

Trust Improvement and Development Priority - 1				Leadership					
									
DFE Trust Quality Descriptors	MAT CEO Framework	Driver	Purpose	Implementation	Strategic Commitment	Lead	Success Criteria	Impact & Evaluation How well has the issue been met? What evidence is there to prove it?	RAG
School Improvement	A – Leadership and Organisational Development	Driver 1 - To ensure the Trust has a clear and continuously updated understanding of each school's performance, enabling timely, targeted support and intervention.	To establish a robust and consistent trust-wide understanding of school performance through effective evaluation, quality assurance and data analysis, ensuring timely and targeted support is deployed where it is most needed.	Continue to embed a consistent, trust-wide cycle of school evaluation, quality assurance and performance analysis, ensuring that all schools are understood in real time and that support, challenge and intervention are deployed swiftly and proportionately.	Commitment 1: Deliver Exceptional Education and Secure Strong Outcomes for Every Learner Commitment 5: Invest in Our People	CEO / Executive Leaders	% of schools securely judged as 'Self Improving school' in Trust QA processes increasing % of schools receiving targeted support is reducing		
		Driver 2 - To build leadership capacity at all levels and deliver a coherent, trust-led school improvement model that reduces variation, strengthens outcomes and supports sustainable growth and collaboration.	To strengthen leadership capacity at all levels across the Trust, enabling sustained school improvement, reducing variation in outcomes—particularly for disadvantaged pupils—and supporting strong attendance and engagement. To further develop a structured programme of school improvement and professional development, underpinned by collaboration, shared expertise and outward-facing system leadership.	Strengthen leadership capacity across the Trust through targeted deployment, structured development programmes and collaborative networks, ensuring leaders at all levels are equipped to drive sustained improvement, reduce variation in outcomes—particularly for disadvantaged pupils—and secure strong attendance and engagement. Deliver a coherent, trust-led school improvement model that integrates professional development, peer review and system leadership, enabling schools to both benefit from and contribute to collective expertise while supporting responsible growth and outward-facing collaboration.	Commitment 1: Deliver Exceptional Education and Secure Strong Outcomes for Every Learner Commitment 5: Invest in Our People	CEO / Executive Leaders	% of schools securely judged as 'Self Improving school' in Trust QA processes increasing % of schools receiving targeted support is reducing		

