

Enriching Lives, Inspiring Ambitions

Our Strategy for 2022 to 2025



PARTNERSHIPS | OPPORTUNITY | INTEGRITY | EQUITY | EXCELLENCE | PEOPLE-CENTRED



Consilium
Academies

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Introduction from our Chief Executive

Our strategic plan is a celebration of the incredible achievements that our team, at Consilium Academies, has accomplished since 2019. From supporting our students through the challenges of the pandemic, through to improving the performance of every one of our schools. All made possible because of our collaborative ethos and focus on equity for every child in our care.

Here we want to share the solid foundation that we have built as a team in the last three years, all of which is based on our core values as set out in our Charter – our mission and values that drive us day in and day out. I am so proud of every member of our team for working so tirelessly to achieve such fantastic outcomes for each of our students and the communities we serve.

Our plan represents a new baseline for us to work to and expand on, for the benefit of our 6,071 students, and we hope many more as we grow.

I am extremely excited for our future. A future which will include schools in all phases of education, so that children of all ages and backgrounds, no matter the challenges they face, can have access to the Consilium curriculum. Extending our reach within our communities is key to ensuring that as many children as possible get a fair deal from their education.

To do this in line with the ambitious standards we set ourselves, our schools must become the first choice for local families, our organisation must become the employer of choice for our people, and our academy trust must become the obvious choice for local schools to choose to join.

We invest deeply in every single child's future, and every community we serve. We care about every member of our communities. And we mean it.

We are excited to welcome more schools, students, and their families to join our team so that we can share the privilege of shaping their futures. They all matter.

Achieving this means continuing to work in close collaboration with all our partners, to provide a well-rounded offer to every child. This will ensure they have all the tools they need to achieve anything, no matter what might stand in their way. We believe in them. And we believe this strategy will get us there.

David Clayton

Chief Executive of the Consilium Trust Board



“ Our values are not what makes Consilium unique. What makes Consilium unique is the way we translate those values into our actions every day. ”

Introduction from our Chair

As Chair of the Consilium Trust Board, I am profoundly proud, not only of what has been achieved by the young people and the staff in our schools, but also in the spirit of collaboration that has enabled everyone involved to mutually support each other in order to reach our goals. I am excited about our future and the next steps in our journey to achieve excellence for all.

Our vision is to provide the highest-quality education that is truly inclusive, giving every one of our students the same opportunities to develop the skills and knowledge they need to thrive in life beyond the classroom. We recognise that to realise our vision – of excellence and opportunity for all - we must all work in partnership, with integrity and a total commitment to equity.

At the core of everything we do at Consilium, is a set of values that binds us all together and directs every action we take. As of 2019 our journey has been led by a strategy that took these values and used them to drive our actions every day. I am proud to say that, at every turn, these actions have underpinned our drive on standards and focus on developing the lives of the young people we serve, which has led to a transformation of their experiences and the opportunities they have to grow.

This success over the last three years leads us, as Trustees, to a clear set of next steps. Steps that ensure our strengths and our sense of being an inclusive community – one that supports each other and celebrates diversity - is not only consolidated but is also deepened and encouraged to grow.

Our focus and drive will be firmly on the Trust successfully achieving our three strategic priorities in order to become:

Schools of choice - Parents and carers see our schools as their natural first choice for their family to attend and in which to thrive.

Employer of choice - Trust staff in our schools and within our support teams see us as their employer of choice.

Trust of choice - Communities and the schools which are at their heart are confident that we are their first choice of Trust.

Our strategic plan is built on the strong foundation of a clear vision and strong values. Our strategy is open and transparent and explicitly identifies what our success will look like. Our plan will enable us to work together and empower our communities to transform the life opportunities of our young people for generations to come.

Martin Fleetwood

Chair of the Consilium Trust Board



| Our Vision and Values

The Consilium Mission “Enriching Lives, Inspiring Ambitions”

We are proud to be Consilium Academies, a Trust that believes in the unique value of each individual. Our vision, actions, and purpose are guided by this principle and a dedication to do all we can for the communities we serve.

