



# Strategic Plan

2025–2030

*To create transformational schools*





# Introduction

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**Our mission is simple and unwavering: we create transformational schools.**

Since 2011, Nova Education Trust has successfully supported schools of all phases to secure improved educational standards.

But, over the last three years, our organisation has undergone a significant transformation and is unrecognisable culturally, educationally, financially and in governance terms from the organisation it was pre-2021.

Educationally, we go from strength to strength. 94% of our academies are now judged by Ofsted as Good, a number have Outstanding features, compared to 47% that weren't when they joined us. Nova's MAT performance for Progress 8 and 5+ EM across all of the schools is currently ranked as one of the highest in the region. We are highly valued and respected by the DfE, the Local Authorities and other local trusts. This is testament to our brilliant pupils, staff and the communities that we serve. Our trust support and governance is strong and has been externally recognised as amongst the best in the sector and our organisation is financially stable.

Our family is currently made up of 19 academies (six primaries, 12 secondaries and one sixth form college), which includes our two partner schools in the Madani Schools Federation in Leicester.

We also run a successful School Centred Initial Teacher Training (SCITT) programme making us a key player in the region by developing new teachers and providing training and

development programmes for existing teachers and support/operational staff throughout their careers.

All our schools and operating units share the same mission, values, principles and ambitions and as one family we fundamentally believe that through collective action (collective efficacy) we are stronger together. We understand and we believe that schools belong to their communities, the mission is the same but the vision may look different in our range of contexts and settings.

Through aligning around research-informed strategies, we all benefit from the best collective practice. Our shared collective efficacy at all levels and through aligning our practices we believe can positively influence the life chances and outcomes of all our learners.

Through clarity of alignment, we are liberated to innovate. The more we can align, the more we can support one another; we are only as strong as our weakest. Further alignment will always be about purpose not power — allowing us the economy and benefit of scale to meet our mission.

We are committed to our vision, values, ambitions and principles, and we are determined to achieve our mission of creating transformational schools.

# Our values

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We work with **honesty, integrity, humility** and **professionalism**.

We **trust** and are **loyal** to each other — we demonstrate a selfless commitment in all that we do.

We **innovate** and **influence** — we create opportunities for sharing and learning, and we pioneer civic collaborations.

We all **learn** together in our **vibrant, creative, diverse** and **inclusive** family of schools.

We are highly **ambitious** — staff and learners believe through **kindness** and **hard work**, all can succeed and grow.





WORK  
HARD  

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BE KIND



# Our principles

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**Excellence:** We will always aspire for excellence in all that we do by showing courage, heart, determination, hard work and discipline. We want excellence to become a habit.

**Partnership:** By listening to our whole communities, opening conversations and providing opportunities for everyone's voice to be heard.

**Expertly trained and professional staff:** By investing in the professional development of all our staff so that they become experts in their professions.

**Trust and empower all staff:** By demanding that we act with honesty, integrity, clarity, rigour and simplicity in all that we do.

**Focus on learning:** An exceptional curriculum and highly effective pedagogy at the heart of all that we do, ensuring our strategy is evidence informed.

**1**

**Highly aspirational and grow into confident and resilient young people**

**2**

**Great citizens who are values driven and understand their wider civic responsibilities to build a just world**

**3**

**Knowledgeable, expert and have a lifelong love of learning**

**4**

**Highly effective communicators; empowered to succeed**

**5**

**Future ready**

A photograph of two children, a young boy on the left and a young girl on the right, sitting outdoors and talking. They are both wearing dark blue school uniforms with a white collar and a tree logo on the chest. The background is a blurred outdoor setting with wooden structures and greenery.

# Our strategic priorities

1

## Ambition and Inclusion

Removing barriers, unleashing potential and improving lives

2

## Advocacy and Innovation

Nurturing creativity, discovery and experiment

3

## Culture

Culture and solutions

# How we will achieve our strategic priorities

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## Our community

Everything we do will have our people at the heart of decision making. Our pupils, our staff, and our parents — our Nova family.

Together we will work collectively towards our shared goals in an environment that facilitates and supports our people.

