

Why join Bright Futures?





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Bright Futures Educational Trust is an organisation committed to a strong and purposeful vision: 'The best for everyone, the best from everyone'. Everything that we do is underpinned by our values of community, integrity and passion. We never forget that we are here in the service of children, families and communities. In order to get the best from our young people we need to invest in our workforce providing opportunities for people to work collaboratively, to share best practice, to support and challenge one another, recognising that we are always learning.



Community

We work together for a common purpose acknowledging our diversity as strength.



Integrity

We do the right things for the right reasons.



Passion

We take responsibility, work hard and have high aspirations.

We are an inclusive and collaborative organisation that takes local accountability seriously. We are uncompromising about our values, but we recognise that the expression of those values will have a local flavour, appropriate to different contexts. The way we do things and the positive relationships we build are key.

We are committed to:

Collaboration and strong relationships | Strong governance and accountability
| Professional learning | Value for money | Being supportive, challenging and fair |
Being united behind decisions | Effective communication | Equality, diversity and inclusion



Across our schools at Bright Futures we encourage collaboration and the sharing of best practice with a commitment to help schools and all our children and young people to have high aspirations and achieve success, ensuring that every child and young person has a pathway to succeed.

We focus on:

- Giving our children the best possible start in life
- Equipping our children with creativity, spirit and confidence
- Enabling our children to appreciate life and life-long learning
- Ensuring we support our children in becoming responsible citizens and contributing to the local community
- Ensuring we celebrate diversity and individuality

