

# MOSAIC STRATEGIC PRIORITIES

## 2025-28



**MOSAIC**  
LEARNING TRUST  
Raising Aspirations,  
Empowering Futures

## **Mosaic Strategic Priorities 2025–2028**

### ***“Raising Aspirations, Empowering Futures”***

#### **Welcome**

Mosaic Learning Trust is a dynamic partnership of schools, serving the communities within the North West.

The Trust is committed to delivering exceptional learning experiences, that will enable all young people to thrive to be successful learners, confident individuals, and responsible citizens.

Our schools retain their unique identities, autonomy and share a commitment to be an active partner. Through working in collaboration, we share curriculum expertise and evidence informed teaching practices. Our Trust benefits from a high skilled and effective central services team to improve efficiency and educational outcomes.

We nurture each young person to enable them to be confident citizens who thrive in a global society.

We empower, trust, and invest in our leaders and colleagues.

We are committed to providing exceptional learning through our ambitious, inspiring teaching.

#### **CEO message**

I am delighted to welcome you to the Mosaic Learning Trust and to introduce you to our inspiring community of schools.

We believe that every child deserves an excellent education to prepare them for life in modern Britain and to live in an ever-changing global society. I’m proud to lead a trust, where our leaders are committed to ensuring every child can flourish in our schools and we are committed to helping improving the educational outcomes across the regions our Trust serves.

We are a family of schools that strives to ensure that children who attend our schools leave as successful and ambitious learners with the qualifications, resilience and the employability skills to lead happy, successful lives and to make a positive impact within their communities.

#### **Neil Moore**

**CEO**

***“Providing the best school experience for our children”***



## Raising Aspirations, Empowering Learning



‘Providing the best school experience for our children’



Inspiring Learning



Driven by Ambition



Empowering People

### Mosaic Big Moves

At Mosaic Learning Trust, we are committed to improving life chances for all by building a family of high-performing, inclusive schools. Our strategy from 2025–2028 is driven by four "big moves" that guide our actions and ambitions. These are:

1. High Performing Schools
2. Developing Talent
3. Civic Impact
4. Lifelong Learning

*“Providing the best school experience for our children”*



Each big move is underpinned by a core strategic driver and key deliverables to be achieved by 2028. The plan is aligned to the evolving educational landscape, including the new Ofsted framework launching in September 2026, Curriculum review (due for publication Autumn 2026) and it ensures that every child and colleague in our Trust community thrives.

## 1. High Performing Schools

### Strategic Driver:

**To develop high performing schools to enable all children to achieve their full potential.**

### Vision:

Our ambition is for all our trust schools to provide excellent education that inspires and motivates all our pupils to be the best they can be and to achieve ambitious outcomes. Our priority is for all our schools to be highly rated by Ofsted, and continue to enrich and improve their offer to pupils. The detail of how this will be achieved will look different for each of our schools recognising their unique strengths and areas for improvement.

Mosaic Learning Trust recognises that our teaching staff and their leaders are critical to our success. We will support our staff to be the best they can be by valuing the work they do, by ensuring they have the highest possible standards of leadership, training and support. We expect our staff to provide a rich and motivating experience for our pupils through at least good and increasingly outstanding teaching to our pupils. Our Trust expects all of our schools to work together in partnership. We believe that sharing our strengths and challenges across our schools will ensure that they can all be successful and provide for the best possible outcomes for our pupils.

### We will achieve this vision through:

- Outstanding leadership focused on creating a culture of success, supported through robust leadership development and strong local governance.
- Rigorous quality assurance and school improvement planning.
- Teaching that provides expert knowledge, skills and understanding, achieved through access to high quality CPD, sharing of best practice across our schools and our Trust communities of school improvement.

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- A rich and motivating curriculum that engages our pupils and supports their success.
- Collaborative development of high-quality support services, whether that is for SEND, Early Intervention, or technology to support learning.
- Quality school to school support and access to external support.
- Effective recruitment, retention and induction

### **Deliverables by 2028:**

- All schools judged at least ‘Secure’ for all areas under the new framework, with and ambition for all school schools to achieve ‘Strong’ gradings under the 2026 framework.
- Trust-wide Quality Assurance Framework embedded and fully aligned to 2026 Ofsted expectations.
- Curriculum audit and re-alignment completed across all schools.

## **2. Developing Talent**

### **Strategic Driver:**

#### **Developing our Leadership and Governance throughout the Trust.**

#### **Vision:**

We believe that successful schools are best supported by a strong central team and strong governance who will provide support and challenge to the Headteachers. This will allow Headteachers to focus on effective school improvement.

Any future growth will be carefully managed to ensure that educational, governance and financial probity is sustained. Our primary concern in any decision about expansion is to ensure the Trust continues to deliver its vision of excellent education for all its pupils.

#### **We will achieve this vision by:**

- Building a strong infrastructure including reviewing the roles and responsibilities of central team staff.
- Effective succession planning for Senior Staff, Trustees and Governors.
- Having in place a systematic programme of school-to-school support to meet the leadership needs of the individual schools.
- Recruiting and retaining high quality staff
- Maintaining and improving the quality of the learning environments and address any high priority needs in the Asset Management plans.
- Ensuring the Trust has the leadership and management capacity to deliver sustained improvement and potential growth.
- Careful consideration of future growth, either through the joining of existing schools, expansion, or the development of new schools in response to local need.
- Regular consultation and review of the Scheme of Delegation to ensure it is fit for purpose.
- Having a robust framework for evaluating the effectiveness of our Governance arrangements at all levels.

