



Our Vision

Introduction

Embrace Multi Academy Trust was formed in 2019 by like-minded leaders and governors from a range of successful schools across south Leicestershire. We are clear on what we stand for, what we want for our pupils and where our future lies. We are a church-majority trust, driven by a moral purpose to develop our pupils in the fullest sense, regardless of which academy they attend and without detriment to others outside our trust.

Church of England Values

As a Church of England-majority MAT, we have a strong and positive working relationship with the Leicester Diocesan Board of Education. We are proud to develop as a trust and throughout all our academies alongside the Church of England Education Office (CEEO) vision of hope, dignity, community and wisdom:

- we hold the highest hope and aspirations for our pupils
- treat everyone with whom we have contact with dignity and expect our pupils, colleagues and parents/carers to subscribe to this value;
- appreciate the importance of our trust community and the individual communities around each of our academies; it is only through collaboration that we will achieve to our optimum level and build strong relationships with others
- have the wisdom to understand the importance of personal development, of which academic growth is only one part and must be supported by spiritual, moral, social and general character development.

Our Church of England academies are deeply Christian and our community school shares the Christian values that we hold.

Academy Autonomy

We value all academies retaining autonomy as part of a trust, which exists to support them on their journey. Our 'embracer' scheme of delegation allows all academies to retain autonomy, unless circumstances become challenging to the extent that the academy requires direct and immediate support. In this event, the academy would adopt our 'embraced' scheme of delegation until improvements are evident. We celebrate diversity across our group of academies. The differing visions, values and methodologies belong to individual academies, whilst we share good practice to raise standards.

Collaboration

We believe strongly in the power of collaboration, as a means to supporting our own development, but also with the aim of supporting others outside of our trust. We appreciate the need to have positive

relationships with those that govern us, such as the Diocese, DfE, ESFA and with trustees and governors.

We work hard to contribute towards and to learn from our peers through our working relationships with the Leicester and Leicestershire Teaching Schools Hub, Thomas Estley Learning Alliance, Kyra Research Hub, the secondary excellence partnership that we founded and our work together as a group of schools. Our primary schools have a very strong bond which has fuelled a dramatic improvement in results described recently by the regional schools commissioner as 'stunning'.

Academic Success

Our academic success is built upon the strength of collaborative adult partnerships; the sharing of proven best practice; the use of key leaders and practitioners; sharing assessments/data drops; curriculum development; formation of a SENDCo group and research-based training/development. We hold high aspirations for all our pupils and tracking across the trust leads to specific intervention for those that are vulnerable or need academic support.

Value for Money

We are committed to moving forwards by supporting all our academies as effectively and efficiently as possible. The shared service contribution from our academies is currently only 5% of each academy's general annual grant. We want to ensure that, where possible, the finances remain in the schools to be spent on our pupils. To continue to grow our services and develop effectiveness, we appreciate that this requires us to continue to grow pupil numbers/academies as a MAT and have targeted reaching an optimum size of 5,000 pupils.

Short-Term Goals

We have three priorities for our immediate development.

- 1. Shared Service Development.** Shared financial services is our initial key development area, because it will guarantee compliance across and within academies, whilst also improving standards. Additionally, expertise in this area will allow us to move towards making savings through joint procurement and through developing further shared services. We already have shared services for leadership, education, HR, finance, payroll and IT and wish to explore the benefit of shared services in relation to site management. We require these services to support all academies and the central team and believe that shared services in these areas will lead to financial savings, increased effectiveness and will increase our capacity for growth.
- 2. Strategy for Growth.** We are committed to growing as a trust and were joined by another Church of England primary school in January 2021. We believe that we have lots to offer to other schools that may wish to join us and that we have a moral imperative to support other schools and pupils that have need of support. Growth will also enable us to optimise shared services and to restrict the cost of shared services for all academies.
- 3. Communication.** We understand that good internal communication is essential in order to ensure that all stakeholders share and understand our vision. Additionally, we need to reach out to others in order

to share our successes, such that our individual academies attract pupils and employees and so that we can grow as a trust through new academies joining Embrace Multi Academy Trust.

Long-Term Goals

Over a sustained period of time, we have agreed to work to the following 7 objectives as a trust:

1. to safeguard the distinctive ethos and character of each academy and its unique context
2. to work together and with those outside Embrace for the benefit of all
3. to be committed to the continual improvement of pupil academic outcomes
4. to develop thoughtful, caring and active citizens
5. to prioritise support for the most vulnerable within our academies
6. to grow and sustain a strong, skilled and effective workforce at all levels
7. to ensure financial sustainability to allow excellence and growth for Embrace.

Sharon Mullins
Trust Leader