



Bright Futures

EDUCATIONAL TRUST

The best for everyone, the best from everyone

Our Strategy 2026 - 2030

'the best for everyone, the best from everyone'



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Introduction

Chair of Trustees Robert Leggett

As I step into the role of Chair of Trustees, I want to begin by thanking Daniel Rubin for his outstanding leadership and dedication as our outgoing Chair. Under Daniel's stewardship, Bright Futures has strengthened its foundations and developed the ambitious 2025-2030 strategy that will guide our next chapter. Having served as a Trustee for over five years, I am energised by the exceptional progress the Trust has made and the transformational vision we are now implementing together. I have witnessed firsthand the Trust's unwavering commitment to placing children at the heart of every decision and the positive impact this has across our school communities.

Our new 2025-2030 strategy represents more than a plan—it embodies our collective determination to unlock the potential in every young person we serve. Drawing on my experience leading organisational transformation in the business world, I am confident that Bright Futures has the leadership, culture, and strategic clarity needed to deliver on these ambitious goals. The strength of our schools, the dedication of our colleagues, and the trust of our families provide the foundation for continued excellence and growth.

Looking ahead, I am excited to work alongside our outstanding Interim CEO, executive team, and fellow Trustees to navigate the opportunities and challenges that lie ahead. Our focus remains unwavering: ensuring every child in our Trust receives an exceptional education that prepares them not just for academic success, but for a lifetime of contribution and fulfilment. Together, we will continue to build a Trust that our communities can be proud of and that sets the standard for educational excellence.



Chief Executive Officer (Interim) Lisa Fathers

Since Bright Futures was founded in 2011, the heart of our vision has always been to enable all children and young people across the Trust to have exceptional opportunities for learning. This was crystallised in 2017 through our vision statement: "the best for everyone, the best from everyone."

From a handful of schools to a thriving Trust of 11 diverse academies supported by a strong central team, we have grown in strength, capacity and influence. Alongside this, we have successfully developed several highly regarded DfE-designated Hubs across the Northwest. Through careful financial management, we have transformed a challenging position into one that, while still tight, enables us to make more strategic investments. We are proud of our reputation as a Trust rooted in ethical, values-led approaches, with colleagues contributing to influential regional and national networks.

It is a huge privilege to serve our children, families, colleagues and communities. The past few years have demonstrated that when we align our efforts strategically and build a strong culture of belonging, remarkable things can be achieved. We have created resilient foundations on which to continue to build and grow — always keeping the best interests of children and young people at the heart of every decision.

As we look ahead to our next chapter, we do so with optimism and confidence. The challenges our children, families and colleagues face have not disappeared, but we now have the infrastructure, expertise and determination to ensure that every child receives the very best education, regardless of their starting point. I am deeply proud of the rich diversity across our Trust and delighted that all our stakeholders — from our children and families to our staff and governors — have contributed to shaping this strategic plan.

Together, we will build on all that has been achieved so far and continue to shape Bright Futures to be the best it can be. Every member of the Bright Futures family should feel proud of the work that has brought us to this point. As we look to the future, we know that exciting times lie ahead — and that the future is bright.



Our Mission

“ To develop great schools and contribute to happier, stronger communities so that our children and people lead better lives. We nurture excellence through high-quality educational experiences to ensure a bright future for all. ”

Where we are now...

11
Schools

3
Local Authorities

5200
Children

900
Staff



Vision, Values and Commitments

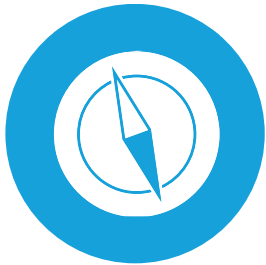


Vision

'the best for everyone, the best from everyone'

Values

Leadership



We take ownership of our responsibilities and find the leader in all of us.

Integrity



We do the right things for the right reasons, always being courageously true to our mission.

Passion



We love what we do and feel the power of possible through innovation and creativity.

Community



We work in collaboration with communities and wider partners celebrating diversity as our strength.

Equality



We nurture, value, respect and empower all, understanding that equity sits at the heart of all opportunities.

Resilience



We prioritise our wellbeing whilst embracing challenge, adapting flexibly and learning as we grow.

