

EMAT

EASTERN MULTI-ACADEMY TRUST



STRATEGIC PLAN

2024-2027

OUR VISION

Transforming lives, transforming communities

A Trust delivering success for its children and their communities, and one that recognises more can be achieved through working together.

OUR MISSION

Ensure all our children and young people are prepared to learn for life by equipping them with the skills to achieve their full potential now and in the future.

E
EMPOWER A Trust that ensures its people are free to make the right decisions for their children at the right time. Its children are able to make life choices because of their achievements and are prepared for the next steps in their education or work.

M
MOTIVATE A Trust where everyone is committed to their own learning journey while supporting all children to be prepared for the world of work and further study into adulthood.

A
ACHIEVE A Trust where everyone is supported to be the best that they can be as individuals and together so that all children achieve their full potential and leave school equipped with the qualifications, knowledge and skills they need to succeed in life.

T
TRANSFORM A Trust that contributes proactively to the wider communities we serve leading to tangible change in the life chances of our children.

OUR VALUES

A trust where colleagues and volunteers act with integrity at all times and ensure that both themselves as individuals and others act within the Nolan Principles of Public Life.

Integrity
Selflessness
Objectivity
Accountability
Openness
Honesty
Leadership

STRATEGIC AIMS AND PRIORITY AREAS

HIGH QUALITY, INCLUSIVE EDUCATION

1. All children are well prepared for the world of work and progress to be successful in whatever sphere of work or study they choose.



Oversight: Full Board

EXPERT ETHICAL LEADERSHIP

1. A Trust where leaders operate with a strong moral compass and a commitment to doing what is right, even in the face of adversity.
2. Leaders demonstrate integrity, honesty, and transparency in their actions and decision-making processes.



Oversight: Audit, Full Board

STRATEGIC GOVERNANCE

1. All risks are understood, and addressed to ensure the integrity of EMAT is maintained.
2. EMAT operates effectively, is well-governed and is well-placed for future growth.



Oversight: Full Board

SCHOOL IMPROVEMENT AT SCALE

1. A Trust that is sustainable and has a culture of continued improvement and knowledge building.
2. Innovation and system leadership leads to development of shared knowledge.



Oversight: Full Board

FINANCE & OPERATIONS

1. A Trust that demonstrates strong financial performance to enable the delivery of a quality educational experience.
2. Resilience and agility maximise value for money and return on investment.



Oversight: F&O Committee

WORKFORCE RESILIENCE & WELLBEING

1. Sustain a high calibre, diverse and valued workforce that nurtures and develops talent to underpin educational delivery and become the employer of choice.
2. Live a culture that recognises and rewards the workforce for their contributions to transforming lives and communities; staff value being part of EMAT.



Oversight: HRW Committee

PUBLIC BENEFIT & CIVIC DUTY

1. A Trust that understands the needs of our communities and listens to the voice of our stakeholders to inform strategic decision making.
2. Academy Committees act as agents for change in our communities to drive social mobility and be the advocacy to improve life chances and to allow all children to become great citizens of the future.
3. A Trust that puts the environment and sustainability at the forefront of education.



Oversight: Full Board

GROWTH

1. The value proposition of EMAT is clear and attracts academies to work with us and join.
2. Academies deliver a great education and share this to drive system change to influence on a regional scale.
3. A Trust that is responsive to demographic changes and works across the system to support this.



Oversight: Full Board

STRATEGIC AIMS AND KEY PERFORMANCE INDICATORS

HIGH QUALITY, INCLUSIVE EDUCATION

1. Outcomes in all key measures and for all vulnerable groups (Phonics, KS2 and KS4) will be at least in line with national averages across EMAT, with more above.
2. Attendance of all pupils and vulnerable groups to be at least in line with national averages across EMAT, with more above.



EXPERT ETHICAL LEADERSHIP

1. Complaints (including ESFA) are few and dealt with in a timely manner with no fundamental failings identified. Management of complaints is effective as evidenced through reporting at all governance levels and CST Self-Review.
2. Self-evaluation rates performance in this area as 'strong' with values underpinning the strategic approach.



