Riviera Education Trust

MAT Development Plan

2025 – 2028

Year 2 update · 2026–27 academic year



Inspiring the individuals of today, for a better society tomorrow

RIVIERA EDUCATION TRUST

Plan at a glance

This plan sets out how Riviera Education Trust will deliver its vision over 2025–2028 through three pillars: Aspire, Belong and Collaborate. Each pillar is broken into strands with the key achievements we will reach by the end of Year 3, who leads them, and how impact will be judged.

This edition has been updated for Year 2 of the plan cycle (2026–27), with a new implementation timeline and Gantt chart in section 5.

1 ASPIRE

Every child achieves excellence through an ambitious curriculum, inclusive teaching, and the highest professional standards.

- **Inclusion**
- **Curriculum**
- **Standards**
- **Finance**

2 BELONG

Every pupil, parent, and staff member feels valued, connected, and proud to be part of the Riviera community.

- **People**
- **Communications**

3 COLLABORATE

We learn and grow together — within and beyond the Trust — to deliver excellence for all.

- **Estates & Innovation**
- **Collaboration & Networks**





1 ASPIRE

Every child achieves excellence through an ambitious curriculum, inclusive teaching, and the highest professional standards.

Inclusion

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
Inc3.1	Professional Growth for Inclusion	Trust-wide CPD framework; induction includes SEND modules; 100% staff trained	Trust Inclusion Lead / SENDCos / HR	Greater staff confidence; improved teaching quality; measurable SEND progress
Inc3.2	Ambitious Curriculum for All	Each school hosts SEND provision with interventions; annual SEND review	SEND Team	Improved SEND outcomes; reduced external placements; narrowed progress gaps
Inc3.3	Pupil Voice and Care	Pupil voice framework; feedback informs School Improvement Plans	Heads / Pastoral Leads	Pupils articulate impact; positive wellbeing survey trends
Inc3.4	Attendance and Belonging	Attendance <5% persistent absence Trust-wide; consistent attendance policy	DSL / Attendance Leads	Improved attendance; engagement from vulnerable groups

Curriculum

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
C3.1	United Curriculum Alignment	Curriculum models aligned; Science and United Curriculum implemented	CEO / Heads / Subject Leads	Clear progression maps; shared assessment model; improved outcomes
C3.2	Classroom Excellence	Classroom Excellence Programme implemented; peer coaching embedded	CEO / Heads	Consistent high-quality teaching; narrowed performance gaps
C3.3	Subject Leadership	Subject leader networks termly; cross-Trust moderation	Subject Leads / Heads / CEO	Greater depth in curriculum; improved internal leadership
C3.4	Diversity and Community	Diversity definition agreed; curriculum audit completed	CEO	Curriculum reflects local/national diversity; enhanced cultural capital

Standards

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
S3.1	Early Reading	≥95% pass Y1 phonics; early reading strategy embedded	Reading Leads / Phonics Leads	Strong reading foundations; sustained KS2 outcomes
S3.2	EYFS Excellence	EYFS curriculum recognised regionally	EYFS Leads	Outstanding EYFS outcomes; external commendations
S3.3	Attainment	KS2 outcomes in top 20% nationally	Assessment Leads / Heads	Progress scores above national; external benchmarking supports excellence
S3.4	Moderation Leadership	Trust staff lead regional moderation	Heads	Regional recognition; raised professional credibility

Finance

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
F3.1	Budget Monitoring & Forecasting	Budget software fully embedded; accurate reports generated	CFO (LV)	Improved decision-making; robust forecasting; stronger financial resilience
F3.2	Income Growth & Grants	SBN grant delivered; nursery demand increased; successful grants	CFO / CEO / Heads	Increased revenue; reduced core funding dependency
F3.3	Procurement & Value for Money	Contracts register live; savings achieved	CFO / Finance Officers	Reduced expenditure; improved compliance and transparency
F3.4	Staffing Formula & Resource Use	ICFP modelling; staffing benchmarks applied	CFO / CEO	Sustainable workforce model; financial stability maintained

2 BELONG

Every pupil, parent, and staff member feels valued, connected, and proud to be part of the Riviera community.