Commitments



Children at the heart of decision making



Collaboration and strong relationships



Professional support, challenge and learning



Champion social justice and equity for all

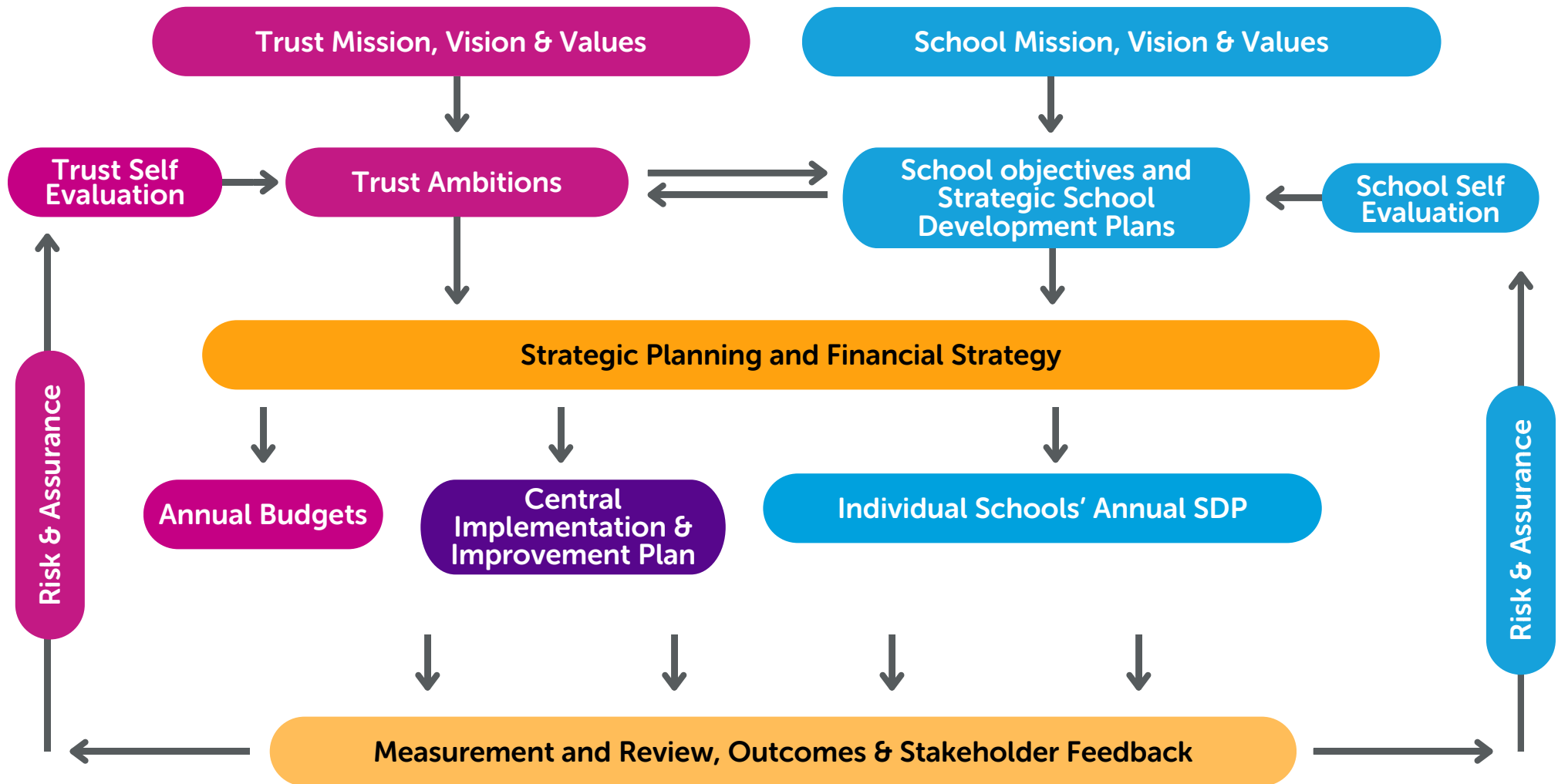


Strong Governance & accountability



Ensuring efficiency & best use of resources for impact

Our strategic planning process



Our children - their voice...

We place our children at the heart of our decision making. This means we value their voice and use it to inform our direction and development. Their voice matters to us. We do this in many ways, for example:

The creation of our Trust-wide Youth Board

Ensuring our schools develop systematic approaches for children to voice their opinions and be heard

Ensuring all Bright Futures schools have a highly ambitious curriculum and enrichment programme that allows children to achieve '16 before 16'

Ensuring our Youth Board represents all children and young people and lives out the commitments of the Youth Charter

Ensuring that all our children, including our most vulnerable, disadvantaged, those with special needs and those who speak English as an additional language, have equal opportunities to have their voice heard

Developing cross-Trust activities and events which allow our children to communicate and work with children from across different schools, communities, both locally and globally

Developing a student leadership programme



Keeping children safe



We will ensure safeguarding remains our highest priority so that our children and young people are happy, healthy, safe and ready to learn. We will manage this by ensuring a strong culture of safeguarding. This includes:

Leadership of safeguarding is robust and well informed across all parts of the Trust

DSLs and safeguarding link governors have access to high-quality training and advice

All policies relating to safeguarding are regularly reviewed to ensure that they are consistent with the latest guidance and that they are impactful

Ensuring that all our reviews are conducted in a way that includes a safeguarding perspective

Remaining professionally curious about safeguarding, responding to research and learning from case reviews

Conducting specific reviews/audits of safeguarding periodically

Maintaining a 'community of practice' amongst DSLs to promote learning, sharing and reflective practice



What colleagues say



My work life balance since working at Bright Futures is much better!