STRATEGIC GOVERNANCE

1. EMAT-wide assurance framework exists and validated by Board as operating well and holds leaders to account effectively.
2. Stakeholder engagement is strong and highlighted at Board level to inform strategic decision making.
3. All Internal Audit outcomes will be at least '2 - Significant Assurance' or higher.



SCHOOL IMPROVEMENT AT SCALE

1. All academies and Trust achieve and maintain a strong outcome on inspection with at least 9 academies achieving an element of 'Outstanding' in Personal Development and/or Leadership & Management
2. Outcomes in all key measures and for all vulnerable groups (Phonics, KS2 and KS4) will be at least in line with national averages across EMAT, with more above.



FINANCE & OPERATIONS

1. Revenue reserves will be at least four weeks of total expenditure, and the current ratio will be at least 2.
2. Estates Management and Health & Safety will be fully compliant with no areas of significant weakness identified.
3. Pupil/teacher ratio will be broadly in line with benchmarking across EMAT (this will vary from school to school).



WORKFORCE RESILIENCE & WELLBEING

1. Employee engagement is >80%; net promoter score will be greater than +10 (Promotor minus Detractor score) with the Employee Engagement Index demonstrating that greater than 70% are proud to work at EMAT.
2. Employee turnover rate is less than 20% (less than 15% voluntary) and employees with 1+ year service is 75% to 85%.
3. Impact of appraisal outcomes on pupil performance is 'Strong' as assessed by the HR&W Committee through annual reporting.
4. Effectiveness of support services is deemed to be 'Strong' as evidenced through stakeholder feedback.



PUBLIC BENEFIT & CIVIC DUTY

1. EMAT works effectively across the local and regional system to advance education for the common good.
2. Parent/carer stakeholder voice indicates that at least 90% of parents would recommend the academy their child attends.



GROWTH

1. To expand EMAT by adding at least five schools during this strategic cycle, ensuring that any growth is carefully assessed to benefit the children joining the Trust without destabilising the experience of the schools and children already part of it.
2. All EMAT pupils will be in a 'Strong Practice' school as rated in Ofsted inspection.





HIGH QUALITY, INCLUSIVE EDUCATION

Our priority as an organisation is to ensure that all children receive a quality educational experience that allows them to fulfil their full potential and move on to the next stage in their life, education or world of work equipped to become great citizens and lead on transforming the communities in which they live and work.

KEY STRATEGIC PRIORITIES

1. All children are well prepared for the world of work and progress to be successful in whatever sphere of work or study they choose.



KEY STRATEGIC ACTIVITY

Curriculum innovation

Trust moderation

Lead Practitioner support

Cross-Trust collaboration

Peer review

Aligned assessment

SI strategy

S-2-S support

Trust-wide MIS



KEY PERFORMANCE INDICATORS

1. Outcomes in all key measures and for all vulnerable groups (Phonics, KS2 and KS4) will be at least in line with national averages across EMAT, with more above.
2. Attendance of all pupils and vulnerable groups to be at least in line with national averages across EMAT, with more above.



3. All academies and Trust achieve and maintain a strong outcome on inspection with at least 9 academies achieving an element of 'Outstanding' in Personal Development and/or Leadership & Management





EXPERT ETHICAL LEADERSHIP

Our priority is to ensure high standards of oversight and accountability, with capable and confident leaders who exemplify our culture, promote equity, and model the Nolan Principles. We aim to minimise complaints by fostering a culture of transparency, integrity, and proactive issue resolution.

KEY STRATEGIC PRIORITIES

1. A Trust where leaders operate with a strong moral compass and a commitment to doing what is right, even in the face of adversity
2. Leaders demonstrate integrity, honesty, and transparency in their actions and decision-making processes.