We never put a ceiling on potential. Instead, we work with our Academies to provide high-quality education that is truly inclusive, giving every student the same opportunities to develop the skills and knowledge they need to thrive in life beyond the classroom. We are committed to enriching the lives of all those involved in our Trust through an ambitious, student-centred approach to education.



Our charter is built upon the foundations of Consilium Academies’ mission and values. The purpose of the charter is to ensure our mission and values translate into practice within our Academies, meaning every student benefits from our distinctively inclusive ethos.

Read the full
Charter by
scanning our QR
code:



At Consilium, we believe in:



Excellence

We don’t settle for second best, our standards are always high, and we support everyone across the Trust to achieve them.



Partnerships

Collaboration is the key to success. We work together to deliver on the promise set out in our mission statement.



Opportunity

Our aim of “Enriching Lives, Inspiring Ambitions” applies to all members of our Trust community, with our inclusive approach delivering a breadth of opportunities to give each individual the chance to fulfil their potential and prosper.



Integrity

Through our student-centred approach, advantage and ability are never seen as a ticket to involvement. We believe in every child’s right to high-quality education and access to amazing opportunities – irrespective of their individual circumstances. Integrity at Consilium means always putting students at the heart of everything we do.



Equity

We are truly inclusive, believing passionately that every student should be given the skills and support needed for them to meet their full potential. We are aspirational for all of our students, and we will ensure every student has the opportunities they need to achieve the highest of ambitions.



People-Centred

We genuinely want the best for each member of Consilium, that’s why everyone is treated with the highest level of respect. Our inclusive culture inspires us to be bold and engenders trust. It brings us together in ways that help us make a difference.

| 2019-22 Strategic Vision

Consilium Academies has been through an exciting period of transformation since 2019, when our last strategic plan was published and following the appointment of our new Executive Team. It was clear at the start of this period there were significant challenges for the Trust to address to deliver the promise set out in our Consilium Charter.

In September 2019, half of our schools had been judged to be Inadequate at their most recent inspections, while the Central Team judged another two to be Inadequate based on our own internal evaluations. None of our schools were evaluated to be Good based on internal reviews at this time.

Since the establishment of our last plan, the world has changed following the Covid-19 pandemic. We should be proud of our Trust's response during this period. Throughout the pandemic, we have consistently demonstrated our people-centred values, prioritising the health, safety, and wellbeing of all members of our school communities.

Despite the additional challenge presented by the pandemic, we continued to remain focussed on the priorities identified in our strategic plan from 2019:



Three Year Strategic Vision

The Trust will be recognised as a collaborative organisation where partnership working is having a demonstrably positive impact on students across the Trust, and is delivering on the promise made in the Consilium Charter. By delivering provision that is of a consistently high quality, our existing Academies will ensure that students within the Trust are achieving in accordance with their ability regardless of their background, providing them with the very best opportunities to achieve the highest of aspirations.

In 2019, we determined that our six pillars would be the foundation for the delivery of the Trust's Strategic Vision to 2022.



| Three Years of Transformation



As a result of the demonstrable progress at Consilium, we start our next strategic planning cycle from a position of real strength and excitement. We have developed a culture of collective responsibility. Networks covering each subject area, as well as other key areas including safeguarding and attendance, are thriving. We work collectively as one team to meet the needs of each school community. Our collaborative ethos is strong and growing stronger, and it is through our collaborative networks that strong practice in our schools is being celebrated and shared, ensuring that every student increasingly has access to the best that we have to offer.

Our local governance model has been transformed. Local Academy Boards are now supported and empowered to fulfil the clear remit set out for them in the Trust's scheme of delegation. We recognise that local governance is a critical aspect of our framework, ensuring that the voice of the local community is heard, and remains central in our decision-making. The work of Local Academy Boards is now supported by a School Improvement Board for each school, which includes Local Academy Board members and school improvement professionals. These boards are providing effective support and challenge which are contributing to the trajectory of improvement in each school.