Our Executive Team



John Stephens
Chief Executive
Officer



Lisa Fathers
Deputy Chief
Executive Officer



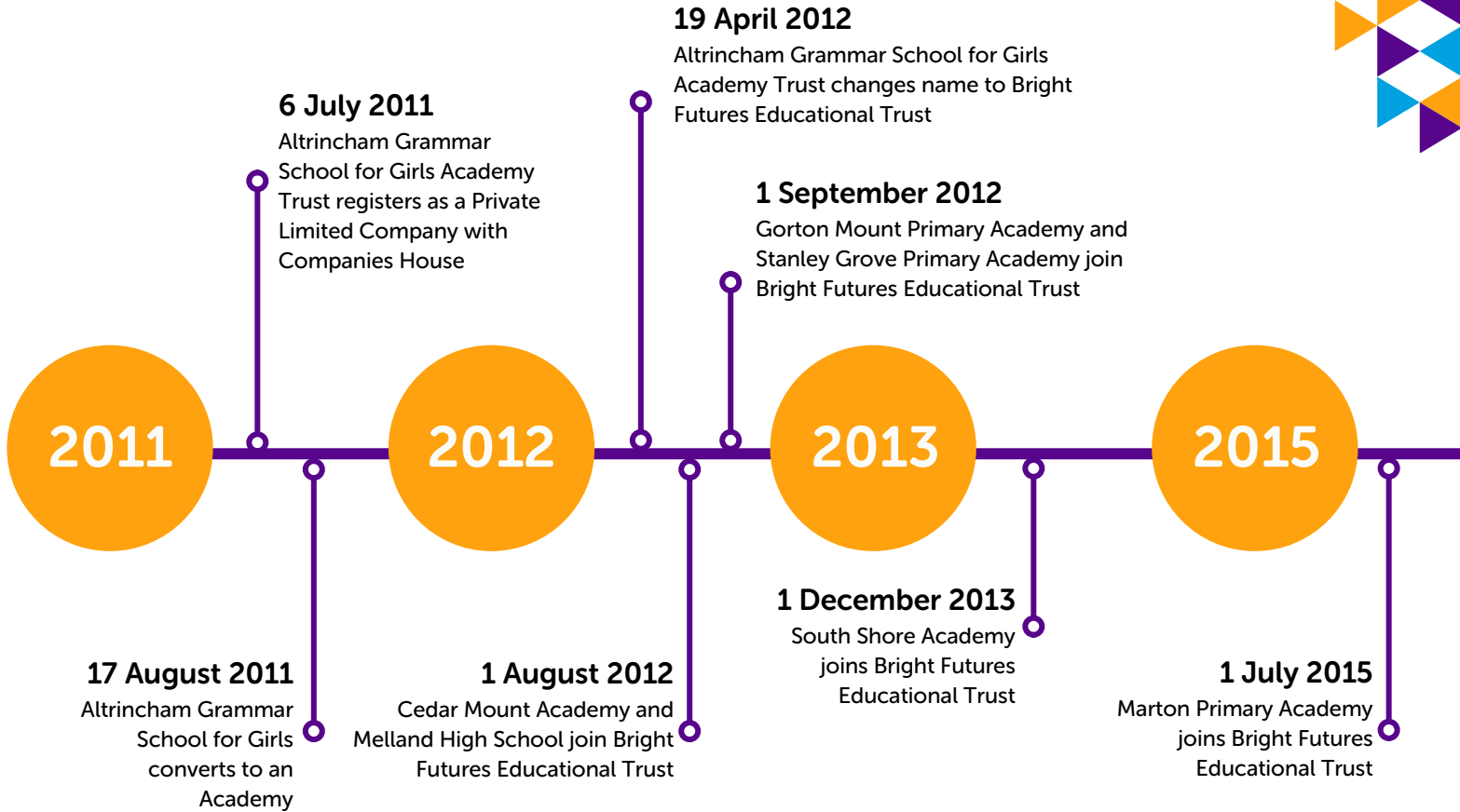
Anna Sharpley
Chief Finance
Officer



Lynette Beckett
Director of
People & Strategy



Our journey so far



Our current schools



Acre Hall Primary School

BRIGHT FUTURES EDUCATIONAL TRUST



Altrincham Grammar School for Girls

BRIGHT FUTURES EDUCATIONAL TRUST



Elmridge Primary School

BRIGHT FUTURES EDUCATIONAL TRUST



Barton Clough Primary School

BRIGHT FUTURES EDUCATIONAL TRUST



Cedar Mount Academy

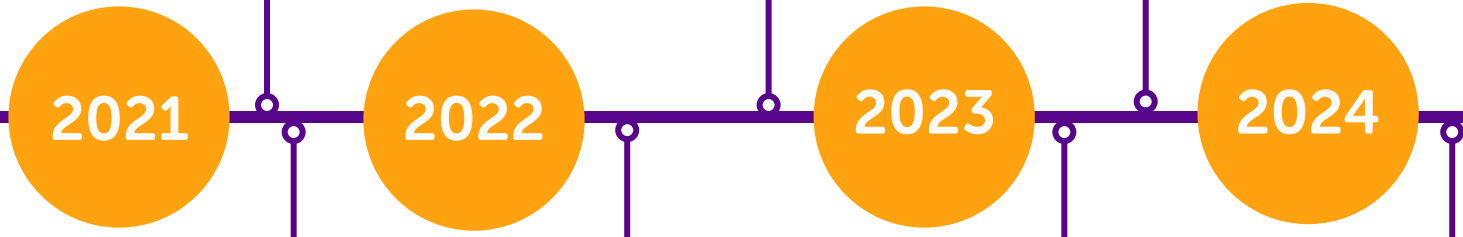
BRIGHT FUTURES EDUCATIONAL TRUST



Lime Tree Primary Academy

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2021

2022

2023

2024

1 February 2021

Bright Futures awarded two designated Teaching School Hubs to serve Trafford & Salford and Manchester & Stockport.

November 2022

Bright Futures awarded Early Years Stronger Practice Hub to deliver across the North West.

June 2023

Alliance for Learning is rebranded to Bright Futures Training.

1 March 2021

A successful merger with the Dunham Trust brought Acre Hall, Barton Clough, Elmridge, Lime Tree and The Orchards to Bright Futures.

September 2022

Bright Futures SCITT awarded accreditation for ITT delivery from 2024 and beyond.

January 2023

Bright Futures rebrands its development network offer as the Professional Development Institute.

February 2024

Bright Futures Teaching School Hubs awarded re-designation for delivery until 2028.



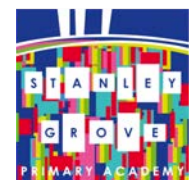
Marton Primary Academy and Nursery

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Rushbrook Primary Academy

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Stanley Grove Primary Academy

BRIGHT FUTURES EDUCATIONAL TRUST



Melland High School

BRIGHT FUTURES EDUCATIONAL TRUST



South Shore Academy

BRIGHT FUTURES EDUCATIONAL TRUST



The Orchards

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12
Schools



6,050

**Children and
young people**



1,020

**Staff work across
our Trust**



At Bright Futures Educational Trust, we look after everything in orange so that you can keep the main thing, the main thing...