KEY STRATEGIC ACTIVITY

Complaints procedure

Trust conference

Inclusive approach

Nolan Principles

Equality, Diversity & Inclusion

Vision & Values

CPD



KEY PERFORMANCE INDICATORS

1. Complaints (including ESFA) are few and dealt with in a timely manner with no fundamental failings identified. Management of complaints is effective as evidenced through reporting at all governance levels and CST Self-Review.
2. Self-evaluation rates performance in this area as 'strong' with values underpinning the strategic approach.





STRATEGIC GOVERNANCE

Our aim is to champion a clear and effective strategy to advance quality education, deeply-rooted in the needs of our schools and communities, and designed for sustainable, impactful success. Underpinning this will be a high-performing governance structure delivering independent scrutiny, rigorous challenge, and a robust approach to risk management.

KEY STRATEGIC PRIORITIES

1. All risks are understood, and addressed to ensure the integrity of EMAT is maintained.
2. EMAT operates effectively, is well-governed and is well-placed for future growth.



KEY STRATEGIC ACTIVITY

Trustee recruitment

Trust conference

Chairs' Forum meetings

Board/AC liaison

Annual SEF

External review

CPD

Risk register

Audits

KEY PERFORMANCE INDICATORS

1. EMAT-wide assurance framework exists and validated by Board as operating well and holds leaders to account effectively.
2. Stakeholder engagement is strong and highlighted at Board level to inform strategic decision making.
3. All Internal Audit outcomes will be at least '2 - Significant Assurance' or higher.





SCHOOL IMPROVEMENT AT SCALE

EMAT aims to transform the lives of its children and the communities that we serve. To achieve this we will provide each community with a school they can be proud of, which provides a quality education to its children. All our academies will be strong at their first inspection and this will be maintained and built upon.

KEY STRATEGIC PRIORITIES

1. A Trust that is sustainable and has a culture of continued improvement and knowledge building.
2. Innovation and system leadership leads to development of shared knowledge.



KEY STRATEGIC ACTIVITY

SEND Strategy Accountability

Trust conference Expert practitioners

Challenge and support

Appraisal Collaboration

SI strategy S-2-S support

Network



KEY PERFORMANCE INDICATORS

1. All academies and Trust achieve and maintain a strong outcome on inspection with at least 9 academies achieving an element of 'Outstanding' in Personal Development and/or Leadership & Management.



2. Outcomes in all key measures and for all vulnerable groups (Phonics, KS2 and KS4) will be at least in line with national averages across EMAT, with more above.



3. Attendance of all pupils and vulnerable groups to be at least in line with national averages across EMAT, with more above.



FINANCE & OPERATIONS

Our aim is to provide an environment which allows our academies to have flexibility and control with their budgets whilst maintaining strong financial oversight and governance. Ensuring compliance with all relevant statutory requirements including the Academy Trust handbook and providing Trustees with relevant information to deliver strong governance.

KEY STRATEGIC PRIORITIES

1. A Trust that demonstrates strong financial performance to enable the delivery of a quality educational experience.
2. Resilience and agility maximise value for money and return on investment.



KEY STRATEGIC ACTIVITY

Embed new finance system

Compliance Structure review (CLFP)

Implement finance strategy

Condition Training Audits

Budget planning system

CPD



KEY PERFORMANCE INDICATORS

1. Revenue reserves will be at least four weeks of total expenditure, and the current ratio will be at least 2.
2. Estates Management and Health & Safety will be fully compliant with no areas of significant weakness identified.
3. Pupil/teacher ratio will be broadly in line with benchmarking across EMAT (this will vary from school to school).





WORKFORCE RESILIENCE & WELLBEING

Our ambition is to attract and retain a diverse, inclusive workforce, where colleagues feel valued, supported, and proud. Forward-thinking planning and innovative HR technology help optimise skills and processes. Leaders exemplify the EMAT culture and this environment allows every individual to realise their potential.

