Poppy Academy Trust

Strategic Plan 2026-2029

Having wisdom and understanding is better than having silver and gold.
Proverbs 16:16

Introduction

Our mission is to build thriving and collaborative school communities where having wisdom and understanding is better than having silver and gold. We want to encourage, challenge and support each school to provide a holistic learning environment for all and to inspire children to become confident, knowledgeable and active young citizens.

We aspire for excellence in our Trust community for all stakeholders. We want to partner with like-minded schools who share our vision of working together to build incredible opportunities both within the curriculum and beyond for children and staff to flourish.

Our core **values** are

- Partnership,
- Aspiration,
- Confidence,
- Enjoyment, and
- Respect

Our agreed Trust Objectives for 2026-2029 are:

1) We want our children to have the foundations of knowledge to thrive in further education and society.

2) We want to use our knowledge of integrating new schools and experienced leadership teams to grow the Trust to provide access to more children, more teachers, more parents and carers, more communities.

3) We want to explore how we can address the SEND challenge given our expertise and use this to strengthen and grow the Trust.

4) We want to provide a first class school environments including, teachers, teaching resources, buildings, arts, technology and sports but which operates within our financial resources.

5) We want our values, our culture and our diversity to be leveraged throughout our schools by implementing common processes and procedures and a common means of communicating.

Implementation, Impact and Assurance

This document refines the Trust's three-year implementation plan by aligning objectives explicitly to Ofsted 2025 inspection themes and by setting out clear success measures and evidence sources. It is designed to support strong self-evaluation, Board assurance and external accountability.

Objective 1: Strong foundations of knowledge

Milestone	Target Date	Ownership	RAG	Success Measures / Evidence
Trust-wide ambitious curriculum framework embedded and coherently sequenced	July 2026	CEO / Executive Leaders	-WStJs New wider curriculum on Kapow in place for 1 year -Curriculum work on-going for Autumn: focus on more able/writing and foundational learning across Trust -All schools preparing for Ofsted – training attended, practise initial day calls had.	Curriculum maps, Foundational Knowledge Maps, progression documents, subject reviews, Ofsted readiness
Pupil outcomes in reading, writing and mathematics at or above national averages, especially in vulnerable groups	December 2027	Headteachers		KS2 outcomes, IDSR, internal moderation, external validation
Pupils demonstrate confidence, aspiration and readiness for next stages	December 2029	School Leaders		Pupil voice, destination data, attendance and behaviour trends

Objective 2: Sustainable Trust growth

Milestone	Target Date	Ownership	RAG	Success Measures / Evidence
Clearly defined Trust growth strategy focused on capacity, quality and sustainability	July 2026	Board / CEO	-Staff/Governance/Trustee survey completed -Met with Joe Farrell from DFE -Presented at DBE -Meeting DG from Diocese regularly	Approved strategy, Board minutes, due diligence frameworks
New school integrated successfully with no negative impact on standards	December 2027	CEO / Executive Team		Integration reviews, performance data, stakeholder feedback
Leadership capacity enables effective oversight and school improvement	December 2028	Board / CEO		Executive structure reviews, succession planning, inspection outcomes
New school integrated successfully with no negative impact on standards	December 2029	CEO / Executive Team		Integration reviews, performance data, stakeholder feedback

Objective 3: Addressing the SEND challenge

Milestone	Target Date	Ownership	RAG	Success Measures / Evidence
Trust SEND strategy improves inclusion and quality of provision	December 2026	Trust SEND Lead /CEO	-Working well: new policy -2 schools have inclusion focus with SEA -Anchor Room at WStJs supportive our children with EHCPs -Working with an AP to support a pupil waiting a specialist provision.	SEND reviews, provision maps, parent feedback
Trust SEND strategy on staffing to support Inclusion	December 2026	Trust SEND Lead /CEO		SEND reviews, staff feedback, management accounts
Improved outcomes and reduced exclusions for pupils with SEND	December 2027	School Leaders		Attendance, behaviour data, SEND outcomes, Ofsted evidence
SEND expertise strengthens Trust offer and reputation	December 2028	Board / CEO		Partnership agreements, external recognition, LA engagement

Alternative Provision for the Trust explored and established if the need is there	December 2029	Trust SEND Lead /CEO		APs in action and/or APs in school in action

Objective 4: First class environments within financial sustainability

Milestone	Target Date	Ownership	RAG	Success Measures / Evidence
Safe, compliant and well-resourced learning environments across all schools	July 2026	CFO / CEO	-Safer schools assessments complete – working on areas -2 Church schools quinquennials complete: reports to be reviewed -3 CIF projects nearly complete… -2 more CIF projects won for FF -Money from reserves budgeted spend in 2026-7 to improve StJsR and WStJs	3 successfully completed CIF projects completed across 2 Radlett schools
Safe, compliant and well-resourced learning environments across all schools	July 2027	CFO / CEO		Health and safety audits, estates plans, compliance records, More CIF projects won. Safe schools assessment

				demonstrating compliance.
Capital investment improves suitability and sustainability	December 2028	CFO		CIF projects, condition surveys, stakeholder feedback
Resources deployed efficiently to maximise impact	December 2029	CFO / Board		Benchmarking, audited accounts, value for money statements

Objective 5: Values, culture and common ways of working

Milestone	Target Date	Ownership	RAG	Success Measures / Evidence
Consistent Trust policies and systems support high expectations.	July 2026	CEO / CFO	-Policies on Gov Hub being reviewed in timely fashion and easy to access -Payroll recent audit very successful and no audit points -Annual SCR audits	Policy audits, staff induction materials, policies reviewed in timely manner, internal audits.

Clear systems in place to ensure school policies, risk assessments and procedures are carried out in a timely and appropriate Trust manner	July 2027	Headteachers/ CEO		Policy audits, LGB minutes, PATH meetings
Staff culture reflects Trust values and shared practice	December 2028	Executive Leaders		Staff surveys, retention data, professional development records
Strong, inclusive Trust culture evident to all stakeholders	December 2029	Board / CEO		Parent surveys, pupil voice, inspection feedback