

Strategic Plan 2024-2027



Introduction to our Strategic Plan

Gefrin Price, Chair of Trust Board

Helen Pratten, co-CEO & Director of Operations

Catherine Garrett, co-CEO & Director of Education

We place our children at the heart of our decision making. This means we value their voice and use it to inform our Trust direction and development. Their voice matters to us. Our strategic pillars demonstrate that pupils are at the core of all that we do.

Our People

Our decision-making centres on ensuring that our pupils and students are supported to succeed by committed, well-qualified and valued staff, who in turn are entitled to good quality professional development, opportunities for career growth, an acceptable workload and support for their own well-being.

Our Educational Standards

Our decision-making centres on making sure our ambitious curriculum engages all of our pupils and students, and that the quality of teaching and learning enables them to make very good progress and achieve the best outcomes possible.

Our Christian Mission

Our decision-making centres on providing a framework for all pupils and students to benefit from a rich and values-driven character education that gives each of them opportunities to make a positive difference and to live life in all its fullness.

Our World

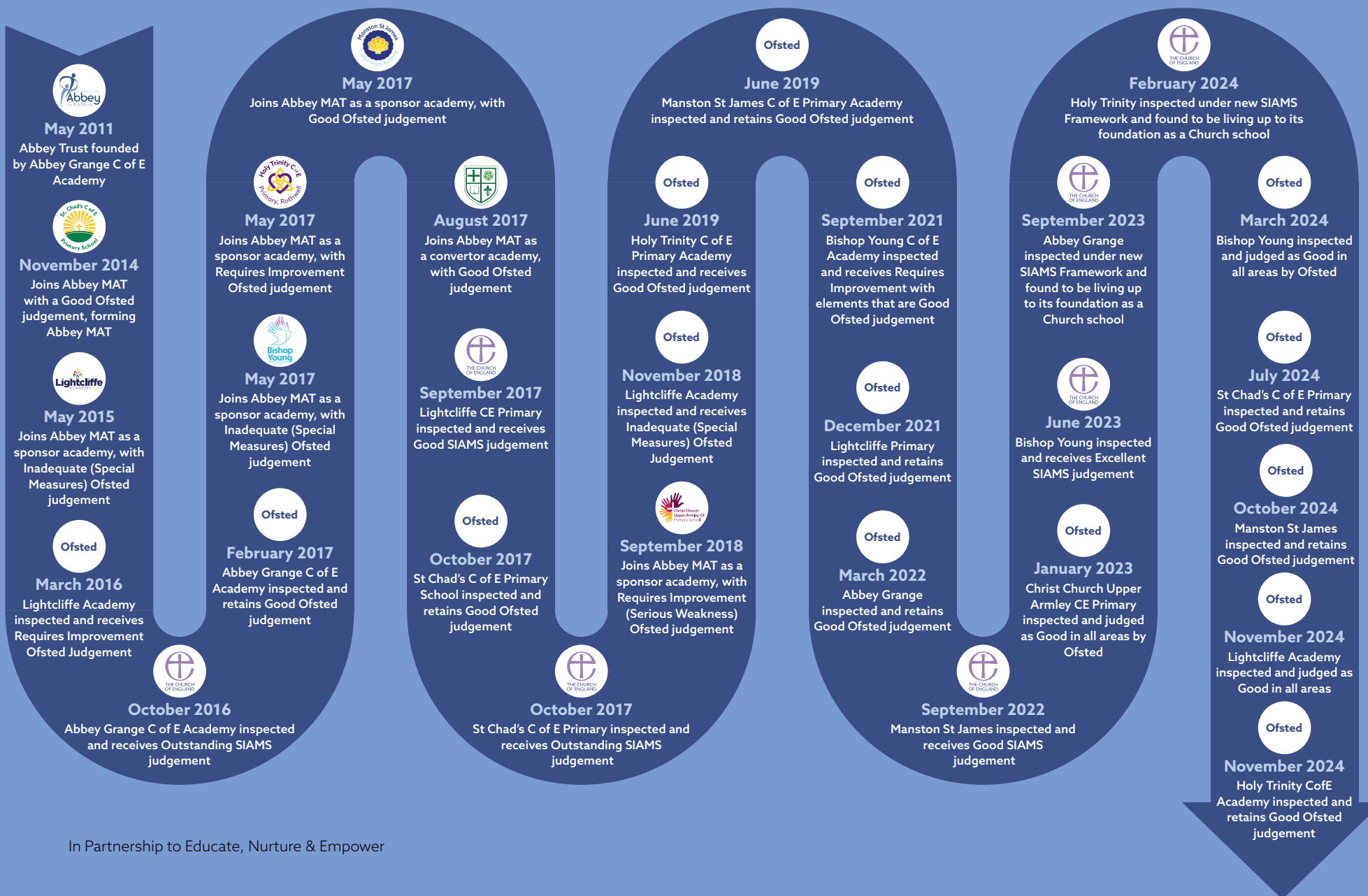
Our decision-making centres on preparing our pupils and students to be socially responsible, environmentally aware and active citizens, able to make a positive contribution to our economy and society.