KEY STRATEGIC PRIORITIES

1. Sustain a high calibre, diverse and valued workforce that nurtures and develops talent to underpin educational delivery and become the employer of choice.
2. Live a culture that recognises and rewards the workforce for their contributions to transforming lives and communities; staff value being part of EMAT.



KEY STRATEGIC ACTIVITY

People strategy Recruitment

CPD Wellbeing Talent management

System development and integration

Policies Retention

Workload

Staff voice



KEY PERFORMANCE INDICATORS

1. Employee engagement is >80%; net promoter score will be greater than +10 (Promotor minus Detractor score) with the Employee Engagement Index demonstrating that greater than 70% are proud to work at EMAT.
2. Employee turnover rate is less than 20% (less than 15% voluntary) and employees with 1+ year service is 75% to 85%.
3. Impact of appraisal outcomes on pupil performance is 'Strong' as assessed by the HR&W Committee through annual reporting.
4. Effectiveness of support services is deemed to be 'Strong' as evidenced through stakeholder feedback.





PUBLIC BENEFIT & CIVIC DUTY

Our aim is to reflect the views, needs and interests of our stakeholders in our decision-making, working collaboratively with civic partners for the common good, and holding ourselves accountable to the communities we serve for advancing education on a local, regional and national level.

KEY STRATEGIC PRIORITIES

1. A Trust that understands the needs of our communities and listens to the voice of our stakeholders to inform strategic decision making.
2. Academy Committees act as agents for change in our communities to drive social mobility and be the advocacy to improve life chances and to allow all children to become great citizens of the future.
3. A Trust that puts the environment and sustainability at the forefront of education.



KEY STRATEGIC ACTIVITY

Community engagement

Environmental strategy

Pupil voice

Parental voice

Business links

Lettings



KEY PERFORMANCE INDICATORS

1. EMAT works effectively across the local and regional system to advance education for the common good.
2. Parent/carer stakeholder voice indicates that at least 90% of parents would recommend the academy their child attends.





GROWTH

We aim to grow and develop the Trust further through collaborative partnerships and provision of support. Interested schools will also be able to access support through an Associate Membership model. Growth also includes internal growth and opportunities will be explored to expand specialist provision, such as Forward Step and the primary FS model.

KEY STRATEGIC PRIORITIES

1. The value proposition of EMAT is clear and attracts academies to work with us and join.
2. Academies deliver a great education and share this to drive system change to influence on a regional scale.
3. A Trust that is responsive to demographic changes and works across the system to support this.



