culture and professional practice.

Delivering consistently strong and inclusive educational outcomes for all learners.

Supported by sustainable, resilient and future-ready systems and infrastructure.

OUR APPROACH TO DELIVERY



Our operating principles guide strategy

Our strategy is brought to life through four design principles – the 4Cs – which guide how we deliver our priorities as a Trust. They provide a shared approach for turning our vision into action, aligning our efforts and driving sustainable improvement.

Together, they create the conditions needed to deliver our strategic pillars and achieve our ambitions for every child and young person across the Trust.



The 4Cs

Clarity

The clear priorities and shared understanding that guide decision-making and action across the Trust.

1

Consistency

The aligned approaches and expectations that ensure high-quality practice across all settings.

2

Collaboration

The ways of working together that enable shared responsibility, collective expertise and improvement across the Trust.

3

Culture

The environment we create together that enables high performance and continuous improvement.

4

Our improvement cycle turns principles into practice

Our improvement cycle provides a consistent approach for identifying, implementing and sustaining improvement across the Trust. Based on evidence-informed practice, it guides how we move from understanding needs and exploring solutions through to embedding effective approaches that deliver lasting impact.



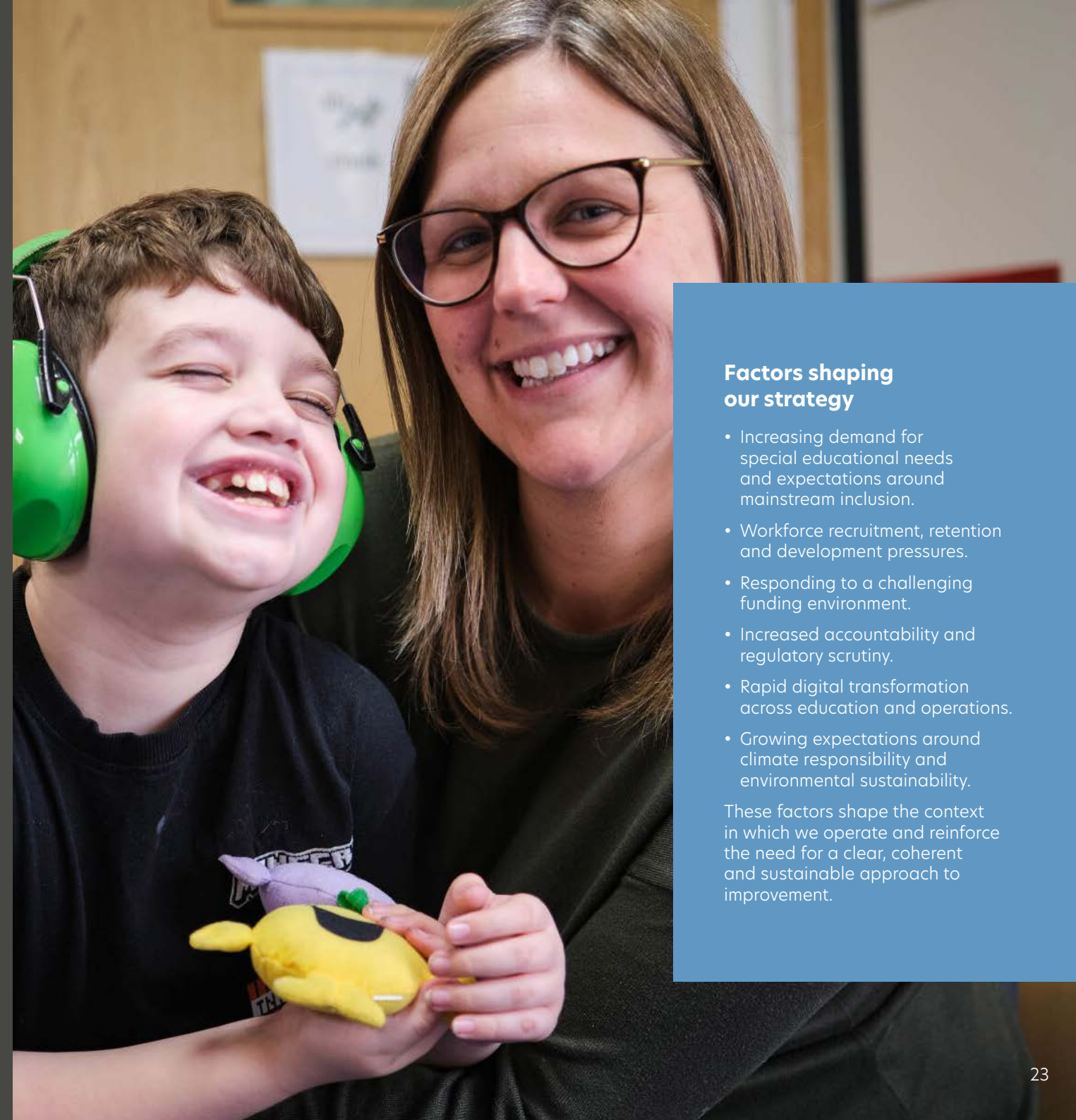
OUR OPERATING ENVIRONMENT



Context and challenges

We operate in a rapidly changing education system, characterised by increasing complexity and rising expectations.

Over the next five years, we must respond to a number of key challenges.



Factors shaping our strategy

- Increasing demand for special educational needs and expectations around mainstream inclusion.
- Workforce recruitment, retention and development pressures.
- Responding to a challenging funding environment.
- Increased accountability and regulatory scrutiny.
- Rapid digital transformation across education and operations.
- Growing expectations around climate responsibility and environmental sustainability.

These factors shape the context in which we operate and reinforce the need for a clear, coherent and sustainable approach to improvement.

Responding to a changing landscape

The education sector is shaped by demographic trends, rising expectations and a rapidly transforming world.

Over this strategic period, our success will depend on our ability to adapt, collaborate and innovate while remaining focused on our core purpose – improving the life chances of every child and young person.



Changing communities

Understanding how communities, pupil needs and patterns of demand are evolving.



Inclusive education

Creating environments where every child and young person can thrive.



Our people

Developing the expertise, leadership and culture needed for the future.



Sustainable choices

Making thoughtful decisions that protect long-term educational opportunity.



Connected systems

Using strong partnerships, evidence and accountability to drive improvement.



Innovation and responsibility

Embracing technology and sustainability to shape the future.

ASSURANCE AND OVERSIGHT



Governance and accountability

As a multi-academy trust and charitable organisation, we exist to advance education for public benefit and improve the life chances of the children and young people we serve.

Our governance keeps us focused on our core purpose and ensures shared accountability across the Trust. Clear roles for Trust board oversight, local governance and executive leadership support effective decision-making at every level.



How we will monitor progress

We will ensure strong delivery and impact through clear and consistent governance at all levels of the Trust.

- Clear performance information, focusing on key indicators that bring together multiple measures to provide a balanced view of progress, tracked at Trust and academy levels.
- Improvement plans across all areas align with Trust priorities, ensuring a consistent approach, collective focus and shared direction.
- Strengthened governance with clear roles, responsibilities and decision-making at both local and Trust level.
- Regular review of outcomes for pupils, including attainment, inclusion, staff capacity, finance and safeguarding risks.
- Ready to respond to changes in national accountability and inspection requirements, ensuring we remain compliant and well prepared.



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