Diocese of Salisbury
Academy Trust
'Beyond expectations for all of God's children'

Strategy 2030



Welcome

from the Chair and CEO of our Trust



It is our privilege to introduce this Strategy 2030 to you on behalf of the DSAT Trust Board. As we write, we stand in a difficult moment politically, economically and socially. This affects our children, families and staff in so many ways. The challenges are so real and often we feel weak. The biblical foundation of our Trust speaks of: 'Doing everything through Christ, who gives us strength' (Philippians 4:13). Paul's letter to Philippi reminds us of the challenges we all face, the need for strength that is outside of ourselves, but also the great joy we can experience in everything we do. Paul learns to persevere and to continue sharing good news.

As a Trust we look to constantly enhance the nourishing and flourishing of the work of our schools and their Anglican foundation. It is not enough to say that we do this; we seek to live it out daily as we serve through our values of love, hope and joy. We believe that we are better together and with the help and strength of God.

In seeking to achieve our ambitions within this Strategy, we will seek to be relentlessly positive. We want to be joyful; we want to thrive; we want to flourish. As a Board we believe that within our Trust, there is nothing we cannot do. Together we can go 'beyond expectations for all of God's children'.

In creating this Strategy, we are setting a course for the next number of years that will enable us to reach new heights of flourishing for our children and adults, building stronger communities as we go, making responsible, effective use of digital resources to support us.

Our windows remind us of our heritage and encourage us to look out beyond the horizon to all the possibilities that are out there. We know these windows are at their best when the light shines through. This Strategy encourages us to look out into 2030 to a world of possibilities, to let the light shine through us. Our bears remind us that we are never alone.

Diocese of Salisbury
Academy Trust
'Beyond expectations for all of God's children'

Doing everything through Christ, who gives us strength

Philippians 4:13



- Growing thriving Christian schools
- Enabling all to flourish
- Serving communities
- Collaborating for excellence

LOVE | HOPE | JOY

LOVE | HOPE | JOY



When we speak of LOVE, we want to embrace all in our community – this is about 'Jesus-like' compassion for our children, families, staff and others, in line with the vision of our diocese: 'Making Jesus known'. It is about celebrating diversity and enabling inclusion. We strive to achieve the highest standards because we want the best for everyone.

The greatest of these is love *1 Corinthians 13:13*



By HOPE, we mean entering each day with an expectation of a great today and an even brighter tomorrow. What we can achieve, not only now, but in the future. It enables us to lift our eyes above the present, even when things are tough, encouraging us to go beyond expectations for all of God's children.

A better hope *Hebrews 7:19*



When we know JOY, we are excited about what we are doing in the pursuit of excellence. We collaborate with others. We celebrate success. When we feel sad, we find a deeper joy in being together, and in the presence of God, knowing we are never alone.

Rejoice in the Lord always *Philippians 4:4*



Strategy 2030 Windows

Flourishing children



- Wellness
- Opportunity
- **Support**
- Outcomes
- Curriculum
- **Extra-curricular**

Strong communities



- Hubs
- Governance
- **Families**
- Church
- Chaplaincy
- **Services**

Thriving people



- Wellness
- Leadership
- **Progression**
- Recruitment
- Retention
- **Succession**

Digital excellence



- Security
- Efficiency
- **Connection**
- Devices
- Curriculum
- **Inspiration**

⟸ 2030 Foundation: Highly sustainable growth and stewardship of our climate, energy and financial resources ⟹

2030 Window 1: Flourishing children

Flourishing children



Wellness

Opportunity

Support

Outcomes

Curriculum

Extra-curricular

Our ambition

We will secure the flourishing and wellness of our children, in flourishing schools, in every possible way. Our children will leave being able to read fluently - the foundation for future success. They will be inspired by a taught and extended curriculum that enables success in all their learning, extends their interests, and gives a broad view of their place in the world. We will provide opportunities for personal and spiritual reflection and growth, enabling all-round wellness. We will leave no stone unturned in ensuring all children, regardless of barriers, are safeguarded and supported to achieve their best outcomes.

Milestones

By 2025

Outcomes are above national averages
Pupil wellness measures increase
All school curricula reach minimum expectations

By 2028

Pupil outcomes rise above average
Extended curriculum offer extends to all schools
Hub-based support services meet need

Achieving our ambition

Strengthen our Trust Improvement Strategy (TIS), alongside our Inclusion and Early Years Strategies:

- Raise expectations and secure excellence/ refinement (TIS) for all 30 months after joining
- Success in reading/communication at the core
- Invest in outstanding early years provision
- Use ambitious and evidence-based best endeavours in pursuit of overcoming disadvantage and barriers to learning
- Develop the curriculum such that it goes beyond what is taught in classrooms, and provides inclusive and inspiring opportunities for all, especially the most vulnerable
- Provide accessible enrichment opportunities that energise and motivate

