



# Enlighten Learning Trust

**OUR STRATEGIC GOALS**

## 2025 – 2026

Goal 1: Deliver excellent education for every child				
Success criteria: <ul style="list-style-type: none"> <li>• Nurture programme is embedded across schools</li> <li>• An aligned culture around attendance, equity and behaviour across all schools leads to improving attendance and outcomes of our most vulnerable learners</li> <li>• Effective use of OAP removes barriers to learning for our neuro diverse pupils</li> </ul>				
Focus for improvement	Actions to support improvement	Leader	Monitoring activity	Progress
a) Pupil's emotional needs are prioritised alongside academic attainment	Nurture project gives schools the leverage to develop provision and pathways for the most vulnerable learners Develop the provision of effective nurture elements and share across schools	BWI	SIP visit 1 and 2	
b) Keep inclusion as focus and evolve work around that	Develop and embed inclusive practices. Work with LP team to collaborate over inclusive approaches	BWI	Line management	
c) Embed practice and culture	Collaborating with LP and within ELT to evaluate and embed the best elements of our culture. Share practice across schools to lift overall quality of provision for all.	BWI	HT board	
d) Attendance to be a key focus of inclusion	Continue to work closely and carefully around attendance with each school – evaluating, exploring and embedding Specific actions with each school agreed	BWI	Line management	
e) Improving provision at weaker schools in the Trust	Action plans in place to support the leaders to bring about rapid and sustainable change	BWI / MBD	Action plans	
f) Reading curriculum (as it underpins everything).	Coordinate with T&L leads to agree strategy Develop staff practice in each school Evaluate and share best practice	BWI	SIP visit	
g) We develop our distinctively Christian identity	Agree our theological underpinning for the Trust and share with LPCAT. Schools align with and express the link between this and their actions	MBD / RSS	Evaluation	
Milestones by end of autumn term		Milestones by end of spring term		Milestones by end of summer term

<p>Nurture project embedded at EHS and early review undertaken  Agreement with LP over SIP support for schools across 3 trusts  Update action plans and review effectiveness  Christian Distinctiveness statement published and being used by schools</p>	<p>Effect of nurture hubs evident  Provision in weaker schools evidently improving</p>	
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<b>Goal 2: Be an employer of choice</b>				
<p>Success criteria</p> <ul style="list-style-type: none"> <li>• Our staff wellbeing offer is used widely and supports our staff</li> <li>• We have an effective Enlighten Hub with valuable material</li> <li>• We have improved the promotion of our schools and recruit effectively</li> </ul>				
Focus for improvement	Actions to support improvement	Leader	Monitoring activity	Progress
a) Develop our trust central offer for all staff	Build Enlighten Hub Raise profile of staff rewards and wellbeing offer	HGA	Site statistics Take up of benefits offered	
b) Improve promotion of vacancies & our adverts can differentiate from other trusts	Improve promotional materials, ensuring relevant to settings wording to ensure right candidates attracted Adverts to reflect ELT core values.	HGA	Review of promotional material	
c) Intelligence gathering – what is working in our schools and pockets within schools for our staff	Trust staff survey and evaluation Evaluation of other trusts’ material Alignment with LP approaches	HGA	Meetings with HTs	
d) Develop staff expertise through effective CPD	Work alongside LP to access agreed forums and training hubs.	BWI / HGA	Uptake data	
Milestones by end of autumn term	Milestones by end of spring term	Milestones by end of summer term		
Promotional materials are reviewed Staff survey evaluation undertaken and outcomes reviewed Agree access to LP CPD programmes	Evaluation of engagement with CPD programmes “stay interviews” with new staff undertaken and outcomes reviewed Launch of ELT Viv-up platform	Agency spend on recruitment is reduced Evaluation of engagement with Viv-up and with ELT Hub to inform planning		

**Goal 3: Ensure strategic and ethical governance and leadership at all levels**

- Success criteria:
- Governors and trustees understand their roles, complete relevant training, and contribute effectively to meetings
  - Communication across all governance levels is effective, with transparent decision-making processes
  - The Trust Board and Local Governing Bodies are fully staffed with skilled volunteers from diverse backgrounds.

Focus for improvement	Actions to support improvement	Leader	Monitoring activity	Progress
a) Embed new LGB governance structure and link trustee/governor roles.	Termly link governor meetings set for the year. Define the link trustee role and standardise meeting agendas and format. Revise the governance handbook to reflect the updated structure, latest DfE guidance, and protocols for governor monitoring visits. Review the induction process for new governors, trustees, and members; develop supporting materials; and train school clerks on implementation. Create a handbook outlining roles, responsibilities, and procedures for ELT clerks	AMO	Line management  Evidence of new handbook  Process in place  New handbook	
b) Streamline the compliance burden on trustees and governors.	Create online forms to record essential reading (include links to documents) Deliver Safeguarding training/KICSE update as Teams training session Create online form to record declarations of interests and changes to the Register. New governors, trustees and members to complete compliance actions before formal appointment	AMO  AMO/ MBD	Line management  Trustees  Line management  Line management	
c) Embrace technology to reduce the burden of low skill jobs and enhance/make more accessible documents produced.	Investigate technological support Adopt appropriately after value for money evaluation	AMO/ LOW	Line management	
<b>Milestones by end of summer term</b>		<b>Milestones by end of autumn term</b>		<b>Milestones by end of spring term</b>
New governance appointment process established.		Induction process in place and clerks trained. Clerk handbook		Evaluation of impact undertaken and lessons learned addressed