Trust Improvement and Development Priority - 2				Quality of Education					
									
DFE Trust Quality Descriptors	MAT CEO Framework	Driver	Purpose	Implementation	Strategic Commitment	Lead	Success Criteria	Impact & Evaluation	RAG
								How well has the issue been met? What evidence is there to prove it?	
High quality and Inclusive Education	B – Quality of Education	Driver 1 – Curriculum and Outcomes - To secure a consistent, ambitious and knowledge-rich curriculum across all schools, with a particular focus on early literacy, enabling all pupils to achieve strong outcomes regardless of starting point or background.	To ensure all schools deliver a consistently strong, ambitious and knowledge-rich curriculum, with a clear focus on early literacy as the foundation for learning, enabling all pupils to achieve well from their starting points. This includes a focus on improving outcomes for disadvantaged pupils through high expectations, strong subject leadership and a shared understanding of high-quality curriculum delivery across the Trust.	Embed a clear trust-wide approach to curriculum design and delivery, ensuring consistency, progression and ambition across all schools, with a strong emphasis on early reading, writing and core knowledge. A regular cycle of quality assurance—including assessment analysis, moderation and monitoring—will be used to evaluate effectiveness and identify where additional support is needed. Strengthen subject and phase leadership through collaboration, networks and targeted professional development, alongside a focused CPD programme for all staff to support high-quality teaching. Assessment information will be used to identify gaps in learning, particularly for disadvantaged pupils, so that timely and effective support can be put in place to improve outcomes.	Commitment 1: Deliver Exceptional Education and Secure Strong Outcomes for Every Learner	CEO / Executive Leaders	Improving trend in pupil outcomes across the Trust (3-year rolling, not single year) % of schools securely judged as ‘Self Improving school’ within the T&C section of Trust QA RA increasing		
		Driver 2 – Inclusion and SEND - To ensure inclusive, high-quality provision for all pupils, particularly those with SEND, disadvantaged pupils and those with additional vulnerabilities, through strong universal practice, early identification and a consistent graduated response across the Trust.	To ensure all pupils, including those with SEND, disadvantaged pupils and those with additional vulnerabilities, can access a high-quality, inclusive education within their mainstream setting, supported by strong universal provision, early identification of need and a consistent graduated response across the Trust. This will strengthen staff confidence and capability, ensuring all pupils feel supported, engaged and able to succeed.	Embed a shared trust-wide approach to inclusive practice, ensuring consistency in classroom strategies, adaptive teaching and high-quality support for both SEND and disadvantaged pupils across all schools. Systems for early identification and intervention will be strengthened, alongside regular review of provision to ensure it is effective, evidence-informed and responsive to pupil need. Strengthen strategic use of funding, including Pupil Premium and IMF SEND funding, ensuring resources are targeted effectively to support pupils where need is greatest. Schools will develop and implement clear Pupil Premium strategies aligned to Trust priorities, with a focus on improving outcomes, closing gaps and supporting engagement, attendance and inclusion. SENCo and leadership capacity will be strengthened through Trust SEND support, professional networks, collaboration and targeted development opportunities. IMF funding will support access to specialist expertise, coaching and leadership release time, while wider professional development will ensure staff are equipped to meet the needs of both SEND and disadvantaged pupils. Regular monitoring and evaluation will ensure consistency, impact and accountability across all schools.	Commitment 2: Champion Inclusion and Develop Confident, Responsible and Resilient Citizens	CEO / Executive Leaders	Gap between disadvantaged and non-disadvantaged pupils demonstrartes a narrowing trend over time Attendance of disadvantaged pupils and pupils with SEND deomonstrates a narrowing trend over time		
		Driver 3 – Attendance and Engagement - To improve pupil attendance and engagement across all schools, reducing persistent absence and ensuring that all pupils are fully engaged in learning as a foundation for strong outcomes.	To improve attendance and engagement for all pupils by embedding a consistent approach across the Trust that prioritises strong attendance as a key driver of success. This includes reducing persistent absence, addressing barriers to attendance—particularly for disadvantaged pupils—and ensuring all pupils are present, ready to learn and fully able to access the curriculum.	Further embed a clear and consistent trust-wide approach to attendance, including shared expectations, systems and processes for monitoring, intervention and escalation. Data will be used regularly to identify patterns, vulnerable groups and areas for targeted support. Strengthen the role of leaders and attendance teams through collaboration, networks and professional development, ensuring effective strategies are in place to improve attendance. Work closely with families and external partners to address barriers and improve engagement over time.	Commitment 1: Deliver Exceptional Education and Secure Strong Outcomes for Every Learner Commitment 2: Champion Inclusion and Develop Confident, Responsible and Resilient Citizens	CEO / Executive Leaders	Overall attendance across the Trust (improving trend) Persistent absence rate (reducing over time)		
		Driver 4 – Personal Development and Enrichment - To ensure all pupils benefit from a rich entitlement to personal development, enrichment and wider opportunities, enabling them to become confident, responsible and resilient citizens.	To provide all pupils with a broad and consistent entitlement to personal development and enrichment opportunities that support them to become confident, responsible and resilient individuals. This includes ensuring equitable access to wider experiences, enabling all pupils to benefit from opportunities that enhance learning, broaden horizons and support their development beyond the classroom.	Further develop and embed a clear trust-wide approach to personal development, including enrichment opportunities, extra-curricular provision and experiences that support pupils’ wider development. Schools will plan and deliver a broad offer that is accessible to all pupils. Continue to monitor and review participation and impact to ensure equity of access, particularly for disadvantaged pupils, and strengthen links with external partners to enhance the range and quality of opportunities available.	Commitment 2: Champion Inclusion and Develop Confident, Responsible and Resilient Citizens	CEO / Executive Leaders	There is an increas in the % of pupils accessing enrichment opportunities (with focus on disadvantaged pupils)		

