



St James & Emmanuel Academy Trust

Didsbury CE
Primary School



West Didsbury CE
Primary School



St Wilfrid's CE
Primary School



St Elisabeth's CE
Primary School



Strategic Plan

2019-2023

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What have we achieved so far.....

In 2012 Didsbury CE was facing unprecedented demand for places. We were regularly getting over 180 applications for a 30 place Reception intake. We were frequently having to turn down families who wanted a church school place for their child and we knew something had to change.

As a result we decided to put in a bid for a free school, as a sister school to Didsbury CE. The first seeds of West Didsbury CE were sown. Following our successful application, interview and consultation, we were delighted to be able to open the doors of West Didsbury CE to our first Reception intake in September 2015.

At the same time as we opened West Didsbury CE, we were approached by the Department for Education, Manchester Local Authority and Manchester Diocese to consider the possibility of St Wilfrid's CE, who had received an academy order following an Ofsted inspection, joining our Trust. After lengthy discussion, we determined that this was our calling and that geographically St Wilfrid's CE offered many opportunities for joint staff development across our three Trust schools. By July 2016 the academy order was signed and St Wilfrid's CE officially became part of the St James and Emmanuel Academy Trust. In November 2019, we welcomed St Elisabeth's CE in Stockport into our Trust.

We have Heads of School in each of our schools and set up Local Governing Bodies to ensure that each school is challenged and supported on its own performance. The Heads of School are supported by the Executive Headteacher who has a contract across all four schools and reports on performance across the Trust as a whole to our Directors. We have established a skilled Board of Directors who hold the Executive Head to account and rigorously scrutinise the work of each LGB whilst considering more strategic developments across the Trust.

The Trust gives the highest priority to school improvement and to this end utilises the considerable skills of staff across the four schools to drive school improvements. The only role funded by all schools is that of the Executive Head, although there are a small number of staff who have contracts at more than one school within our Trust. This means that each school budget is able to be spent totally on resourcing the children directly within the school.

Our Trust vision

“To grow a diverse and creative educational community, where we encourage **belonging** and nurture **believing**; together **becoming** fulfilled and responsible members of God’s world.” – WDCE and St E

“Our Christian school exists to provide a welcoming environment (**belonging**) in which everybody is cherished and challenged (**believing**) to fulfil their potential (**becoming**).” – St W and DCE

Belonging:

- to each other in mutual support, respect and trust;
- to the communities of Didsbury, Reddish and Northenden, committed to playing an active role in providing outstanding local primary schooling;
- to the Diocese of Manchester, as part of a family of 191 distinctive Church of England schools;
- to the world in which we live, caring for the whole creation regardless of race, religion or background.

Believing:

- in our gifts and abilities, as each child is unique and valuable;
- in our potential, as each child will be challenged and nurtured;
- in our Christian faith, as each child will be guided by our church ethos and values.

Becoming:

- responsible and productive – a force for good in society;
- engaged and pro-active – ready to change and challenge the world around us;
- aware of our vocation, with a growing sense of purpose and preference;
- well-rounded and self-aware, through an holistic and broad-based education.

Belonging:

We want all schools within our Trust to be positive, thriving and welcoming places for the community. Happy children who enjoy their learning thrive. To ensure that children are emotionally in the right place to learn, we have to make our children feel comfortable, safe, confident, resilient and supported. This can only be achieved if a child feels a sense of belonging.

Believing:

We aim to boost each child's self-esteem by recognising their own individual talents and celebrating them. Through the sense of belonging to our Trust family, we create a supportive environment in which the children all look out for one another and are encouraged to congratulate and praise each other. We aim to create such self-confidence and belief that each child within our Trust develops their resilience and understands that we learn from our mistakes and that it is fine to feel disappointed or get something wrong. We all do!

Becoming:

We prepare our children well for their future working lives. We give them the academic capability to thrive at High school and encourage each child to be an excellent communicator, collaborator and have a social conscience.

Our Ambition

To provide a greater number of church school places in South Manchester and Stockport.

Thankfully since we opened the doors at West Didsbury CE we have never had to turn anyone down who has wanted a church school place in our Trust. We have also been able to offer far more community places to children within the schools in our Trust.

Better outcomes for more children.

By 2023 we want to be providing high quality church school primary education for over 1000 children in South Manchester. We aim to be at or above national average in key outcomes at all schools within our Trust, however more importantly we want to support all our children to be happy, confident in themselves, considerate of others and resilient.

