



SCHOOLS FOR EVERY CHILD

# Trust Development Plan

## 2025 - 2028

*"The World That Awaits"*

### ALTRUISTIC

Doing good things whenever, however and to whoever you can

### PIONEERING

Striving to discover new things and exceed expectations

### ETHICAL

Making conscious decisions to be honest and fair

## EXECUTIVE SUMMARY

*Now that all three schools within Schools for Every Child have achieved financial stability this plan marks a deliberate shift in focus: from stabilisation to embedding, refining and sustainable growth.*

This Trust Development Plan sets the strategic direction for Schools for Every Child from 2025 to 2028. It is built around four interconnected targets, each designed to deepen the quality of education across our schools, strengthen the trust as an organisation, and extend our reach and impact across the communities we serve.

Our vision, to prepare learners for the world that awaits, remains central to everything we do. Every action within this plan flows from our values of Altruism, Pioneering and Ethical Conduct, and is designed to ensure that every child in our schools is seen, heard and empowered.

### The Four Strategic Targets

TARGET 1 Values	TARGET 2 Pupil Numbers	TARGET 3 Growth	TARGET 4 Expertise
Grow our shared vision and values so they become integral to the lifeblood of every school ecosystem	Increase pupil numbers across all schools to reach full capacity from pre-school through to Year 6	Take on or create at least two new settings, whether schools, specialist bases or SEND hubs	Increase opportunities to share expertise across the trust, driving up standards and reducing duplication



## CST Assurance Framework: Route to Full Green by December 2027

This plan is explicitly structured to drive Schools for Every Child towards a full Green rating across all 14 elements of the CST Building Strong Trusts Assurance Framework by December 2027. While the CEO is ultimately responsible for the framework the table below sets out the named lead responsible for progressing it.

#	Domain	Element	Lead
1	Strategic Governance	<b>Strategy and Culture</b>	Gov Lead & CoT
2	Strategic Governance	<b>Accountability</b>	Gov Lead & CoT
3	Expert Ethical Leadership	<b>Expertise</b>	EHT
4	Expert Ethical Leadership	<b>Ethics</b>	CEO
5	High Quality, Inclusive Education	<b>Conception of Quality</b>	EHT
6	High Quality, Inclusive Education	<b>Inclusion</b>	Exec Inclusion Lead
7	School Improvement at Scale	<b>Culture of Improvement</b>	C-AHT
8	School Improvement at Scale	<b>Knowledge Building</b>	C-AHT
9	Workforce Resilience & Wellbeing	<b>Working Culture</b>	COO
10	Workforce Resilience & Wellbeing	<b>Workload and Wellbeing</b>	COO
11	Finance and Operations	<b>Financial Strategy and Probity</b>	CFO
12	Finance and Operations	<b>Effective Use of Resources</b>	CFO
13	Public Benefit & Civic Duty	<b>Collaboration and Accountability</b>	Gov Lead & CoT
14	Public Benefit & Civic Duty	<b>Civic Purpose and Wider Common Good</b>	EHT

*The CST Assurance Framework is used throughout this plan as a calibration tool. Each target and action set is mapped to the relevant framework elements, ensuring that our development activity is systematically closing the gap to full Green across all seven domains.*



## FUNDING & SUSTAINABILITY

To best support our schools to flourish, Schools for Every Child needs a strong central team that actively provides both statutory compliance functions and enrichment services. This includes HR, finance, site support, CPD, safeguarding oversight, and school improvement capacity.

Ofsted is increasingly scrutinising trusts that lack sufficient central capacity to support pupil outcomes. The sooner schools benefit from aligned central services, the more standards can be driven up consistently, and the stronger the case becomes for other schools to join us.

