



WADE DEACON
TRUST

A COMMITMENT TO EXCELLENCE

STRATEGIC PLAN

2024-2027

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A GREAT
PLACE
TO BE A
PART OF

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Welcome from the Chair of Trustees

It is my privilege to introduce the Strategic Plan for the Wade Deacon Trust, 2024 - 2027.

The Trust was established to bring together schools, working in partnership to deliver our vision of a 'Commitment to Excellence' in all we do.

The Trust provides a supportive, challenging and collaborative environment in which our schools can grow, develop and continually improve. Support and challenge take many forms but has a clear focus on high expectations, school improvement and continuous professional development to ensure all pupils can fulfil their potential.

We ensure that all of our schools are ambitious, with the highest expectations for all pupils and staff. Each school is encouraged to maintain its own unique identity and characteristics and is an equal partner in all we do.

We maintain open and transparent governance through the Trust Board and Local Governing Bodies. Each of our schools has a voice in wider trust development and strategy. The Trust's Board of Trustees are from a diverse range of backgrounds; each bringing excellence and expertise across education, business and finance and many other areas.

All in our Trust have one thing in common; a commitment to an exceptional education where continuous improvement and the highest expectations for our pupils and staff is at the heart of what we do every day.

Paul Fowler
Chair of Trustees



Welcome from the Chief Executive Officer

Welcome to the Wade Deacon Trust.

Our Trust was established in 2013 with a vision for creating excellence in the heart of the communities we serve. We are a growing family of schools, responsible for approximately 6000 pupils, working as equal partners striving for excellence in all we do for the benefit of each and every pupil.

In each of our schools, we are committed to providing many rich experiences and ensuring that every pupil has the opportunity to be and achieve their best. We are committed to a fully inclusive model of education where we do all we can to make sure no pupil gets left behind.

All of our schools are committed to ensuring our pupils develop in the broadest sense, as well as having expectations that all pupils achieve the highest academic success possible, with the best chance to succeed in their next steps.

As Chief Executive, I am proud to provide strategic leadership, alongside our leaders in schools and business support, in line with the culture and values set out by our Trust Board. The Trust Board has high expectations to deliver the best quality experiences and outcomes for pupils across all our schools. We are determined that all pupils, regardless of their starting points or where they live, will achieve more than they think is possible.

Key to the way we work and our success, are our colleagues and partners who collectively have the knowledge, skills, and experience to continually improve the offer for our pupils. We work together to solve problems, overcome barriers, to test things out and continually improve.

Our expectation in all our schools is that our colleagues are highly skilled, that they continue to develop and are as ambitious for themselves as they are for our pupils. Working within a common structure and bound by our vision of 'A Commitment to Excellence', our schools are supported and encouraged to maintain their own distinctive characteristics and to tailor their curriculum so that it meets the needs of their pupils and to best serve their communities.

Being part of our Trust brings with it challenge and support as well as opportunities to share ideas, best practice and resources.

We are proud of the work we do and the impact we are making. Over the last number of years all our schools can identify significant improvements in terms of improved provision, progress, attainment, attendance and Ofsted ratings. More and more of our pupils are achieving their very best which is allowing them to flourish in a wide range of contexts and careers.

Our Trust has taken time to ensure that we operate a cost-effective central support structure and a business model that delivers efficiency, effectiveness, and economies of scale in order that we give our schools the best possible opportunities to succeed.

Gary Kelly
Chief Executive Officer



Mission, Vision and Values

'A COMMITMENT TO EXCELLENCE'

At the Wade Deacon Trust, we have a commitment to excellence in all we do for the benefit of our pupils, their families our communities and staff. From Early Years to Year 11 and beyond, the continual development and academic achievement of all pupils is the cornerstone of all decision making. We strive to make sure our schools are the education provider of choice, the employer of choice and partner of choice in each community we serve.

Vision

Each Wade Deacon Trust Academy will be:

- ✓ Strongly led - highly ambitious and continually improving
- ✓ Recognised for excellence - by the community, where pupils come first, achieve well and thrive
- ✓ Highly collaborative - sharing best practice and ideas, providing and receiving support from Trust schools and wider partnerships
- ✓ Strong in communication - engaging with parents/carers and agencies to support pupil progress, well-being and achievement
- ✓ Knowledge and skills led - where leaders, teachers and support staff are ambitious, want to develop and are supported to become the best they can be

