

‘Life in all its fullness’

John 10:10

Strategy 29





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Introductions

Chair of Trustees

As Chair of the Embrace Board, it is both a privilege and a profound responsibility to stand alongside our leaders, colleagues, families, and communities as we launch Strategy 29. At Embrace, we hold a shared conviction: that every child in our Trust is known, belongs and matters. This belief underpins every decision we make and drives our commitment to providing safe, caring environments where children feel valued, supported, and inspired.

Strategy 29 is a collective promise. Through strong governance, purposeful stewardship, and an unwavering focus on equity and excellence, we are determined to ensure great lessons, every day, in every school, for every child. Our role as a Board is to create the conditions in which this can flourish: championing high expectations, ensuring robust accountability, and directing resources where they will make the greatest difference.

What makes Embrace special is our shared purpose and unity of vision. Strategy 29 strengthens this foundation. It expresses our collective belief that when we invest in people, work in partnership, and hold fast to our values, we transform outcomes for children and young people.

On behalf of the Board, I offer my thanks to every colleague across our Trust who brings this vision to life. Together, we will continue to shape a future where every child experiences life in all its fullness, and where we remove barriers, foster joy and nurture hope so every child can flourish.

John Haggart
Chair of Trustees



Trust Leader

At Embrace our mission is to ensure that every child flourishes and experiences 'life in all its fullness', removing barriers, fostering joy and nurturing hope.

I'm proud of this mission, which embodies our Christian values and perfectly reflects what is so important to us here at Embrace.

We passionately believe in inclusivity, so much so that it is one of our core values, and supporting all children to experience joy and hope means that we are fully committed to removing barriers so that all children can flourish.

Strategy 29 supports our mission. Through exceptional leadership we will provide an inclusive, ambitious education, creating nurturing environments where all children belong and matter, and where teaching and learning delivers great lessons, every lesson, every day, for every child, so every child thrives and succeeds.

By empowering our employees as experts in their field and supporting all colleagues to feel joy and purpose in their work, we will ensure that our children flourish.

And through delivering operational excellence, we will create exceptional learning environments, deliver equitable resourcing and remove the 'noise' from school leaders so they can focus on what matters – delivering a fantastic education for our children and young people!

The Embrace family is something quite special, and I'm excited about what we can achieve together through Strategy 29 so all children can embrace 'life in all its fullness'.

Paula Jones
Trust Leader





Our Values

At Embrace our Christian values are quite simply, the way we behave. Our values of compassion, inclusivity, respect, collaboration, wisdom and integrity are what makes us Embrace, a solid foundation exemplified in all of our every day interactions.



Respect

Treating others as you would want to be treated



Inclusivity

Celebrating individuality and ensuring equal opportunity for all



Compassion

Encouraging others and showing kindness



Wisdom

Making wise decisions with knowledge and understanding



Integrity

Doing the right thing through honesty and trust



Collaboration

Working together through meaningful partnerships



Our Vision

Children

Every child in our Trust is known, belongs, and matters. We provide a safe, caring environment and deliver equity and excellence in teaching – great lessons, every day, in every school, for every child. Our curriculum sparks curiosity and a love of learning for life, offering opportunities to flourish academically, culturally, and spiritually. Through an engaging and enriching curriculum, including leadership and social action opportunities, we remove barriers, so every child experiences joy, ambition, and a clear pathway to their future.



Families

Every family is welcomed, valued and respected, with equity at the heart of our offer and support for all to create a culture of safety, dignity, and hope. We celebrate uniqueness and diversity, communicate openly and compassionately, and remove glass ceilings so ambition is possible for every child and family. Together we build relationships of trust, working in partnership to foster aspiration and flourishing futures for our children.



Colleagues

We create an Embrace community where every individual feels they matter and belong. Working together, we make a real difference for children. We prioritise wellbeing, celebrate achievements, and invest in professional growth so careers flourish and joy and purpose thrive in our work. As one trust and one team, with service, compassion, and open communication, we enable our colleagues to focus on what matters most – delivering a flourishing education for the children we serve.



Communities

We place schools at the heart of their local communities, fostering cohesion, and belonging while celebrating all that is unique. Through service, social action, and enrichment, we give back to our communities and build partnerships working together to support each other. We create connections across schools to provide holistic education and smooth transitions for children. Our close relationship with local places of worship deepens our shared commitment to flourishing communities.





Our Guiding Principles

Our guiding principles outline how together, we will succeed. These principles are the way we work, and thread through all strands of our strategy, anchoring like roots and weaving through all of our strategic priorities, goals and actions.

