

## Key performance indicators:

No	Target
1.	All schools oversubscribed on first preference
2.	Progress 8 score of +0.5 or higher across the Trust at secondary level
3.	Inclusive support for SEND pupils, with SEND progress above national average for all pupils
4.	Disadvantaged pupils to achieve above national average of all pupils
5.	Attendance in the top quintile nationally
6.	Low levels of suspensions/exclusions, below national and local averages
7.	Very high engagement with Post-16 Education, Employment or Training, higher than national and local averages
8.	All schools to be rated at least GOOD by Ofsted
9.	High satisfaction in Parental/Staff/Pupil surveys
10.	All externally accredited functions (GLOW Maths, Teaching School Hub, GITEP) to meet or exceed KPIs
11.	Trust to operate a balanced budget and rebuild reserves

## Strategic Priority 1: Governance and Compliance

No	Target	Lead	Timeline	Success indicators
1.	Fully implement updated Academy Trust Handbook 2025	CEO	From Sept	Compliance with the Academy Trust Handbook is demonstrated through strong governance, robust financial oversight, and timely statutory reporting. Success includes clear schemes of delegation, up-to-date training for Trustees, and effective internal financial controls. Risk is well-managed with aligned registers and compliant procurement practices, while statutory policies (e.g. safeguarding, data protection) are consistently implemented across all schools. Accurate returns, transparent reporting, and a fully compliant Trust website contribute to strong, accountable Trust leadership.
2.	Strengthen Trustee and Governor skills	Chair and Clerk	Autumn Term	The Trust has a well-balanced, skilled, and fully staffed Board and Local Governing Bodies, with all roles clearly defined and filled. Trustees and Governors are confident and effective in their roles, with up-to-date training aligned to current governance expectations. Governance decisions are informed, timely, and strategic, supported by a fully functioning GVO system that enables efficient

				access to documents, clear communication, and strong compliance. This creates a culture of high-quality governance that supports accountability, transparency, and school improvement across the MAT.
3.	Clarify the distinct roles and responsibilities at each level of governance, ensuring strong and aligned accountability across the Trust	Chair of Trustees and LGBs, Clerks	From Sept 2025	All Trustees, Governors, and senior leaders clearly understand their roles, responsibilities, and decision-making authority, as outlined in a well-defined and consistently applied Scheme of Delegation. There is clarity and confidence at every level of governance, with effective communication and accountability between the Trust Board and Local Governing Bodies. This leads to joined-up strategic oversight, stronger local challenge and support, and more efficient, transparent decision-making across the Trust
4.	Strengthen collaboration between Trust governance professional and LGB clerks to ensure efficient, well-coordinated governance support	Chair of Trustees/LGBs and CEO	From Autumn	Success would mean that all clerks and the Trust governance professional have clearly defined roles, that complement each other. Governance processes across the Trust are streamlined, high quality, and responsive to national updates, supported by effective use of GVO and annual CPD. As a result, clerking is confident, consistent, and valued at both Trust and school levels.
5.	Ensure compliance with recent DfE standards, specifically “Meeting Digital and Technology Standards”	CFOO/CEO	Without delay	Systems are secure, up to date, and protected by robust technical controls, including backups and access restrictions. Cyber incidents are rare and well-managed, with clear reporting processes and integration with safeguarding. As a result, data is safe, compliance is maintained, and the Trust's operations and reputation are well protected.
6.	Prepare for significant legislative reforms	CEO	From September 2025	Success would mean the Trust has proactively updated its policies, curriculum, and pastoral systems to reflect upcoming legislative changes, including those in the Children’s Wellbeing and Schools Bill and the new Ofsted framework. Leaders, governors, and staff are well-trained and

				confident in their roles, with clear systems for tracking wellbeing, attendance, and inclusion. Schools are inspection-ready
7.	Clarify annual assurance and audit cycle	Chair of Trustees/CEO	From Sept 2025	The Trust has a clear, consistent internal audit schedule covering key compliance areas, with all schools and leaders understanding their responsibilities. Standardised tools and transparent reporting ensure that audit findings are actionable and regularly reviewed at Trust level. This leads to improved compliance, reduced risk, and a stronger culture of accountability and continuous improvement.

