



ELT Strategic Plan 2025-2028





Our Mission

Education Learning Trust is a unique and ambitious learning community who COLLABORATE and support each other to achieve ambitious goals in our education and career.

As a family of schools, we EMPOWER everyone and interact cohesively to demonstrate our exceptional commitment to both personal and academic development which is grounded in growth and succession.

Together, we ACHIEVE exceptionally through our commitment to an inclusive and inspiring environment awakening our ambition for all learners. Our clear learning framework provides guidance and is underpinned by creative opportunities which focus on how we can achieve in every facet of education whether that be as an adult or child.



"We are a community of learners. We **COLLABORATE** with all stakeholders to enable them to learn new skills so we can **ACHIEVE** together, enable everyone to be a leader and **EMPOWER** staff to make a difference for our children."

Helen White Chair of Trustees



Our Strategy

At the heart of ELT is a clear and unwavering commitment to *collaborate, empower, and achieve* together as a unified community of schools. This strategic plan outlines our vision for the future, where every individual—whether child, teacher, or member of the wider community—is encouraged to reach their full potential.

By fostering a culture of *collaboration*, this strategy promotes an environment where ideas, best practices, and resources are shared freely, ensuring that each of our schools thrives as part of a system.

Through a focus on *empowerment*, this strategy provides both staff and children the tools, knowledge, and confidence to take ownership of their learning and leadership.

The main goal of this strategy is to *achieve* excellence in all that we do, striving to raise standards, provide outstanding education, and create a legacy of success.

We have three strategic objectives:

Objective 1

Developing a model of learning across all phases through an evidence-based approach which will achieve the highest educational outcomes

Objective 2

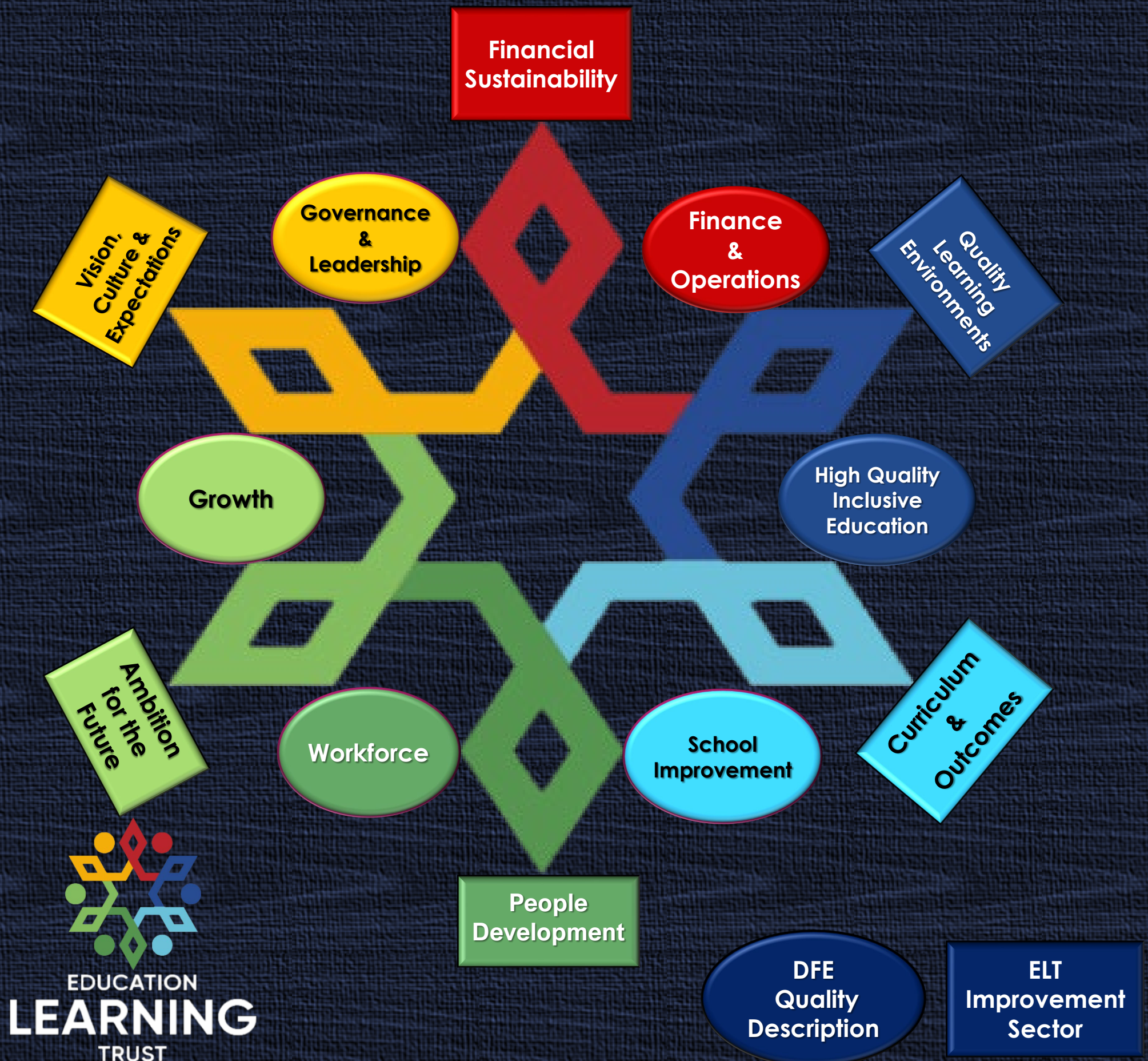
Strengthening partnerships to create communities of improvement which extend learning opportunities beyond our organisation