Following the launch of our Centre for Professional Learning (CfPL) coupled with our approach to Professional Development Review (which replaced legacy appraisal systems and abolished performance-related pay), our colleagues now have equitable access to a bespoke offer designed to meet each individual's needs and priorities. This is increasingly being cited by applicants as a key reason for them applying for a role within Consilium and, despite the national challenges surrounding recruitment, the proportion of unfilled vacancies at Consilium has significantly reduced.

Our schools now benefit from high-quality central services which enable school leaders to do what they love – supporting our students to have the very best educational experience. The implementation of a centralised approach to core services including finance, HR, estates, and IT has ensured that all schools have access to high-quality support and leadership in these areas, which now act as enablers for school improvement. The net saving from this process of centralisation has been invested in increased capacity for pastoral support and school improvement.

Our funding model has meant that we have been able to address some of the inequalities that exist in our education system. We believe strongly that the opportunities open to our students should not be defined by the size of their school, and our funding model has allowed us to remedy this.

Ultimately, all the improvements seen within Consilium are leading to a better quality of education for our students. Each of our schools is now on a clear and sustainable trajectory of improvement. For the first time in the Trust's history, none of our schools are judged to be Inadequate and an increasing proportion are recognised as being Good. We are continuing to expand the range of opportunities on offer for our students, in line with our Consilium Charter, supporting them to have a rich educational experience that goes beyond the academic.

We welcomed Consilium Evolve into our Trust family in November 2020. Consilium Evolve is a school in Sunderland serving the needs of thirty-two young people (forty-eight from September) who experience emotionally based school avoidance. We are proud of this provision and recognise the need to establish similar provisions in each of our hubs.

With the exception of Consilium Evolve, our focus since 2019 has been on consolidating our position as a Trust and creating a strong foundation to support future growth, ensuring that more young people have access to the inclusive and high-quality education that we are passionate about. As a result of our success over the last three years, Consilium is now a strong Trust with a clear offer ready to support more young people, enriching lives and inspiring ambitions.

**Our staff tell us our schools
are better places to work, our
students tell us they are
better places to learn, and
our communities tell us they
are better places to visit. But
we can go further, and do
better. And we will.**



| Strategic Priorities

Our strategy for 2022 to 2025 builds on the strong foundations which have been built since 2019. This starting point will act as our new baseline as we continue to progress and improve so that we enrich lives and inspire ambitions.

By 2025, Consilium will be providing a consistently strong quality of education for each individual student. We will do this by supporting our colleagues, ensuring that they are engaged, empowered, and supported to deliver on this promise. As a result, Consilium Academies will be recognised as a Trust which is contributing strongly to the education of young people by supporting schools, and through its support to the system more widely.



SCHOOLS OF CHOICE

Our Trust shares the privilege of serving our students and communities, and we are determined to provide schools that offer an unrivalled quality of education, delivering true “excellence” and ensuring that each young person leaves their school with the knowledge and skills they need to thrive as successful, happy, and healthy adults.

At the heart of our vision for our schools is the principle of equity, ensuring that every child gets the right support, in the right place, and at the right time so that they benefit from the same opportunities as their peers.

A school of choice is one that delivers true excellence to every student regardless of their background, ensuring every individual is supported to achieve the academic outcomes that they are capable of, and to develop the skills and character they need to be active global citizens. Schools of choice will offer a broad and rich provision that extends beyond the classroom, providing all children with amazing opportunities to develop. As a result, a school of choice will be celebrated within the local community, will have the support of parents and places will be in high demand.

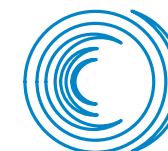


EMPLOYER OF CHOICE

We care about every member of our communities, and this includes our colleagues. They are our greatest resource in ensuring we offer schools of choice within our communities, but they are also individuals who deserve the highest quality of support and professional development to allow them to achieve their own aspirations.