People

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
P3.1	Employer of Choice	HR policies updated; briefings complete; legal compliance	HR / Exec Team	Reduced risk; enhanced reputation as compliant, caring employer
P3.2	Retention	Termly survey analysis; targeted retention strategies	HR / Heads	Retention >90%; improved engagement metrics
P3.3	Attendance & Wellbeing	Wellbeing programme implemented; absence <5%	HR / Line Managers	Higher productivity; reduced cover costs

Communications

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
C3.1	Visibility & Promotion	Instagram, LinkedIn, and school campaigns active	Comms / HR	Higher engagement; increased admissions interest
C3.2	Website & Identity	New CMS live; content migrated; new photography & video; stakeholder feedback gathered	CEO / Comms	Improved stakeholder satisfaction; navigation & clarity enhanced
C3.3	Brand Consistency	Style guide implemented across all schools	Comms	Cohesive identity; strengthened Trust reputation

3 COLLABORATE

We learn and grow together — within and beyond the Trust — to deliver excellence for all.

Estates & Innovation

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
E3.1	Sustainability Strategy	Each school has climate action plan & pupil eco-group; termly reviews	Heads / CEO	Reduced carbon footprint; pupil engagement in sustainability
E3.2	AI Strategy	AI policy implemented; approved resources; curriculum updated	CEO / IT Leads	Increased efficiency; enhanced digital literacy in curriculum
E3.3	IT Infrastructure	IT audit complete; purchasing strategy updated; contracts optimised	CFO / Tech Team	Cost savings; improved reliability; DfE standard compliance

Collaboration & Networks

Ref	Priority	Key achievements (by Year 3)	Lead	Impact / evaluation
—	Partnerships & Learning Sets	Engaged with Regions' Group Learning Set & Somerset seed work	CEO	Shared best practice; external validation of impact
—	Riviera Training School Relaunch	Training school re-established as CPD & income hub	CEO	Cross-Trust professional development; self-sustaining model
—	National Network Building	CEO networked with national MATs & policy forums	CEO	Enhanced influence; access to sector innovation

4 Governance and evaluation

MONITORING
Termly KPI dashboard to Trustees and LGBs.

BENCHMARKS
Local (Torbay/Somerset), national DfE, family of schools.

REVIEW CYCLE
Annual self-evaluation against Aspire / Belong / Collaborate pillars.

REPORTING
Annual "State of the Trust" report; stakeholder briefings.

5 Year 2 implementation timeline (2026–2027)

Year 2 of the 2025–2028 plan cycle: the key priorities and actions for each quarter of the 2026–27 academic year, building on Year 1 and working towards the Year 3 key achievements.

Quarter	Aspire – Inclusion & Curriculum	Aspire – Standards & Finance	Belong – People & Comms	Collaborate – Estates & Networks
Q1 Sep–Nov **Embed & Extend**	SEND CPD for all staff and in induction; pupil voice framework launched; progression maps finalised	Analyse 2026 phonics & KS2 outcomes; set 2026–27 targets; termly budget reports; contracts register	HR policy updates & Employment Rights briefings; termly staff survey; admissions campaign	School climate action plans; AI policy adopted; Riviera Training School relaunched
Q2 Dec–Feb **Consolidate & Scale**	SEND provision reviews; Classroom Excellence rolled out Trust-wide; diversity definition agreed	Cross-Trust moderation; SBN grant & nursery income growth; ICFP modelling & staffing benchmarks	Retention strategies from survey findings; wellbeing review; new website content, photos & video	IT purchasing strategy updated; regional learning set & Somerset SEED work; national networks
Q3 Mar–May **Implementation & Monitoring**	Peer coaching embedded; subject leader networks; diversity curriculum changes; pupil voice informs SIPs	EYFS regional showcase; Trust staff lead regional moderation; 2027–28 budget setting begins	Retention strategies in place; style guide compliance check; website stakeholder feedback	AI in the curriculum; eco-group reviews; Training School CPD & income reviewed
Q4 Jun–Jul **Evaluation & Planning for Year 3**	Annual SEND review; evaluate CPD, Classroom Excellence & pupil voice; adjust plans for 2027–28	Review phonics & KS2 results; assess Year 2 financial outcomes; approve 2027–28 budget	Review retention (>90%) and absence (<5%) against targets; third staff survey	Evaluate sustainability & IT savings; set Year 3 priorities for Training School & partnerships

Year 2 Gantt chart: key priorities and actions across the 2026–27 academic year

Inclusion · Curriculum · Standards · Finance & Estates · People · Communication · Collaboration · Review



Bars show planned activity windows. Paler columns mark school holidays