## Research and discovery

We will engage, enable collaborations and provide an environment where great ideas flourish and prosper.

With growth enabled through coaching, joint practice development and continual professional development we will attract, develop and retain the best people.

## Quality of education

By attracting, retaining and developing the best teachers we will inspire learners with challenging ideas, knowledge and wisdom, and help them develop the capabilities needed for an exciting and fulfilling future.

Our teachers will be supported to deliver the highest levels of student satisfaction, embracing digital opportunities and placing personalisation at the heart of what we do.

## Social responsibility

We will make a difference on a local and national scale by engaging and working in partnership with other organisations – public, private and voluntary.

We will establish our organisation as a sector leader for social impact by engaging our communities in our work, embedding responsible processes and environmental sustainability in all our key activities.





# Our enablers

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## People

Our leaders who create a safe and inclusive environment which supports the holistic health and security of our staff and pupils to achieve their potential.

## Infrastructure

Using and developing our assets to enhance teaching, pupil, staff and wider community experiences.

## Governance

Having a highly effective decision-making framework that ensures we are transparent in our processes, welcoming challenge, and debate we enable decision making at the right levels of the organisation.

## Compliance

Meeting or exceeding expectations of our regulators in all respects.

## Financial sustainability

Reducing wasteful expenditure so that we can fund ambitious investments to further core purpose.

## Risk

Encouraging innovation whilst keeping our community safe in both the physical and virtual worlds.



Lenovo





## Unique Schools Proposition

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In the classroom, on the pitches and across all artistic genres, our children and young people experience our **Unique Schools' Proposition** — a holistic education that encompasses a suit of academic, physical, emotional, social and recreational pursuits.

Our ambitious five-year strategic approach has inspired us to create this unique proposition which will holistically nurture our children and young people through a series of eight life-enriching experiences.

Through these eight life-enriching strands of our unique schools' proposition, Nova students will thrive in an ever-changing and interconnected future world.

## Academic Excellence

We go well beyond the National Curriculum and provide the highest quality education that challenges and nurtures students' intellectual growth. We develop critical thinking, problem-solving, creativity, and a love for lifelong learning in our students and young people, who understand learning is a journey not a destination to arrive at!



## Character Development

On a foundation of promoting and instilling crucial positive character traits such as integrity, empathy, resilience, and responsibility, our explicit character education programmes teach values and ethics, fostering students' moral and ethical development.



## Social Skills and Emotional Development

Not satisfied with just helping our students develop strong social skills and emotional development to support positive well-being, we champion the importance of self-awareness, emotional intelligence, effective communication, and conflict resolution, thus enhancing students' relationships with themselves and others.



## Physical Health and Well-being

All schools encourage regular physical activity during and after school hours, combined with the healthy eating habits and sleep routines that underpin physical health and well-being. Going beyond the norm we promote a culture of positive well-being with opportunities to engage in a wide range of recreational movement-based activities, competitive sports, fitness and mindfulness practices.



## Creativity and Innovation

We aspire for all students and young people to develop a growth mindset and the resilience to adapt to changing circumstances, and so foster creativity, curiosity, and innovation. Our enhanced provision provides access to experiences that light the fires of students' creativity and enterprising spirit, nurturing artistic expression, problem-solving skills, digital literacy and entrepreneurship.



## Global Awareness and Cultural Competence

Whilst encouraging an understanding of diverse perspectives, cultures, and global issues can broaden students' world view and enhance their empathy and inter-cultural competence, we go one step further by incorporating global studies, multicultural education, and exchange programmes that make our young people hungry and confident about exploring the world at their feet.



## Community Engagement and Service Learning

Whilst many schools involve students in community service projects, volunteer work, and civic engagement activities to foster a sense of social responsibility and active citizenship, what sets us apart is that we develop young people who have the opportunity to lead engagement and take ownership for making a positive impact on their communities in a way that resonates with the causes that speak to them, thus building their own agency and empowerment.



