EDUCATION LEARNING TRUST

ELT Strategic Plan

Together, we empower every person to achieve more than they thought possible.







Together to 2030

- 2025-2026 Connect
- 2026-2027 Cultivate
- 2027-2028 Engage
- 2028-2029 Grow
- 2029-2030 Beyond

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Our ELT Vision is to...



Collaborate

Empower

&

Achieve

Together, we empower every person to achieve more than they thought possible.



Our Belief

Together, we empower every person to achieve more than they thought possible.

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.





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. Our **'School's Collaboration Plan'** provides further detail on how our strategy is brought to life ensuring that the business functions enable our schools to succeed.

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 aims:

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

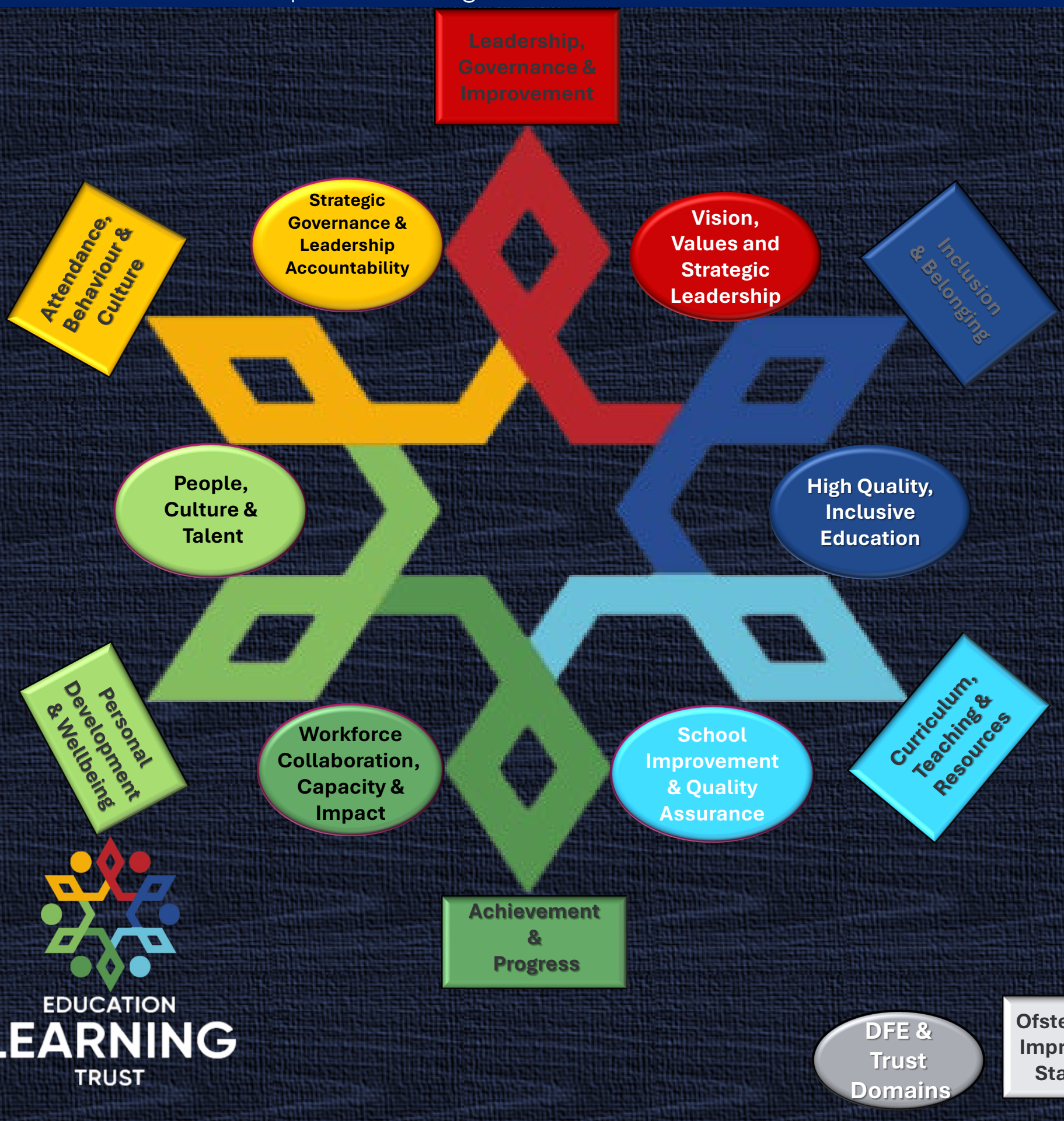
Objective 3

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

Trust Framework Domains & School Improvement Standards

Our strategic plan connects ELT ambition with the Ofsted inspection framework and DfE Quality