Trust Improvement and Development Priority - 3				Strategic Governance						
										
DFE Trust Quality Descriptors	MAT CEO Framework	Driver	Purpose	Implementation	Strategic Commitment	Lead	Success Criteria	Impact & Evaluation	RAG	
Governance and Leadership	C – Strategic Governance	Driver 1 – Governance Effectiveness - To establish clear, robust and well-understood governance structures, ensuring strong accountability, effective oversight and appropriate challenge at all levels across the Trust.	To ensure clear, robust and well-understood governance structures across the Trust, enabling effective oversight, strong accountability and appropriate challenge at all levels, so that decisions are consistently focused on improving outcomes for pupils and the long-term success of the Trust.	Embed clear governance structures across the Trust, ensuring roles and responsibilities are well understood and consistently applied. Strengthen governance practice through regular review, a structured cycle of meetings and reporting, and ongoing development for trustees and associate trustees to ensure effective oversight, challenge and support.	Commitment 3: Strengthen Leadership, Governance and Accountability Across the Trust	Governance Professional	Successful transition to cluster governance model	How well has the issue been met? What evidence is there to prove it?		
		Driver 2 – Data-Informed Decision Making - To embed high-quality, data-informed governance through the development and use of consistent trust-wide dashboards and reporting systems that enable timely, evidence-based decision-making.	To embed a consistent and high-quality approach to data-informed governance, ensuring that trustees and associate trustees have access to clear, reliable and timely information that supports effective monitoring, challenge and strategic decision-making across all areas of the Trust.	Further develop and implement consistent trust-wide dashboards and reporting systems that provide clear, accurate and timely information. Ensure data is used routinely at all levels to monitor performance, inform discussions and support strategic decision-making, alongside training to strengthen confidence in the use of data.	Commitment 3: Strengthen Leadership, Governance and Accountability Across the Trust	Governance Professional	Consistency and timeliness of reporting			
		Driver 3 – Risk and Capacity-Aligned Growth - To ensure that risk management, compliance and strategic decision-making are consistently applied across the Trust, and that growth is pursued only where leadership capacity, infrastructure and quality can be sustained.	To ensure that risk management and compliance are applied consistently across the Trust, and that decisions around growth and development are carefully aligned with leadership capacity, financial stability and school performance, supporting sustainable and responsible expansion.	Embed a consistent approach to risk management across the Trust, ensuring risks are clearly identified, reviewed and mitigated through established systems. Align decisions about growth and development with leadership capacity, school performance and financial stability, supported by regular review of risk and capacity.	Commitment 3: Strengthen Leadership, Governance and Accountability Across the Trust Commitment 4: Secure Financial Sustainability and Build Sustainable Infrastructure for Responsible Growth	CEO / Deputy CEO / CFO / Governance Professional	Quality of risk reporting (improved clarity and consistency over time)			