KEY STRATEGIC ACTIVITY

Associate Membership Collaboration

CPD Audits Subject networks

Lead Practitioner Support

Procurement due diligence

S-2-S support

Services provision

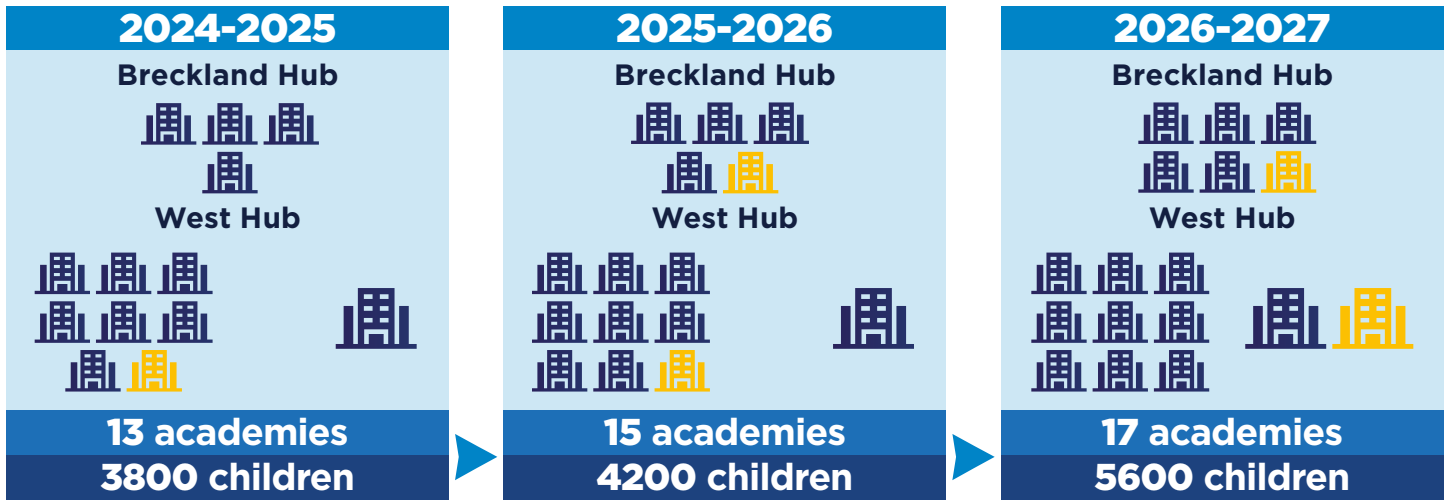


KEY PERFORMANCE INDICATORS

1. To expand EMAT by adding at least five schools during this strategic cycle, ensuring that any growth is carefully assessed to benefit the children joining the Trust without destabilising the experience of the schools and children already part of it.
2. All EMAT pupils will be in a 'Strong Practice' school as rated in Ofsted inspection.



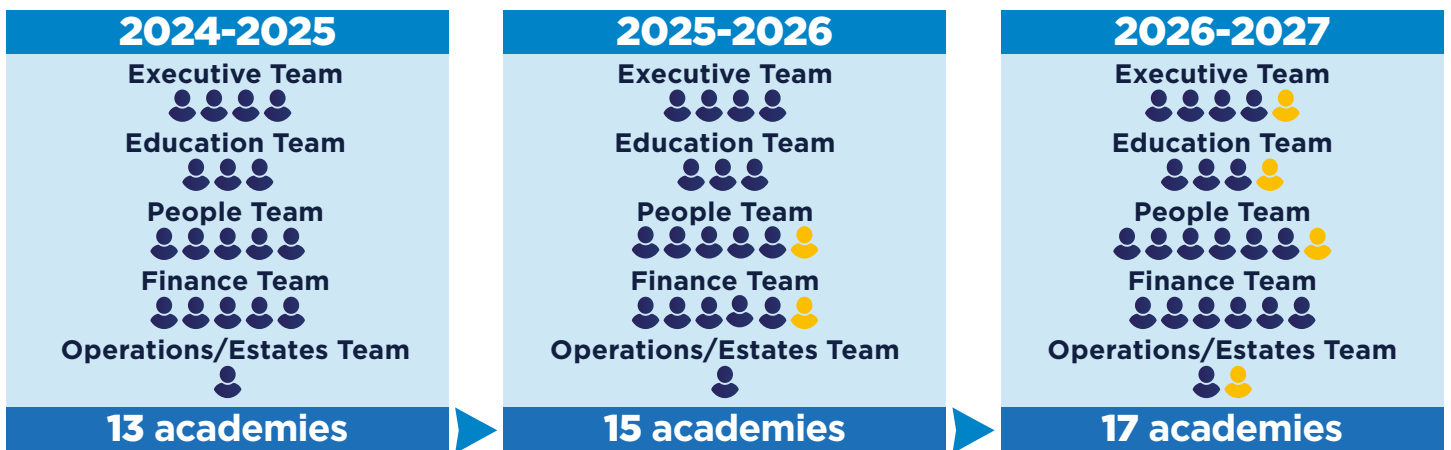
GROWTH STRATEGY 2024-2027



Conditions for Growth



OPERATIONAL GROWTH STRATEGY 2024-2027



What does growth mean for support services?

Any growth, whether that be academies or to support services is subject to Board review and approval. We do not envisage there to be any need for growth in the support teams within the academic year 2024-2025. This year will be used to bring efficiencies and cost savings in systems and processes.