### Current and Planned Funding Levers

- Defined contribution model for statutory central services, already in place
- Traded services offer, under active refinement
- Regular donations and community fundraising
- Ongoing grant applications,
- Increased pupil numbers cross-trust through targeted marketing
- EYFS provision expansion to maximise early funding streams
- SEND and AP hub development, with potential for traded use
- Exploration of SCITT and ECT accreditation income
- Outreach services from HQ staff

## FIVE-YEAR GOALS & REVIEW

Green = Met Yellow = Carried forward

Phase	Teaching & Learning	Leadership & Governance	Financial Viability
Years 1-2(23-24 / 24-25)	Self-evaluations are accurate and current. Boosted CPD uptake. Improved pupil progress systems across all schools. Standardised target-setting in place. Best practice shared via web platform.	Trust and school policies aligned. Websites with statutory content live. Safeguarding training completed. Governance structures strengthened at Trust and LSB level.	Reserves policy in place with sufficient mitigation. Systems reviewed for efficiency. Pupil numbers increased to maximise funding. Top slice reviewed.
Years 3-4(25-26 / 26-27)	SEND and PPG pupils progressing above national. Three years of improvement data across all schools. Peer review and challenge systems in operation. Succession model developed.	Board development programme in place. Governance systems able to support up to 10 schools. AP base explored. Trust-wide ICT strategy implemented.	Over 5% reserves secured. HR and finance centralised to reduce duplication. Transactional services offered to other schools.
Year 5+(27-28)	Trust known as CPD, SMSC and SEND hub. SCITT provider registered. Wraparound care from birth to Year 6 in place.	Board offering support to new MATs. LSB model adapted for growth. Four additional schools joined.	Ongoing improvement programme using benchmarking. Top slice reduced through growth. Multiple revenue streams generating at least 30% above GAG.



# EVIDENCE BASE: INFORMING THIS TDP

## Trust Strategy Day: Key Priorities Identified

- SEND provision and expertise sharing across the Trust: HQ C-AHT and Inclusion Executive Lead appointed
- Career pathways development: CPD pathway embedded in PMRs and published on the website
- Develop the sharing of expertise across the MAT

## Ofsted Inspection Findings: Areas for Development

*The following themes emerged from Ofsted inspections across our schools and are directly reflected in the targets and actions within this plan.*

- Improvements needed in the consistency of curriculum implementation, particularly the use of assessment
- Vocabulary teaching requires greater depth, moving beyond simplistic definitions to rich application
- A small group of disadvantaged pupils have legacy knowledge gaps where support is not yet precise enough
- Some curriculum areas require further refinement to ensure knowledge is clearly prescribed and sequenced

## 2024-25 Performance Data: KS2 Results

The table below sets out KS2 outcomes for 2024-25 against national and Essex averages. This data informs the school improvement priorities embedded within this plan.

KS2	National	Essex	Wyburns	North Crescent	Rayleigh
Reading	75%	76%	77%	73%	84%
Writing	72%	72%	58%	86%	80%
Maths	74%	75%	58%	77%	88%
RWM Combined	62%	63%	43%	68%	75%

## 2025-26 Performance Data (To Be Inserted)

KS2	National	Essex	Wyburns	North Crescent	Rayleigh
Reading					
Writing			50%	65%	79%
Maths					
RWM Combined					



# TARGET 1: VALUES

We will grow our shared vision and values at all levels of decision-making so that they become integral to the lifeblood of our unique and diverse school ecosystems.

*CST Framework links: Strategy and Culture (1), Accountability (2), Ethics (4), Conception of Quality (5), Civic Purpose (14)*

## 01 Strategy Day, INSET Day and Cross-Trust Staff Events

**Objective:** Embed the shared vision and values through collaborative, trust-wide professional development and engagement opportunities.