Objective 3

Growing the conditions and central functions to support our organisation to advance education and deliver at scale



Trust Improvement Sectors and DFE Quality Descriptions



Trust Improvement Matrix

Trust Improvement Sectors	Lead Personnel	Intent	Priorities	Systems & Procedures	Growth
Quality of Learning Environments	Director of Operations	Environments that inspire learning	Capital investment effective resources and facilities	Health & Safety, IT and Infrastructure	Estates & IT Strategy
Curriculum and Outcomes	Curriculum & Outcomes Executive	Ensuring all individuals excel	Design and implement an ambitious curriculum from the age of 2 to 16	School improvement quality assurance and peer review	Curriculum Offer
People Development & Enriched Experiences	People and Culture Executive	Driving expectations and supporting potential	Professional Development Pathways	Appraisals, recruitment, talent management and workforce analysis	People Development Strategy
Ambition for the Future	Strategic Improvement Executive	Continuous Improvement	Capacity of Leaders	Self-Evaluation	School Improvement Offer
Vision, Culture and Expectations	Strategic Growth and Partnerships Executive	Fostering thriving, high performing partnerships	Valuing voice and influencing improvement	Promoting and strengthening networks	Trust Partnership Offer
Financial Sustainability	Chief Financial Officer	Effective and efficient use of resources for the benefit of all schools in the trust	Strong systems and effective oversight managing budgets to meet educational aspirations	Accounting, budgeting, reporting and controls	Finance Strategy



Quality of Learning Environments

INTENT:

In ELT, our commitment to collaboration, empowerment, and achievement extends beyond the classroom into the very design and development of our buildings and estates. We envisage creating spaces that are not just places to learn, but environments that inspire and facilitate learning. Each school within the trust will have thoughtfully designed, flexible spaces that promote collaborative learning—open areas for group work, interactive technology, and spaces that encourage communication and teamwork among students, staff, and the wider community.

Our estates will be built with the future in mind, providing students with the resources and environment they need to achieve their full potential. This includes well-equipped classrooms, outdoor spaces for creativity and exploration, and areas that cater to the diverse needs of all learners. By ensuring that our buildings are accessible, safe, and adaptable, we empower both students and staff to take ownership of their learning and teaching, cultivating a sense of pride in the spaces they inhabit.

As our trust grows, we will continue to invest in sustainable, modern facilities that reflect our commitment to excellence. Each new site will be designed with the idea of creating a hub for the whole community—spaces where families, local partners, and educators come together to share ideas, host events, and engage in learning beyond the traditional classroom.

STRATEGIC PRIORITIES:

- A capital strategy which includes sustainable buildings, digital infrastructure, and technology
- Facilities support a wide and engaging enrichment curriculum across all schools, with special efforts made to ensure that those pupils who don't get these opportunities at home participate and benefit.
- Effective and efficient use of resources ensuring funding to the front-line to support the quality of education Ensure compliance with regulatory, contractual, and statutory requirements.

SYSTEMS & PROCEDURES:

- Quality Assurance systems
- Asset Management & Life Cycle
- Condition surveys
- Health & Safety Audits
- IT Audits
- Operational KPIs

SUCCESS MEASURES:

1. Positive external and internal audit reports
2. Consistently applied procedures in all schools
3. Positive stakeholder feedback
4. Time saved through shared resources (e.g., shared IT infrastructure, centralised HR or finance services)



Lead: Michael Guest

Position: Director of Operations

Michael has worked in Education since 2011. He has overseen several multimillion-pound projects including refurbishments and three new builds. Michael has extensive knowledge and understanding how projects enhance teaching and learning positively. His own vision aligns with the Trust in developing world class facilities to improve a sustainable learning environment for our students to thrive.