Executive Team

No changes for growth are proposed to the Executive Team until year 3 of growth. This role will be focused on the Strategic Oversight of Trust Operations and Estates.

Education Team

We envisage continuing with two School Improvement Directors and a SEND specialist until year 3 when we would look to add a further School Improvement Director (Part-Time) to oversee secondary performance.

People Team

We envisage there being internal changes to structure and operational efficiencies in 2024-2025. A Senior HR Business Partner would be required for 15+ academies, potentially moving to an HR Manager at 17+.

Finance Team

We envisage there being changes to operational efficiencies in 2024-2025 and as EMAT grows, a Finance Manager would be required to support 15+ academies, depending upon academy size.

Operations/Estates Team

We do not envisage any additions until EMAT has grown to 17 academies by the end of 2026-2027. We would look to add an operational support position working directly to the strategic lead for Operations/Estates.

MILESTONES



HIGH QUALITY, INCLUSIVE EDUCATION

2024-2025

1. Outcomes in Phonics, KS2 and KS4 are at least in line with national averages.
2. Attendance across EMAT is at least in line with national averages.

2025-2026

1. Outcomes in Phonics is **above**, with KS2 and KS4 at least in line with, national averages.
2. Attendance across EMAT is at least in line with national averages.

2026-2027

1. Outcomes in Phonics and KS2 are **above**, with KS4 at least in line with, national averages.
2. Attendance across EMAT is at least in line with national averages, with more above.



EXPERT ETHICAL LEADERSHIP

2024-2025

1. Complaints (including ESFA) are few and dealt with in a timely manner with no fundamental failings identified.

2025-2026

1. Complaints (including ESFA) are below 2024-25 and dealt with in a timely manner with no fundamental failings identified.

2026-2027

1. No external ESFA complaints are received and complaints to EMAT are reduced on 2025-2026 with no fundamental failings.



STRATEGIC GOVERNANCE

2024-2025

1. EMAT-wide assurance framework exists and validated by Board as operating well and holds leaders to account effectively – evidence SEF.
2. Stakeholder holder engagement is strong and highlighted at Board level to inform strategic decision making.
3. All Internal Audit outcomes will be at least '2: Significant Assurance or higher.'

2025-2026

1. EMAT-wide assurance framework exists and validated by Board as operating well and holds leaders to account effectively – evidence SEF.
2. Stakeholder holder engagement is strong and highlighted at Board level to inform strategic decision making.
3. All Internal Audit outcomes will be at least '2: Significant Assurance or higher.'

2026-2027

1. EMAT-wide assurance framework exists and validated by Board as operating well and holds leaders to account effectively – evidence SEF.
2. Stakeholder holder engagement is strong and highlighted at Board level to inform strategic decision making.
3. All Internal Audit outcomes will be at least '2: Significant Assurance or higher.'



SCHOOL IMPROVEMENT AT SCALE

2024-2025

1. Norwich Road Academy achieves a strong inspection outcome (11/12 Good).
2. Southery Academy retains its strong outcome.
3. North Wootton Academy retains its strong outcome.

2025-2026

1. Upwell Academy, Glade Academy and King's Lynn Academy retain their strong outcomes (11/12, excluding Howard Junior School).

2026-2027

1. All academies, including Howard Junior School, and EMAT achieve and maintain strong outcomes on inspection with all Section 5 inspection outcomes strong.





FINANCE & OPERATIONS

2024-2025

1. External audit delivers minimal audit points and internal audit delivers at least Significant Assurance.
2. Reserves position remains between 4 and 6 weeks.

2025-2026

1. External audit delivers minimal audit points and internal audit delivers at least Significant Assurance.
2. Reserves position remains between 4 and 6 weeks.
3. All C and D rated items on Condition Reports are completed.

2026-2027

1. External audit delivers minimal audit points and internal audit delivers at least Significant Assurance.
2. Reserves position remains between 4 and 6 weeks.
3. All C and D rated items on Condition Reports are completed.