Trust Improvement and Development Priority - 4

Finance and Operations



DFE Trust Quality Descriptors	MAT CEO Framework	Driver	Purpose	Implementation	Strategic Commitment	Lead	Success Criteria	Impact & Evaluation	RAG
								How well has the issue been met? What evidence is there to prove it?	
Finance and Operations	D - Finance and Operations	Driver 1 – Financial Sustainability and Planning - To secure long-term financial sustainability through robust financial planning, integrated three-year forecasting and clear alignment of resources to educational priorities.	To secure long-term financial sustainability through effective financial planning, robust oversight and clear alignment of resources to educational priorities, ensuring the Trust is well positioned to deliver strong outcomes and support future growth.	Strengthen financial planning through clear budgeting processes, regular monitoring and the use of forecasting to support decision-making. Ensure resources are allocated in line with key educational priorities, with oversight in place to maintain financial stability and support long-term sustainability.	Commitment 4: Secure Financial Sustainability and Build Sustainable Infrastructure for Responsible Growth	CFO	Trust maintains financial position within agreed parameters (balanced budgets / reserves range) An increase in the number of schools that are showing 3 year balanced budgets.		
		Driver 2 – Operational Compliance and Value for Money - To ensure high standards of financial accountability, compliance and value for money across all schools through consistent systems, processes and oversight.	To ensure high standards of financial accountability, transparency and compliance across all schools, alongside a clear focus on achieving value for money in the use of resources, so that funding is used effectively to support pupils and school improvement.	Maintain high standards of financial compliance through regular review of policies, procedures and systems, ensuring alignment with statutory requirements. Strengthen approaches to procurement and spending to ensure value for money, alongside clear reporting and monitoring across all schools.	Commitment 4: Secure Financial Sustainability and Build Sustainable Infrastructure for Responsible Growth	CFO	% of schools compliant with financial regulations and audit expectations		
		Driver 3 – Digital Infrastructure and Modernisation - To ensure all schools meet DfE digital standards and are supported by secure, modern and scalable digital infrastructure that enhances teaching, learning and operational efficiency.	To ensure all schools are supported by secure, reliable and modern digital infrastructure that meets national standards and enables effective teaching, learning and operational efficiency across the Trust.	Review and develop digital infrastructure across the Trust to ensure all schools meet national standards, with a focus on reliability, security and usability. Plan and deliver improvements based on identified need, supported by training and guidance to ensure effective use of digital systems.	Commitment 4: Secure Financial Sustainability and Build Sustainable Infrastructure for Responsible Growth	Deputy CEO	Delivery of key milestones within digital strategy		
		Driver 4 – Estates and Sustainability - To develop and maintain safe, compliant and sustainable learning environments through a strategic estates approach, embedding environmental sustainability and supporting long-term operational efficiency.	To provide safe, compliant and well-maintained learning environments across all schools, supported by a clear estates strategy that also promotes sustainability and long-term efficiency in line with national expectations.	Develop and implement a strategic approach to estates management, ensuring all sites are safe, compliant and fit for purpose through regular review and planned maintenance. Embed sustainable practices across the Trust, including monitoring energy use and supporting schools to improve environmental performance over time.	Commitment 4: Secure Financial Sustainability and Build Sustainable Infrastructure for Responsible Growth	Deputy CEO / Director of Estates	Successful implementation and adoption of I Am Compliant system across all schools		
		Driver 5 – Risk Management - To implement a coherent and streamlined approach to risk management, ensuring that operational and educational risks are clearly identified, monitored and mitigated at both school and Trust level.	To establish a clear and consistent approach to identifying, monitoring and managing risk across the Trust, ensuring that both operational and educational risks are well understood and effectively mitigated.	Develop and maintain a clear and consistent risk management framework, ensuring risks are identified, recorded and regularly reviewed at both school and Trust level. Strengthen reporting processes so that risks are clearly understood and actions are in place to mitigate them.	Commitment 3: Strengthen Leadership, Governance and Accountability Across the Trust Commitment 4: Secure Financial Sustainability and Build Sustainable Infrastructure for Responsible Growth	CEO / Deputy CEO / CFO / Governance Professional	Adoption and consistent use of Trust risk framework		

