

Strategic Priorities 2021-2024

Trust Context

Peterborough Diocese Education Trust (PDET) was created in April 2014 by the Peterborough Diocese as a natural home for church schools that wished to become academies and join a multi academy trust (MAT). It has grown to become a MAT of 33 academies with more than 6,000 pupils and over 1,000 members of staff.

Strategic Priorities

Strategic Priorities for 2021-24 have been identified as follows:

1. **Education: To further develop a robust, rigorous and responsive educational strategy to achieve ambitious outcomes for the children in our Trust.**
2. **People: To develop a comprehensive people strategy.**
3. **Governance: To further develop strong and effective governance at all levels.**
4. **Operations: To further develop an effective, efficient and economical operational and financial strategy.**
5. **Organisational Culture and Ethos: To further develop a positive, open and honest culture.**

All the strategic priorities are interlinked to achieve our Vision and, ultimately, our core purpose as set out in the Trust's articles: to advance education for the public benefit.

Each Strategic Priority has been broken down in to 'high level' strands (some of which are operational) to inform the Trust-Wide Improvement Plan. The latter is the key document that informs the day to day work of the Executive.

Whilst the overall impact of the Strategic Priorities at the end of the 3 years will be measured against our Vision, 3 year impact statements for each strand are outlined below.

It is recognised that implementing the agreed communication and growth strategies, once established, will permeate all priority areas in the operational Trust-Wide Improvement Plan.

Strategic Priority 1: To further develop a robust, rigorous and responsive educational strategy:

	Detail	3 Year Impact Statement
1.1	Ensure academy improvement strategy is robust, effective and pro-active in responding to the needs of a growing Trust and the impact of Covid-19: <ul style="list-style-type: none"> - AIO Support - Consultancy Support - AI CPD Schedule - Data Analysis. 	Pupils have 'closed the gap' created by Covid-19 and all make excellent progress.
1.2	Ensure the academy improvement programme is robust, effective and pro-active to further develop: <ul style="list-style-type: none"> - The curriculum - Teacher pedagogy 	Continuous improvement is driven from within the Trust regarding the quality of teaching and learning and the development of the whole child.

	- Teacher subject knowledge.	
1.3	Ensure academy improvement programme is robust, effective and pro-active in responding to the needs of the most vulnerable pupils: - Those who are disadvantaged - Those with SEND.	Pupils who are disadvantaged and those who have SEND make excellent progress.
1.4	Develop an education community with practice rooted in research.	Effective Trust-wide educational practices are informed by research.
1.5	Implement the IT strategy (cross curricular and Computing).	Developments in the effective use of IT, due to the Covid response, are built upon to impact on educational performance.
1.6	Advance sustainable staffing structures in academies, including subject specialist teachers, where appropriate.	High educational performance is secured within a sustainable academy structure.

Strategic Priority 2: People: To develop a comprehensive people and leadership strategy:

	Detail	3 Year Impact Statement
2.1	Provide compelling career pathways to attract, recruit, develop and retain people who share the Trust's vision through: - Academy level CPD - Central Team level CPD - Performance management - Career pathways / Growth.	Clear progression routes are identified positively impacting on recruitment and retention. High quality performance management processes are in place across the Trust.
2.2	Build professional networks internally to encourage deep collaboration within the Trust.	One cohesive team is created which is empowered to flourish.
2.3	Devise a Trust-wide staff well-being strategy.	Well-being is at the heart of the Trust enabling one cohesive team to flourish.
2.4	Build professional networks with external partners to support the work of the Trust.	The best national practice informs PDET's work leading to improved educational performance. System leadership is positively impacting on the education system at scale.
2.5	Establish a marketing and communication strategy to: - Improve two-way communication channels for all internal stakeholders (staff, governors, volunteers, pupils, parents) - Promote the positive benefits of working for the Trust - Improve external communications (local PR including social media).	All stakeholders are valued and understand the value of being a member of the Trust family. The profiles of the academies and the Trust are raised helping to increase pupil numbers and are positively impacting on recruitment.

Strategic Priority 3: Governance: To further develop strong and effective governance at all levels:

	Detail	3 Year Impact Statement
3.1	Advance governance at Board level.	Continued high standards of corporate governance are promoted.

3.2	<p>Advance the role of local governance to:</p> <ul style="list-style-type: none"> - Provide a unique insight into the experience of each individual academy's community - Support each individual academy to deliver the Church of England's Vision for Education and the SIAMS' schedule. 	<p>The voice of stakeholders is embraced; all academies are deeply Christian and rooted in their communities.</p>
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Strategic Priority 4: Operations: To further develop an effective, efficient and economical operational and financial strategy:

	Detail	Impact
4.1	Implement a revised operating model.	Compliant and efficient shared services are established enabling academy leaders to focus fully on the Trust's core purpose.
4.2	Implement a sustainable financial model.	Financial sustainability is ensured for all academies.
4.3	Establish a robust, comprehensive risk management strategy.	Directors are assured that highly effective risk management strategy and processes are in place.
4.4	Implement the IT strategy (infrastructure).	Improved efficiency in communication and collaboration is ensured by a consistent, robust, Trust-wide IT operating model.
4.5	Establish a sustainable growth strategy.	More children benefit from being part of the Trust's family of schools. Growth does not negatively impact on educational performance.

Strategic Priority 5: Organisational Culture and Ethos: To further develop a positive, open and honest culture:

	Detail	Impact
5	<p>Develop a 'PDET way of doing things': an agreed set of values that inform, and are evident in, the behaviour of all who work in the single organisation.</p>	<p>All key stakeholders understand 'what' the Trust does, 'why' it does it and 'how' it does it.</p> <p>The organisational culture and ethos promote a positive, open and honest culture embracing and nurturing all, underpinned by Christian values.</p> <p>School leaders are 'called' to a life-giving vocation, 'connected' to a thriving learning community, and 'committed' to evidence-informed excellence in education.</p>