Annual Implementation Plan

Quality Learning Environments

Evidence of Area for Improvement (What does the evidence tell us about an area for improvement relating to the DFE Guidelines?)	Improvement Drivers (What change needs to be implemented to respond to the root cause?)	Prioritisation (Reference ELT Risk Register) REF: 6, 3,33,8	Milestones & Progress (What does our ongoing evaluation tell us about how well we are doing compared to the evidence of success column? This will inform the CEO termly report to Trustees)	Evidence of Success and Growth (What we offer - particularly in relation to the DFE framework)
Digital infrastructure across schools to ensure equitable access and increase staff/pupil productivity	Implement a trust-wide IT strategy including standardisation of devices, cloud infrastructure, and network upgrades. Invest sustainably in seamless, equitable access to digital learning and admin systems across all settings. Improve digital confidence and user feedback	Variation in infrastructure could limit access to digital learning and management systems, undermining educational equity. Legacy systems increase exposure to cyber threats, system failure, and GDPR non-compliance.	IT asset audit completed; Trustwide Strategy approved; Procurement framework in place; Rollout of cloud-based MIS and remote learning tools initiated.	Effective and efficient use of resources for the benefit of all schools in the trust and the wider education system.
Developing the estate with efficient energy systems and proactive maintenance culture	Develop and implement a 10-year Estates and Net Zero strategy incorporating condition surveys, capital forecasting and carbon reduction targets	Lack of visibility on estate condition can prevent proactive investment. Failing infrastructure may lead to breaches in statutory requirements (e.g., ventilation, asbestos, accessibility).	Surveys completed; Phased upgrade plan approved; Year 1 projects funded and initiated; Initial carbon baseline calculated; Reduction in emergency repairs; Energy efficiency ratings across sites.	Strategic and sustainable management of the estate maintains and invests sustainably in the trust's capital infrastructure, including buildings, digital infrastructure and technology.
Reducing reliance on external contractors for ICT and estates maintenance	Upskill internal teams and establish cluster-based support model for ICT and facilities	Heavy dependency on third parties may increase and vulnerability to delays, inconsistent service, or cost escalation. Limited in-house capacity restricts agility in response to urgent IT/estate issues and reduces cost-efficiency.	Skills audits complete; Internal training programme launched; Trust-wide facilities and IT helpdesk implemented Reduced external costs; Improved response times and service consistency; Enhanced staff development and retention	An innovative and vibrant community of professionals, collaborating across schools and other trusts to develop and share expertise.

Curriculum & Outcomes

INTENT:

ELT are committed to creating an environment where every student is empowered to achieve their full potential. We collaborate to cultivate a culture that sets high expectations for all learners, ensuring that each individual is challenged and supported to excel. Our curriculum is broad, balanced, and inclusive, promoting deep understanding and a love of learning. The focus on achieving excellent academic and personal outcomes, prepares pupils for future success. Equitable access to resources and opportunities will be ensured, allowing all pupils to participate fully in their education.

Comprehensive pastoral care will address the diverse needs of pupils, fostering their well-being and personal development. A wide range of extracurricular activities will enhance learning experiences and promote personal growth. We promote a positive school culture where good behaviour and regular attendance are the norms, supporting a conducive learning environment.

Our pupils are equipped with the skills, knowledge, and experiences necessary to thrive in further education, employment, and life. Collaboration with parents, carers, and the wider community will support learning and development. By embracing these principles, we aim to create an educational environment where every student feels valued, supported, and empowered to achieve their best.

STRATEGIC PRIORITIES:

- Oversee the design and implementation of ambitious, broad, well-sequenced and knowledge-rich curriculum.
- Achieve good outcomes for all its students by delivering education that is both high-quality and inclusive
- Welcome and effectively teach disadvantaged children and children with SEND from our local areas
- Enable children to take part in sport, music and cultural opportunities that enrich the curriculum and support children's wider development.
- Ensure all children leave our schools well prepared for the next stage of education, employment or training and prepared to become confident citizens.

SYSTEMS & PROCEDURES:

- Data analysis and performance metrics
- SSE processes (observation, book scrutiny)
- Peer review
- External audits and accreditation
- Stakeholder involvement
- Pupil feedback
- Curriculum Mapping
- Standards reviews
- Shared best practice resources

SUCCESS MEASURES:

1. Results above national averages
2. Levels of engagement are high
3. Behaviour is exemplary
4. Vulnerable pupils' engagement is high with extra curricular
5. Attendance rates are high
6. Destination data shows pupils are well prepared for their next steps

Lead: Anna Fowler

Position: Curriculum & Outcomes Executive

Anna Fowler is the Headteacher of The Kingsway School in Cheadle. Appointed in 2023, Anna is known for her forward-thinking approach to education and her deep understanding of how a strong, coherent curriculum supports success throughout the academic journey. She brings a wealth of experience in curriculum leadership spanning both primary and secondary phases. Anna's expertise in designing progressive, inclusive learning experiences has been pivotal in establishing a new and innovative transition experience, ensuring success and confidence for children moving from primary into secondary education. Within the trust Anna has been a key driver in strengthening continuity across the key stages, with a particular focus on ensuring sustained progress at Key Stage 3.