Central Operations Team

Educational
Psychology &
Specialist
Outreach

Estates

Finance

Human
Resources

IT &
Digital

Marketing
& Comms





Excellent progress and achievements for all pupils

We have high aspirations for all. From the moment you join us, your school will have the opportunity to contribute to school improvement both within the Trust and beyond. You will also benefit from access to outstanding leaders and practitioners. We believe that school improvement is a continuous journey. Working together we aim for a sustainable approach that secures excellence.

Our school-to-school support is delivered throughout Bright Futures schools, as well as throughout the wider partnerships of our Professional Development Institute. We have a strong team of recognised leaders in education through our National, Local and Specialist Leaders of Education.

We are involved in a wide range of exciting projects which make Bright Futures a really exciting place to work. Our Leaders work together to commission the services we need to

provide schools with the tools they need in order to flourish. We strive to get the best from external partnerships with an Executive team committed to actively learning from the best practice of others. School leaders will have new and wider opportunities to work beyond their current contexts as well as access to expertise.





Education and School Improvement Strategy

Bright Futures school improvement promotes effective, evidence-based practice across the Trust. We believe that leaders should, first and foremost, be empowered to innovate in the best interests of their students and communities. Whilst each of our schools is unique, all our leaders are driven by a shared and empowering vision to provide 'the best for everyone, the best from everyone'.

The school improvement work is led by the Deputy CEO who is a National Leader of Education (NLE) tasked with delivering the school improvement support offer on behalf of the Department for Education (DfE).

All of our headteachers are seen as 'Trust leaders' and play a role in school improvement across the whole Trust. We have peer reviews and many other opportunities for leaders to support each other in a truly collaborative way.

Our strategy is an empowering one with school improvement analysis at the heart of it. We gather 'intelligence' through a well-planned series of meetings, reviews, discussions and data collection points. We then work on capacity building and innovation for school improvement through our multiple and varied offer.

The strategy is applied with the understanding that each school has its own context and is on its own trajectory of school improvement travel, where context is no barrier to high aspiration, progress and attainment.



Educational Psychology and Specialist Outreach (EPSO) Team

At Bright Futures we place high priority on meeting the needs of all children and young people. To help us ensure that we are meeting students' needs using the most appropriate and effective approaches we have an Educational Psychology and Specialist Outreach (EPSO) team.



The team is led and managed through Melland High School and includes both full time Educational Psychologists, and Specialist Leaders of Education from Melland's senior leadership team. Our Educational Psychologists are recognised as leaders and innovators within their field, and our Specialist Leaders of Education have provided high-quality specialist outreach support to other schools over many years. As well as providing expert and highly specialised advice, supervision, strategic planning and training for staff, students, parents and carers, our Educational Psychologists are also tutors on the Educational Psychology doctoral training programme at the University of Manchester. This enables schools in the Trust to access and take part in the very latest research and means that we can also deploy Trainee Educational Psychologists, increasing the capacity of the core team.

The EPSO team has built a strong reputation for their innovative and impactful work and they are held in high regard. Access to these services represents a significant benefit.

Mental Health



Bright Futures has real expertise in mental health work. In addition to the EPSO team we also have a lot of expertise in our Professional Development Institute. We have 70 trained Mental Health First Aiders which provides additional capacity to support both students and staff and intervene early. We have also trained students in Mental Health First Aid and we led the Greater Manchester Mentally Healthy Schools Programme.

We have a huge mental health CPD offer and have developed a strong mental health offer with a proven track record of delivery in this area: Mental Health First Aid, Emotion Coaching, Advanced Mental Health, Trauma and Attachment, Bereavement CPD, Mindfulness and the work of our RSHE Hub on Wellbeing and health too.

There will always be a focus on mental health and having this extensive experience and expertise to hand will continue to be a significant benefit for our Trust.

SEND Outreach

We have an internal and external SEND specialist team which consists of many experts from across the Trust. We do work with 30 SEND SLEs from mainstream too and together we support schools with CPD, reviews, coaching and ensuring the best support for all.