WORKFORCE RESILIENCE & WELLBEING

2024-2025

1. The employee net promoter score will be greater than +5 (Promotor minus Detractor score) with the Employee Engagement Index demonstrating that greater than 70% are proud to work for EMAT.
2. Employee turnover rate is <20% total and <15% voluntary and the Stability Index (Employees with 1 year+ service) is between 75% and 85%.
3. Support Services Feedback on effectiveness shows strong support for academies – evidenced through stakeholder feedback and services reporting.

2025-2026

1. The employee net promoter score will be greater than +7.5 (Promotor minus Detractor score) with the Employee Engagement Index demonstrating that greater than 75% are proud to work for EMAT.
2. Employee turnover rate is <20% total and <15% voluntary and the Stability Index (Employees with 1 year+ service) is between 75% and 85%.
3. Support Services Feedback on effectiveness shows strong support for academies – evidenced through stakeholder feedback and services reporting.

2026-2027

1. The employee net promoter score will be greater than +10 (Promotor minus Detractor score) with the Employee Engagement Index demonstrating that greater than 80% are proud to work for EMAT.
2. Employee turnover rate is <20% total and <15% voluntary and the Stability Index (Employees with 1 year+ service) is between 75% and 85%.
3. Support Services Feedback on effectiveness shows strong support for academies – evidenced through stakeholder feedback and services reporting.



PUBLIC BENEFIT & CIVIC DUTY

2024-2025

1. EMAT works effectively across the system to enhance education for the wider good. This will be a narrative report.

2025-2026

1. EMAT works effectively across the system to enhance education for the wider good. This will be a narrative report.

2026-2027

1. EMAT works effectively across the system to enhance education for the wider good. This will be a narrative report.



GROWTH

2024-2025

1. At least one further primary academy to join EMAT.
2. All academies remain viable under pupil number pressures.

2025-2026

1. At least 2 primary academies to join EMAT.

2026-2027

1. At least one primary and one secondary to join EMAT.

MILESTONES



HIGH QUALITY, INCLUSIVE EDUCATION

2024-2025

1. SEND strategy is reviewed and refined considering funding changes and challenges.
2. Launch of EMAT 5 by 3 - improvement of 5% per year for 3 years in all baseline measures, placing the Trust above national in all measures.

2025-2026

1. SEND administration is established in-house and potentially centrally as part of the Trust offer.
2. Area SEND experts are in place across the Trust to develop expertise and provision for all academies.
3. EMAT 5 by 3 programme embedded, leading to a 10% improvement on 2024 baselines.

2026-2027

1. SEND best practice expertise is recognised widely through published articles and expert recognition, including LA and Ofsted.
2. Outcomes for all, including SEND students, are above national.
3. Impact of 5 by 3 is evaluated and risk assessed by academy to inform support.



EXPERT ETHICAL LEADERSHIP

2024-2025

1. Training for all leaders on difficult conversations and managing conflict.
2. Values awards implemented across EMAT and used to recognise both talent and ethical leadership.

2025-2026

1. Leaders held to account for any complaints, and learning points identified in 24/25.
2. Learning point action plan completed and reviewed by the Audit Committee where required.

2026-2027

1. Leaders held to account for any complaints, and learning points identified in 24/25.
2. Learning point action plan completed and reviewed by the Audit Committee where required.



STRATEGIC GOVERNANCE

2024-2025

1. Trust-wide assurance framework is re-designed and implemented.
2. Stakeholder engagement strategy developed Trust-wide to cover children, parents/carers, staff, and governance.
3. Risk framework and risk training completed by the Board and leaders. Risks are identified, agreed, and mitigated against.
4. Internal audit programme agreed, and outcomes are at least 2 - significant assurance. Reporting is undertaken in a timely manner.

2025-2026

1. Local ACs provide a Board report on parent/carers engagement surveys and pupil voice surveys, indicating high satisfaction with academies.
2. Board engagement with AC/governors is strengthened through link meetings and AC attendance.
3. Risk framework and register are reviewed, and new risks are identified and mitigated against.
4. Stakeholder engagement strategy is fully implemented.