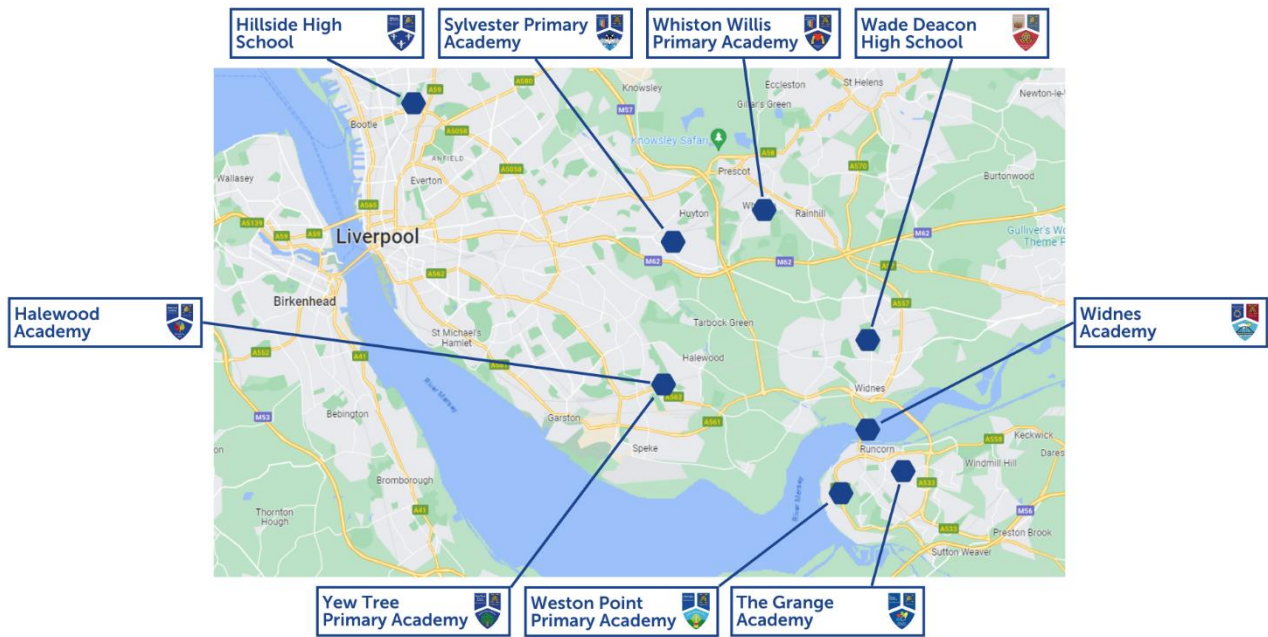
Values

We Will:

- ✓ Lead by example – at all levels we act with integrity and positivity which exemplifies what we expect of each other and our pupils
- ✓ Respect everyone – we respect people for who they are and for their experiences as individuals and team members
- ✓ Work together – working with all our colleagues and wider partners, we embrace knowledge, skills and differing perspectives to help us improve
- ✓ Be open and honest – we share information, insight and advice frequently and constructively and manage tough situations with care and courage
- ✓ Be accountable – as leaders, teachers and support staff, we are collectively and personally accountable for our pupils' success

Our Family of Schools

We are proud to serve our communities. Collaboration is at the heart of all we do. We firmly believe that for strong collaboration to be in place, our colleagues in our schools regularly work together, taking opportunities to visit different schools, sharing ideas and best practice.



Strategic Themes & Objectives

Current priorities between 2024 and 2027

The strategic objectives for this trust strategy are set within the following themes. Within each theme are our core objectives identified to bring improvements to the trust both in terms of educational outcomes, staff development and operational effectiveness, efficiency and compliance.

- A great place to learn
- A great place to be a part of
- A great place to work
- A great place to grow



A Great Place to LEARN

We understand that each pupil is individual and uniquely different in their own way which is why we provide flexible and inclusive education that suits every pupil's needs. We expect all pupils to work hard, support each other and actively try to do well in all of their subjects.



At Wade Deacon Trust, pupils are at the centre of all strategic decisions that we make and we challenge ourselves to continually improve the life chances for all of our young people. Every pupil deserves to be provided with a high-quality educational experience and we do our utmost to ensure that every child in our care is equipped with the skills, knowledge and attitudes to succeed in the 21st century.

We recognise the importance of educating the whole child. Schools are so much more than just the results they achieve. We seek to further our pupils' social development and communication skills as well as their academic studies and extra-curricular activities. Fundamentally, we believe that every pupil matters and it is our responsibility to ensure they have the very best opportunity to succeed.

We understand that each pupil is different and individual and develops in their own way and at their own pace. The Trust continually strives to help our schools improve and works hard to ensure that every pupil has a happy, successful and memorable time at school.