We know to be successful we need to create an inclusive culture that proudly reflects our Christian values; we have high expectations in all that we do, expecting excellence of our Embrace family, children and colleagues alike; We embrace equity – as a core principle ensuring that all children and colleagues get the same great opportunities; and we grow talent, recognising that investing in our colleagues will only benefit our children and young people!



At Embrace we:

Create Culture



We are intentional about creating a culture which reflects our Christian values, and where children are at the heart of our decisions.

Expect Excellence



We are ambitious in our expectations – and through an expertly delivered, high quality curriculum, our children flourish.

Embrace Equity



Removing barriers, we work collaboratively as a truly inclusive trust where everyone matters and belongs.

Grow Talent



Our people are our strength – through professional learning we empower our people as experts, investing in our teachers, leaders and support staff.



Our Strategic Priorities

Our strategic priorities will enable us to give all of our children and young people the opportunity to embrace 'life in all its fullness'. Through these ambitious priorities we will create the conditions for every adult and child to flourish.



Ambitious, Inclusive Education

Enabling all children and young people to flourish and succeed



Empowered, Expert Employees

Developing a valued and supported workforce as experts in their field



Operational Excellence

Providing enabling services allowing schools to run efficiently and effectively



Exceptional Leadership

Leadership and governance that secures equity and excellence

Ambitious, Inclusive Education



Enabling all children and young people to flourish and succeed



Our Goals

1. **Inclusive culture** - creating a culture where all children belong, matter and thrive.
2. **Inclusive systems** - identifying and removing barriers to meet the needs of all children.
3. **Inclusive teaching and learning** - expert educators delivering great lessons, every lesson, every day, for every child.

To achieve these goals we will:

- Embed a trust-wide Inclusion Framework, aligned training, and strong parent-pupil engagement to ensure every child feels valued and experiences a sense of belonging.
- Implement aligned tools and trust-wide data processes to identify and respond to barriers early and accurately.
- Deliver consistently excellent, adaptive teaching through the Embrace Adaptive Teaching Blueprint, and trained instructional coaches in every school.
- Strengthen leadership capability through inclusive leadership training, coaching, aligned QA processes, and trust-wide professional development pathways.
- Enhance tracking, target intervention, and provide bespoke support for disadvantaged and vulnerable learners to raise outcomes and narrow gaps year-on-year.
- Build strong partnerships with families, agencies and communities and develop a trust-wide enrichment offer that strengthens belonging, voice and inclusion.



Empowered, Expert Employees



Developing a valued and supported workforce as experts in their field



Our Goals

1. **Recruitment and retention** – engaging, attracting and retaining exceptional talent.
2. **Learning and development** – investing in professional growth, developing an expert workforce
3. **Wellbeing and workload** – intentionally cultivating an inclusive, supportive culture where every colleague can flourish.

To achieve these goals we will:

- Strengthen our employer brand through inclusive values and high-quality candidate experiences.
- Develop consistent, bespoke onboarding that supports effective early engagement and long-term retention.
- Implement clear professional development and progression pathways to motivate and retain staff, alongside recognition schemes.
- Develop workforce analytics to improve recruitment, monitor retention, and inform targeted actions for other 'People' considerations.
- Establish Trust wide leadership and staff competency frameworks that clarify expectations and development routes.
- Implement and expand the Institute of Learning to provide high quality CPD, coaching, mentoring and qualification pathways.
- Identify and develop talent through succession planning and talent pools.
- Develop well-being advocates, peer networks and proactive health initiatives across all schools.
- Strengthen and promote flexible working options and refine our "Right to Disconnect" approach to support work-life balance.
- Prioritise communication, staff voice and inclusion through the provision of structured updates, staff networks and meaningful opportunities to contribute.

Operational Excellence



Providing enabling services allowing schools to run efficiently and effectively



Our Goals

1. **Enabling services** – efficient, effective central services that allow schools to focus on securing a great education for our children.
2. **Financial sustainability** – providing equity and best value in resourcing, whilst securing long term sustainability.
3. **Exceptional learning environments** – transforming our schools through purposeful investment in our estates and digital technology.

To achieve these goals we will:

- Robustly review the impact and effectiveness of our current services.
- Strengthen assurance processes so that accurate self-evaluation leads to clear strategic improvements.
- Develop an operating model that delivers an exceptional service, supporting our school leaders by removing unnecessary burdens.
- Strengthen financial health by intentionally building on reserve balances.
- Proactively use procurement and ICFP to deliver efficiencies.
- Support our leaders through strengthened training, reporting and strategic planning to ensure best value.
- Further develop our systems of financial review, reporting and controls.
- Develop a culture of planning for equity – through trust wide engagement with our ethos of 'our trust, our children'.
- Create inspiring school buildings, developing spaces that support modern teaching, inclusion, wellbeing, and collaboration.
- Plan estates investment around long-term educational need, aligning capital spending with curriculum delivery, sustainability, and community use to ensure buildings actively enhance learning.
- Invest in resilient digital infrastructure, cyber security and safeguarding systems that provide safe, reliable and standards-aligned digital environments.
- Enable effective collaboration through consistent use of digital platforms and emerging technologies, supporting high-quality teaching, reducing workload and improving operational efficiency.



