

ODBST Strategic Plan at a Glance | 2026–2030

Empowering Lives, Flourishing Together · **ACHIEVE** · **BELONG** · **THRIVE** underpinned by four trust enablers · Aligned to Ofsted EIF Nov 2025 & DfE Trust Quality Descriptions

Shared pillars (schools + trust)	ACHIEVE Quality of education, inclusion & achievement	BELONG Attendance, behaviour & personal development	THRIVE Safeguarding, wellbeing, leadership & ethos
Ofsted Nov 2025 evaluation areas	- Curriculum & Teaching - Achievement - Early Years/Post-16 Provision (where applicable) - Personal Development & Wellbeing	- Inclusion - Attendance & Behaviour	- Safeguarding (Met / Not Met) - Leadership & Governance
Strategic areas (school development areas)	1.1 Curriculum, Teaching & Achievement 1.2 Early Years / Sixth Form 1.3 Personal Development, Wellbeing & Global Citizenship	2.1 Inclusion 2.2 Attendance & Behaviour	3.1 Safeguarding 3.2 Leadership, Governance & Ethos 3.3 Christian Distinctiveness, Worship & RE
Headline KPIs	- KS2 RWM combined; KS4 P8, A8, 9-4 9-5 En, Ma and combined, 5+ 9-4, 5+ 9-5; KS5 A*-E - Disadvantaged gap continues to be narrowed by 2030 - EYFS GLD at/above national % curriculum plans 'strong' by 2028: 90% - Pupil wellbeing survey increasingly positive - Enrichment entitlement 100% by 2028	SEND progress at/above national EHCP pupils supported appropriately PP pupil support leads to at/above national progress and attainment Clear EDIJ strategy implemented in all ODBST schools Attendance ≥ 96% by 2027–28 Persistent absence below national for all groups suspensions & exclusions below national Pupil belonging survey is positive	- Safeguarding 'Met' at every school - S157 audit clear annually - L&G grade 'Strong' or above - SIAMS Judgement 1 (Church schools) - Collective worship & RE quality 'effective' in 100% of church schools - Pupil voice: 'I feel safe' ≥ 95% - LGB attendance ≥ 90%
Trust lead	Director of Education, Chief Executive Officer	Director of Education	Director of Education, Chief Executive Officer, Diocesan link
Board committee	School Effectiveness Committee	School Effectiveness Committee	Full Trust Board
In school SDPs?	Yes — every school	Yes — every school	Yes — every school

Trust enablers (trust-only)	E1 PEOPLE & CULTURE Workforce, coaching, EDI, retention	E2 FINANCE & OPERATIONS Resources, estates, digital, sustainability	E3 GOVERNANCE & ACCOUNTABILITY Board, compliance, risk, assurance	E4 CULTURE, GROWTH & PARTNERSHIPS Scale, RISE, system leadership, civic
DfE Trust Quality Description	Workforce	Finance & Operations	Governance & Leadership; School Effectiveness	: Public benefit & civic duty; System leadership
Scope	- Recruitment & retention - Instructional coaching & CPD - Leadership pipeline - Staff wellbeing & Workload Charter - Single Trust pay & conditions framework - EDI strategy, pay gap reporting	- ATH compliance & DfE returns % pooling of schools' reserves; centralisation - Cybersecurity (CE+, NCS 10) - DfE Digital Standards 2030 - DfE Estates strategy 2026; net zero by 2030 - Streamlining contract management and ensuring economies of scale/ VFM / efficiencies - Statutory H&S compliance and business continuity	- Scheme of delegation - Trust School Improvement Methodology - Internal scrutiny & risk register - Board skills audit + 3-yr review - Trust safeguarding QA framework - Real-time data dashboards	- Develop the ODBST culture as “one family” - Growth due diligence framework - Optimal scale definition - RISE relationship lead & brokerage - MAT-to-MAT collaboration - Civic anchor / community partnerships
Headline KPIs	- Retention ≥ 90% - Vacancies filled < 6 weeks - ECT induction 100% - Staff wellbeing survey increasingly positive - Sickness absence below national	- DfE Financial Health: Good+ - Reserves > 5% income - Cyber Essentials Plus by 2027 30% energy reduction by 2030 - Nil ATH compliance findings - Generating further income streams - Statutory compliance audit clear annually	- Board attendance ≥ 90% - ATH self-assessment 100% - SE Framework published Sept 2026 - Pre-inspection review annual for window schools - External governance review every 3 years - Safeguarding audit 'Strong' in all schools	- Staff acknowledge, respect and advocate “one family” - Growth due diligence 100% - RISE engagement ≥ 2 pa - School to School support 5+ community MOUs by 2028 - Quality maintained post-growth
Trust lead	Chief People Officer	Chief Finance Officer, Chief Operating Officer	Chief Executive Officer, Chief of Governance, Director of Education	Chief Executive Officer
Board committee	Finance, Risk, Pay, Personnel Committee (people risk); Full Board (strategy)	Finance, Risk, Pay, Personnel Committee (risk & audit); Full Board (strategy)	Full Board; Finance, Risk, Pay, Personnel Committee (risk & audit)	Full Board
In school SDPs?	No — heads contribute via recruitment & CPD plans	No — heads contribute via budget & estate returns	No — governance via LGB terms of reference	No — trust only

CROSS-CUTTING: SEND REFORM	CROSS-CUTTING: AI & EDTECH	CROSS-CUTTING: EDI	CROSS-CUTTING: SUSTAINABILITY
- Trust SEND strategy (annual) - SENCO network hub - EHCP quality & timeliness audit - LA & DfE SEND reform engagement	- Trust AI & EdTech policy by 2026 - All-staff AI training by 2027 - Assessment integrity framework - Equitable access across all schools	- Culturally responsive curriculum - Outcomes by protected characteristic - Gender & ethnicity pay gap report - Diversity targets in leadership	- Trust + school Sustainability Leads - Climate Action Plan in every school - Climate curriculum 30% energy reduction by 2030; adaptation & biodiversity

COMPLIANCE FRAMEWORKS · Ofsted EIF Nov 2025 · MAT IF (from 2027) · Academy Trust Handbook · KCSIE 2024+ · SEND Code · Equality Act (PSED & Accessibility) · UK GDPR / DPA 2018 · DfE Digital Standards 2030 · DfE Sustainability & Climate Change Strategy · Working Together 2023 · NGA/CST Governance Code · Nolan · Gatsby Benchmarks · SIAMS

Accountability cycle: Autumn — results, finance & risk · Spring — outcomes mid-year & SEND · Summer — strategic review, VFM & budget · Board approved: [Date] · Annual review: July · Full refresh: 2028 · Owner: CEO · V 1.0