I feel well supported in my team.



There is a diverse community, lots of support for SEND, and open lines of communication.



The training opportunities available at Bright Futures are second to none, there is something for everyone.



I am 'seen' by senior leaders who champion me to progress and do even better.



Bright Futures is forward-looking and innovative with enthusiastic and visionary leadership.



At Bright Futures there is a real sense of living the values.



There is a high number and diverse range of CPD opportunities for schools.



Bright Futures is well led, with a strong team spirit and a vision for the future.



Bright Futures treat all staff members equally, and with respect and understand the needs of the individual.

1 - School Standards



Our mission is to ensure 'the best for everyone, the best from everyone'.

At Bright Futures we ensure our schools work together and grow together, sharing best practice so that every child can thrive. With an ambitious curriculum, coupled with strong leadership and great teaching, underpinned by the best personalised support, there are limitless possibilities.

At Bright Futures, we work collaboratively alongside our schools to provide the right culture and environment for this to happen. School standards and school improvement is underpinned through our collaborative approach and the right balance of support and challenge. We believe that every school should be a 'great' school.



How will we achieve this?

We will ensure every school has an excellent leadership team committed to high standards. There will be a strong focus on strong recruitment, retention and development to maintain a motivated, skilled staff. Our ambitious curriculum and high-quality teaching and learning will drive student achievement and is supported by robust data management systems to track progress and identify areas for development, at pace. We will foster a high-performance culture where excellence is consistently achieved. Our Great Schools programme is designed to empower our leaders and staff to deliver the very best for all of our children.



2 - School Improvement



At Bright Futures we believe that school improvement is a collective responsibility and collaboration is key. We also recognise the critical role that school leaders play as the chief school improvement leads in their own schools; ensuring a strong Principal in every school is a key part of our strategy. Our school improvement model ensures the right amount of support at the right point in a school's journey. All of our Trust Leaders make a contribution to the collective school improvement. Transparency and openness, clear communication, professional challenge & support, coupled with regular reviews to create evidence-based assessments, are key to ensure that every school knows their current position on their school improvement journey and where they need to be next, empowering leaders to give an accurate evaluation of strengths and areas for development.

How will we achieve this?

We will excel by leveraging a deep understanding of each school's needs, challenges and strengths and provide tailored, timely support to ensure improvement. Through strong, quality-assured self-evaluation and internal expertise, we will drive continuous school improvement, at pace. The role of Trust leaders will be further developed to provide individual support, ensuring bespoke strategies for each school through our Bright Futures Tiered Approach, empowering leaders to drive excellence and lead Great schools. High-quality teaching, succession planning and capacity-building initiatives will be central to our approach, alongside a commitment to championing social justice. We will continue to implement effective strategies to support attendance, behaviour and SEND, fostering a positive and inclusive learning environment.



3 - People



Our People Strategy aims to ensure 'the best for everyone, the best from everyone' and to embed a culture of belonging. This means that our schools and central teams are safe and happy places to learn and work. We will show genuine care and compassion in our approach to the wellbeing of our colleagues.

The benefits of joining Bright Futures as an employee will be well promoted to ensure we attract the very best people to our trust and that once appointed, people choose to stay as we are a 'great place to work'. We know that organisations flourish and continuously improve when colleagues feel safe, valued and heard.



How will we achieve this?

We will prioritise recruiting and retaining a diverse and well-equipped workforce that has access to high quality professional development. We will strengthen our culture of 'belonging' which promotes equality, high standards, collaboration, aspiration and support all of which will lead to a high performing work culture.

By leveraging the talent and capacity across our Professional Development Institute we will be in a strong position to succession plan and sustain high expectations.



4 - Professional Development



High-quality learning and professional development opportunities for all colleagues are vital if we are to provide the very best education for our pupils. Our learning and professional development will be strategically driven, responsive to need and will draw on expertise from both within and outside our Trust.

We believe we are better together and value collaboration as professional development, as such collaboration is at the heart of our work to draw upon talent from across our Trust whilst supporting innovation and research by forging exceptional partnerships from the wider education/non-education sectors. We are resolute in our determination at Bright Futures that all colleagues will have access to the very best professional learning opportunities.