Bright Futures

Professional Development Institute



At Bright Futures we know that investment in the learning of our staff is central to achieving our vision. We are committed to harnessing the strengths of all staff, supporting their career development and also ensuring that staff wellbeing is a priority.

Good professional development helps to retain good people and gives them opportunities to grow and develop and, in some cases, to move to different roles across our family of schools, or elsewhere. We recognise that professional learning will also be important in bringing staff teams together around a shared vision, values and ways of working.

Our Professional Development Institute is a vibrant, innovative organisation at the heart of Bright Futures and provides a range of CPD opportunities for all staff at all stages of their careers. Our School-Centred Initial Teacher Training (SCITT) is also an integral part of the Teaching School Hubs. We are proactive about the supply and recruitment of teachers both for Bright Futures and for our partner schools. We continue to review, refine and grow our current ITT offer responding to the needs of our Trust and our network.

We offer programmes specifically for associate staff such as coaching, appraisal training, Mental Health First Aid and our HR workshops. In terms of leadership development, we have strong partnerships with Teach First and as a delivery partner we offer a number nationally accredited programmes such as the Early Career Framework and the full suite of NPQs including the NPQH and NPQSL.

We have been designated as an Early Years Stronger Practice Hub in the North West to provide advice, share good practice, and offer evidence-based professional development for all Early Years' practitioners (across schools, private nurseries and childminders).

Apprenticeships

Over the last few years, we have actively appointed apprentices and supported many staff to undertake professional qualifications using our apprentice levy. So far, we have funded and supported over 40 professional qualifications. These staff are from our Finance, HR and IT departments, as well as primary learning assistants, leaders and business support staff in our schools. Most recently we have been able to support staff using the apprentice levy to become qualified teachers.

This is an area of staff support and development that is continuously growing. This proactive approach to apprenticeships and effective use of the levy represents a benefit to schools in terms of providing structured career pathways for staff in associate roles, as well as aspiring teachers and school leaders.



Sport & Physical Activity

Bright Futures enjoys a real passion for wellbeing and all our schools work closely with the Youth Sport Trust. We use PE, Physical Activity and Sports as a driver for school improvement and student leadership. Our Trust Sport Days, the level of competition, Outdoor Ed and talent in Dance has led to a number of both local and national awards.

All of our Primary schools take part in the Daily Mile and leaders across our Trust champion health and wellbeing. We have a cross-trust PE network. We have championed Girls Football and work closely with the FA to support our Girls Football Superhub.

Strong governance and accountability

Robust governance lies at the heart of Bright Futures, providing the necessary strategic direction and robust accountability. Our Board of Trustees includes people of the highest calibre who hold (or have held) professional corporate roles in the public and private sectors. Their experiences include senior leadership in education, finance, commerce, law, children's services, the voluntary and community sectors and health. The Trustees meet a minimum of six times a year and provide invaluable support, insight and challenge to the Executive team and Principals.

Each school has a local governing body that supports the leadership in improving outcomes and in ensuring that the budget agreed at the beginning of the year is managed effectively for maximum impact. Local governing bodies each have a chair appointed by the Trust as well as members that represent parents/carers, staff and the wider communities. In this way, Bright Futures ensures good community representation and local accountability.

Marketing and Communications

Our Marketing and Communications team deliver effective, structured guidance and support to meet the strategic marketing aims of Bright Futures, ensuring that our brand is well respected in the education sector and beyond.

Dedicated support for schools focuses on all elements of the marketing mix, ensuring our marketing strategy and plans are actioned and embedded throughout the organisation.

All schools are asked to nominate a marketing lead to assist with the wider work of the Marketing and Communications team who work on everything from graphics, content and PR to award writing and open event support. Importantly, all while continuing to maintain the unique identity of each school and supporting with key objectives including increasing pupil numbers (where needed), supporting parental engagement, and maintaining a strong brand and profile for each individual school.

Digital marketing is key to our strategy, and we are committed to ongoing improvements using digital channels. We provide regular training to our schools relating to websites, social media platforms and digital collateral.

People, Culture & Human Resources



We pride ourselves on a culture of belonging where our staff have a range of opportunities and CPD pathways so that they can be the very best they can be, to achieve our aspirational vision: 'the best for everyone, the best from everyone'. Our people strategy ensures excellent employee experiences at every stage of their career and our leaders are driven by a sense of moral purpose to ensure our culture is inclusive and that we have a proactive approach to talent management and succession planning. We are really proud of the work we have done on equality, diversity and inclusion and we are excited to continue this work.