Our Organisation

Our decision-making centres on ensuring that the learning environment and the allocation of resources in our academies enable our pupils and students to succeed, supported by efficient systems of finance, IT and management information and strong governance.



Our journey so far



Our Strategic Pillars

Vision

Working in Partnership to Educate, Nurture and Empower

Abbey MAT is committed to providing high quality education for all within an environment which is welcoming, disciplined and purposeful. Through a range of opportunities including academic, cultural and spiritual, our pupils and colleagues are empowered and nurtured to flourish and live 'life in all its fullness' (John 10:10).





Our people

Through the articulation and implementation of the Abbey MAT People Strategy our schools have a positive culture and climate, our people and talent are developed, and staff feel supported in relation to workload and wellbeing.

- There is a positive leadership culture and climate in our schools and our Central Team through the implementation of the Abbey MAT People Strategy.
- Staff are motivated, their development is maximised, and we are growing great leaders through our approach to performance management and our growth and development strategy.
- All staff, at all stages of their career, have access to appropriate CPD that is informed by a detailed talent map across the Trust.
- Staff voice evidences that procedures to support the workload and wellbeing of staff are effective and impactful.
- We are an employer of choice, and our employee value proposition enables us to recruit, train and retain talented and capable staff in our schools and central team.





Our educational standards

We will have a relentless focus on further developing our school improvement strategy to secure improving standards in educational outcomes and attendance from EYFS to post-16. Pupils' attendance, including that of vulnerable groups, is at least in line with the national average. Pupil outcomes in the majority of our schools across the Trust from early years to post-16 will routinely exceed national standards; in the schools where they are below, they will be making sustained progress towards securing the national average. An ambitious and engaging curriculum, which is expertly taught, entuses all of our pupils, enables them to achieve well and enhances their life chances.

- Our revised school improvement strategy supports each of our schools in further developing the quality of teaching and learning and in turn, pupil outcomes.
- Our high-quality CPD offer including our leadership programmes, supports the development of staff at all career

stages and sustains a commitment to and enthusiasm for the profession. Instructional coaching is deeply embedded and is the key mechanism for supporting the development of excellent pedagogy; as a result, pupils learn well and achieve strong outcomes.

- We continually develop our engaging, ambitious and inclusive curricula which enhance the academic and holistic development of all our pupils including SEN and disadvantaged cohorts.
- The Trust attendance strategy continues to be robustly implemented and systematically evaluated to ensure that it supports all pupils, but particularly vulnerable cohorts in securing a good level of attendance, achieving well and enhancing their life chances.





Our Christian mission

We will become leaders in character education. Our pupils will be courageous advocates and agents for positive change who take part in local and national social action projects and believe that they can make a difference.

- Character education is explicitly taught and a golden thread throughout the curriculum. It supports pupils in living out our values



In Partnership to Educate, Nurture & Empower

and provides opportunities for personal growth and development.