Driven by our people-centred values, we will continue to improve the experience of our teams, promoting wellbeing and valuing the unique contributions of every member of our workforce. As a result, our people will be empowered and enabled to be the very best that they can be for our students.

Being an employer of choice means being an organisation that the best quality talent wants to join and wants to remain within, despite the opportunities available with other employers. An employer of choice demonstrates genuine care for its people, embraces diversity within the workforce, and ensures every individual is included and has a voice. As a result, morale and engagement are high, commitment to professional development is strong, and the requirement to recruit externally into leadership positions is low. In an employer of choice, high-quality talent is nurtured, retained, and promoted.



TRUST OF CHOICE

By offering the best experience to our colleagues and delivering schools of choice to their communities, Consilium will be recognised as a system-leading trust. Growth at Consilium will never be driven by the personal aspirations of individuals, but by our moral responsibility to serve communities and contribute to the wider education system.

Our development as a Trust is driven by our inclusive vision for education; simply that in each of the communities we serve our provision should meet the needs of all children. This means developing expertise and capacity for secondary, primary, alternative, and specialist education, ensuring that each of our schools learns from each other and the knowledge held within the Trust to provide a well-rounded offer for their communities.

A trust of choice is one that is recognised as a system leader, where the impact on young people is felt beyond the trust itself because of its contribution to the wider system. A trust of choice has a demonstrably positive impact on the schools and communities it serves and improves the life chances of its students as a result. Through expert governance which is deeply rooted in its communities, a trust of choice utilises its resources effectively to maximise its impact. A trust of choice will benefit from substantial opportunities to grow due to the quality of its offer, extending its impact to a larger group of students.





| Schools of Choice

At the heart of our values is the determination to provide equity of opportunity for each of our students. We will recognise and celebrate the strongest practice in our Trust, providing colleagues with more opportunities to share best practice across the Trust to ensure every student has access to the best we have to offer.

We are determined to deliver our commitment to “excellence” for our pupils. We don’t settle for second best, our standards are always high, and we support everyone across the Trust to achieve them. We will define what “excellence” looks like in the context of Consilium Academies and ensure every child and every school is empowered to achieve it.

"Excellence" will be reflected in the academic outcomes our students achieve, as well as our broader character development provision which ensures that our students are well prepared for adult life as global citizens.

Our provision can only ever be truly “excellent” when it meets the needs of every individual student within our school communities. We will continue to develop and embed our systems to ensure every child, including those with SEND and those who are disadvantaged, gets the support they need to thrive both within and beyond our schools.

The biggest positive impact on a student’s education comes from high-quality teaching in the classroom. We will develop a sector-leading teacher development programme to ensure every child benefits from the highest quality learning experience in every lesson, every day.

Every child deserves to access face-to-face provision in a setting that is calm, safe, purposeful, and inclusive. We will achieve this by educating and supporting our students, helping them develop into positive and respectful young people. We will be relentless in our approach to promoting high attendance and developing resilience within our students so they maximise their access to education.

We will continue to support our subject experts to collaborate to further develop, share, and embed a consistently high-quality curriculum that still empowers teachers to innovate within their classroom.

Indicators of Success

We know that we are delivering schools of choice because:

Assessment data, including published outcomes information and progress within the curriculum and reading, will demonstrate that all groups of students are making progress that exceeds that of their peers nationally.

Attendance and persistence absence data will exceed national averages for all groups of students, reflecting the positive attitudes of our school communities and their engagement with their learning.

Evidence will show that each of our schools has an inclusive culture that is grounded in mutual respect and where difference is valued and embraced. This will be reflected in suspension and permanent exclusion data which is better than national averages for all groups of students.