Trust Improvement and Development Priority - 5				Workforce						
										
DFE Trust Quality Descriptors	MAT CEO Framework	Driver	Purpose	Implementation	Strategic Commitment	Lead	Success Criteria	Impact & Evaluation	RAG	
Workforce	E – Workforce and Talent Development	Driver 1 – Recruitment and Retention - To strengthen recruitment and retention strategies, ensuring the Trust attracts, develops and retains high-quality staff in a competitive labour market.	To attract and retain high-quality staff across the Trust by developing strong recruitment strategies and creating positive working environments that support long-term staff commitment and stability.	Strengthen recruitment processes to attract high-quality candidates, including promotion of the Trust as an employer of choice. Develop and embed strategies to retain staff through supportive working environments, career development opportunities and effective onboarding processes.	Commitment 5: Invest in Our People and Build a High-Performing, Supportive Workforce	Deputy CEO / Director of HR	The retention rate of staff is positive in comparison to national statistics	How well has the issue been met? What evidence is there to prove it?		
		Driver 2 – Leadership Development and Succession - To develop clear leadership pathways and succession planning processes that build leadership capacity across all levels and secure long-term organisational stability.	To build leadership capacity across the Trust through clear development pathways and succession planning, ensuring a strong pipeline of leaders who can sustain improvement and support future growth.	Further develop clear leadership pathways across the Trust, supported by structured programmes, mentoring and networking opportunities. Identify and support emerging leaders to ensure a strong pipeline of talent, aligned to future needs and Trust growth.	Commitment 5: Invest in Our People and Build a High-Performing, Supportive Workforce	CEO / Executive Leaders / Deputy CEO	The majority of leadership positions are filled internally through talent management and succession planning			
		Driver 3 – Professional Development and Workforce Capability - To provide high-quality, evidence-informed professional development opportunities for all staff, supporting continuous improvement in teaching, leadership and operational practice.	To provide high-quality professional development opportunities for all staff that strengthen teaching, leadership and operational practice, supporting continuous improvement across the Trust, including the development and delivery of apprenticeship pathways to build workforce capacity and create clear routes for progression.	Continue to develop and deliver a coherent programme of professional development for all staff, aligned to Trust priorities and school improvement needs. This will include the introduction and delivery of apprenticeship programmes to support workforce development, build internal capacity and provide structured progression routes across a range of roles. Provide targeted support and opportunities for collaboration to strengthen practice and ensure consistent delivery across all schools. Apprenticeship provision will be integrated into wider professional development and workforce planning to ensure impact on recruitment, retention and long-term capability.	Commitment 5: Invest in Our People and Build a High-Performing, Supportive Workforce	CEO / Executive Leaders / Deputy CEO / Teaching School Director	Retention/progression of staff engaged in apprenticeship pathways			
		Driver 4 – Workforce Wellbeing and Culture - To foster a positive, inclusive and supportive workforce culture that promotes staff wellbeing, professional voice and high levels of engagement.	To develop a supportive and inclusive working culture where staff feel valued, engaged and able to contribute fully, ensuring wellbeing and professional voice are central to the Trust’s workforce strategy.	Promote a positive and inclusive working culture through regular staff engagement, feedback mechanisms and wellbeing initiatives. Use workforce data to identify trends and inform actions that support staff wellbeing, engagement and retention across the Trust.	Commitment 5: Invest in Our People and Build a High-Performing, Supportive Workforce	Deputy CEO / Director of HR	Staff survey results (engagement / wellbeing improving over time)			
		Driver 5 – Systems, Efficiency and Workload (including AI) - To improve organisational efficiency and reduce unnecessary workload through the consistent application of HR systems, smarter processes and the strategic use of digital tools, including AI.	To improve organisational efficiency and reduce unnecessary workload through consistent systems, effective processes and the thoughtful use of digital tools, including AI, enabling staff to focus on high-impact work.	Embed consistent systems and processes across the Trust to improve efficiency and reduce unnecessary workload. Support staff to use digital tools effectively, including AI where appropriate, to streamline tasks and allow greater focus on high-impact work.	Commitment 5: Invest in Our People and Build a High-Performing, Supportive Workforce	Deputy CEO / Executive Leaders	Consistency of HR processes			