Deliver a Wellness Strategy (also Window 3) that:

- Empowers children to take control of their own wellness and safety
- Enables Hub-based support for the most vulnerable, in short-term crisis situations and in the longer-term
- Provides opportunities for calm and reflective spiritual experiences that grow understanding and empathy, in line with our Flourishing Strategy (see Window 2)

Responsible Officers: Deputy CEO, Regional Directors, Trust Inclusion Leader, Wellness Champion
Sub-Strategies: Trust Improvement, Inclusion, Wellness
Monitored by: Standards and Ethos Committee

2030 Window 2: Strong communities

Strong communities



Hubs
Governance
Families
Church
Chaplaincy
Services

Our ambition

We will work with our diocese, parishes and other civic bodies to advocate for the flourishing of not only our children (Window 1), but also of our families and wider communities. We will work collectively to alleviate poverty and disadvantage. We will strengthen relationships with, within and between families. We will signpost to support services and enrichment opportunities within the school, through our churches, parishes and chaplaincy provision, and across our communities. We will 'think Hub' and 'think Trust' to ensure we get the maximum benefit and funding through collaboration.

Milestones

By 2025

Gaps for disadvantaged learners are below average
Parent satisfaction levels exceed national figures
All schools recognised as flourishing in SIAMS inspection

By 2028

Gaps for disadvantaged learners narrow year-on-year
Parent satisfaction levels well above national surveys
All schools deliver a curriculum that enables flourishing
All schools offer wraparound and a chaplaincy model

Achieving our ambition

Through our Inclusion Strategy we will:

- Work with a range of diocesan and civic bodies to grow stronger support services around Hubs, that meet pupil / family needs
- Create stronger links and shared approaches between our family support workers, utilising their expertise flexibly to meet need
- Advocate for those with unmet need
- Signpost to external wraparound services

Through our Flourishing Strategy, we will:

- In partnership with our Diocesan Board of Education, continue to grow schools that provide a haven of hope and opportunity for families, particularly the most disadvantaged
- Focus on civic responsibility, courageous advocacy, character development and relationships education within the curriculum
- Foster stronger links with our churches, to better offer support across our communities
- Create an ambitious model for chaplaincy, along with our partners, across all our schools

In addition, we will:

- Deliver wraparound care in all our schools
- Seek funding from external sources
- Work nationally/locally for stronger services

Responsible Officers: Regional Directors
Sub-Strategies: Inclusion, Flourishing
Monitored by: Standards and Ethos Committee

2030 Window 3: Thriving people

Thriving people



Wellness
Leadership
Progression
Recruitment
Retention
Succession

Our ambition

Our staff will feel valued and be enabled to take responsibility for their own wellness. Our people, especially our leaders, will be equipped to know and share our values and aspirations. Teaching, support and administrative staff, and governors/trustees, will recognise their place in effecting change for our children. We will recruit and retain people, from diverse backgrounds, who want to achieve the very best for our children. We will enable people to see a career pathway that enables their progress. We will secure succession by growing the leaders, teachers and support staff of tomorrow, today.

Milestones

By 2025

Staff satisfaction levels exceed national averages
Staff absence rates are below national averages
A talent pool is beginning to grow for future leaders
Hubs are exploring shared recruitment approaches

By 2028

Staff satisfaction is well above national surveys
Staff absence rates are well below national figures
Innovative recruitment leads to higher applicant rates

Achieving our ambition

Deliver a Wellness Strategy that:

- Empowers adults to take control of wellness
- Provides staff with benefits that are of value
- Supports staff in finding opportunities for calm and reflective spiritual experiences

Through our DSAT Collaborate Strategy :

- Deliver research-led, inspiring collaborative professional learning (CPL) opportunities, that enable the realisation of the 2030 Strategy
- Deliver / participate in national qualifications
- Grow resilient leaders who respond to change

Formulate a People Strategy that:

- Supports the recruitment of new staff, through apprenticeships/teacher training
- Provides innovative recruitment opportunities within Hubs and across the Trust
- Enables growth for support staff
- Heightens the value of appraisal, such that all are engaged in their Career Pathway

Deliver a Governance Strategy that:

- Enables effective oversight and challenge, leading to strong outcomes and compliance
- Develops governance models that meet future need and secure our Christian foundation
- Establishes a modern and responsive service

Responsible Officers: Wellness Champion, Professional Learning Leader, Head of Governance
Sub-Strategies: Wellness, DSAT Collaborate; People; Governance
Monitored by: People Committee, Trust Board

2030 Window 4: Digital excellence

Digital excellence



Security
Efficiency
Connection
Devices
Curriculum
Inspiration

Our ambition

In all aspects of our work, we will deliver an excellent, well-connected and secure digital experience. We will enable our children to access devices that enhance their learning across the curriculum and enable them to gain responsible digital skills that will equip and inspire them for the future. We will enable our teachers to utilise digital resources, including Artificial Intelligence, to create high quality learning experiences and support their own wellness. We will equip our administrators to use tools that enable them to operate efficiently and effectively, enabling time and money to be focused on pupil needs.