Broader range of provision.

By sharing expertise and resources across our Trust schools we aim to provide a rich, stimulating and broad curriculum at all our schools, to meet the individual needs of each learner.

Stronger connections.

We aim to grow a diverse, inclusive community and provide opportunities for children from all our Trust schools to work together collaboratively and compete against each other in Trust based sport competitions.

What sort of a Trust do we want to be?

Strengthen our communities

Keep the academy church school at the heart of its community and create local solutions for local problems.

Get involved in community events and provide aspiration, ambition, support and encouragement.

Be the most effective and influential primary educational Church of England Trust in the South Manchester/Stockport area.

Strengthen our schools

We expect nothing but the best and will work kindly, fairly and safely with our children and their families to encourage and support them. We rely on our senior leaders and managers to support this ambition and know that we can achieve this.

Have an outstanding school improvement strategy based on empowering and improving all staff including senior leaders.

To provide a stimulating curriculum that enables children to grow spiritually and gain curiosity, ambition and a willingness to practice so that they gain the knowledge, skills and understanding to help them be socially active citizens. It emphasises the central importance of proficient reading, writing and numeracy

skills as the basis of a good education and future personal and social contribution to society.

W.B Yates – 'Education is not the filling of a pail but the lighting of a fire.'

Strengthen our links

All our schools support one another because we are one Trust and live by co-operating successfully.

We encourage our children to be excellent co-operators and to be ambassadors for the benefits of collaborative working. Our staff steer and support this ambition enthusiastically and our curriculum is tailored to achieving this.

Our core offer

By the time your child leaves one of our schools they will have had the opportunity to

- visit a museum
- experience a residential trip
- enjoy outdoor educational experiences such as: forest school, climbing, abseiling etc.
- sing as part of a group
- perform on stage in front of a large audience
- participate in a competitive sport for their school
- enjoy a variety of extra-curricular activities
- take part in a whole school service at church
- learn to ride a bike safely on the roads
- create a piece of art out of nature
- learn to swim
- have a role in a whole school performance
- learn a musical instrument
- represent their peers as a school councillor
- celebrate a variety of religious and cultural festivals
- apply skills they have learnt to solve a wide variety of problems
- take part in a community event
- work with younger children
- build a den
- grow a plant
- create a piece of art for display
- be awarded a certificate
- learn how to get on with others
- invent a wonderful creation
- raise money for charity
- deal with a difficult situation
- feel safe and happy

Our organisation

We are a learning organisation

We will learn from our experiences and evaluate and reflect before moving on. This will make us more efficient, effective and strategic. We will take every opportunity to find the best moral and ethical ways to support and educate our children. We will:

- make evaluation and learning central to everything we do
- focus on outcomes so that we can measure the impact we are having
- share our knowledge, performance indicators and findings so we can find new ways to support our children and staff as well as influence thinking in other organisations

We will regularly evaluate and be mindful of risk

We are experiencing interest from schools wanting to join our Trust. These opportunities allow us to support more children and communities and improve the lives of those educated by us. This ambition carries risk. To manage this we need to be reflective, evaluative and realistic. We will do this by being more honest and open with ourselves and focusing on risks well in advance. We will manage risk rather than avoid it – so we stay competitive and innovative in all that we do for all those that we serve.

We will enable digital technology to help us be more effective and efficient

We will become a more digitally efficient organisation through:

- evaluating how well we use technology across a range of services
- implementing a plan to provide better support for our children and staff through making co-operation easier via technology
- establishing technology as a vehicle for improvement and efficiency across the Trust

We will be prudent, cost effective and locally empowered

We will preserve a commitment to ensuring that all available resource is delivered to our schools so that frontline resources can impact strongly on the children. This will keep the Trust contribution or 'top slice' as low as possible. Currently this is only the salary of the executive head split pro rata between the schools. We will maintain a clear reserves policy for each school so that we avoid any possible financial issues. We will regularly review our scheme of delegation so that we continue to improve but also maintain the correct level of oversight and control at a local level.