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Embedding curriculum principles so all staff are clear about delivery to achieve the curriculum intent.	Further develop effective curriculum leadership with high levels of expertise and delivery cross-phase. Use audit of implementation to further customise curriculum to offer flexibility in design, allowing schools to tailor the curriculum to their unique context while maintaining the academy trust's high standards.	Key pedagogical approaches and trust-wide core principles, sequencing, and assessment are necessary to ensure inclusive practice.	Application of ELT flexible curriculum model and shaping blueprints. Impact of ELT Principles for Instruction Blueprint. Curriculum design CPD and subject leader forums. School cross-phase learning visits.	Design and implement an ambitious, broad, well-sequenced and knowledge-rich curricula in all of its schools.
Adaptive and responsive teaching so that staff feel confident to teach pupils.	Build an evidence-informed understanding of effective teaching and how pupils learn through implementation of ELT Blueprints and peer audit. Review leadership development and support offer for headteachers and senior leaders to ensure that they are empowered to drive the curriculum's success in their schools.	Teaching must be adapted in real time to meet the needs of all learners. Assessment information is critical to inform instruction. Teacher confidence so that responsive feedback is given to meet diverse needs	Pulse check confidence and emerging CPD needs. Adaptive learning experiences in books and planning. Tracking impact through qualitative peer audit.	Effectively teaches disadvantaged children and children with SEND. Ensures all students attend regularly, are kept safe, feel calm and supported, and are able to actively participate and progress.
Rigorous and evidence informed assessment processes in relation to those who find learning hard.	Improve outcomes by embedding the ELT 6As assessment model across all sectors. Examine success stories from schools within the trust, with evidence of students achieving excellent results, whether in terms of GCSEs, KS Tests, or vocational qualifications.	Links between assessment strategy and improvement in pupil attainment must be clear to ensure disadvantaged and SEND learners make progress. Progress measures must be beyond summative tests (e.g., in books, oral work, formative responses) to ensure accurate reporting and eliminating gaps in learning.	Impact of ELT Assessment Principles and Guidelines (6As). Reporting on outcomes. Parental engagement.	Achieves good outcomes for all by delivering education that is both high-quality and inclusive.

People Development & Enriched Experiences

INTENT:

ELT are committed to creating a culture where collaboration, empowerment, and achievement are the foundations of all development. We believe in the power of working together to inspire and support one another, creating an inclusive environment where every individual is valued and encouraged to contribute their unique talents. We foster a collaborative environment where teamwork, open communication, and shared learning lead to innovative solutions and collective growth. Staff, pupils and families all have a voice in the journey toward continuous improvement.

We empower each other and equip our people with the skills, resources, and confidence to take ownership of their own learning and development. We encourage self-reflection, professional growth, and the pursuit of new challenges, fostering a culture where individuals feel supported to strive for excellence. By nurturing collaboration and empowerment, we set the stage for achieving both personal and collective goals. We celebrate progress, value the diversity of achievements, and ensure every individual has the opportunity to succeed at the highest level. Through our commitment to these values, we aim to create a thriving, innovative community that is continuously evolving, where each person is equipped to excel in an ever-strengthening trust.

STRATEGIC PRIORITIES:

- Fosters a supportive working environment by managing workload, prioritising wellbeing and taking action to support all staff.
- Supports the retention of great staff both within the individual trust and across the school system
- Makes a positive contribution to the wider system by delivering high-quality training and/or placements for trainee teachers, supporting early career teachers through the Early Career Framework.
- Ensures every member of staff is effectively line managed to maintain high performance. Actively encourages career progression opportunities across the trust.
- Ensures inclusive working environments, supports flexible working and takes action to promote equality and diversity.

SYSTEMS & PROCEDURES:

- Workforce analysis
- Professional Development
- Performance Management
- Supporting wellbeing
- Equality of opportunity
- Efficiency of management systems
- Recruitment and induction
- Succession planning

SUCCESS MEASURES:

1. Recruitment and retention rates
2. Outcomes from exit interviews
3. Climate surveys
4. Promotion opportunities and take up
5. Number of people on training programmes
6. People satisfaction survey
7. Wellbeing survey
8. Sickness absence rates and referrals to occupational health
9. Benefits offer
10. Commitment to pupil outcomes and wider professional responsibilities
11. Uptake of initiatives



Lead: Helen Moorcroft

Position: People & Culture Executive

Helen Moorcroft is the Headteacher of Bredbury Green Primary School in Romiley, Stockport, a role she began in September 2019. Initially appointed on a one-year secondment, her leadership was instrumental in the school's transformation from an "Inadequate" rating to a "Good" rating across all areas in the 2024 Ofsted inspection. Helen has held several leadership positions which all demonstrate her passion with developing people. She became a Primary Mastery Specialist in September 2016 through Northwest One (Maths Hub) and has led teacher research groups. As a Specialist Leader in Education for mathematics, she has supported schools in Stockport and other local authorities to enhance the teaching and learning through her investment in developing the skills and expertise of others.

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People Development & Enriched Experiences

