



STRATEGIC PLAN

2025-2030



THE DUNSTAN CATHOLIC
EDUCATIONAL TRUST

ABOUT US

The Dunstan Catholic Educational Trust was opened on 1 March 2022 with six Catholic primary schools based in Somerset and North Somerset. By September 2025 we welcomed in seven more Catholic primary schools from Wiltshire and BANES into the DCET family.

We work closely with the Diocese of Clifton and our partner Catholic Trusts to ensure that we achieve Bishop Bosco's vision for Catholic education within the Clifton Diocese.

Our Strategic Plan for 2025–2030 sets out what we want to achieve and how we plan to get there. It's shaped by the five key areas of flourishing and guided by the Trust values.

FLOURISHING:

STUDENTS, ADULTS, SCHOOLS, AND TRUST

The Dunstan Catholic Educational Trust (DCET) has developed its 2025–2030 strategy in alignment with the Catholic Education Service (CES) document *Called to Flourish in Faith and Hope*.

This strategy reflects our commitment to the belief that every individual is created in the image of God and is called to live life to the fullest.

Flourishing is not merely an individual pursuit but a shared mission. It defines the daily life of our schools and encompasses the holistic development of students, adults, and the wider school community. The document outlines five key realms of flourishing:





OUR PURPOSE:

MISSION

Catholic education enables individuals to discern and embrace the unique purpose God has for them. Our schools are places where all members of the community are supported in discovering and following this divine calling. A full and meaningful life—both now and in the future—emerges from a foundation of trust in God and mutual support.



OUR LEARNING:

FORMATION

Formation involves growing to reflect Christ in thought, feeling, and action. It is a lifelong journey of learning and personal development for all members of our Trust. Adults play a vital role in nurturing the growth of others while also engaging in their own continuous development. Our schools are communities where everyone learns and improves together.



OUR RELATIONSHIPS: **COMMUNION**

Human flourishing is rooted in connection and community. Our Catholic schools foster environments where faith is shared, relationships are nurtured, and celebrations are communal. This sense of belonging strengthens unity and supports the growth of every individual.





OUR RESOURCES:

GIFTS

Each member of our Trust possesses unique talents and abilities. These gifts are to be recognised, encouraged, and used in service of the wider community. We are committed to providing the necessary resources—time, support, and tools—to help individuals grow and contribute meaningfully. Our Trust is a place where everyone’s strengths are valued and celebrated.



OUR WELLBEING:

FRUITFULNESS

A flourishing life is marked by virtues such as kindness, joy, peace, and patience. These qualities are deeply rooted in our Catholic identity. Our Trust is dedicated to nurturing these virtues in both students and staff, enabling them to thrive and positively impact others.