**CST Assurance Framework links:** *CST 1: Strategy and Culture, CST 4: Ethics*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Host biannual cross-trust strategy and INSET days focused on vision and values alignment</li> <li>Launch cross-trust staff events including workshops and networking sessions</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Expand events to include student and parent participation</li> <li>Develop a Values Champions programme to empower staff to lead vision and values initiatives</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Establish a self-sustaining culture of collaboration, with schools independently organising cross-trust events</li> </ul>
<b>What success looks like</b> <ul style="list-style-type: none"> <li>Schools participate in strategy and INSET days. 80% of staff report alignment with vision and values</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Schools host at least one event involving students and parents. 10+ Values Champions trained</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Schools independently organise cross-trust events. 90% of staff report vision and values are integral to decision-making</li> </ul>

## 02 Increased Trust-Wide Communications

**Objective:** Ensure consistent and transparent communication of the vision and values across the trust.

**CST Assurance Framework links:** *CST 1: Strategy and Culture, CST 13: Collaboration and Accountability*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Launch a MAT-wide communications strategy including a monthly newsletter, intranet updates and social media campaigns</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Introduce a Values in Action spotlight series, showcasing how schools and individuals embody the vision and values</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Develop a MAT-wide communications hub enabling real-time sharing of vision and values initiatives</li> </ul>
<b>What success looks like</b> <ul style="list-style-type: none"> <li>All schools receive monthly communications. 70% of staff engage with content</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Schools contribute to the Values in Action series. 80% of staff report feeling informed</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Schools actively use the communications hub. 80% of staff report feeling connected to the vision and values</li> </ul>



## 03 Pro-Social Rewards and Recognition

**Objective:** Incentivise and celebrate behaviours that align with the shared vision and values.

**CST Assurance Framework links:** *CST 4: Ethics, CST 9: Working Culture*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Relaunch the pro-social rewards programme, recognising staff and students who exemplify the vision and values</li> </ul>	<ul style="list-style-type: none"> <li>Expand the programme to include peer nominations and community involvement</li> </ul>	<ul style="list-style-type: none"> <li>Integrate the rewards programme into performance reviews and school improvement plans</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Schools implement the rewards programme. 20+ recognition campaigns supported</li> </ul>	<ul style="list-style-type: none"> <li>Schools and parents report increased engagement with the programme</li> </ul>	<ul style="list-style-type: none"> <li>Schools integrate pro-sociality into staff performance reviews. 80% of staff feel motivated by the ethos</li> </ul>

## 04 CEO for a Day

**Objective:** Deepen the impact of the CEO for a Day initiative by making it more values-focused and ambitious, empowering students and staff to lead and embody the trust's vision innovatively.

**CST Assurance Framework links:** *CST 4: Ethics, CST 5: Conception of Quality*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Expand CEO for a Day to a wider range of roles. Introduce a values-based project for participants to complete</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Values Leadership Pathway, where participants progress from the initiative to leading small-scale trust-wide projects</li> </ul>	<ul style="list-style-type: none"> <li>Establish an annual CEO for a Day Summit showcasing leadership projects from across the trust</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>All schools participate in the expanded programme. Participants complete values-based projects shared across the trust</li> </ul>	<ul style="list-style-type: none"> <li>The Values Leadership Pathway is fully operational with participants progressing to lead trust-wide projects</li> </ul>	<ul style="list-style-type: none"> <li>The annual summit is launched with high levels of attendance. Participants report a lasting impact on their leadership skills</li> </ul>

## 05 Vision and Values Day

**Objective:** Celebrate and reinforce the shared vision and values through an annual trust-wide event, making it a cornerstone of our culture.

**CST Assurance Framework links:** *CST 1: Strategy and Culture, CST 14: Civic Purpose*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Host the third Vision and Values Day featuring workshops, guest speakers and student-led activities</li> </ul>	<ul style="list-style-type: none"> <li>Expand the event to include community partnerships and external stakeholders. Introduce a Values in Action award</li> </ul>	<ul style="list-style-type: none"> <li>Establish the event as a flagship initiative with schools leading their own Vision and Values Days</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>All schools participate. Attendees report a stronger connection to the vision and values</li> </ul>	<ul style="list-style-type: none"> <li>Community partnerships are actively involved. The event inspires daily application of values</li> </ul>	<ul style="list-style-type: none"> <li>Schools independently organise their own events. A legacy project becomes a lasting symbol of our commitment</li> </ul>