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A thriving, innovative community where each person is valued and rewarded.	Develop an Action plan for implementation. Further develop relationships and employee relations based on ethical practice including the use of coaching across all schools Ensure professional courage and influence is encouraged through challenge and contributions within each setting	Use quality assured, recognised bodies to give the level/align with e.g. NPQ, Associate, Chartered member or Chartered fellow to ensure high quality and nationally recognised accreditation. Rewarding staff with professional offers and career progression will improve retention.	Research of different models and review CIPD materials Audit review Audit review with Trust using the CIPD Profession Map tool. Impact of coaching communities.	Encourages and enables all staff to build their expertise through evidence-based professional development and mentoring. Collaborates consistently and actively to ensure a positive impact in ELT community.
Robust appraisal system where we actively encourage development which may result in progression and career opportunities for all employees.	Further develop a culture of accountability ensuring ownership for improvement and learning using research driven, evidence-based practice Create a People Strategy where talent is developed to ensure succession planning and effective, strategic workforce planning.	Using the Profession Map framework and existing practice will use the six areas of knowledge to drive change with momentum. ELT People Strategy will set out key aims and our Trust offer to ensure alignment and buy in.	Aims and existing Trust offer to form beginning of Strategy - format to be agreed Future aims to be considered, and opportunities identified.	Ensures every member of staff is effectively line managed to maintain high performance. Actively encourages career progression opportunities across the trust. An ELT People Strategy ensures that people have many opportunities to develop as professionals impacting on organisation learning and strategic goals.
Working environments are inclusive promoting equality, diversity whilst prioritising wellbeing.	Further develop and then sustain a culture of well-being where all people are invested in, enabling voice and involving people in decision making Ensure our core behaviours are based on ethical leadership where an inclusive and diverse culture is fostered	Use metrics such as staff absence, ill-health, talent attraction and retention data, employee feedback to ensure that, across the Trust, schools must have a consistent and committed approach investing in well-being.	Research well-being strategies and collect well-being data Use Evidence informed practice to design our ELT organisational model	Fosters a supportive working environment by managing workload, prioritising wellbeing and taking action to support all staff. An organisation where we think and act with integrity and respect creating a culture that positively influences workforce well-being.

Ambition for the Future

INTENT:

As an organisation we have the ambition to learn with and from each other: in our MAT, locally and across the education sector to find the very best opportunities for our staff and our children. Our ambition remains anchored in a commitment to be ahead of the change curve in all aspects of our organization and seek to look up and out at all opportunities in an evidenced informed way.

As advocates of the school-led system, we have the ambition to shape and create a self-sustaining culture of improvement; driven by efficient and effective systems and structures which enables us to work collaboratively and in an empowered way to focus on collective continuous improvement. In identifying best practice, using capacity in the system to support improvement and a collective commitment to self evaluation, this will enable us to future proof our systems and structures to equip us for an ever-changing education system, without compromising our values and beliefs as an organisation.

STRATEGIC PRIORITIES:

- To develop a collaborative, cyclical approach to continuous improvement.
- To further utilise the expertise of staff across the Trust to support a system –led approach to the implementation of the improvement cycle.
- To develop a school improvement toolkit which incorporates all our blueprints and audits to support accurate self evaluation.
- To further engage in educational research with a view to publication of the work undertaken in the MAT which indicates strong impact.
- To codify our school self evaluation process so leaders speak a common language when identifying areas of best practice and lines of enquiry for developmental work.

SYSTEMS & PROCEDURES:

- SEF
- SDP
- Teaching and learning blueprints
- Communities of Practice
- Research links
- Ofsted Framework
- SSE and QA

SUCCESS MEASURES:

1. Graduated School Improvement Offer
2. Directory of system leaders in the Trust
3. Codified SEF
4. Digital Infrastructure to support teaching and learning
5. Publication in national materials
6. Partnerships expanding
7. Improvement in Ofsted Grades



Lead: Gemma Norman

Position: Strategic Improvement Executive

Gemma Norman is the Headteacher of Gatley Primary School in Stockport, where she has led the school with a forward-thinking and visionary approach since 2022. With an MA Ed and accreditation as a Specialist Leader in Education (SLE), Gemma is deeply committed to preparing schools for the future. She champions an innovative curriculum that prioritises creativity, compassion, and critical thinking—ensuring every child is ready to thrive in a rapidly changing world. Under her leadership, Gatley Primary achieved an *Outstanding* Ofsted rating, reflecting her dedication to excellence and continuous improvement.

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Ambition for the future

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A peer led model of continuous improvement.	Research on evidenced informed approaches to a school improvement model (internal and external review). School consultation on what's working well and what schools would like as guiding principles for the cycle.	An agreed approach to school improvement will be in place to ensure schools are aligned to Ofsted inspection framework. School improvement offer for the website to share with stakeholders.	Audit review with schools based on school improvement processes in place with school's which are working well. Present an evidenced informed business case on school improvement models for HTs to evaluate.	A formal quality assurance or peer review model is in place, enabling school leaders to identify development needs through structured conversations with peers
Self evaluation which is standardised across the MAT in preparation for framework and curriculum changes.	Prepare for framework change under the Ofsted and Curriculum Review through CPD for school leaders. Strategically develop a shared view and format of a self evaluation which is born out of consideration of best practice and the fundamental purpose of a self evaluation form.	Seek out a CPD module for HTs and leaders based on new framework and curriculum review. Develop an implications plan based on the proposed changes. Establish a guiding principles review of the standardisation of the SEF including audience and purpose aligned to new framework.	There will be an agreed format for the SEF in place for leaders to evaluate their schools	A clearly defined and effective strategy to improve and maintain the performance of schools that are already part of the trust, as well as those that join.
A school improvement toolkit which will work in conjunction with the continuous improvement model and support its implementation.	Audit current School Improvement blueprint and best practice of self evaluation/ QA in schools to develop an updated blueprint. -Develop electronic toolkit of documentation with rationale statements for use. -Plan for toolkit usage as part of the School Improvement cycle of delivery.	-Develop an audit of documentation in place and shape this into a hardback and electronic document resource library. Once the SI cycle has been approved, establish where the SI documents are placed in the cycle to ensure staged usage.	There will be an agreed set of Trust standardised documents which will support the effective running of the SI cycle. This will be part of our Trust SI offer for the website.	Supports the wider system in sharing best practice; helps underperforming schools to improve; and contributes to building a trust-led system.