School self-evaluation grades, as validated by the Central Team and Ofsted, will demonstrate a continuing trajectory of improvement. The overall effectiveness of each school will be good or better. Where relevant, the School Improvement Team's evaluation of schools will be consistently validated by the School Improvement Partner, Ofsted, and the Department for Education.

As a result of their access to an ambitious and broad curriculum and an exceptional personal development offer, our students will be successful in achieving the most aspirational of post-16 destinations. All students will continue to further education, employment, or training that is reflective of their aspirations and ability.

Our schools will be celebrated within their communities as schools of choice, reflected in admission data which will show that each school is oversubscribed.

As a result of the high quality of education and exceptional levels of support provided to our students, our parents and carers will engage consistently and positively with schools, reflected in continuously improving participation in parental engagement events including parents' evenings and open evenings. Our personal development offer will provide a wealth

of opportunities that give each individual the opportunity to fulfil their potential and prosper. Students will tell us they value the range of opportunities they are provided with, and engagement data will demonstrate that access to this provision is equitable for all groups of students.

We are proud of our Consilium Charter, which sets out our ambitious vision for the broad and rich education that we believe every child deserves. We will leverage our scale to maximise the opportunities available to our students, both within the curriculum and beyond, including through the development of external partnerships which enhance our offer further.

We are committed to our vision to provide an inclusive offer to the communities we serve. We will embed our position within our existing communities by developing our hubs to ultimately provide primary, secondary, alternative, and specialist provision, ensuring that we have the expertise to deliver each provision effectively and in accordance with our commitment to excellence.

We are committed to fulfilling our broader civic responsibilities to our communities. We will seek opportunities to work with appropriate partners to lead or contribute to programmes that address challenges faced by our families.



Heworth Grange
School



| Employer of Choice

At Consilium Academies we believe in the unique value of every individual in our diverse communities, including our colleagues. We will develop a sector-leading approach to promoting Equality, Diversity, and Inclusion by learning from the best practice that exists in and outside of education, embedding a culture where difference is embraced, where we learn from each other, and where every individual is empowered to be themselves.

Our Centre for Professional Learning (CfPL) was established to provide every member of staff with the professional development opportunities they require to achieve their own aspirations for their careers. We will extend the work of the CfPL further to offer a range of programmes that develop leadership, world-class teaching, and effective support services, ensuring that every colleague is supported to be the best that they can be.

We also recognise that, often, the most valuable CPD can be high-quality line management. We will invest in the development of consistently high-quality line management across the Trust through training, guidance, and support. We will promote the important role that line management plays in enabling colleagues to provide excellent education to our students.

Our focus on professional development will support us in developing a pipeline of talent, where colleagues are supported and encouraged to progress within their existing school and the wider Consilium family. Our approach to Professional Development Review (which replaced Appraisal at Consilium Academies) will ensure we have a clear understanding of the aspirations of our people.

Our colleagues' experience of Consilium as an employer begins with the recruitment and induction process. We are developing our approach to recruitment and induction and providing training to our schools to make sure our processes for recruitment and induction reflect our people-centred approach, promote engagement with all groups within our diverse communities, and provide every colleague with the very best start to their career within Consilium Academies. We are committed to being a fair and diverse employer.

Effective communication is critical in ensuring that every member of our team is energised and unified around our Consilium mission. We will develop clear, simple, and accessible methods for communicating internally, ensuring that every colleague has access to the information they need. Our internal communications systems will champion our people, celebrating their successes and promoting their achievements.

We will continue to develop our employee offer so that it is amongst the most competitive within our sector. Our offer will be centred around the wellbeing of our staff, ensuring that they have access to services that promote physical and mental health, as well as providing appropriate reward for every colleague's contribution to the Trust.