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- Having clear expectations about the commitment, skills, competencies and conduct we expect from our Members, Trustees and Governors supported by robust recruitment and continuing governance development.
- Ensuring that our Governance processes are transparent and open to challenge.
- Maintaining and developing financial procedures and compliance across the Trust.

#### **Deliverables by 2028:**

- Members, Trustees and Governors have completed a Skills and Competency Audit, and each body can demonstrate that they have the relevant skills and experience to discharge their duties.
- Succession planning ensures high quality provision through the Trust. There is always one member of Trust staff who can cover with absence in the executive team.
- Schools only admitted into the Trust after comprehensive due diligence.
- To apply and be successful, in submitting Condition Improvement bids for capital works in line with the Trust Asset Management plans..
- No Financial notices to improve issued.
- The Trust remains compliant in its responsibilities outlined in the Academies Handbook
- Surplus of general reserves maintained between 4%-10% of total GAG income
- Staff wellbeing surveys demonstrate staff believe leadership in the school or Trust is effective.

### **3. Civic Impact**

#### **Strategic Driver:**

**Providing our children with opportunities to have a positive impact on the communities we serve.**

#### **Vision:**

We believe that providing our children with high quality character and careers opportunities is fundamental is preparing them for life beyond the classroom. One of the strengths of Mosaic Learning Trust is our commitment to contributing to the wider educational development and working with external partners. As well as our schools collaborating within the Trust and making a full contribution to local partnerships, we have developed Trust to Trust working partnerships that have improved our work in areas such as moderation, assessment and CPD practices.

Mosaic Learning Trust understands the importance of collaboration and as such we are open to developing wider system leadership. We will continue to explore partnerships in whatever form work for the pupils within our schools and for the benefit of those inside and outside of our trust.

#### **We will achieve this vision by:**

- Our children have access to, and engage with, high quality careers pathways which achieve the requirements of the Gatsby Benchmark.
- Our Children have a wide range of planned, high quality experiences beyond the classroom.

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- Offering a broad and enriched curriculum which takes advantage of partnership and collaboration to provide children with memorable experiences which inspire their learning.
- Effective interventions and support for vulnerable pupils, and their parents utilising the best practice across all trust schools and wider partnerships.
- Opportunities for pupils to succeed in sports, arts, citizenship, and other activities as well as their academic achievements
- Encouraging collaboration on mutually beneficial educational projects on a local, regional and national level.
- Supporting other schools through our deployment of system leaders offering school to school support on a formal and informal basis.
- Making a difference in our local communities and our schools are committed to working with families and other stakeholders for the benefit our children.
- Increasing the number of schools in our Trust through our growth strategy, which complement and enhance our provision.

#### **Deliverables by 2028:**

- The Trust is an active and contributing partner in local, regional and national networks.
- To increase the number of schools in our Trust by 2028, through securing impactful partnerships at local, regional and national level.
- Parents / carers would recommend their child's schools to other parents
- Pupils across all Trust schools feel they are challenged academically, have access to high quality careers guidance and a wide range of opportunities beyond the classroom.
- NEET figures are below 5% for secondary schools.

## **4. Lifelong Learning**

### **Strategic Driver:**

**To embrace the use of new technologies for future learning and employability.**

### **Vision:**

We believe we have a collective responsibility to prepare our children to live in an ever-changing world and to ensure they are digitally enabled for future employment. Our Trust will seek to harness the power of AI in creating personalised, innovative, and efficient educational experiences that enhance teaching, streamline operations, and empower every child to reach their full potential. Through, personalised education, adaptive learning and assessment, improved efficiencies across the organization and identification of AI enablers, the Trust will maximize the use of the latest technologies.

### **We will achieve this vision by:**

- Identifying gaps in learning and supporting with the provision of activities to address this to enable teacher to harness technology to develop bespoke, personalised learning.
- Training senior leaders to be our AI enablers across the Trust.

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- Our aim is to ensure that the organisation is as efficient as it can be, ensuring value for money and supporting improved outcomes. This will be done by reducing manual workloads, improving accuracy, and enabling resource allocation, ensuring we operate more efficiently across all departments, specifically HR processes, facilities management, admissions processes and data analytic.
- Delivering a forward-thinking curriculum, that prepares children for a changing employment landscape and employability skills.
- Delivering high quality CPD for staff across the Trust to develop knowledge, skills and efficient and effective use of AI.

#### **Deliverables by 2028:**

- Development and use of AI tools to analyse pupils' work, giving precise feedback, helping teachers understand each child's needs better and to support teachers in the use of appropriate resources in the classroom.
- Automating routine tasks with AI enables teachers to focus more on personalised instruction and pupil interaction, using data-driven insights to more effectively guide pupil progress.
- Ensure that safeguarding and data protection underpins our use of AI across the Trust.
- Development of AI which tailors learning content and pace to suit each pupil's abilities, ensuring the right balance of support and challenge.
- Ensuring the curriculum is accessible for all children and develops employability skills.
- Development of the use of AI tools to streamline and enhance the operational functions of the Trust and to ensure greater efficiencies.
- Implementing AI enablers across the Trust, who can lead on development opportunities for using AI, driving innovation and improvements.