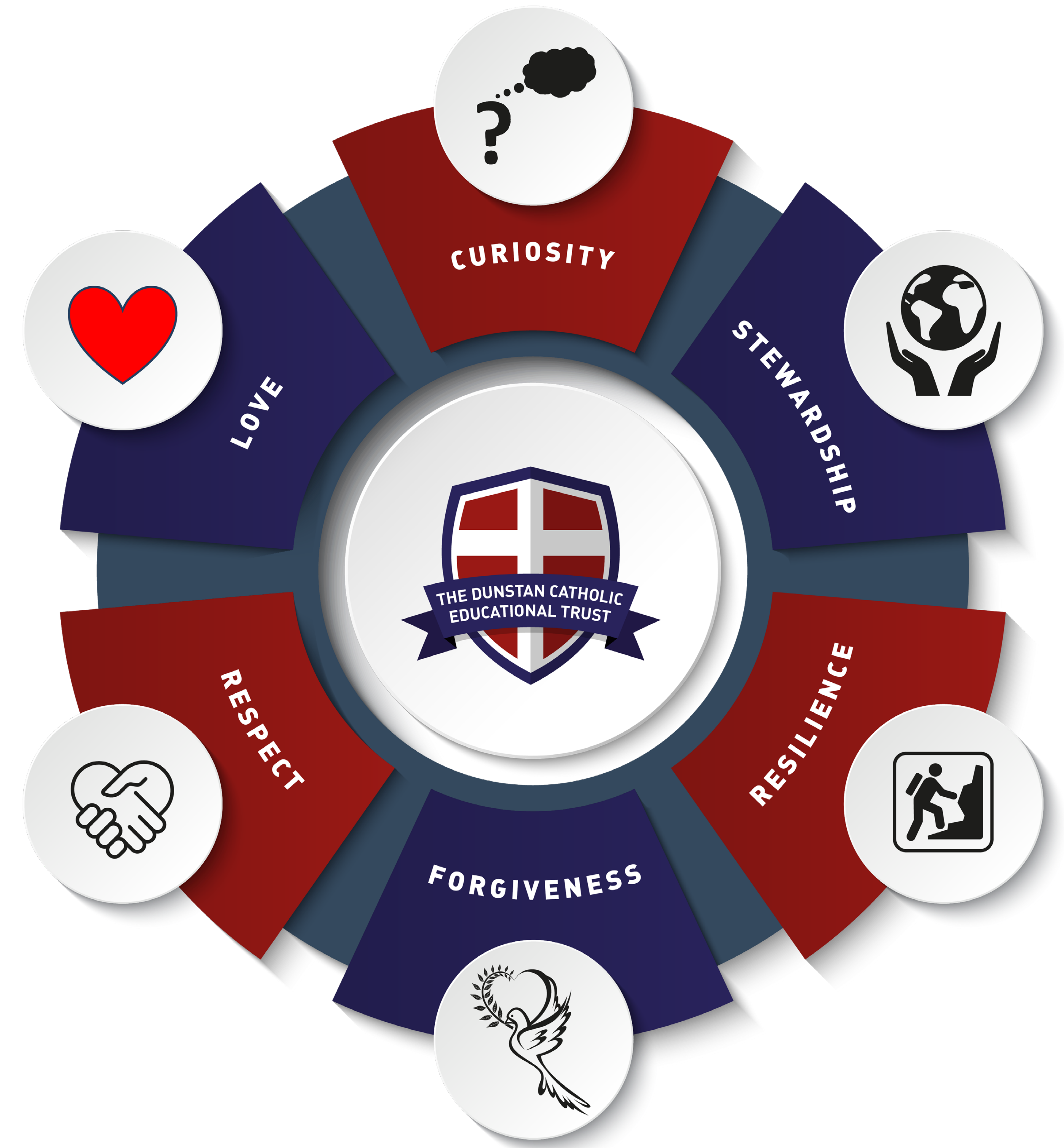
TRUST STRAPLINE AND MISSION

TOGETHER WE LOVE, WE LEARN, WE LIVE

We are a community of Catholic schools together aspiring to give students an all-round education rooted in Christian values in a nurturing environment where they flourish, become lifelong learners and fulfil their potential



TRUST VALUES



OVERVIEW OF STRATEGIC PLAN 2025-2030

FLOURISHING TOGETHER

- Belonging to our trust
- Chaplaincy for all
- Spiritual development

- Governance & leadership
- Stakeholder engagement & communication
- Employee wellbeing, professional development & voice



- Student wellbeing, progress & achievement
- Student voice
- Catholic education
- Teaching skills & standards

- Student centric use of collective resources
- Safe, inspiring and environmentally sustainable learning spaces
- Fiscal propriety & sustainability
- Trust growth

STRATEGIC PRIORITY 1

OUR FAITH – FLOURISHING THROUGH MISSION, FORMATION AND COMMUNITY

A Christ centred vision inspires, unites and drives purpose. Our vision prioritises the formation of character and spiritual/moral/social/cultural development.

“Let your light shine before others, that they may see your good deeds and glorify your Father in heaven” **Matthew 5:16**

| Our Ambitions | Key Performance Indicators | Operational & Strategic Leads |
|--|---|-------------------------------------|
| <p>1.1 We want everyone in our Trust to feel part of a unique, inclusive Catholic community, built on love, respect, and shared responsibility.</p> | <p>1.1a) By 2028, all staff and students will be able to articulate what makes our Trust/school distinctive.</p> <p>1.1b) By 2029, all staff and students can articulate the Trust vision and values and show how living out these help us all to flourish.</p> <p>1.1c) By 2030, all directors, governors & senior leaders model the 'one Trust, one team' culture.</p> | <p>CEO</p> |
| <p>1.2 Students will grow in faith through Chaplaincy Teams and our 'Chaplaincy for All' approach.</p> | <p>1.2a) By 2028, 100% of schools have a chaplaincy programme in place.</p> <p>1.2b) By 2029, a case study produced by each school demonstrates how the chaplaincy programme has impacted positively upon students.</p> <p>1.2c) By 2030, all students will be able to articulate how they contribute to the Catholic Life and Mission of the school</p> | <p>Headteachers</p> |
| <p>1.3 Staff will have chances to explore and grow in their own spirituality.</p> | <p>1.3a) By 2028, all staff and volunteers have had the opportunity to participate in spiritual development activities.</p> <p>1.3b) By 2029, all staff will have the opportunity to take part in a retreat</p> <p>1.3c) By 2030, all staff and volunteers have had the opportunity to engage in sessions on Catholic education and leadership.</p> | <p>CEO/ Headteachers</p> |