Descriptions, creating a shared framework for excellence



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Shared Framework & Evidence Base

School Standards (Ofsted Framework)	Trust Framework (DFE Domains)	Description	Documentation
Leadership, Governance & Improvement	Vision, Values & Strategic Leadership	Direction and improvement: This focuses on creating a clear strategic vision, strong ethical leadership and effective governance to drive continuous improvement. Our leaders establish ambition, build capacity, monitor impact and create a culture where every school continually improves for the benefit of pupils and communities.	ELT Belief and Together to 2030 Plan School Improvement Plans & SEF Governance Plan Scheme of Delegation Risk Register KPI Dashboards Improvement Reviews
Inclusion & Belonging	High Quality Inclusive Education	Equity and opportunity: This ensures every child, regardless of background or need, experiences an ambitious, inclusive education. It encompasses inclusive practice, equitable access, belonging, SEND, adaptive teaching and the removal of barriers so that every learner can thrive.	Inclusion Strategy (SEND Reform) Equality Objectives & Accessibility Plan Inclusion & SEND Reviews Use of Alternative Provision SEND Policy Inclusive Mainstream Funding Allocation Parent Surveys
Curriculum, Teaching & Resources	School Improvement & Quality Assurance	Excellence in classroom practice: This is concerned with securing consistently high-quality education through an ambitious curriculum, effective teaching, assessment, learning environments and well-chosen resources. Robust quality assurance ensures that practice is continually evaluated, refined and improved across the trust.	Curriculum Maps ELT Principles of Instruction ELT Assessment Principles School Improvement Review Reports Integrated Curriculum & Financial Planning Estates Strategy IT Strategy
Achievement & Progress	Workforce Collaboration, Capacity & Impact	Collective success: This recognises that improved pupil outcomes are achieved through collaboration, shared expertise and system leadership. Trust-wide capacity building, evidence-informed practice and collaborative improvement enable sustained gains in achievement and progress for every learner.	KPIs (Outcomes) & IDSR Intervention Evaluation Pilot Projects & Research Trials Collaborative Network Projects Teaching & Learning Dashboard Appraisal Records
Personal Development & Wellbeing	People, Culture & Impact	Developing the whole person: This promotes personal growth alongside academic success. It includes character education, enrichment, mental and physical wellbeing, relationships, careers education and preparing our young people to contribute positively to society, while also recognising the importance of staff wellbeing in creating high performing school communities.	Pupil Enrichment Opportunities Personal Development Audits (RR) Staff Surveys People Strategy Professional Development Pathway Appraisal Records Wellbeing Package Equality Impact Assessments
Attendance, Behaviour & Culture	Strategic Governance & Leadership Accountability	Creating the conditions for success: Effective governance and clear accountability provide the secure foundations that enable positive attendance, behaviour and culture. High expectations, safeguarding, resource management and organisational integrity create safe, orderly and aspirational environments where pupils and staff can flourish.	Code of Conduct Attendance & Behaviour Policies Compliance Chart Risk Management Frameworks Finance Strategy Internal Audits

Leadership, Governance & Improvement fostering Vision, Values & Strategic Leadership

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Our Promises:

COLLABORATE

We will establish and champion a clear belief and vision, shared values and high expectations that unite our schools and guide our decisions.

We will foster a culture of trust, integrity, openness and collaboration, where leaders, governors, staff, pupils, families and communities work together towards common goals.

We will ensure that governance and leadership roles, responsibilities and lines of accountability are clearly understood, enabling effective partnership, informed challenge and collective responsibility.

We will build strong relationships across our Trust and beyond, sharing expertise, learning from others and contributing to the wider education system.

EMPOWER

We will ensure our trustees and governors have the skills, knowledge, diversity and expertise to provide effective strategic leadership, oversight and challenge.

We will empower leaders to make informed decisions in the best interests of pupils, supported by clear strategic priorities, appropriate autonomy and effective accountability.