- In our academies we regularly gather as communities bound by a shared vision and purpose. Explicit and planned opportunities for pupils to be fully engaged in the planning and leadership of Collective Worship are provided so that prayer and liturgy are central to the life of our schools.
- We actively encourage our pupils' engagement with local, national and global projects so that all our provided with the

opportunity to be courageous advocates and agents of social action underpinned by our values.

- All our academies are awarded School of Sanctuary status and provide support for families seeking shelter and safety in the UK. Our pupils have a keen awareness of refugees' experiences which creates a culture of welcome, understanding and belonging for those forced to flee.





Our world

We are an environmentally sustainable organisation, our pupils are economically aware and our careers programme supports young people to make well-informed choices through the reach and depth of our offer. We proactively engage with and give back to our local communities.

- We are engaged in several networks and are a truly outward-facing Trust that works collaboratively with strategic partners to build capacity for the whole school system.
- In-line with our growth strategy, new schools have joined Abbey MAT with growth having taken place in a balanced way to ensure standards are maintained and improved.
- All activities across the Trust reduce the negative impact that we are having on our environment; we are recognised as being a carbon-neutral organisation.
- We engage with local businesses and services to enhance the resource we can provide to our school communities.





Our organisation

The Trust's finances are at least balanced and, finance systems, estates management, IT systems and support for governance are strong and ensure the Trust is equipped for growth. Available data, benchmarking and metrics, is used to manage the Trust's finances and to evaluate efficiencies and effectiveness across the Trust.

How we optimise the use of our finances to ensure that we are efficiently and effectively resourcing our schools to meet education standards:

- Financial systems are well-developed and embedded across the Trust, so that we are able to respond to national financial turbulence and ensure best value for money at all levels.
- Effective communication structures, training opportunities and succession

planning secure strategic governance at all levels.



- The estate and learning environments support optimisation of the delivery of the curriculum, across all Trust academies, due to the effective use of the Trust's estates and compliance systems and capital funding allocation.
- Effective implementation of the Trust-wide IT strategy supports teaching and learning and the promotion and sharing of best practice.
- Our professionally marketed offer and connections both locally and nationally ensure the local community is fully aware of the standards across our schools and stakeholder engagement is positive due.

Keeping children safe at Abbey MAT

Jacqui Porritt, Safeguarding Trustee

We will ensure safeguarding remains our highest priority, so our pupils are happy, healthy, safe and ready to learn. We will manage this by ensuring safeguarding sits at the very heart of our Trust and informs everything we do.

We will do this by:

- Making sure all leaders in our Abbey MAT schools are supported through our DSL forum and networking opportunities, high quality external training, DSL supervision and coaching.
- Reviewing our trust-wide safeguarding staffing processes and policies to ensure that all our staff are well trained and supported to look after the children in our care. We will ensure all staff are aware of the latest safeguarding policy and good practice and know how to raise concerns.
- Ensuring that strong quality assurance and audit checks are in place so that every school can be confident in its safeguarding practice, learning from and supporting each other
- Continuing to strengthen our approach to safeguarding - learning through reference groups, case studies and a Trustee led safeguarding governor network.



Bringing the plan to life

We are excited about the future and the opportunities this strategic plan presents, providing our roadmap for the next three years.

We have achieved much but are always striving to do better. We see this plan as a key document to improve further our quality and effectiveness, by being the best version of ourselves. We believe in collaboration and celebrating success as a Trust community.



As we navigate the five pillars, we will remain adaptable to changes and challenges. We deeply understand that it is our responsibility to ensure all of the children and young people in our care experience the best quality of education, which in turn will positively impact on their life chances. As each child is unique, each school is unique, each of us unique, we all share a sense of collective purpose by being part of Abbey MAT.

Together, we will continue to create a nurturing and inspiring environment where every child and young person can thrive. Thank you for your ongoing support and commitment to Abbey Multi Academy Trust.



Abbey Multi Academy Trust

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