## 06 Weaving Vision and Values into SDPs

**Objective:** Ensure the shared vision and values are central to school development planning

**CST Assurance Framework links:** *CST 1: Strategy and Culture, CST 7: Culture of Improvement*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Provide training for school leaders on integrating vision and values into SDPs. Establish a trust-wide working group</li> </ul>	<ul style="list-style-type: none"> <li>Conduct MAT-wide reviews of SDPs to ensure alignment with vision and values. Introduce a peer-review system</li> </ul>	<ul style="list-style-type: none"> <li>Establish a self-sustaining process for embedding vision and values into SDPs across all schools</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>All school leaders complete training. The working group produces a set of resources</li> </ul>	<ul style="list-style-type: none"> <li>SDPs across the trust demonstrate clear alignment with vision and values. Peer reviews are actively used</li> </ul>	<ul style="list-style-type: none"> <li>Schools independently maintain high-quality SDPs reflecting the trust's evolving priorities</li> </ul>

## 07 Careers Day

**Objective:** Link the shared vision and values to real-world applications through career education, inspiring pupils to pursue meaningful and values-driven futures.

**CST Assurance Framework links:** *CST 4: Ethics, CST 5: Conception of Quality, CST 14: Civic Purpose*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Run a MAT-wide Careers Day featuring role models from diverse industries who embody the trust's vision and values</li> </ul>	<ul style="list-style-type: none"> <li>Expand Careers Day to include work experience opportunities aligned with values. Introduce a Values in Careers challenge</li> </ul>	<ul style="list-style-type: none"> <li>Establish a MAT-wide careers programme. Develop a trust-wide careers platform for sharing resources and opportunities</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>All schools participate. Pupils understand how the trust's values connect to their future careers</li> </ul>	<ul style="list-style-type: none"> <li>Work experience opportunities are widely available. The challenge inspires creative thinking about futures</li> </ul>	<ul style="list-style-type: none"> <li>Schools independently run careers events. The trust-wide platform becomes a key resource for pupils and families</li> </ul>

## 08 Trust-Wide Year 6 Transition Events

**Objective:** Foster collaboration and shared values among Year 6 students across the trust, preparing them for the transition to secondary school.

**CST Assurance Framework links:** *CST 5: Conception of Quality, CST 6: Inclusion, CST 14: Civic Purpose*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Pilot Year 6 team-building events in selected schools, focusing on teamwork, communication and the trust's values</li> </ul>	<ul style="list-style-type: none"> <li>Expand events to all schools with a focus on diversity and inclusion. Introduce a cross-school Values in Action challenge</li> </ul>	<ul style="list-style-type: none"> <li>Establish an annual Year 6 Leadership Summit showcasing collaborative projects and celebrating achievements</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Pilot events are successfully delivered. Pupils report stronger connections to the trust and its values</li> </ul>	<ul style="list-style-type: none"> <li>All schools participate. The challenge demonstrates pupils' ability to apply values in practical ways</li> </ul>	<ul style="list-style-type: none"> <li>The annual summit becomes a highlight of the MAT calendar. A legacy project records pupils' contributions</li> </ul>



## TARGET 2: PUPIL NUMBERS

We will increase pupil numbers over the next three years to ensure our schools are at full capacity from pre-school through to Year 6.

*CST Framework links: Conception of Quality (5), Inclusion (6), Financial Strategy (11), Effective Use of Resources (12), Collaboration (13)*

### 01 Increased Social Media Presence

**Objective:** Use social media to raise awareness of the trust and its schools, attracting more families to enrol their children.