How will we achieve this?

To ensure our all of our colleagues are equipped to do a great job we will identify and promote continuous professional development for all colleagues, linked to both career stage and future career ambitions. We'll develop and use our understanding of the highest quality school-to-school support, embracing new opportunities and driving an innovative and vibrant culture of collaboration.



5 - Digital Transformation



We stand at the forefront of a new era—where digital innovation transforms how we live, learn and communicate. As part of our commitment to embrace technology and optimise our educational processes, we have developed a comprehensive Digital Transformation Strategy aimed at aligning our digital capabilities with our strategic ambitions and educational goals.

Our Digital Transformation Strategy sets out our vision for harnessing digital innovation: to shape a digitally enabled Trust that sets the standard for excellence, equity and innovation. Our focus is on empowering staff, streamlining processes and ensuring secure, accessible digital solutions by embracing modern technologies and seamless digital experiences.



How will we achieve this?

We remain committed to maintaining a fast, resilient, and sustainable IT infrastructure, leveraging innovative technologies to enhance learning and operations. We will ensure wide access to digital tools and support digital-based learning through emerging technologies.

By developing digital leaders and empowering colleagues with digital understanding and creativity, we will foster a culture of technological growth and innovation across all schools and teams.



6 - Finance, Estates & Procurement



Finances and ongoing sustainability are some of the sectors greatest challenges. Having a clear financial strategy ensures that trustees and leaders, across the trust and each of our constituent schools, can take full responsibility for our financial affairs, stewardship of assets and that we use resources efficiently to maximise outcomes for pupils. This means we will carefully review expenditure, making best use of the trust's size to secure economies of scale and value for money. We will invest in our schools to ensure they are inspiring and engaging places to learn and work, that exploit every opportunity to raise standards and improve pedagogy. The investment in, and management of our estates will ensure our buildings are safe and welcoming spaces that are conducive to learning and work. We will procure responsibly and use our resources efficiently to maximise outcomes for pupils. All of our schools should feel part of a trust which understands the importance of sustainability, security and safety. We know that we have a collective responsibility to bring this to life.



How will we achieve this?

We will transform school learning environments by continuously developing and improving buildings and facilities. We will continue to generate sufficient finances to reinvest into the organisation, ensuring strong financial controls and long-term sustainability.

Through innovative and robust financial leadership including central procurement maximising our opportunities for economies of scale we will deliver efficiencies that maximise resources for student success.



7 - Governance, Risk & Assurance



Trustees and the Executive Team anchor the Trust's strategy to the needs of its schools. The Local Governing Bodies and Trust Leaders translate this strategy alongside school need in the communities they serve. The Accounting Officer and Executive Team create a culture of ethical leadership, embedding the Nolan Principles and fully understanding the public benefit and civic purpose of the MAT. Trustees, Governors, Executives and Trust Leaders, all need absolute clarity about the way things work and the part we all play in our mutual success.

This aspect of the strategy will ensure the foundations are in place upon which we can build, safe in the knowledge that all risks have been considered, and that strong succession plans are in place.



How will we achieve this?

We will ensure values-led governance using a clear delegation framework that meets our statutory duties in an inclusive, ethical and aspirational way. We will proactively manage risks while recruiting, retaining, supporting and developing governors to uphold high standards.

We see our governance roles as extending to fulfil wider civic duties and working in an outward-facing, community-focused way.



8 - Growth

As an established Trust we are committed to making a difference to the lives of children across the region. We have developed a compelling offer as a Trust with a strong vision and ethos, a clear entitlement for our children and young people, a mature commercial services offer, a mature professional development service and a mature estates team and a team of Trust Leaders who are keen to contribute to the wider system.

We believe growth is more than just adding more schools and can be improving pupil numbers, growing our influence and growing our contribution to the system through our outward-facing hubs. However, we do want to grow in size and work towards 20-25 schools but we will manage this diligently and carefully. We will seek opportunities for sustainable and well managed growth but only at the pace which works for our existing schools.



How will we achieve this?

We will focus on developing and deepening partnerships with schools through a clear and compelling communication strategy. We will embed central professional services to provide exceptional business support, ensuring agile scalability for due diligence and Trust growth.

By leveraging strong parental engagement, innovative community outreach, and high-quality marketing, we will strengthen connections and enhance the overall impact of our schools.



Opportunities for our children

Last academic year the Youth Board worked together to create a charter which underpins the behaviours they feel all of our children and young people across Bright Futures should work towards. They feel the commitments within the charter will help all of us feel like we belong no matter what.

YOUTH BOARD CHARTER





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