



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

Working together for a Bright Future



Welcome to Bright Futures Educational Trust

Bright Futures Educational Trust is an organisation committed to our 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 practice, to support and challenge one another, recognising that we are always learning.

In deciding to join this organisation we want people to think carefully about the benefits and opportunities it will bring, not just in general terms but in specifics too. How will being part of Bright Futures add value to your work and how will you contribute to the success of the whole Trust?



You will be joining 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.

This is an exciting place to work. The diversity of our schools is a huge asset that brings expertise across many different aspects of teaching and learning. Together we make a strong, vibrant and exciting team. We look forward to working with you to explore how Bright Futures can be part of your future.

Dr John Wm Stephens CBE
CEO of Bright Futures Educational Trust

Yakub Patel
Chair of the Board of Trustees

Excellent progress and achievement 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 works through a strong network throughout BFET schools as well as through our highly acclaimed Teaching School - The Alliance for Learning. 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 BFET a really exciting place to work. Our Director of Education and our Director of the Teaching School and Partnerships 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 from others.



Strong governance and accountability

Robust governance lies at the heart of Bright Futures, providing the necessary strategic vision 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 and health. The Trustees meet six times a year and provide invaluable support 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. Local governing bodies each have a chair appointed by the Trust as well as members that represent parents/carers, staff and the wider community.

The Trust's delegation framework describes the way in which different levels of governance work together.

Investing in professional learning

At BFET we know that investment in the learning of our staff is central to 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.

Our Trust's Teaching School, 'Alliance for Learning' is a vibrant, innovative TSA at the heart of BFET and provides a range of CPD opportunities for all staff at all stages of their careers. Our School Centred Initial Teaching Training (SCITT) is also an integral part of the Teaching School. We are proactive about the supply and recruitment of teachers both for BFET and for our



partner schools. We have a wonderfully supportive NQT programme designed to build confidence and strengthen teaching practice. We also have programmes for more experienced teachers who want to fine tune and hone their pedagogy.

We also offer programmes that are equally suitable for associate staff such as coaching, appraisal training and our HR workshops. In terms of leadership development we have strong partnerships with Ambition School Leadership and are a recognised provider of all the deliver all the nationally accredited programmes such eg NPQML, NPQSL. Our Maths Hub NW1 also provides innovative and highly regarded maths-specific CPD.

Central Services

All of our central services support our Aims in the Strategy:

- Excellent progress and achievement for pupils
- Ensure financial viability
- An environment where our people feel valued
- The Trust's direction is clear and well defined

Finance

The Trust's 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 over £1 million extra investment in our schools' infrastructure, facilities, playgrounds, technology and teaching materials during 2017/18.

Human Resources

Our Human Resources team is led by a Member of the Chartered Institute of Personnel and Development (MCIPD) who has worked in the private and public sectors. The team also includes two qualified HR advisors based in schools and a virtual team of support staff who provide HR administration services using standard processes and systems.

Our Human Resources team lead on the relationship with the Trade Unions that represent our staff. We have a recognition agreement with these unions and use our Joint Consultation and Negotiation Body (JCNB) to consult on key HR policies which then apply consistently across all of our schools. We also have consistent contracts of employment and a set of terms and conditions of employment, which are formed

around either the School Teachers' Pay and Conditions Document (STPC&D) or the NJC (Green book) terms for our Associate (non-teaching) staff.

Specialist HR advice is always available to leaders in schools to support them in planning, and managing change projects, or in handling individual cases, including staff absences and safeguarding matters.

We also offer bespoke HR training to school leadership teams (in conjunction with our Teaching School). The sessions have been very well received and have impacted positively on staff welfare and reducing absence.

IT and 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.

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

Targeted and Specialist Support Team

At Bright Futures we place a 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 a 'Targeted and Specialist Support Team' (TaSS).

The team of two full time Educational Psychologists is led and managed through Melland High School and deployed across all our academies. Our Educational Psychologists are recognised as leaders and innovators within their field. As well as providing expert and highly specialised advice and training for staff, students, parents and carers they also teach and mentor new Educational Psychologists 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 TaSS team has built up a strong reputation for their innovative and impactful work and they are held in high regard.



If you would like to discuss how Bright Futures Educational Trust can help your school then please do contact us:

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You can hear all about the great work our schools do by following us on twitter [@BrightFuturesET](#)