## Leadership and Oracy

With exposure to greater student leadership and student voice opportunities in our schools, and a tangible sense of community belonging, the confidence of our young people will grow as they mature into individuals who are not afraid of speaking up, and being strong advocates for what they believe in and value. Our Leadership and Oracy Programmes develop articulate children and young people who are confident and well prepared for any public speaking environment or situation. In addition, our support and encouragement will empower them to become volunteers locally, regionally and nationally.







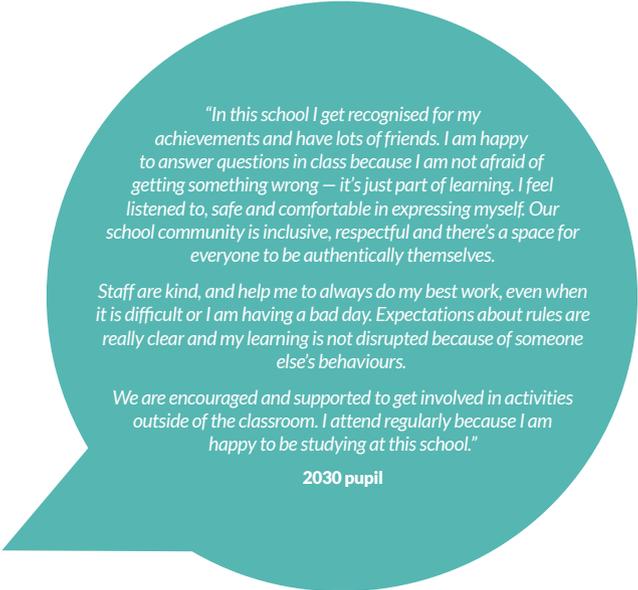
**Our strategy  
and KPIs for  
year five...**

1

# Ambition and Inclusion

**Ambitious in our desire to remove barriers, unleash potential and improve lives.**

Within a highly effective aligned autonomy, we have a trust informed, school driven approach. We use the right information, at the right time to drive and achieve excellence.



*"In this school I get recognised for my achievements and have lots of friends. I am happy to answer questions in class because I am not afraid of getting something wrong – it's just part of learning. I feel listened to, safe and comfortable in expressing myself. Our school community is inclusive, respectful and there's a space for everyone to be authentically themselves.*

*Staff are kind, and help me to always do my best work, even when it is difficult or I am having a bad day. Expectations about rules are really clear and my learning is not disrupted because of someone else's behaviours.*

*We are encouraged and supported to get involved in activities outside of the classroom. I attend regularly because I am happy to be studying at this school."*

**2030 pupil**

## By 2030\*

SEND pupils make progress above the national average for pupils with SEND.

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Our schools are at, or above the national average for attendance; 20% are significantly above the national average.

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An inclusive culture pervades our schools, with conditions that promote effective learning and support the psychological and emotional needs of learners. Our suspension rates are well below the national average, and stakeholder data evidences consistently positive responses in excess of national benchmarks.

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Our schools are in the top 20% nationally for attainment and progress, at least 20% of our schools ranked in the top 5% of schools nationally.\*\*

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All schools are judged "Good" or better with a minimum of 20% judged "Outstanding" by Ofsted.

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**\* For all schools who have been part of the trust for three years by 2030**