Vision, Culture and Expectations

INTENT:

Together, we will foster a thriving, high-performing partnership that embraces the principles of collaboration, empowerment, and achievement. Our commitment to these values ensures that we will not only meet but exceed the standards set out by the DfE, creating a legacy of success and a positive impact on the communities we serve. As we grow, we will remain steadfast in our mission: to Collaborate, Empower, and Achieve, ensuring that every child receives a world-class education, develops a lifelong love of learning, and is prepared to succeed in an ever-changing world.

STRATEGIC PRIORITIES:

- Ensure all schools within the Trust have strong leadership teams that work collaboratively to drive the vision and values of the Trust.
- Implement regular peer exchanges and lesson observations across schools to share best practices, support teachers, and drive continuous improvement in teaching quality
- Develop a Trust-wide approach to SEND provision that ensures consistency in support and clear pathways for students with additional needs
- Promote collaboration between schools within the Trust, creating opportunities for staff to share ideas, resources, and best practices
- Ensure that all schools within the Trust are regularly involved in self-assessment, peer reviews, and action planning processes to drive school improvement
- Engage with local community organisations to create partnerships that support the educational and social development of learners.
- Build trust and respect between schools and families by ensuring that all stakeholders have a voice in school improvement initiatives and policies

SYSTEMS & PROCEDURES:

- Participation in external networks or forums for MAT leaders
- Foster partnerships with local schools or those with similar demographics built upon mutual goals
- Reach out to local schools or those with similar demographics to invite conversations about mutual goals
- Promote the benefits of being part of ELT
- Collaborative meetings and shared resources
- Peer reviews
- Strengthen communications
- Trust wide events
- Coaching and mentoring
- Celebrate successes
- Fundraising and grants
- Shared CPD, joint initiatives, cross-school projects)

SUCCESS MEASURES:

1. The level of sharing between schools
2. Increased stakeholder involvement in school events or decision-making
3. Community feedback on school initiatives and partnerships with local organisations.
4. Regular surveys to gauge satisfaction with the partnership (e.g. in areas like professional development, leadership support, and workload management).
5. Feedback from staff on cross-school collaboration and the impact of partnership on their work
6. Growth of partnerships that extend wider than the Trust
7. Frequency and quality of inter-school collaboration
8. Number of best practices or successful strategies shared between schools
9. Number of new programs, approaches, or initiatives implemented across the Trust
10. Feedback from staff and students on new practices introduced via the partnership.
11. External awards and accreditation



Lead: Janine Appleton

Position: Strategic Growth & Partnerships Executive

Janine Appleton has been Headteacher at Meadowbank Primary School in Cheadle since 2005. Under her leadership, the school has thrived as part of the Education Learning Trust, promoting creativity, inclusion, and a love of learning. A dedicated advocate for nurturing environments and meaningful learning, Janine also contributes as an LLE and National Inclusion Quality Mark Assessor

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Vision, Culture and Expectations

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Highly effective collaborations across Trust schools and through wider partnerships which ensures excellence for all.	Leaders across the Trust collaborate in developing Trust wide approaches supporting all learners to achieve outstanding progress. Partnerships across Trust schools and wider professionals result in a constantly forward-looking learning community which embraces diversity, change and opportunities enhancing the learning experiences for all.	Audit current partnerships, evaluating the impact that these have on professional growth and learners' outcomes. Create a partnership heat map to assess the impact that each has at a school level, trust level. Consider the potential that growth of partnerships can have on professional growth and pupil outcomes.	Cross Trust schools audit of current partnerships Analysis of potential growth of current partnerships Build in future partnership growth for 25-26 into heat map	The ELT is a Trust where collaboration is an embedded part of the culture, and this is regularly reviewed and further developed. The Trust actively looks for opportunities to develop partnerships focused upon the development and empowerment of all which leads to excellent outcomes for learners.
Outstanding leadership at all levels drives a reflective and forward-looking community.	Ensuring high-quality, forward-looking leadership of learning resulting in outstanding outcomes for children	Professional development pathway to be the tool to evaluate leadership growth and succession planning. Professional development opportunities inspire ambition for the future.	Launch of ELT professional development pathway as part of an ongoing process building upon new and deepening partnership	External validation of school development successes. School shared review processes evidence that change is ongoing and improvement is progressive.
Reciprocal school to school support and highly effective evaluation processes across ELT schools and wider partnerships fosters growth, learning and the empowerment of all.	Collaborate between a range of teams across schools' plan evidence-based projects which drive school improvement around quality assuring improvement plans with challenge and support. Establish partnerships which extend wider than Trust schools are based upon shared ambitions and children's learning and support professional development for all.	Ensure that collaborations stem from collective priorities for improvement and stem from validated research to inform planning. Build upon peer assessments and quality assurance work to support and challenge promoting change and progress. Partnerships that extend further than trust schools have reciprocal added value.	Review additional opportunities being added each year. Review mutual benefits in the school priorities of all. Adapt and evolve as school priorities are actioned and reviewed.	NPQ enrolment and completion Communities of Practice engagement across school. Strategic leadership networks ensure that professionals work together on shared priorities and this in turn ensures excellent outcomes for all learners.