Milestones

By 2025

A clear blueprint for IT delivery is in place
Equipment purchasing and servicing is of a high standard
Working party progresses AI conversation

By 2028

A high percentage of schools are delivering the blueprint
Office systems are highly effective and well-connected
AI is being effectively used to support efficient working

Achieving our ambition

Launching a Digital Strategy that:

- Raises the bar in terms of expectations for our ambition across all areas of our work
- Is reflected in all other strategies
- Strengthens our Trust-wide infrastructure further, meeting the Cyber Essentials standard
- Delivers safe, secure and robust systems
- Enables effective maintenance, replacement and sustainability across our systems
- Equips and trains teachers to deliver a modern digital curriculum that gives children the skills to adapt to a fast-changing world
- Equips children with the skills to be able to navigate the digital world safely / responsibly
- Enables leaders across the Trust to use data analytics to make evidence-informed decisions about the allocation of resources
- Creates systems and processes which develop an efficient platform for Inclusion leaders through which to share approaches / practice
- Provides a robust and effective administrative backbone to the Trust that enables tasks to be carried out efficiently and effectively
- Utilises management information and financial systems to their fullest extent

Responsible Officers: Trust Digital Leader; EdTech Strategy Group
Sub-Strategies: Digital
Monitored by: Stewardship Committee; Standards and Ethos Committee

2030 Foundation: Sustainable Growth

The Trust's vision is to grow thriving Christian schools. We are about growing excellence, not numbers. We have a diligent approach towards growth where it is in the interests of the Trust and schools to move forward together. Our growth priorities, in order, are as follows. We recognise the challenge of securing the future of small schools and the challenges of falling pupil numbers nationally. We will work to address these.



Maximise capacity within existing schools



Welcome new settings and broaden provision



Expand existing Hubs



Grow new Hubs/Open new schools



Community; middle/secondary; special schools



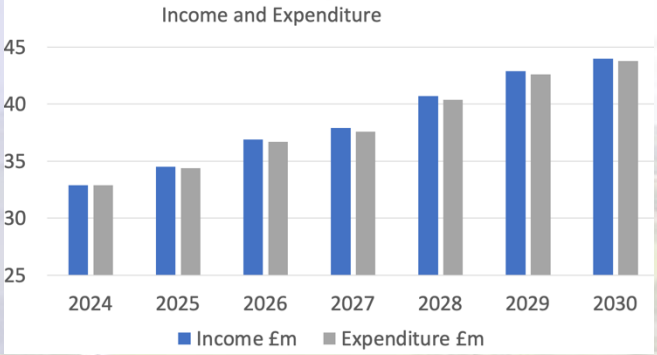
The Trust does not have a designated maximum size, nor is it seeking exponential growth. Growth has come largely from primary schools, but we remain open to other opportunities. We envisage between 5 and 7 Hubs of 1200 pupils in each. We want to maintain the strength of collaboration that currently exists. We are committed to working with small schools to secure their long-term sustainability. Our Growth Strategy is developed by the CEO and monitored by Trustees.

2030 Foundation: Stewardship

Finance

Our ambition:

We will deliver a Finance Strategy that resources the priorities of the Trust effectively and efficiently, making intelligent use of systems and data analytics. This will lead to long-term success and sustainability for the Trust and our schools, in a context of stretched resources and falling pupil numbers.



5,000 pupils / 28 schools

Potential growth through new schools / early years provision

Reserves target 7-10% of income

System development

- Effective use of latest software tools
- Periodic reviews to ensure effectiveness is maintained

Data analytics

- Budgeting for the long-term
- Benchmarking that enables informed decision-making at school level
- Identification of resources that can be shared across Hubs or the Trust

Enabling the delivery of Strategy 2030 by:

- A funding model that is fit-for-purpose against a backdrop of diminishing funding and changing pupil demographic
- Targeting resources where they are needed most in the short, medium and long-terms
- Use of data to drive decisions
- Prioritising funding to curriculum, community provision, professional learning and digital development
- Free-flow of resources to strengthen provision
- Exploring fundraising opportunities from external sources

Sub-strategy: Finance

Responsible officer: CFO

Monitored by: Stewardship Committee

2030 Foundation: Stewardship

Estates

Maintaining and growing the Trust's estate to enable high-quality learning and ensure regulatory compliance



Delivering an Estates Strategy that prioritises:

- Efficiency: Developing capacity and capability across the Estates function to enable efficient operations which harness technology to inform strategic planning.
- Compliance: Embedding systems and processes which provide all tiers across the Trust with assurance of statutory reporting obligations.
- Condition: Prioritising available funds to maintain an estate that is safe, warm and weathertight where property information is captured and used to make informed strategic investment decisions.
- Sustainability: Delivering the Trust's sustainability target by reducing carbon emissions and work towards the Church of England target of net carbon zero by 2030.
- Suitability: Developing accommodation that enables high-quality learning environments for students and staff.
- Sufficiency: Ensuring that there is sufficient accommodation and facilities to support the strategic needs of the Trust.