**\*\* Of similar context schools and including SEND and PP pupils**

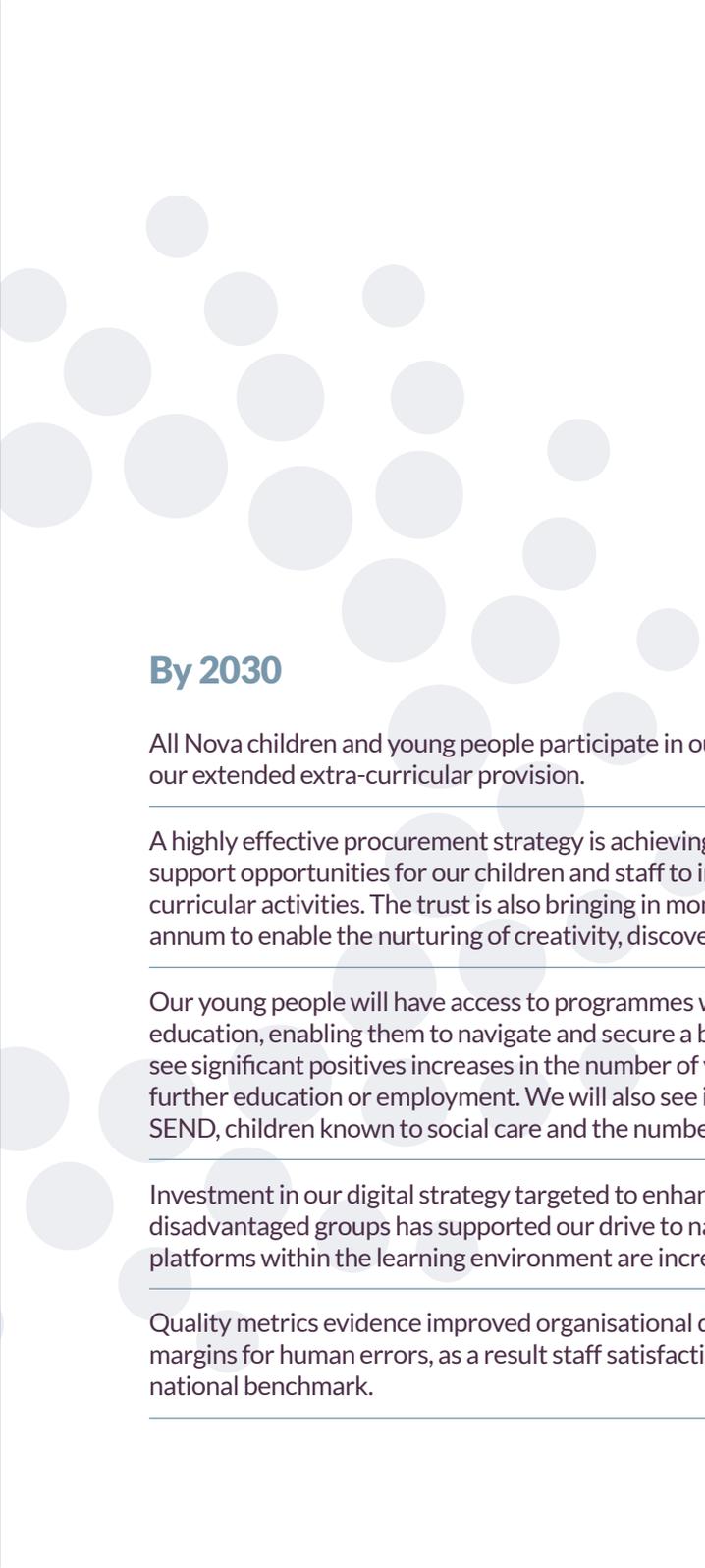


# 2

## Advocacy and Innovation

**Innovative in nurturing creativity,  
discovery and opportunity.**

Through our ethos of excellence, we nurture an appetite for new discoveries, curiosity, innovation and problem solving. Our community is one in which our children, young people and staff are empowered to explore and enquire.



*"School has provided me with the ability to use digital tools and technologies to work, learn and interact. They also instilled in us the importance of civic responsibility and the role we all play in creating a positive and equal society.*

*At this school there are lots of amazing opportunities to try new things both inside the classroom and outside of it. By being encouraged to do something different and try new things I have become much more confident, have learnt new skills and have made new friends.*

*This is a school that has helped me to build a huge portfolio of experiences and positive character traits that I will need as I go into Further Education, or the world of work. The experiences, character traits and the resilience I have built will help me to stand out from the crowd and become a leader in the future."*

**2030 pupil**

## By 2030

All Nova children and young people participate in our core enrichment provision and 75% of students participate in our extended extra-curricular provision.

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A highly effective procurement strategy is achieving savings of £0.25m per annum. This enables us to further support opportunities for our children and staff to innovate, problem solve and participate in additional extra-curricular activities. The trust is also bringing in monies from additional income streams of at least £0.25m per annum to enable the nurturing of creativity, discovery and opportunity.