Financial Sustainability

INTENT:

Through strategic financial management, effective leadership, and a commitment to educational excellence, we will ensure the long-term success and growth of our academy trust, benefiting all learners and the wider community. Robust financial governance and leadership underpins the trust's ability to make informed, strategic decisions. Financial decisions are transparent, accountable, and aligned with educational goals.

The impact of financial decisions is monitored ensuring that every investment is linked to measurable educational outcomes. By maintaining a clear focus on *value for money*, this ensures that all spending supports our goal of providing high-quality education for all.

We will grow in a strategic, measured way, ensuring that new schools or projects align with the ELT vision and financial capabilities. Growth will be driven by a clear understanding of the financial implications and supported by a robust business plan that ensures long-term sustainability.

By involving the local community and external partners, we will secure additional revenue streams through grants, sponsorships, and philanthropic initiatives.

STRATEGIC PRIORITIES:

- Strong financial and information management systems with effective oversight minimising risk of fraud, data breaches and financial mismanagement.
- Well-planned reserves policy that provides sufficient contingency for cashflow and any unplanned, urgent expenditure and aligns resources to expenditure priorities across all its schools.
- Efficient and effective use of resources through school and trust resource management benchmarking tools and Integrated Curriculum and Financial Planning.
- Analysis of financial data and intelligence to set a stable, accurate and sustainable long-term financial strategy for the trust.
- Clarity of approach to delivering value for money through effective budgeting and risk management.

SYSTEMS & PROCEDURES:

- Governance structures and oversight of financial health
- Assessment and review of risks
- Robust budget setting
- Cash-flow forecasting
- Financial planning
- Checks, reconciliation and auditing
- Reporting
- System management
- Income generation
- Procurement
- Benchmarking

SUCCESS MEASURES:

1. Planned surplus budgets
2. Sufficient reserves
3. Strong cashflow position
4. Low staffing costs as a percentage of income
5. Benchmarking with similar schools
6. Accurate financial reporting and accounting
7. Number of actions arising from external audit



Lead: Sam Finch

Position: Chief Financial Operating Officer

Starting July 2025, Sam Finch will become Chief Finance and Operating Officer (CFOO) at the Education Learning Trust (ELT). With over 14 years in the education sector, Sam brings deep expertise in financial management, operations, and governance, with experience across special education, SEMH provisions, independent schools, and academies.

She has led strategic initiatives as a Trustee for the Institute of School Business Leadership (ISBL) and a Multi-Academy Trust in the Northwest. Sam is committed to operational efficiency and financial resilience, ensuring schools have the resources to achieve classroom excellence.

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Financial Sustainability

Evidence of Area for Improvement (What does the evidence tell us about an area for improvement relating to the DfE Guidelines?)	Improvement Drivers (What change needs to be implemented to respond to the root cause?)	Prioritisation (Reference ELT Risk Register) REF: 6, 3,33,8	Milestones & Progress (What does our ongoing evaluation tell us about how well we are doing compared to the evidence of success column? This will inform the CEO termly report to Trustees)	Evidence of Success and Growth (What we offer - particularly in relation to the DfE framework)
Optimisation and allocation of financial resources across the Trust, ensuring long-term financial sustainability and maximisation of value for money in line with DfE guidelines on efficient resource management.	Financial reviews to identify savings and ensure efficient resource use, supported by transparent budgeting across the Trust and academies. Align spending with strategic priorities to improve student outcomes, with costs reduced through shared services and collaboration.	Regular financial scrutiny is required to eliminate risk of operating in deficit. Avoidance of reactive cuts and focus on proactive efficiencies	Budget setting and approval Presenting assumptions Cashflow positions Monitoring risk to delivery Variance reports and explanations	Maintains a sustainable financial model and ensuring spending drives measurable educational outcomes with strong financial oversight.
Robust financial governance and transparency, building trust with stakeholders and enabling effective decision-making aligned with DfE expectations for financial accountability and oversight.	Review Financial Handbook so that there are clear financial reporting structures which will ensure that Trustees and leaders have timely, accurate, and relevant financial data. Share information to create a culture of transparency promoted with key stakeholders in line with governance best practices. Strengthen internal controls and audit processes to ensure compliance with DfE regulations and to minimise the risk of financial mismanagement.	Ensures effective allocation of resources Transparency with stakeholders avoiding reputational harm Ensures savings frontline teaching	Challenging assumptions and alignment with strategic priorities VFM tracking Cost benefits of investment	Ensures financial activities are well-managed, legally compliant, and transparently communicated to all stakeholders.
Implementation of cost-effective initiatives that increase financial efficiency while reinvesting savings into educational enhancements and support services.	Improve procurement processes to maximise value for money across goods, services, and contracts. Reinvest savings from operational efficiencies into initiatives that enhance the learning experience, such as staff development, technology upgrades, and targeted support for disadvantaged students. Strategise investment decisions to prioritise areas that strengthen teaching quality and learning outcomes, fully aligned with the Trust's educational objectives.	Avoids missing cost effectiveness opportunities Avoids use of reserves for anything other than the core educational provision	Monitor efficiency savings, procurement, staffing optimisation etc. Tracking reinvestment into education	Reinvestment of financial gains into teaching and learning, and ensuring funds are used efficiently to enhance outcomes and student support.