We will ensure that resources, people and expertise are deployed responsibly and strategically, securing value for money and prioritising the needs of pupils and schools.

ACHIEVE

We will translate our vision and values into a clear, ambitious strategy, with measurable priorities that improve the quality of education and the experiences and outcomes of pupils.

We will provide effective support, challenge and intervention, acting promptly where improvement is needed and sharing effective practice to secure sustained success.

We will ensure trustees and governors have the information and assurance they need to hold leaders to account for educational performance, safeguarding, inclusion, financial sustainability and the impact of the Trust's strategy.

We will regularly evaluate our own effectiveness, learning from evidence and experience to strengthen leadership, governance and the quality of provision across the Trust.

Inclusion & Belonging cultivated by High Quality Inclusive Education

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Our Promises:

COLLABORATE

We will create welcoming, respectful and inclusive school communities where every pupil feels safe, accepted, valued and proud to belong.

We will ensure every pupil has positive relationships with adults and peers, feels listened to and knows that their voice, identity and contribution matter.

We will work in genuine partnership with pupils, families and communities, celebrating diversity, understanding individual experiences and creating a shared sense of belonging.

We will ensure that difference is recognised, respected and celebrated, and that every pupil sees themselves reflected in the life, culture and values of their school.

EMPOWER

We will create inclusive classrooms and learning environments where every pupil is welcomed, represented, understood and supported to participate.

We will ensure that high-quality teaching, appropriate adaptations and reasonable adjustments enable every pupil to access learning, experience success and develop independence.

We will provide equitable opportunities for all pupils to participate in enrichment, leadership, friendship groups, wider school life and decision-making.

We will empower pupils to express their views, influence their experiences and develop confidence in who they are and what they can contribute.

ACHIEVE

We will ensure that every pupil experiences meaningful participation in learning and school life, regardless of background, need or circumstance.

We will use pupil and family voice, alongside evidence of attendance, engagement, relationships and participation, to understand whether pupils genuinely feel they belong.

We will identify and address differences in experience and outcomes, ensuring that no pupil is overlooked, isolated or disadvantaged by barriers that can be removed.

We will evaluate whether our inclusive practice makes a demonstrable difference to pupils' sense of belonging, wellbeing, confidence, independence, progress and achievement.

Curriculum, Teaching & Resources driving School Improvement & Quality Assurance

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Our Promises:

COLLABORATE

We will embed a shared educational vision and clear expectations for high-quality, inclusive education across all our schools.

We will build strong professional networks, enabling leaders and teachers to collaborate, share effective practice and learn from one another.

We will use the collective expertise of our schools and the wider education system to strengthen curriculum design, teaching and learning and improve outcomes for all pupils.

We will maintain an accurate understanding of the strengths, challenges and needs of every school, using evidence, professional insight and stakeholder feedback to identify the right support.

EMPOWER

We will ensure every school has the leadership, expertise and resources needed to deliver an ambitious, broad and well-sequenced curriculum.

We will invest in high-quality professional development, subject expertise and evidence-informed teaching, enabling teachers to meet pupils' needs and secure strong learning.

We will deploy people, funding, technology, facilities and other resources effectively, prioritising the needs of pupils and schools and removing barriers to achievement.

We will empower school leaders to make informed decisions, supported by clear expectations, appropriate autonomy and effective challenge.

ACHIEVE

We will ensure that every pupil experiences a high-quality education, with teaching that builds on prior learning, secures strong foundations and enables them to achieve well.

We will maintain an accurate and evidence-informed understanding of the quality of education in every school, using proportionate quality assurance to identify strengths, weaknesses and priorities for improvement.

We will act promptly where provision falls short, providing targeted support, expertise and challenge to secure rapid and sustained improvement.

We will evaluate the impact of our work through pupils' learning, progress, achievement and experiences, ensuring that improvements are sustained and shared across ELT.

Achievement & Progress arising from Workforce Collaboration, Capacity & Impact

Our promises

COLLABORATE

We will collaborate across the ELT locality to share expertise, create opportunity and improve practice, measuring impact through improved teaching, pupil progress and achievement.

We will make cross-school working, professional networks, secondments and shared projects easy to access, evaluating their impact through collaborative project outcomes and measurable improvements in pupil achievement.