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Our young people will have access to programmes which will allow them to understand their options after secondary education, enabling them to navigate and secure a brilliant future career path. Over the lifetime of the plan, we will see significant positive increases in the number of young people taking up sustained and fulfilling apprenticeships, further education or employment. We will also see increases in positive employment outcomes for children with SEND, children known to social care and the number of care leavers progressing to higher education.

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Investment in our digital strategy targeted to enhance learning experience for learners with SEND, and other disadvantaged groups has supported our drive to narrow the gap. Our ratios of classes using technology or online platforms within the learning environment are increasing year on year.

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Quality metrics evidence improved organisational data quality achieved through automation and reducing the margins for human errors, as a result staff satisfaction rates in relation to data management are well above the sector national benchmark.

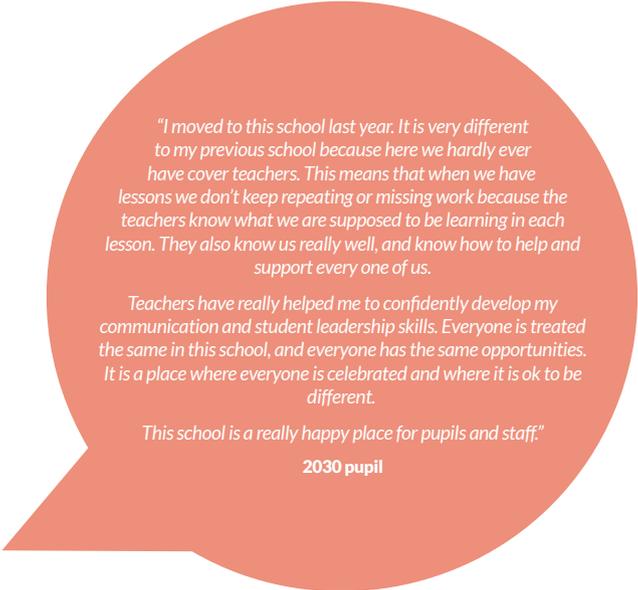
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3

**Culture**

## **Pioneering culture and operating standards.**

Through a pioneering approach we will meet the needs of our children, young people and staff. Evolving and improving our performance and effectiveness within our values-based framework to deliver against our mission.



*"I moved to this school last year. It is very different to my previous school because here we hardly ever have cover teachers. This means that when we have lessons we don't keep repeating or missing work because the teachers know what we are supposed to be learning in each lesson. They also know us really well, and know how to help and support every one of us.*

*Teachers have really helped me to confidently develop my communication and student leadership skills. Everyone is treated the same in this school, and everyone has the same opportunities. It is a place where everyone is celebrated and where it is ok to be different.*

*This school is a really happy place for pupils and staff."*

**2030 pupil**

## By 2030

Every child, young person and staff no matter their background or personal circumstances fulfil their potential. Our DEI metrics show we are a more equitable organisation that we were in 2024 and evidence we are above the national sector benchmarks. Targeted Edurio survey responses (EDI Survey Q39, Pupil Survey Q8 & Q39 and Parent Survey Q22) give scores that are consistently well above the national sector benchmarks.

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All our school are independently financially viable and either have reserves or are returning an in-year surplus and working towards an overall surplus position.

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We have developed a culture that attracts, retains and supports staff to thrive in a sustainable career. Our benchmarked recruitment and retention metrics evidence this, as does stakeholder engagement feedback where we achieve scores that are consistently well above the national sector benchmarks.

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Our learners have an improved experience due to consistent and excellent staffing, and the organisational staff culture is strong. We know this because our staff retention rates are significantly higher than national sector averages and our learners give positive feedback via the Edurio survey that puts us well above the national sector benchmarks.

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Staff role model the regular attendance behaviours we want, and expect from our learners. With staff sickness absence rates, and casework much lower than the national sector averages, and culture metrics, including the Edurio survey rates, much higher than the national sector averages we are confident our organisational culture for staff is healthy and strong.

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