Monitoring & Review



Monitoring & Evaluation Schedule Academic Year 2025-2026

	September	October	November	December	January	February	March	April	May	June	July	August
High Quality Inclusive Education (all docs to be uploaded to SI folder)	KPIs updated -last year outcomes - last year attendance and behaviour -last year governance attendance data -school improvement	Prepare curriculum 'landing page' for curriculum showcase KPI Review meeting- outcomes and next steps KPIs presented to Trust Board	360 school review – external audit KPI update -targets -Pupil population data	KPI Review Meeting – targets -pupil population data -PPE 1 (secondary) Curriculum Showcase for school leaders KPI update- attendance	Prepare case studies for behaviour and attendance audit KPI update -school improvement -attendance and safeguarding -PPE 1 (secondary)	Behaviour and Attendance internal audit	Update KPIs for KPI review meeting- midterm review -PPE2 (secondary)	KPI Review Meetings- mid -term review KPI update -school improvement -attendance and safeguarding	Prepare landing page for personal development showcase	360 school review – external audit Personal development Showcase for school leaders		
School Improvement (all docs to be uploaded to SI folder)	SDPs prepared. SDPs collated. Emerging priorities meeting with HTs to identify common themes	Ofsted RAG rating against toolkit issued to Trust (SEF) Trust review against Quality Descriptors for Trust SEF. School Improvement Meeting (each school)		Schools select SI trust pathways based on KPIs. KPI strategy meeting with all departments	Update against Ofsted RAG rating against toolkit issued to Trust (SEF) Trust review against Quality Descriptors for Trust SEF. School Improvement pathways in place for schools.	Trust level external award assessment.	School Improvement Meeting (each school)	KPI strategy meeting with all departments		School review of SI trust offer.	Update against Ofsted RAG rating against toolkit issued to Trust (SEF) Trust review against Quality Descriptors for Trust SEF.	
Workforce	Staff survey KPI update- workforce data	Appraisal and Professional Development Pathway Reviews	Quality Assurance of Pay Progression KPI update- appraisal	People Strategy consultation ICFP/Deficit Action Plan Review		KPI update- workforce data		Mid-term appraisal review and professional development pathway			Launch of People Strategy	
Finance and Operations (all docs to be uploaded to school compliance folder)	Review H&S action plans and schedule annual audits Introduce / Review Finance Manual as control framework Plan budget meetings for academic year Audited EOYC due to TPS by 30/9 KPI update- finance	Estates Strategy to incorporate SCA & DFC Cyber Response Plans / IT Strategic plan development Building Internal Audit plan ready for Trustee approval linked to Risk Register Finance Audit	Review lettings and use of premises arrangements LBCT	Risk Register Review Academies Accounts Return & IA scrutiny due 31/12/25 and publish accounts on website	Complete H&S compliance checklist in preparation for the board.	Budget Setting begins	SRMSA checklist due		Prepare annual calendar for next academic year to include Trustee and Exec Team Meetings Accounts filed at Co House Unaudited EOYC due Budget setting ends	Review order cut-off date in readiness for financial year end Approve budgets at Trust Board		BFR Year End Preparation
Governance and Leadership	Strategic Leaders meeting: codifying culture	Strategic Leaders meeting: curriculum Joint Focus Group – Training on Ofsted toolkit and school development priorities	Strategic Leaders meeting: Inclusion	Strategic Leaders meeting: Attendance Revise Scheme of Delegation	Strategic Leaders meeting: developing teaching	Strategic Leaders meeting: Personal development and wellbeing Joint Focus Group – Training on Compliance and risk	Strategic Leaders meeting: curriculum	Strategic Leaders meeting: Inclusion	Strategic Leaders meeting: Attendance Joint Focus Group – Training on Support & Challenge	Strategic Leaders meeting: developing teaching	Strategic Leaders meeting: codifying culture	
Compliance (all docs to be uploaded to individual school folder)	Register Compliance check completed KSCIE compliance checklist completed Website compliance checklist completed Mandatory CPD tracking	Evaluate Sports and Pupil Premium strategies Internal Audit Programme Review of Emergency Procedures	Admissions data & PAN reviewed (including appeals) Admission policy compliance checklist complete – policy prepared for AGBs	Data regarding complaints collated Safeguarding Audits S175/157 SCR audit return	SEND compliance checklists completed and collated for the board	GDPR policy review Data breach logging and response checks	Pupil wellbeing and Medical needs policy and data review	Pupil Behaviour data review SCR audit return	Review of school day and school year	Review of uniform policies	Review staff appointments and compliance with equalities act.	

Colour Code:

Green	School based activities	Blue	Trust based activities	Red	Joint school and Trust meetings/ activity
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