EMPOWER

We will invest in every member of staff through a clear Professional Development Pathway, supported by positive appraisal conversations about personal growth, tracking development, career progression and impact on pupil outcomes.

We will give you the tools to understand and own your development, using professional development and appraisal data to measure progress.

Self-reflection dashboards will help you identify strengths, recognise areas for development and identify the support and opportunities that will have the greatest impact on your practice and career, supported by Teaching and Learning Dashboard evidence.

We will create meaningful career opportunities within our Trust, identifying talent to support progression and measuring leadership development, secondments and internal career progression.

We will protect your time, wellbeing and capacity to succeed reducing unnecessary workload through shared services and effective support, monitoring staff wellbeing, workload and retention.

ACHIEVE

We will deploy our people and expertise where they can have the greatest impact using our understanding of staff strengths and school priorities to connect talent with need, measuring impact through pupil attainment, progress, attendance and closing achievement gaps.

We will evaluate professional development, collaboration and school improvement through evidence of improved practice, staff development and pupil outcomes. Our dashboards and evaluation measures will track intervention effectiveness, pilot projects and research trials, collaborative network projects, teaching quality and appraisal outcomes, ensuring investment delivers measurable improvements in pupil achievement.

Personal Development & Wellbeing nurturing People, Culture & Impact

Our promises:

COLLABORATE

We will create inclusive, ambitious and supportive environments in which every pupil and member of staff feels valued, respected and able to contribute.

We will build a strong professional community across our schools, sharing expertise, learning from one another and working collaboratively to improve experiences and outcomes.

We will develop meaningful partnerships with families, communities and employers to broaden opportunities, strengthen relationships and enrich learning.

EMPOWER

We will invest in our people, providing high-quality professional development, mentoring and opportunities for career progression so that every colleague can develop their expertise and fulfil their potential.

We will promote a positive working culture that recognises and champions the contribution of staff, manages workload responsibly and prioritises wellbeing, support and retention.

We will ensure every pupil has access to high-quality personal development, pastoral support and wider opportunities, removing barriers so that all can participate, develop their talents and flourish.

We will empower staff and pupils to demonstrate confidence, resilience, independence, integrity and respect for others.

ACHIEVE

We will secure high-quality, inclusive education in every school, ensuring that all pupils make strong progress and achieve well.

We will provide coherent and carefully planned personal development, including enrichment, careers education and wider experiences, so that pupils develop the knowledge, skills and confidence to succeed beyond school.

We will create the conditions in which staff can do their best work, recognising professional expertise, supporting high performance and celebrating success.

We will evaluate the impact of our work through the enriched experiences, wellbeing, development and outcomes of our pupils and staff, using what we learn to improve.

Attendance, Behaviour & Culture rooted in Strategic Governance & Leadership Accountability

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Our Promises:

COLLABORATE

We will establish a clear Trust-wide expectation that excellent attendance, positive behaviour and respectful relationships are essential to successful learning and achievement.

We will ensure that trustees, governors, leaders, staff, pupils and families understand their shared responsibility for securing regular attendance and positive behaviour.

We will build strong partnerships with families and external agencies, working together to understand barriers, address concerns early and support pupils to attend, engage and succeed.

EMPOWER

We will ensure trustees and governors provide strategic oversight and robust challenge, regularly scrutinising attendance, behaviour, suspensions, exclusions and the experiences of different pupil groups.

We will empower leaders to establish high expectations, clear policies and consistent routines, ensuring that these are understood, applied fairly and upheld by all staff.

We will equip staff with the knowledge, confidence and support to build positive relationships, promote good behaviour, address disruption and create calm, purposeful learning environments.

We will ensure that individual circumstances and barriers, including SEND, disadvantage, social care involvement and physical or mental ill health, are understood and addressed without lowering expectations.

ACHIEVE

We will ensure that attendance and punctuality are consistently high priorities, with every absence understood, challenged and addressed promptly.

We will reduce persistent and severe absence through effective leadership, early intervention and sustained partnership with pupils and families.

We will establish calm, safe and orderly environments where positive behaviour, mutual respect and a strong sense of belonging enable all pupils to learn.

We will ensure that behaviour policies, expectations and consequences are applied consistently and fairly, tackling bullying, discrimination and disruption effectively.

We will use accurate information, regular review and robust accountability to identify patterns, address weaknesses and secure sustained improvements across every school.