**CST Assurance Framework links:** *CST 13: Collaboration and Accountability*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Develop a trust-wide social media strategy with regular posts showcasing achievements, events and values. Appoint a social media lead per school</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Expand campaigns to include targeted advertising and community engagement. Introduce video content including virtual tours and parent testimonials</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Establish a self-sustaining social media presence with schools regularly creating and sharing content</li> </ul>
<b>What success looks like</b> <ul style="list-style-type: none"> <li>All schools have active accounts with consistent posting schedules</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Campaigns result in a measurable increase in enquiries and applications</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Schools independently maintain high engagement. Social media becomes a key driver of pupil recruitment</li> </ul>

### 02 Trust-Wide Newsletters, Blogs and Workshops

**Objective:** Strengthen communication with current and prospective families through regular, engaging content.

**CST Assurance Framework links:** *CST 13: Collaboration and Accountability, CST 14: Civic Purpose*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Launch a monthly trust-wide newsletter featuring headteacher and pupil blogs, plus updates on trust-wide initiatives. Host parent workshops</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Expand the newsletter to include contributions from external partners. Introduce interactive meet-the-teacher and curriculum showcase sessions</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Establish the newsletter and workshops as a trusted information source with high family engagement</li> </ul>
<b>What success looks like</b> <ul style="list-style-type: none"> <li>Monthly newsletters distributed to all schools with positive family feedback</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Workshops attract significant attendance. Newsletter subscriptions increase</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Newsletter and workshops are key tools for building trust and attracting new pupils</li> </ul>



## 03 Pre-School Provision Expansion

**Objective:** Increase EYFS places to attract families & ensure a smooth transition into Reception.

**CST Assurance Framework links:** *CST 11: Financial Strategy, CST 12: Effective Use of Resources*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Conduct a feasibility study to identify schools with capacity for expansion. Begin pilot expansions in selected schools</li> </ul>	<ul style="list-style-type: none"> <li>Roll out expansion to additional schools, ensuring high-quality facilities and staffing. Promote benefits of early enrolment</li> </ul>	<ul style="list-style-type: none"> <li>Achieve full pre-school capacity across all schools, with waiting lists where demand exceeds supply</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Pilot expansions successfully implemented with increased pre-school enrolment</li> </ul>	<ul style="list-style-type: none"> <li>Additional schools offer expanded provision, attracting more families</li> </ul>	<ul style="list-style-type: none"> <li>All schools at full pre-school capacity with a strong Reception pipeline</li> </ul>

## 04 Baby Groups to Increase Reach

**Objective:** Engage families with young children through baby groups, build relationships early and encourage future enrolment.

**CST Assurance Framework links:** *CST 13: Collaboration and Accountability, CST 14: Civic Purpose*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Pilot baby groups in selected schools, offering sensory play and parent workshops. Promote via local networks and social media</li> </ul>	<ul style="list-style-type: none"> <li>Expand to more schools, ensuring strong attendance and community value. Use groups to showcase the trust's educational approach</li> </ul>	<ul style="list-style-type: none"> <li>Establish baby groups as a trusted community resource with high attendance and a strong link to future enrolment</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Baby groups launched in selected schools with positive feedback from participants</li> </ul>	<ul style="list-style-type: none"> <li>Additional schools host baby groups with increased attendance and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Baby groups fully integrated into the trust's outreach strategy, contributing to higher NORs</li> </ul>

## 05 Engaging PR Support for Marketing

**Objective:** Use PR expertise to enhance the trust's reputation and attract more families.

**CST Assurance Framework links:** *CST 1: Strategy and Culture, CST 13: Collaboration and Accountability*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Partner with a PR firm to develop a marketing strategy including press releases, media coverage and community events, focusing on the trust's unique strengths</li> </ul>	<ul style="list-style-type: none"> <li>Expand PR efforts to include targeted campaigns such as open days and school showcases. Use data to measure impact on recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Establish a long-term PR partnership ensuring consistent and effective marketing in support of pupil number growth</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>PR campaigns result in increased media coverage and community awareness</li> </ul>	<ul style="list-style-type: none"> <li>Targeted campaigns lead to a measurable rise in enquiries and applications</li> </ul>	<ul style="list-style-type: none"> <li>The trust's reputation is strengthened, with PR activities contributing significantly to full pupil capacity</li> </ul>



## 06 Free CPD Offer to Increase Reach

**Objective:** Use the trust's free CPD offer to attract other schools and increase the likelihood of them joining the trust.