2026-2027

1. Annual reporting format from local AC to the Board is established.
2. Local ACs provide the Board with a summary report on the work and impact of the AC throughout the year.



SCHOOL IMPROVEMENT AT SCALE

2024-2025

1. Primary School improvement strategy reviewed and refined in light of all academies now being good+ with a focus on stronger outcomes, strong attendance, and building on Good+ in the new framework, leading to all inspections identifying outstanding practice in Leadership & Management and Personal Development.
2. Secondary School Improvement strategy reviewed and refined. Trust challenge and support implemented robustly, leading to rapidly improving outcomes.
3. SI strategies ready for growth of the Trust.

2025-2026

1. Internal and external collaboratives are established to both offer and receive mutually beneficial support.
2. Trust works with a number of external partners to enhance the internal offer, leading to an improvement in standards at all stages.
3. School-to-school support programme established within and external to the Trust through both the SI offer and a codified associate membership programme.
4. Data lead in place for Trust to ensure both accurate data and standardised reporting.

2026-2027

1. Trust adds capacity to the wider system with brokered improvement support.



FINANCE & OPERATIONS

2024-2025

1. Internal and External audit tender completed and ratified by Members.
2. Finance Strategy agreed and implemented to secure the future sustainability and growth of the Trust.

2025-2026

1. Completion of all C & D rated items on condition surveys completed.
2. School budgets to allow flexibility for IT and estates expenditure.
3. Finance system delivers further autonomy for academy Principals.

2026-2027

1. Estates expenditure starts to address significant environmental priority areas, leading to efficiency savings across the estate.
2. All possible contracts at academy levels are centralised.



WORKFORCE RESILIENCE & WELLBEING

2024-2025

1. Value proposition of EMAT codified and understood by employees.
2. EMAT Operating Model and Academy Structures are completed and agreed.
3. HR function re-modelled and new systems are online, delivering high-quality service.

2025-2026

1. Talent Management Framework is in place and understood by everyone.
2. Internal mediation and resolution service model in place.
3. Revised and realigned Terms and Conditions (i.e. 'contracts of employment') across EMAT

2026-2027

1. Strategic workforce planning embedded and agreed. TOM's/ Structures are achieved.



PUBLIC BENEFIT & CIVIC DUTY

2024-2025

1. Executive embed their work with local, regional, and national influencing groups (Forum Strategy, etc.).
2. EMAT supports the development of the Norfolk Learning Collaborative offer, and trust colleagues offer and receive support from the wider system.
3. Sustainability strategy implemented.

2025-2026

1. EMAT has members on influential groups such as Schools Forum locally and any new Headteacher Advisory Boards (Regional).
2. NLC grows and is recognised as a key school improvement tool across the area, evidenced through the number of schools accessing it
3. Leaders complete delivery of phase 1 and start to implement phase 2 of the EMAT sustainability strategy.

2026-2027

1. Impact for NLC forms an evidence base for wider system improvement. EMAT leads on the project across the county and beyond boundaries.



GROWTH

2024-2025

1. Finance system implemented that centralises and makes finance management more efficient for academies.
2. SI strategy codified and implemented across primary and secondary.
3. Expert Practitioner offer refined and codified, with UPR teachers taking lead roles. This forms part of the Trust's internal and external offer.

2025-2026

1. Online training system implemented and embedded Trust-wide.
2. HR MIS implemented that centralises HR functions and allows for greater efficiency through self-service and one version of personnel data.

2026-2027

1. Proof of impact of Expert Practitioner offer is clear in case studies, outcomes, and development opportunities for staff.



EMAT
EASTERN MULTI-ACADEMY TRUST



Queen Mary Road - King's Lynn - PE30 4QG

01553 779685

eastern-mat.co.uk



JULIAN
TEACHING SCHOOL HUB