Climate and Sustainability

To provide energy efficient and environmentally sustainable school buildings through a deeper understanding and awareness of caring for the planet

Delivering a Climate and Sustainability Strategy that prioritises:

- Curriculum development: Work with the Academy Improvement Team to enable a curriculum that develops climate responsibility in children – all schools reaching Green Flag status.
- Buying green: Wherever possible, obtaining energy from renewable sources.
- Energy Consumption Reduction: Reducing fuel consumption through the introduction of energy-efficient technologies and measures. This will also include self-generation of energy through installation of onsite renewable technology.
- Behavioural change: Increasing awareness of energy and sustainability issues and encourage all members of the Trust to adapt their behaviours to help reduce energy consumption whenever they can.
- Sustainable Development: Ensuring that the highest energy-efficient design standards are adopted in all new buildings built on Trust land and any changes to existing buildings.

Sub-strategy: Estates / Sustainability Responsible officer: COO Monitored by: Stewardship Committee

Strategic Framework

Strategy 2030

Window 1: Flourishing children
Trust Improvement Strategy *DCEO*
Inclusion Strategy *RDE Inclusion/Belonging*
Early Years Strategy *RDE*

Standards and Ethos Committee

Window 2: Stronger communities
Flourishing Church Schools and Chaplaincy Strategy *LCSF*

Standards and Ethos Committee

Hub Improvement Plans
Regional Directors of Education

Window 3: Thriving People
Wellness Strategy *Wellness Champion*
DSAT Collaborate Strategy
Professional Learning and Improvement Leader
People Strategy *CEO*
Governance Strategy *HoGov*
People Committee/Trust Board

Window 4: Digital Excellence
Digital Strategy *Trust Digital Leader*

Stewardship Committee

Academy Improvement Plans
Headteachers

Pupil Premium and Sports Premium Strategies
Music Development Plan



Foundation: Stewardship
Finance Strategy *CFO*
Estates / Sustainability Strategy *COO*
Growth Strategy *CEO*

Stewardship Committee/Trust Board



Celebrating Success

We will measure our success according to the following key performance indicators

Flourishing children

1. All schools achieve and sustain Growing/Leading within 30 months; external bodies (OfSTED, SIAMs) validate the position of schools in the Trust Improvement Model
2. Trust outcomes and attendance exceed national average and improve towards the upper bands of statistical significance; variation narrows; schools below average show a secure trend of improvement; suspensions remain in the lower quartile.
3. Trust pupil wellness exceeds national benchmarks; below-benchmark schools show improvement

Strong communities

4. High-quality wraparound provision tracks community need; engagement grows annually or operates at a sustainable level with a clear rationale.
5. Disadvantaged gaps narrow faster than nationally; SEND progress is positive and above the national mean
6. Trust parental confidence exceeds national benchmarks; below-benchmark schools show improvement

Thriving people

7. Trust staff satisfaction and confidence exceed national benchmarks; below-benchmark schools improve. Absence beats national data and falls annually; variation narrows
8. By 2030, ITT placements and apprenticeships increase 20% and are offered by every school; over 50% and 75% respectively convert to permanent roles
9. Applicants per vacancy rise annually to 10:1; staff retention exceeds 85%

Digital Excellence

10. By 2030, all schools deliver the Digital Blueprint and DSAT Computing Curriculum, achieve 100% Cyber Essentials compliance and record zero critical breaches

Stewardship

11. Reserves reach 8% of annual income, in line with policy; no school or central service runs a deficit, with recovery plans where needed; any licensed in-year deficit will be funded from school allocated reserve, returning to an in-year surplus in the following year
12. Third party service providers deliver service that is highly rated by school and Trust leaders, with clear deliverables in place.
13. Carbon emissions per pupil reduce annually, using the Streamlined Energy and Carbon Report, with a minimum 10% reduction achieved between 2025 and 2030 and comparing favourably against other trusts


We Are
Reception

Diocese of Salisbury
Academy Trust
'Beyond expectations for all of God's children'

The Diocese of Salisbury Academy Trust (DSAT) was established in 2013 to provide a home for schools within the Diocese. The Trust works in dynamic partnership with the Diocese, its Board of Education and other partners, to transform provision and outcomes for the children in its care.

www.dsat.org.uk

Version 1: September 2024