**CST Assurance Framework links:** *CST 8: Knowledge Building, CST 13: Collaboration and Accountability*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Expand the free CPD offer to include more topics and formats including webinars, workshops and online courses. Promote to local schools</li> </ul>	<ul style="list-style-type: none"> <li>Use the CPD offer to build relationships with schools interested in joining. Provide tailored support to potential new members</li> </ul>	<ul style="list-style-type: none"> <li>Establish the CPD offer as a key driver of trust growth, with schools joining as a result of the programme</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>CPD offer expanded with increased participation from external schools</li> </ul>	<ul style="list-style-type: none"> <li>Strong relationships built with potential new members, with clear interest in joining</li> </ul>	<ul style="list-style-type: none"> <li>Several schools join the trust as a result of the CPD offer, contributing to growth and impact</li> </ul>

## 07 Traded Services and Associate Members Model

**Objective:** Develop traded services and an associate members model to support standalone academies and generate additional income for the trust.

**CST Assurance Framework links:** *CST 11: Financial Strategy, CST 12: Effective Use of Resources, CST 13: Collaboration*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Conduct a feasibility study to identify potential traded services including CPD, HR and finance support. Develop a business case for associate membership</li> </ul>	<ul style="list-style-type: none"> <li>Begin offering traded services to standalone academies. Pilot the associate members model with a small group of schools</li> </ul>	<ul style="list-style-type: none"> <li>Fully establish traded services and the associate members model, with a clear plan for scaling up and generating income</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Feasibility study completed with a clear plan for traded services and associate membership</li> </ul>	<ul style="list-style-type: none"> <li>Traded services launched with positive feedback from standalone academies. Pilot associate model successfully implemented</li> </ul>	<ul style="list-style-type: none"> <li>Traded services and associate members model fully operational with measurable income and impact</li> </ul>



## TARGET 3: GROWTH

We will take on or create at least two new settings over the life of this plan, whether free schools, SEND bases, AP hubs or nursery settings, in line with our primary-only model.

*CST Framework links: Strategy and Culture (1), Conception of Quality (5), Inclusion (6), Financial Strategy (11), Civic Purpose (14)*

### 01 Explore Free School Opportunities

**Objective:** Identify and pursue opportunities to establish new free schools within the trust.

**CST Assurance Framework links:** *CST 1: Strategy and Culture, CST 11: Financial Strategy*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Conduct a feasibility study to identify areas with high demand for new school places. Engage with the DfE and local authorities</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Submit a strong free school application focused on areas of need and alignment with the trust's vision and values. Begin planning curriculum, staffing and facilities</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Open the first new free school, ensuring full alignment with the trust's ethos and operational standards</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Feasibility study completed with clear recommendations for free school locations</li> </ul>	<ul style="list-style-type: none"> <li>Free school application submitted with strong support from the DfE and local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>First free school successfully opened with full enrolment and positive community feedback</li> </ul>

### 02 AP Base

**Objective:** Develop alternative provision bases in partnership with Essex County Council.

**CST Assurance Framework links:** *CST 6: Inclusion, CST 11: Financial Strategy, CST 14: Civic Purpose*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Collaborate with Essex County Council to assess the need for AP provision at both schools. Develop a business case and secure funding</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Establish the AP bases, ensuring they are fully resourced and staffed. Integrate the provision into the trust's SEND and inclusion strategy</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Evaluate the impact of the AP bases, using data to refine and expand the provision as needed</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Business case approved with funding secured for both AP bases</li> </ul>	<ul style="list-style-type: none"> <li>AP bases operational with positive outcomes for pupils and strong local authority partnerships</li> </ul>	<ul style="list-style-type: none"> <li>AP bases recognised as a model of excellence with plans for further expansion</li> </ul>



## 03 KS3 SEND and AP Provision with Rayleigh

**Objective:** Create a strategic plan for KS3 SEND and AP provision with Rayleigh Primary School, ensuring it meets the needs of pupils and aligns with the trust's vision.