## Strategic Priority 2: Finance and Risk Management

No	Target	Lead	Timeline	Success indicators
1.	Appoint a strategic CFOO/OO to lead finance, operations, compliance, and long-term planning	CEO/Trustees	Without delay	The appointment should strengthen internal capacity, deliver value for money, and support long-term strategic goals.
2.	Define new finance team structure with clear roles & responsibilities	CEO/CFOO	In place by Autumn 2025	The team operates efficiently, supports budget holders proactively, meets all compliance and reporting deadlines, and contributes to strategic financial planning. Overall, the team adds value across the organisation through timely insights, strong financial control, and consistent service delivery. Single points of failure are reduced.
3.	Ensure Trust wide compliance with the Financial Procedures Policy	Trustees and Clerk	To commence without delay	Positive internal and external audit outcomes, accurate financial returns, and consistent adherence to procurement, budgeting, and expenditure protocols across all schools
4.	Ensure school level risk registers align to Trust's central risk register	CFOO/CEO	Autumn Term	Risks proactively identified and escalated by leaders at all levels  Trust-wide culture of awareness and responsiveness to risk

## Strategic Priority 3: High Quality Systems and Operations

No	Target	Lead	Timeline	Success indicators
1.	<p>Provide a transparent and cost-effective central services offer, ensuring all Trust schools understand the scope, benefits, and value of the support provided</p> <p><i>Human Resources: align HR systems and processes across all three schools to create a unified approach to recruitment, compliance, staff management, and support, while retaining flexibility for individual school contexts where appropriate</i></p>	CFOO/CEO	To be actioned promptly	Improved compliance with employment and safer recruitment standards, clear and effective links between HR, payroll, and finance functions, and positive feedback from school leaders and staff on the clarity and efficiency of the new systems
2.	Provide a transparent and cost-effective	CFOO/CEO	To be actioned promptly	The Trust will have clear, up-to-date policies and procedures in place, all staff will understand their GDPR responsibilities, and regular monitoring will provide assurance to the CEO and Board that DfE expectations are being met and risks are being well-managed.

	<p>central services offer, ensuring all Trust schools understand the scope, benefits, and value of the support provided</p> <p><i>Ensure robust <b>GDPR</b> compliance across all Trust schools by strengthening data protection leadership, standardising procedures, and embedding a culture of accountability.</i></p>			
3.	<p>Provide a transparent and cost-effective central services offer, ensuring all Trust schools understand the scope, benefits, and value of the support provided</p> <p><i>Establish a consistent and strategic approach</i></p>	CFOO/CEO	To be actioned promptly	All schools across the Trust operate within a clear, consistent Estates Management framework that ensures full compliance with health and safety, maintenance, and capital planning requirements. Site teams and operations staff are well-supported, trained, and collaborate effectively, using shared systems and schedules to manage estates tasks proactively. Statutory responsibilities are consistently met or exceeded, risks are well-managed, and the Trust is able to make informed, strategic decisions about its estate based on accurate, up-to-date information from all sites.

	<p><i>to Estates Management (inc H&amp;S) across the Trust, aligning compliance, maintenance, and capital planning processes, while supporting site teams and operations staff at each school to work collaboratively and meet statutory responsibilities</i></p>			
4.	<p>Establish a professional, efficient and consistent approach to Trust-wide administration and communication</p>	CEO	From September	<p>Success means the PA/Administrator enables smooth, efficient Trust operations through well-organised meetings, timely communications, and consistent administrative support. Key systems like the newsletter, website, compliance calendar, and document library are maintained and used effectively. Recruitment is professionally managed, and school leaders report increased confidence in Trust-wide administration</p>

## Strategic Priority 4: School Improvement

No	Target	Lead	Timeline	Success indicators
1.	Establish executive structures that focus on and lead to school improvement	CEO	From Sept 2025	SILG provides strategic oversight, with Working Parties driving improvement in staff development, inclusion, and enrichment. A clear reporting structure, effective peer review, and strong School Improvement Advisor support lead to measurable progress across all schools.
2.	Build staff capacity, expertise and collaboration across the Trust	CEO	From Sept 2025	Success is shown through strong participation in MAT-wide CPD, clear leadership progression, and improved staff retention. Positive feedback from staff and well-being survey results indicate that training is high quality, relevant, and impactful across the Trust
3.	Promote inclusive education by improving access, participation, and outcomes for vulnerable pupil groups across the Trust	CEO	From Sept 2025	Improved outcomes, attendance, and engagement for vulnerable groups, alongside reduced exclusions. Inclusion strategies are embedded across schools, with shared best practice and positive feedback from staff, pupils and families
4.	Broaden and enhance enrichment opportunities for pupils across the Trust	CEO	From Sept 2025	Success is reflected in a rich and varied enrichment offer with high pupil participation, particularly from disadvantaged groups
5.	Strengthen pupil voice and stakeholder engagement in The Trust	CEO	From Sept 2025	Pupil voice is embedded in improvement planning, and community engagement events are well-attended and meaningful

## Strategic Priority 5: Position for Sustainable Growth

No	Target	Lead	Timeline	Success indicators
1.	Prepare for Trust expansion	CEO/CFOO Chair of Trustees	When appropriate	The Trust grows in line with its values through clear, risk-aware decision-making, strong financial oversight, and structured support for new schools. Robust processes ensure new schools align quickly and sustainably, reducing disruption and protecting educational and operational standards.