Indicators of Success

We know we are an employer of choice because:

- Colleagues will feel supported and empowered in their roles, and the annual stakeholder engagement survey will demonstrate high and increasing levels of engagement and happiness.
- Staff recruitment information, including the proportion of vacancies filled first time, the proportion filled internally, and information about diversity within applications and appointments, demonstrates our position as an employer of choice, and one where every individual is supported, developed, and empowered to thrive.
- Staff absence data, with a particular focus on those suffering from poor mental health, will reflect that the Trust's approach to promoting wellbeing is highly effective in supporting colleagues to take care of themselves and each other.
- Data regarding staff retention, including information regarding the proportion of teachers leaving the profession as well as Consilium, will be better than national averages, reflecting the Trust's highly effective programmes for Early Career Teachers (ECTs), and for all colleagues at every stage of their career.

As a result of our high-quality leadership development programmes, all leadership vacancies will attract applications from credible internal candidates. The proportion of these posts appointed to internally will also demonstrate an increasing trajectory.





| Trust of Choice

High-quality central services empower our school leaders to focus on enriching the lives and inspiring the ambitions of our students. We will further develop our central services offer, ensuring that each school has the resources and support required to meet the needs of each individual student.

Effective and engaged local governance is critical in ensuring that the Trust remains rooted in its communities, with a clear understanding of the local context. The Trust Board continue to develop our governance model to empower local governance to fulfil its unique function, ensuring that Local Academy Boards have access to high-quality and bespoke training and support.

We will continue to extend our reach by seeking opportunities to develop further hubs that follow the same inclusive principles, but only where we feel that this is in the best interests of the relevant community and where this growth will not be to the detriment of our existing communities.

We have developed effective partnerships with external stakeholders, including Regional Directors at the Department for Education, and other sector bodies. We will continue to work in partnership with colleagues to maximise our contribution to the wider system, ensuring our Trust develops to meet local needs.

Consilium Academies is a strong Trust and our schools, students, and colleagues achieve amazing things every day. We will celebrate these achievements proudly across the Trust and beyond to promote this great work.

As role models to our students, we will continue to develop our ethical working practices by identifying and making the most of opportunities to support the environment and address issues of child poverty.

Indicators of Success

We will know we are a Trust of choice because:

- Schools within the communities we serve who are considering Multi-Academy Trust options will identify Consilium as a strong Trust with a system-leading offer. As a result, opportunities for Trust growth will be substantial.
- The Trust will continue to be financially sustainable and recognised as a model of good practice, ensuring that the maximum level of resources is utilised to support our students to be successful. The financial statements and future forecasts will demonstrate that resources are utilised in accordance with our charitable objectives. This will also be reflected in external and internal audits which will consistently show that there are no substantial weaknesses in control.
- Governance at Trust and local level will be highly effective in supporting the delivery of our strategic aims. The attendance of Trustees and LAB members will demonstrate that all individuals are engaged and committed, and minutes will reflect effective challenges based on relevant knowledge and skills.
- Each hub within the Trust will offer primary, secondary, alternative, and specialist provisions, with each phase learning from each other to maximise their effectiveness.

The Trust will be recognised as a system leader, and will increasingly be sharing strong practices externally and on a wider scale. This will support the Trust's growth, delivering inclusive hubs that meet the needs of our communities.





Consilium
Academies



Armthorpe
Academy

Enriching Lives, Inspiring Ambitions



Consilium
Evolve

Enriching Lives, Inspiring Ambitions



Buile Hill
Academy

Enriching Lives, Inspiring Ambitions



Moorside
High School

Enriching Lives, Inspiring Ambitions



Ellesmere Park
High School

Enriching Lives, Inspiring Ambitions



Thornhill
Academy

Enriching Lives, Inspiring Ambitions



Heworth Grange
School

Enriching Lives, Inspiring Ambitions



Washington
Academy

Enriching Lives, Inspiring Ambitions



Consilium
Centre for Professional Learning

Enriching Lives, Inspiring Ambitions



Wyvern
Academy

Enriching Lives, Inspiring Ambitions



SCHOOLS OF CHOICE
EMPLOYER OF CHOICE
TRUST OF CHOICE





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