**CST Assurance Framework links:** *CST 6: Inclusion, CST 7: Culture of Improvement*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Work with the DfE and Essex County Council to identify gaps in KS3 SEND and AP provision. Develop a detailed plan including staffing, curriculum and facilities</li> </ul>	<ul style="list-style-type: none"> <li>Begin implementing the plan, starting with pilot projects. Monitor progress and gather feedback from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrate KS3 SEND and AP provision, ensuring it is sustainable and impactful</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Strategic SEND and AP plan developed with clear objectives and timelines</li> </ul>	<ul style="list-style-type: none"> <li>Pilot projects launched with positive feedback from pupils, staff and parents</li> </ul>	<ul style="list-style-type: none"> <li>KS3 SEND and AP provision fully operational with measurable improvements in pupil outcomes</li> </ul>

## 04 Expand Nursery Provision

**Objective:** Expand nursery provision to meet growing demand for early years education and childcare, capitalising on the government's free childcare offer.

**CST Assurance Framework links:** *CST 11: Financial Strategy, CST 12: Effective Use of Resources*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Conduct market research to identify areas with high demand. Explore opportunities to expand nurseries or establish new ones</li> </ul>	<ul style="list-style-type: none"> <li>Develop a business case for expansion, securing funding and start planning for new facilities</li> </ul>	<ul style="list-style-type: none"> <li>Open new nursery settings, ensuring they are fully aligned with the trust's vision and values</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Research completed with clear recommendations for expansion</li> </ul>	<ul style="list-style-type: none"> <li>Funding secured for new nursery provision</li> </ul>	<ul style="list-style-type: none"> <li>New settings open with full enrolment and positive family feedback</li> </ul>

## 05 Birth-to-Three Provision

**Objective:** Capitalise on the government's push for free childcare by expanding provision to include birth-to-three settings across the trust. **CST:** *CST 11: Financial Strategy, CST 14: Civic Purpose*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Explore the feasibility of birth-to-three expansion. Engage with local authorities and childcare experts to develop a plan</li> </ul>	<ul style="list-style-type: none"> <li>Begin piloting birth-to-three provision in selected schools, ensuring high-quality care and education</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrate birth-to-three provision across the trust, ensuring it meets the needs of working families</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Feasibility study completed with a clear expansion plan</li> </ul>	<ul style="list-style-type: none"> <li>Pilot provision launched with positive parent and carer feedback</li> </ul>	<ul style="list-style-type: none"> <li>Birth-to-three provision fully operational with high enrolment and family satisfaction</li> </ul>



## TARGET 4: EXPERTISE

We will increase the opportunities for all across the trust to share expertise, drive up standards and reduce duplication.

*CST Framework links: Expertise (3), Culture of Improvement (7), Knowledge Building (8), Working Culture (9), Workload and Wellbeing (10)*

### 01 Aspiring Leaders Programme

**Objective:** Create a structured programme to identify and develop future leaders across the trust, fostering collaboration and expertise sharing.

**CST Assurance Framework links:** *CST 3: Expertise, CST 8: Knowledge Building, CST 9: Working Culture*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Redesign and launch the Aspiring Leaders Programme, targeting middle leaders with leadership potential. Include modules on trust-wide collaboration, curriculum and SEND</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Expand to include cross-trust projects where participants work together to address shared challenges. Introduce senior leader mentoring</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Establish the programme as a key talent pipeline with participants progressing into leadership roles</li> </ul>
<b>What success looks like</b> <ul style="list-style-type: none"> <li>Programme launched with a cohort of aspiring leaders reporting increased confidence and skills</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Cross-trust projects completed with measurable improvements in collaboration and standards</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>Graduates take on leadership roles, contributing to a culture of expertise sharing and high performance</li> </ul>

### 02 SEND TLR Post Across the Trust

**Objective:** Introduce a SEND Teaching and Learning Responsibility post to coordinate SEND provision across the trust, reducing duplication and improving outcomes.