STRATEGIC PRIORITY 2

OUR STUDENTS – FLOURISHING THROUGH MISSION, FORMATION, COMMUNITY, GIFTS AND FRUITFULNESS

To nurture the spiritual, academic, and personal growth of every student, enabling them to flourish as compassionate, confident, and responsible individuals inspired by the teachings of Christ.

“Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of the others.” **Philippians 2:3**

“As iron sharpens iron, so one person sharpens another.” **Proverbs 27:17**

| Our Ambitions | Key Performance Indicators | Operational & Strategic Leads |
|--|--|--|
| <p>2.1 We want every student to feel known, valued, and supported. They will grow as global citizens, guided by Catholic Social Teaching.</p> | <p>2.1a) By 2027, data will show improved averages across the trust and gaps routinely being identified and narrowed for disadvantaged students.</p> <p>2.1b) By 2028, outcomes for schools in DCET for 6 years, will be at least in line with, or above national averages and show improved standards and outcomes over time.</p> <p>2.1c) By 2030, 100% of students will demonstrate some understanding of Catholic Social Teaching through student voice, participation in events and lessons.</p> | <p>Directors of School Improvement Headteachers</p> |
| <p>2.2 Students will discover and celebrate their unique talents.</p> | <p>2.2a) By 2028, every school has a balanced curriculum and extra-curricular plan in place and apply the curriculum principles consistently including support offered for our most vulnerable students.</p> <p>2.2b) By 2029, student voice and survey outcomes show that students access a wide range of curriculum and extracurricular opportunities.</p> <p>2.2c) By 2030, students are supported to overcome challenges to their wellbeing, progress and achievement</p> | <p>Directors of School Improvement Headteachers</p> |
| <p>2.3 Staff will help students grow in knowledge, understanding, and faith as part of a high quality Catholic education.</p> | <p>2.3a) By 2028, all staff and volunteers model the trust's values.</p> <p>2.3b) By 2029, access by all teachers and curriculum support staff to a rolling programme of instructional coaching for pedagogical approaches has resulted in the delivery of a high quality Catholic education.</p> <p>2.3c) By 2030, every school's bespoke programme of professional development ensures that all staff have the necessary skills to fulfil their roles.</p> | <p>Directors of School Improvement</p> |

STRATEGIC PRIORITY 3

OUR PEOPLE – FLOURISHING THROUGH FRUITFULNESS, GIFTS AND COMMUNION

Adults are nurtured and empowered to
flourish in their roles.

*Each of you should use whatever gift you have received to
serve others, as faithful stewards of God's grace. Peter 4:10*



| Our Ambitions | Key Performance Indicators | Operational & Strategic Leads |
|---|---|---|
| <p>3.1 Governance and leadership create a culture of wellbeing, belonging, and a shared commitment to Catholic education provision for public benefit.</p> | <p>3.1a) By 2028, directors/governors have created a culture that is underpinned by the Trust's values and is motivating and ambitious for all.</p> <p>3.1b) By 2029, survey outcomes show adults feel empowered to be innovative; and accept that mistakes, as well as successes, are part of the pathway to flourishing.</p> <p>3.1c) By 2030, workforce statistics show improved rates of staff wellbeing, attraction, talent management and retention year-on-year</p> | <p>Head of Governance</p> <p>CEO</p> <p>Head of People</p> |
| <p>3.2 Relationships will be built on trust and shared values.</p> | <p>3.2a) By 2028, implementation of the Trust/School's stakeholder engagement and communication plan promotes greater brand recognition and awareness, and in turn admission applications.</p> <p>3.2b) By 2029, Trust and school newsletters evidence how student/staff/parent voice influences decision making and drives continual improvement.</p> <p>3.2c) By 2030, creativity and collaboration with key partners enables the sustainable provision of high quality Catholic education, leadership and governance.</p> | <p>CEO</p> <p>Head of Governance</p> |
| <p>3.3 People will be supported to grow in faith and leadership.</p> | <p>3.3a) By 2028, 100% of schools are rated good or better for how well leaders and governors collectively promote, monitor and evaluate delivery of the Catholic life and mission.</p> <p>3.3b) By 2029, performance management combined with personalised coaching and mentoring supports and challenges every adult to grow and perform well.</p> <p>3.3c) By 2030, Trust growth offers extended career pathways to support the professional development of staff and volunteers. Leaders grow from within the Trust so that each hub is equipped with specialist expertise in key areas i.e. RE, SEND.</p> | <p>CEO & Head of Governance</p> <p>Head of People</p> |