Our Human Resources team, led by our Director of People and Strategy, comprises qualified HR professionals and a virtual team of support staff who provide HR administration services using standard HR and payroll processes and systems.



We pride ourselves on being 'A Great Place To Work'. In order to get the best from our young people we invest in our workforce, providing opportunities for people to work collaboratively, to share best practice and to support and challenge one another; recognising that we are always learning. Staff development is an important aspect of our employment offer, and we provide opportunities using our networks and our own schools and expertise, to enable staff to grow in their existing role and progress beyond it.



The diversity of our schools is a huge asset bringing expertise across many aspects of teaching and learning. Equality, diversity, and inclusion is a thread that weaves through our employment practices. Together we make a strong, vibrant, and exciting team.

Our in-house, professional HR team places strong emphasis on being fair, reasonable, and supportive while providing:

- Clarity
- Consistency of approach
- A framework for leaders to work to
- High-quality advice
- Continuous improvements to our policies, practices, and systems
- Bespoke HR training for school leadership teams



In addition, our HR team lead on the relationship with the Trade Unions which represent our staff.

For some schools we have implemented re-structures which have yielded improved outcomes for students, sustainable savings, and better job satisfaction/access to career development.

We continue to improve staff wellbeing at Bright Futures and asking staff for their views is important to us. In our latest Trust-wide staff survey, almost 80% of staff said that Bright Futures is a Great Place to Work and would recommend us as an employer to their friends and family.



Ensuring our young people have a voice and, more importantly, one that is heard, is weaved through our Trust mission, vision, and values. We rightly place high importance on pupil voice, and so we have a Bright Futures Youth Board.

The Board, made up of two representatives from each of our schools has three main areas of responsibility to:

- Advise on the direction of Bright Futures work and how best Bright Futures can engage with the children and young people across all schools. Collect the views of our student population and use this as a catalyst for change.
- Develop a fundraising plan to generate income for the Youth Board and make decisions as to how funding should be spent.
- Communicate and showcase the work of Bright Futures through social media channels, Bright Futures newsletters and represent us in the media.



We want to make sure the voices of the children and young people in our schools have a positive impact. Our elected Youth Board meet once every half term but are involved in projects and initiatives throughout the academic year.

For our Youth Board members this is a wonderful leadership opportunity to gain a better understanding of different schools and their contexts but also a 'bigger picture' view of the work. By being part of the Youth Board pupils also develop their negotiation skills, resilience, and confidence as part of a team.



The Youth Board make a difference to all our children and young people by offering another outlet for them to feel valued, listened to and understood. They may aspire to join the Youth Board themselves with this dedicated leadership pathway and they have more opportunities to put forward ideas and initiatives for consideration by the Youth Board.

Trust-wide Collaboration

We are working hard to create more opportunities for staff to come together and explore common areas of work across the Trust and we use digital technologies to support the sharing of resources which impacts on workload reduction and good practice sharing. Some networks that we have been developing across the last year are:

Teaching & Learning

PE

CPD

Personal Development

English

Maths

SEND

Attendance

Reading

Marketing

Science

Behaviour

IT & Estates

Working with our strategic partners, we are developing a technology strategy, a roadmap to first class digital technologies that pave the way for creative and inspiring teaching and learning-led IT approaches. This will inform our strategic investment in the coming years, having already invested significantly in our server infrastructure, networks, high-speed internet connectivity, security and desktop assets. Continuing to grow presents the opportunity to achieve greater economies of scale and to bring in fresh expertise.

Led by the Trust Facilities and Estates Manager and supported by three highly experienced Hub Estates Managers and their teams, our estates are maintained to a high standard and are attractive, purposeful learning environments.

We work creatively and innovatively to secure additional investment which brings the very best opportunities, resources and environments to our schools.

Within our Estates Strategy we have conditions surveys, planned preventative maintenance and health and safety compliance will now inform our developing estates strategy and the scale of Bright Futures means we have capacity for investment in planned or urgent improvement work.

Finance

Bright Futures' strategic financial management is provided by a highly qualified professional team of accountants and trainee accountants. We pride ourselves on our philosophy of investment in young people, teaching and learning. We do this by achieving value for money, through lean and efficient models that generate revenue reserves which we then invest further in meeting the needs of our young people.

