

Key Improvement Priorities 2026 – 2027

A: Further embed inclusive educational excellence to ensure all pupils achieve, thrive and belong

Rationale:

1. National reforms are placing increasing emphasis on inclusive mainstream provision, requiring schools to strengthen their ability to meet a wider range of pupil needs and successfully implement SEND reforms.
2. High-quality teaching remains the most significant in-school factor in improving outcomes, reducing disadvantage and enabling every pupil to achieve success.
3. A strong sense of belonging is fundamental to pupils' wellbeing, engagement and long-term success, with inclusion becoming a central measure of school effectiveness.
4. Developing expertise through Communities of Practice enables leaders and staff to build, share and embed evidence-informed approaches consistently across the trust, creating sustainable capacity for improvement.

B: Ensure all pupils are safe, attend regularly, engage fully and achieve their potential

Rationale:

1. Regular attendance is one of the strongest predictors of educational achievement, wellbeing and future life chances and remains a key priority for schools and trusts.
2. Safeguarding underpins every aspect of education and is essential to ensuring children feel safe, supported and able to learn and thrive.
3. When pupils feel safe, attend regularly and actively participate in the wider life of the school, they are more likely to develop a strong sense of belonging, engage positively in learning and achieve their potential. Creating these conditions is fundamental to an inclusive education system in which all children can thrive.
4. High-quality enrichment opportunities strengthen engagement, aspiration, personal development and connection to school, helping pupils develop the knowledge, experiences and confidence needed to flourish.

C: Further extend HET's contribution to system leadership and wider civic duty

Rationale:

1. As a successful trust and DfE RISE supporting organisation, HET has both the opportunity and responsibility to contribute to improvement across the wider education system.
2. Supporting sector SEND reform, inclusion outreach and school improvement work enables more children and young people to benefit from the Trust's expertise and capacity.
3. Strategic growth aligns with the ambition for more schools to benefit from being part of strong, collaborative trusts.
4. Building strong partnerships, enhancing external visibility and strengthening HET's reputation supports long-term capacity, sustainability, public benefit and civic responsibility.

D: Further extend and embed efficient, sustainable and well-governed trust systems

Rationale:

1. Consistent trust-wide systems improve quality, reduce duplication and enable schools to focus more fully on teaching and learning.
2. Strong governance, leadership and accountability are essential to maintaining high standards across an increasingly complex organisation.
3. Further development of central trust functions creates greater efficiency, resilience, capacity and value for money.
4. Safe, attractive and inspiring learning environments support pupil achievement, staff wellbeing and the long-term sustainability of the trust.