We will be a diverse organisation that works with others to achieve this important aim

We will make sure equality, diversity and inclusion run through everything we do. This is evident in the way we support our children, their families and carers and our staff. We will:

- promote opportunity and achievement for all
- be as accessible and inclusive as possible
- build a diverse and representative workforce
- work productively with our key partners including local authorities, Manchester Diocesan Board of Education, trade unions and the charity sector
- treat everyone we support fairly and with respect
- promote Belonging, Believing and Becoming as our strapline and ensure that it underpins all we do

The curriculum we offer

We see the curriculum as the thing that embraces more or less everything a child does linked to their life at school. It is a set of skills, knowledge, understanding and experiences with the thread of our Christian values and Belonging, Believing and Becoming running right through it and underpinning everything we do. It is the mechanism through which children journey towards a better understanding of themselves and the role they can play in their community and society. It supports their growing understanding of their place and role in God's world. We hope that it encourages children to be ambitious and a force for good in society.

Achieving high standards is important whether this is in the respect and tolerance they show to each other and society in general as well as in their studies and the contribution they make to school life. We want our children to work hard, show resilience and be ready and skilled to manage whatever the world throws at them. Doing as well as they possibly can in tests and assessments is important and we take their attainment seriously, striving with every sinew to make it as good as it can be. We firmly believe that functional skills such as communication, reading, writing and numeracy are vitally important and are an entitlement regardless of the child's age but, we are also clear that test and assessment outcomes alone are by no means enough. We are committed to ensuring all of the talents and skills they have are developed to the full.

When a child leaves one of our schools they will know how to keep themselves safe and healthy. They will have had a broad experience that included academic, sporting/physical activity, dramatic, artistic, musical and most importantly, personal growth opportunities. Our schools will provide time for children to learn and enjoy playing with their peers before and after the school day. We know that this can play a crucial role in keeping their interest and enthusiasm.

We expect our children to be community minded with a willingness to get involved and volunteer, ready for the next stages of their life's journey. We want them to be able to draw on a deep understanding of Christian values to help them. They will be tolerant of others, willing to listen and appreciate the views and lifestyles that others may follow.

We acknowledge the significant role parents and carers play in our children's development. We will do all we can to support parents and carers so that their children have every chance to succeed. Every child is of equal value and we will always work tirelessly to support their individual needs.

We expect the curriculum at our schools to be enjoyable, rich, varied, exciting, relevant and often challenging, but above all, enormously rewarding. We know that some of our children face significant challenges but this won't stop us ensuring that they receive a top class education leading to top class outcomes.

Key indicators – used to judge whether we are achieving our ambition

The Trust and its schools consider the following indicators to be central to evaluating how successful we are:

- Our Belonging, Believing and Becoming vision is lived out daily
- Ofsted judgements covering overall effectiveness, behaviour, personal development, care, welfare, leadership and management
- Overall pupil attendance rate and for those eligible for pupil premium funding
- Overall fixed term and permanent exclusion rates and for those eligible for pupil premium funding
- Progress measures for all pupils and particularly for those eligible for pupil premium funding
- Pupil attendance at after school clubs and particularly for those eligible for pupil premium funding
- Proportion of children responding positively to annual survey question ‘ I am happy at this school’
- Adherence to financial ‘red lines’ and probity
- External and internal audit reports
- Attendance figures for governors and directors, as reported each year
- SIAMS judgements (standard inspection of Anglican and Methodist schools) covering vision and leadership, wisdom knowledge and skills, character development, community and living well together, dignity and respect, the impact of collective worship, the effectiveness of RE

Strategic priorities 2019-2023

We will focus on the following issues until the end of 2023

- All our schools are great places to work and learn. Our vision of Belonging, Believing and Becoming is lived out daily in each school.
- Children (including those eligible for pupil premium funding and those with special educational needs)
 1. attend regularly, behave well, know how to keep themselves safe and contribute fully to their community
 2. aspire to be the best they can be and are provided with the help and support they need to make this happen
 3. have the knowledge, skills and understanding to enable them to contribute positively to society
- Our schools offer high quality support to each other, to other local schools and to the wider school community so that we effectively share good practice for the benefit of all
- Operate a Trust model that relies on excellent communication between all our schools to share best practice, resources, improve school effectiveness and develop overall efficiency
- Develop all our staff so that succession planning and a high quality pipeline and talent pool of skilled teachers and leaders is readily available within our Trust
- Further our teacher training links in order that we can ensure that the highest quality graduates and trainees are applying for vacancies within our Trust
- Playing an active part within the Manchester Diocesan family of church schools and further developing our own church school links
- Have staff that are ambitious for the children and for themselves
- All our schools are financially secure, adopt sustainable , environmentally and 'fairtrade' friendly approaches