Our team provides expert advice on funding, grant funding, budget management and financial modelling for new proposals.

We measure our financial success not just in terms of numbers on the balance sheet, but in the difference we make to the lives of children and young people.

Our methodology has led to multi-million pound investments in our schools' infrastructure, facilities, playgrounds, technology and teaching materials during the past 24 months.





Bright Futures

EDUCATIONAL TRUST

The best *for* everyone, the best *from* everyone

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 @BrightFuturesET

admin@bright-futures.co.uk

SCAN ME





Bright Futures School Improvement – Key Features:

System and Systemic Leadership:

Our educationalists have the opportunity to become SLEs, LLEs, and NLEs for their specialisms through our Professional Development Institute. We allow time out of school to do work in and beyond the Trust. Peer Review is a fundamental aspect of this. Within our team, we have an Ofsted Inspector, 2 LLEs, 5 NLEs and 200 SLEs with a proven track record of school improvement.

Quality Assurance:

Knowing individual school need through rigorous/analytical school self-evaluation, Trust evaluation, School Risk Registers, Trust Risk Register, external QA and Ofsted.

Improving Standards:

Via our Professional Development Institute including our Teaching School Hubs, Maths Hub and Early Years Stronger Practice Hub we have a range of professional development programmes and school-to-school support packages to improve pedagogy, subject knowledge and pastoral work streams. These are often tailored in the Trust to support specific developments and align with school development planning.

Research and Evidence-Informed Practice:

Evidence-informed practice so that our staff can confidently utilise educational research and evidence in order to become experts in their classroom. We work in partnership with the Chartered College of Teaching and the FE sector to provide access to useful research as well as initiating our own research pieces.

Coaching and Mentoring:

Within the Trust, we have an embedded coaching culture, in practical terms a three-tier coaching model of training is delivered via our Professional Development Institute and then the building blocks across the Trust ensure our Bright Futures-wide coaching model improves conversations, feedback and relationships.

Networks/Hubs/Partnerships:

Our schools share good existing practice and we create and mobilise knowledge through networks and our subject and thematic hubs which include specific CPD and expert input.

Hosting Trainee Teachers:

We train the workforce of the future helping to shape the early career experiences of a trainee which play a vital part in the recruitment and retention of a strong and highly skilled workforce. Using the latest teaching and learning ideas from current educational, action research forums, our SCITT allows for the sharing of pedagogical approaches and a real community of learning within and beyond the Trust.

Early Career Teacher/NQT Support:

Our Teaching School Hub is an Appropriate Body and supporting the Early Career Teachers programme is a blended learning experience that provides teachers and their mentors with high-quality, evidence-informed training and materials alongside scaffolding to ensure effective mentoring.

Partnerships:

As a Trust we have a number of significant partnerships to underpin school improvement e.g. Mental Health First Aid, Youth Sport Trust, Teach First, Challenge Partners, Leeds Beckett University and other Teaching School Hubs, schools and MATs. We believe partnerships add a richness to our Trust and cross-sector working helps us learn from the best.



At Bright Futures we have a particular set of Aims and Outcomes that we will continue to work towards:

Current Aims

Improved progress, participation and achievement for all pupils equitably via a rich, diverse and ambitious curriculum.

Sustained financial viability enables flexible investment in school improvement.

Our staff advocate Bright Futures as an excellent and equal opportunities employer.

Through growth, influence, collaboration and partnerships, the Trust's vision and mission are embedded in everything we do.

Outcomes

All schools to be improving at an ambitious pace, and have the capacity for sustainable continuous improvement in all aspects of the curriculum and wider offers.

Achievement of long term sustainable viability, managed within a robust governance environment with clear and effective financial controls that yield opportunities to support improvements by targeted investment.

All staff are positively engaged, enjoy equitable treatment, are held to account, supported and challenged. People's wellbeing and development are evident through compassionate behaviours, strategies and decision making.

Any growth adds value to the rest of the Trust, the school system and our communities. Governance and organisational systems are sufficiently strong and flexible to deliver and exceed our vision and mission.



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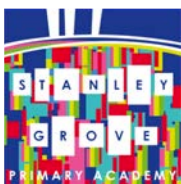
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