**CST Assurance Framework links:** *CST 6: Inclusion, CST 8: Knowledge Building*

2025-26	2026-27	2027-28
<b>Actions</b> <ul style="list-style-type: none"> <li>Identify and appoint a SEND TLR holder, focusing on joining up SEND work and sharing best practice. Provide training on trust-wide SEND strategies</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Develop a trust-wide SEND resource hub</li> </ul>	<b>Actions</b> <ul style="list-style-type: none"> <li>Fully integrate the SEND TLR post on a full-time basis, with clear evidence of reduced duplication and improved SEND outcomes</li> </ul>
<b>What success looks like</b> <ul style="list-style-type: none"> <li>SEND TLR posts established with holders reporting increased collaboration and resource sharing</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>SEND TLR network meetings and resource hub operational with positive participant feedback</li> </ul>	<b>What success looks like</b> <ul style="list-style-type: none"> <li>SEND provision across the trust is streamlined with measurable improvements in pupil outcomes and reduced duplication</li> </ul>



### 03 Central AHT Foundation Subject Knowledge-Sharing

**Objective:** Use the Central Assistant Headteacher's expertise to develop and deliver knowledge-sharing sessions for leaders across the trust.

**CST Assurance Framework links:** *CST 7: Culture of Improvement, CST 8: Knowledge Building*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Identify key foundation subjects and develop a programme of knowledge-sharing sessions for subject leaders, focusing on best practice, resources and assessment</li> </ul>	<ul style="list-style-type: none"> <li>Expand sessions to include cross-trust collaboration such as joint planning and moderation. Introduce peer observations and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Establish the sessions as a core part of the trust's CPD offer, with leaders reporting increased confidence in foundation subjects</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Knowledge-sharing sessions launched with subject leaders reporting increased confidence and resource sharing</li> </ul>	<ul style="list-style-type: none"> <li>Cross-trust collaboration established with measurable improvements in foundation subject outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Sessions fully embedded with leaders independently driving up standards in their schools</li> </ul>

### 04 Trust Curriculum Purpose Statements

**Objective:** Create flexible, forward-thinking curriculum purpose statements that allow schools and LSBs to tailor their curriculum to pupil needs, while maintaining a trust-wide direction.

**CST Assurance Framework links:** *CST 5: Conception of Quality, CST 7: Culture of Improvement, CST 8: Knowledge Building*

2025-26	2026-27	2027-28
<b>Actions</b>	<b>Actions</b>	<b>Actions</b>
<ul style="list-style-type: none"> <li>Review and refine the trust's curriculum purpose statements, incorporating AI, sustainability and digital literacy. Engage school leaders and LSBs to ensure buy-in</li> </ul>	<ul style="list-style-type: none"> <li>Pilot the updated purpose statements in selected subjects, using feedback to refine. Provide training and resources to support implementation</li> </ul>	<ul style="list-style-type: none"> <li>Fully implement purpose statements across the trust, with schools and LSBs using them to design curricula that meet pupil needs and align with trust-wide priorities</li> </ul>
<b>What success looks like</b>	<b>What success looks like</b>	<b>What success looks like</b>
<ul style="list-style-type: none"> <li>Purpose statements updated with school leaders and LSBs reporting clarity and alignment with trust priorities</li> </ul>	<ul style="list-style-type: none"> <li>Pilot schools successfully implement the statements with positive feedback and measurable improvements in curriculum design</li> </ul>	<ul style="list-style-type: none"> <li>Purpose statements fully embedded with schools and LSBs demonstrating flexibility and innovation in their curricula</li> </ul>

## AUDITS AND REVIEWS 2025-2028

The schedule below sets out the full programme of quality assurance activity across Schools for Every Child for the period 2025-2028. The audit framework operates across four layers, from internal checks and balances through to externally commissioned reviews, ensuring comprehensive assurance of all key areas.

<b>Layer 1</b> Internal checks and balances	<b>Layer 1.5</b> Non-purchased external checks	<b>Layer 2</b> Brought-in services	<b>Layer 3</b> Externally commissioned
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