STRATEGIC PRIORITY 4

OUR TRUST – FLOURISHING THROUGH MISSION AND COMMUNION

Strategic planning of operational and financial aims to effectively deliver the Trust vision, values and strategies for the benefit of our students and communities.

“Unless the Lord builds the house, the builders labour in vain.”

Psalm 127:1

| Our Ambitions | Key Performance Indicators | Operational & Strategic Leads |
|--|---|--|
| <p>4.1 Trust and school leaders commit to fiscal propriety to secure long-term financial sustainability.</p> | <p>4.1a) By 2028, increased value for money has been secured for DCET schools through trust wide procurement and efficiency initiatives.</p> <p>4.1b) By 2029, the Trust's treasury management and investments maximise interest returns.</p> <p>4.1c) By 2030, maintain unrestricted reserves of 5-10% of income.</p> | <p>CF00</p> |
| <p>4.2 Allocation of resources is student centric and used wisely to support student wellbeing and achievement.</p> | <p>4.2a) By 2028, all trust and school leaders share an understanding of the Trust's financial priorities to manage the forecasted reduction of student numbers on roll. Trust wide PR campaign will show increased numbers of students joining our schools.</p> <p>4.2b) By 2029, student survey outcomes show their wellbeing and achievement is enhanced by safe and inspiring learning environments.</p> <p>4.2c) By 2030, integration of financial health to include pupil support using a mix of financial, educational and operational metrics.</p> | <p>CF00</p> |
| <p>4.3 Our estates will reflect our values and care for creation.</p> | <p>4.3a) By 2028, the Trust evidences effective strategic oversight and risk mitigation in its asset management.</p> <p>4.3b) By 2029, 100% of capital projects are delivered on time and within budget.</p> <p>4.3c) By 2030, the Trust evidences it is on track to meet the environmental sustainability targets set by government</p> | <p>Head of Estates and Compliance</p> |
| <p>4.4 We will grow sustainably while maintaining quality and Catholic identity.</p> | <p>4.4a) By 2028, the Trust growth plan ensures the trust has the financial capacity for sustainable expansion.</p> <p>4.4b) By 2029, each school converting is fully integrated and on track to meet financial targets.</p> <p>4.4c) By 2030, the Bishop's vision for MAT growth has been completed.</p> | <p>CEO & Project Lead</p> |

OUR SUPPORTING STRATEGIES AND IMPLEMENTATION PLANS

The following enabling strategies and implementation plans will support in achieving our mission, values and ambitions.

| Trust Strategy &/or Implementation Plan | Trust Lead |
|--|--------------------------------|
| 1. Our Chaplaincy Implementation Plan | CEO |
| 2. Our Estates and Asset Management Implementation Plan | Head of Estates and Compliance |
| 3. Our Finance and Procurement Implementation Plan | CF00 |
| 4. Our Governance Implementation Plan | Head of Governance |
| 5. Our IT Implementation Plan | IT Lead |
| 6. Our People Strategy & Implementation Plan incl. Mental Health & Wellbeing | CEO/CF00 |
| 7. Our Trust Safeguarding Implementation Plan | Director of School Improvement |
| 8. Our Trust School Improvement Implementation Plan | Director of School Improvement |
| 9. Our Small Schools Strategy | CF00/CEO |
| 10. Our Stakeholder Communication Implementation Plan | CEO |
| 11. Our Sustainability and Climate Change Action Plan | Head of Estates and Compliance |