Exceptional Leadership



Leadership and governance that secures equity and excellence



Our Goals

1. **Clarity and purpose** - ensuring clarity of self-evaluation, strategic direction, roles and responsibilities.
2. **Accountability and assurance** - strengthening systems of assurance at all levels to identify and address risk.
3. **Communication and collaboration** - effective engagement with all stakeholders, working together to achieve our vision.

To achieve these goals we will:

- Develop and train leaders at all levels to accurately self-evaluate and develop robust, sharply focused improvement plans which deliver equity and excellence.
- Clarify roles and responsibilities of operational functions so that the segregation of duties between the school and the central services teams are clear.
- Develop a clear calendar of internal scrutiny and executive quality assurance, to support board assurances and strategic planning for improvements
- Be intentional about collaboration, creating meaningful opportunities for colleagues to discuss, share and learn from and with each other.
- Develop clear mechanisms for regular communication with all stakeholders, ensuring the mission and values are known and understood and that the impact of Trust collaboration and support is shared more widely.



Indicators of Success

We are accountable to our children and young people, our families and our Embrace community, to deliver the priorities we commit to within Strategy 29. We will hold ourselves to account for the successful implementation by monitoring our progress towards ambitious indicators of success and annual key performance indicators.



Ambitious, Inclusive Education

Enabling all children and young people to flourish and succeed.

- Outcomes will be above national averages in all externally reported assessments across both phases, including for vulnerable groups.
- Self-evaluations and Ofsted inspections will judge all schools to be meeting expected standards across all areas. Many areas of our provision will be strong.
- Attendance and PA will be better than national averages and similar schools, including for vulnerable groups.
- Suspensions will be well below national averages, in both phases.
- Our enrichment offer will be broad and varied in all schools, including leadership and social action opportunities. All children and young people will actively participate in the programme of extra-curricular activity, including those from vulnerable groups.
- All children will have a trusted adult within school and report that they believe that their school is a place where they believe they belong and matter.
- Our educational offer will be one of equitable high quality with access to high quality support services, strong curriculum and resourcing, and excellent teaching as standard.

Empowered, Expert Employees

Developing a valued, supported workforce.

- Our valued colleagues will stay with us: our voluntary staff turnover will reduce to below 10% and 95% of new employees will be retained long term due to our strong training and support offer.
- New colleagues will want to join us: applications per advert will increase by 20%
- Professional development will be high quality and valued: 85% of colleagues will report positively about the Embrace CPD offer.
- Performance Development reviews will be offered to all staff with 90% having active professional learning plans.
- Our workforce will be happy and healthy: Absence due to illness will reduce by 10% year on year and staff reporting high rates of job satisfaction will increase by 15% year on year.
- Positive responses in relation to staff workload will show a 10% improvement year on year and be significantly higher than national benchmarks

Operational Excellence

Providing enabling services that help schools deliver great education.

- All school leaders will report positively about central services quality and support offer.
- We will deliver an agreed surplus budget annually and increase our reserves to above 6%, not holding excessive reserves and using funding for the benefit of your young people
- All schools will meet ICFP benchmarks with the exception of schools where central targeted spending is supporting our equity priority.
- Through a carefully targeted, effectively delivered annual capital improvement plan, with 100% of deliverables on time, we will ensure our children and colleagues learn and work in exceptional environments.
- Digital Technology will be an enabler not a barrier, with 100% of children and colleagues having access to high quality, efficient technology.
- All schools will meet cyber and digital safeguarding DFE compliance standards.

Exceptional Leadership

Leadership and governance that secure equity and excellence.

- Our exceptional leaders will lead our schools to deliver strong outcomes for our children and young people.
- Accurate self-evaluation will demonstrate that we know our schools really well through focused and rigorous assurance mechanisms.
- Communication across the Trust will be a strength with over 75% of staff and parent responses reflecting this.
- Survey results will demonstrate that over 75% of colleagues and parents understand our vision, mission and values and the impact we have on improving the provision for our young people.
- 95% network participation and 80% positive survey outcomes will demonstrate that collaboration is a strength.