Link roles defined and meeting format agreed. Governance handbook and online compliance forms finalised for 1 September 2025.	Admin time reduced and all documents produced in accessible format (enhanced IT tools)	
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<b>Goal 4: Build a robust infrastructure</b>				
Success criteria				
<ul style="list-style-type: none"> <li>• Our schools remain financially viable in difficult budgeting circumstances</li> <li>• We align with LP on key aspects of operational delivery to smooth merge process and enable efficiency</li> </ul>				
Focus for improvement	Actions to support improvement	Leader	Monitoring activity	Progress
a) Balance between financial stability and legal compliance vs nice to haves. This affects all areas of the trust: staff recruitment and retention, educational provision, estates/buildings, etc.	Develop robust balanced budgets Work with LP on key aspects of operational delivery to enable efficiencies Implement new procurement processes & evaluate	ZLE  ZLE	Reporting to trustees  Line management	
b) Merge with LPAT	Align processes and approaches with LP Meet regularly to assess next steps and work together on submissions Report to steering group and undertake requests	ZLE / MBD	Reporting to Steering Group	
c) Investment programme	Embedded the Insignis investment process and quantify the outcomes	ZLE	Trustees	
Milestones by end of summer term		Milestones by end of autumn term		Milestones by end of spring term
Review of our financial priorities in light of funding agreement. Respond accordingly Undertaken alignment activity with LP over weekly meetings Insignis is up and running		We have supported LP in submitting to RD Insignis benefits are quantifiable Evaluate and report effect of new procurement process		

<b>Goal 5: Drive sustainable growth</b>				
Success criteria:				
<ul style="list-style-type: none"> <li>We have written a climate action plan that is being implemented in our schools</li> <li>We have reviewed our Estates priorities and created an effective plan for delivery</li> </ul>				
Focus for improvement	Actions to support improvement	Leader	Monitoring activity	Progress
a) Climate Action plan prepared and JWO (Trust Sustainability Lead) working with schools.	Set up “chats” for primary and secondary phase schools. Share draft plan with “chats” Review with colleagues in schools – Eco leads Woven through all strands of the trust strategy/policy (curriculum, estates, etc).	GMA	Reporting to trustees	
b) Estates priorities – trust pathway to net zero. Need to have de-carbonisation plan in place in the next 12 months.	Energy contracts move to “zero carbon for business” Research potential to re-submit LCSF bid. Audit of schools’ current carbon output from Estates Discuss with LP on any potential to collaborate Work with Diocese to check restrictions/ approvals/collaboration opportunities	GMA	Line management	
c) New HoE is embedded and functioning	Induction and implementation plan Review of estates priorities Estates plan written and implemented	GMA/MBD	Line management	
Milestones by end of summer term		Milestones by end of autumn term		Milestones by end of spring term
Schools have engaged and agreed actions for plan approval. Plan to Trust Board for approval Meet with Diocese re de-carbonisation Agree oversight of school sustainability lead		Report of carbon footprint from Estates LCSF bid and/or engage consultant to provide report on decarbonisation. Budget for this?		

## Key Performance Indicators

### Goal 1: Deliver excellent education

KPI	Frequency of measurement	Success criteria
Ofsted outcomes	When inspected	Good or outstanding
Performance of all groups at KS2 & KS4	Annual (summer)	At least as good as national average
Performance of vulnerable groups (boys, PP)	Annual (summer)	At least as good as national average for that cohort
Attendance	Termly	At least as good as national

### Goal 2: Be an employer of choice

KPI	Frequency of measurement	Success criteria
Staff believe ELT is a good place to work	Annual	Staff survey positive results
Staff attendance is high	Termly	Staff absence records better than national

### Goal 3: Ensure strong and effective governance at all levels

KPI	Frequency of measurement	Success criteria
The trust has an effective governance model	Annual	Full team of members and trustees in place
Policy provision	Annual	Policy schedule is fully compliant

### Goal 4: Build a robust infrastructure

KPI	Frequency of measurement	Success criteria
The trust is compliant with the academy trust handbook	Termly	All 'musts' in the handbook are met
The trust is managing finances well and appropriately		SRMA visit, auditors report

### Goal 5: Drive sustainable growth

KPI	Frequency of measurement	Success criteria
Trust is progressing with sustainability goals	Annual	Report compared