

STRATEGIC PLAN 2024-25

TRUST CULTURE

Further develop CofE relationships at national, diocesan and deanery levels to enable all church and community schools to flourish and share best practice.

Collaboration with key stakeholders to build a sustainable landscape including sharing and learning from others. We want to be a more outward-looking Trust.

Develop excellent Trust-level and school-level approaches to Net Zero & Sustainability

To alleviate the education impact of poverty, support working parents and support key groups and schools with high vulnerability.

HIGH-QUALITY & INCLUSIVE EDUCATION

All schools receive appropriate support and challenge in the journey to excellence.

Trust-wide outcomes improve by summer 2026. Schools well-below national have a clear action plan towards rapidly improving outcomes.

Attendance above national by 2025. Strategies in place and making a real difference.

Improve achievement of disadvantaged pupils, through the quality of teaching, pastoral support and support for parents.

PEOPLE STRATEGY

Continue to develop a culture where schools value and promote staff well-being.

Support the growth of ODST as an organisation in which staff learning and development is embraced at all levels.

Facilitate best practice across schools to maximise retention and support good recruitment decisions.

Make more effective use of data to support decision-making in schools.

HRIS and payroll procurement.

GOVERNANCE & LEADERSHIP

Ensure architecture of governance is well understood to secure mutual accountability, through alignment between LGBs and board.

Secure effectiveness of governance at all levels. Use review findings to set governance strategy, including improve communication between board and LGBs.

Enhance the support, training and mentoring to trust board & LGBs to serve effectively, ensuring safeguarding and compliance are prioritised.

Support and provide evidence of schools' compliance.

FINANCIAL STABILITY

Ensuring financial stability of the Trust - embedding fiscal responsibility, managing deficits and developing sustainable financial strategies.

Maximise income generation across the Trust.

Implement Trust-wide procurement strategy across agreed range of goods and services

COMMUNICATIONS

Support schools, especially small schools, to sustain or improve their pupil numbers where feasible.

Support recruitment and admissions and reinforce ODST culture by increasing brand visibility across schools.

Raise the profile of ODST as a trusted brand for education and employment, and use our 'voice' effectively to live out the common good and serve communities.