Objectives

- We will provide exceptional academic and personal development provision across all our schools ensuring that pupils are well prepared for the next stage of their lives
- All schools will have a broad and ambitious curriculum offer which reflects the identity of the school and its community, is innovative and engaging and delivers strong and/or improving outcomes across all Trust schools
- Our schools will provide a strong pastoral and extra-curricular offer, which are inclusive and meets the needs of all our pupils and communities
- We are renowned for our work to improve SEND provision within and beyond our schools and Trust

Key Documents

- Primary Trust Development Plan
- Secondary Trust Development Plan
- Trust Safeguarding Strategy
- SEND Strategies

A Great Place to BE A PART OF

The Wade Deacon Trust strives to achieve a unique balance of strong collaboration and sharing of best practice with each school maintaining its own individual style, ethos and character by keeping its autonomy to make decisions that are in the interests of pupils and the school.

We have chosen to take this approach to raise standards as a community and to ensure strong outcomes for all of our pupils.

School improvement sits at the centre of all that we do and sharing good practice between the schools is vital for everyone's success.

Having a very strong central support team is essential in providing the highest quality provision for our pupils. As a Trust, we have grown our central services so that school leaders and teachers can focus on quality teaching and learning and providing high quality education for all.

Our central teams work closely with schools to ensure provision in all schools enables all young people to be successful. With increasing pressure on finances, the opportunities for economies of scale will ensure greater efficiency in what we provide so that more resources can be directed towards the classroom.



Objectives

- A culture of team work and collaboration permeates across the Trust and this in turn supports school improvement
- We will provide sector leading Central Services delivering high quality advice and support across all schools
- Trustees and Local Governing Committees are advocates for our schools and Trust to support the organisation strategically
- We retain and improve financial stability and strength across all Trust schools

Key Documents

- Central Services Trust Development Plan
- Trust Communications Strategy
- Trust Estates Strategy
- Trust ICT Strategy

A Great Place to WORK

At the Wade Deacon Trust, all our employees are passionate and hard working. The support staff do their utmost to assist everyone in our schools and develop those pupils who may need extra help and support.

All teachers are committed to teaching their phase/subjects in new and exciting ways that engage all pupils and make the subject they teach as interesting as it possibly can be.

Our schools' senior leadership teams are responsible, caring and dedicated individuals who work together to better to continually improve their schools. These teams ensure every teacher and support staff strives to be an excellent practitioner and guide pupils to be the best they can be by creating learning environments that are conducive to the delivery of a first-class education.

The Wade Deacon Trust employs a diverse range of people in a variety of professions and sectors, who all work together to create a strong, professional, supportive community. Our Trust ensure the best possible facilities and provisions are in place to keep our employees engaged and working hard for the benefit of our pupils. We appreciate the work of each and every person and recognise that everyone plays an equally valuable part in ensuring that the Wade Deacon Trust runs effectively all year round.

We have a number of options and benefits available for our employees that come as part of the employment package at the Wade Deacon Trust. These include competitive salary and benefits, career progression opportunities, incentives and wellbeing packages and generous holiday entitlements



Objectives

- We are the local and regional employer of choice. We continually take into account employee wellbeing, inclusivity and professional development
- Wellbeing is visibly at the heart of what we do ensuring that staff feel supported and valued in the workplace
- Our professional development offer is exceptional and is integral in improving and enhancing the learning outcomes and experiences of our pupils
- We have clear succession plans which provides opportunities for development at all levels

Key Documents

- Trust People Strategy
- Well-being Strategies
- Professional Development Plans
- ITT Programme

A Great Place to GROW

At the centre of our growth plan is the focus on professional development of all staff. If pupils are to receive the highest standard of education, then staff must have access to the best possible training and development opportunities. School to school support is central to this and our commitment to working with local and national partners to work in collaboration in developing the highest quality of teaching for our pupils is at the core of our work.



We will continue to work with schools both within and outside the Trust to ensure that school leaders, teachers and support staff have access to the best practice, training and development.

As a Trust, the continual development of academic, moral, social and cultural development remains the focus of all we do.

We ensure our pupils are well prepared for the next steps in their journey and leave us as happy, confident, young people able to prosper and contribute positively to their community. The Trust will ensure that schools continue to be a central part of their communities.

Central to the growth plan is that any school wishing to join the Trust must align with our vision and values and be dedicated to working in partnership with an outward-facing approach to collaboration. School leaders must also ensure that the unique qualities of their individual school flourish and develop as whilst being part of our Trust.

Objectives

- All schools are supported through a bespoke quality assurance and school improvement model which has collaboration at its heart
- We develop a clear strategy for SEND across all Trust schools, improving our SEND provision and infrastructure across all schools
- We work with partner agencies to meet the needs of our communities, expanding and growing the footprints of our schools
- We continue to consolidate improvement and grow the Trust in a measured and sustainable way

Key Documents

- Primary School Improvement Handbook
- Secondary School Improvement Handbook
- Trust Prospectus
- Central Services Offer