

# Ivy Education Trust Game Plan

## 2025-2028



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# Why the Ivy Education Trust?

The name of our Trust is inspired by the story of Dr Ivy Williams. Born in Teignbridge (Newton Abbot), in 1877, she managed what we would wish for all the children and young people of Teignbridge and the surrounding areas that we serve in our schools...she fulfilled her childhood dreams and ambitions. Despite those ambitions at the time seeming highly unlikely – she dared to dream, she set her sights high, she proved her doubters wrong...

On 10 May 1922 Dr Ivy Williams became the first woman to be called to the Bar (formally recognised as a qualified Barrister of Law) of England and Wales. This was despite having passed many of her qualifications in Law as early as 1903. The law and regulations at the time prevented females from formally qualifying and practising law. Changes to these laws and regulations in 1919 and 1920 saw her make her breakthrough a few years later.

Ivy Williams' Call to the Bar had been the fulfilment of a childhood dream: both her father and her brother were lawyers; her father a solicitor and her brother a barrister. She gained

qualifications from both Oxford University and the University of London. Despite her momentous and history-making call to the Bar, she decided not to practice as a Barrister. Instead, returning to Oxford University as the first ever woman in the UK to be appointed to teach law to others.

The story of Dr Ivy Williams reminds us of the famous quote from Michaelangelo:

“

**The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark.**

”

The Ivy Education Trust supports and challenges all members of our learning community to dream big, aim high, and achieve more than they ever thought was possible.



# Journey of our Trust

## Stronger Together

### Formation of Estuaries MAT in December 2019:

Dawlish College and Starcross Primary School both academise and join NAAT which converts from a SAT to a MAT and changes its name to Estuaries MAT. Estuaries MAT has responsibility for Newton Abbot College, Dawlish College and Starcross Primary School

## Estuaries MAT

Starcross  
Primary School



Dawlish College



Newton  
Abbot College



### Formation of Ivy Education Trust June 2022:

Following the merger of Osprey Learning Trust and Estuaries MAT Ivy Education Trust is formed on 1st June 2022. Ivy Education Trust has responsibility for all 8 academies/schools. 5 primary and 3 secondary.

### Formation of Osprey Learning Trust June 2019:

Cockwood, Kenn, and Kenton all academise and join the Teignmouth Learning Trust which changes its name to Osprey Learning Trust. Osprey Learning Trust has responsibility for Teignmouth Community School (Exeter Road), Teignmouth Community School (Mill Lane), Kenton Primary School, Kenn C of E Primary School, and Cockwood Primary School

## Osprey Learning Trust

Cockwood  
Primary School



Kenn Church of  
England Primary  
School



Kenton  
Primary School



Teignmouth  
Primary School



Teignmouth  
Community School





# Our Schools



Cockwood Primary School



Kenn Church of England Primary School



Kenton Primary School



Starcross Primary School



Teignmouth Primary School



Dawlish College



Newton Abbot College



Teignmouth Community School



# Empowering Futures: for a Better Tomorrow

As a Trust, our values influence what we do, how we behave, and what we are collectively seeking to achieve.

## Courage

Be bold, take chances and seize opportunities

## Compassion

Be kind to self, be kind to others, take care of the world around us

## Collaboration

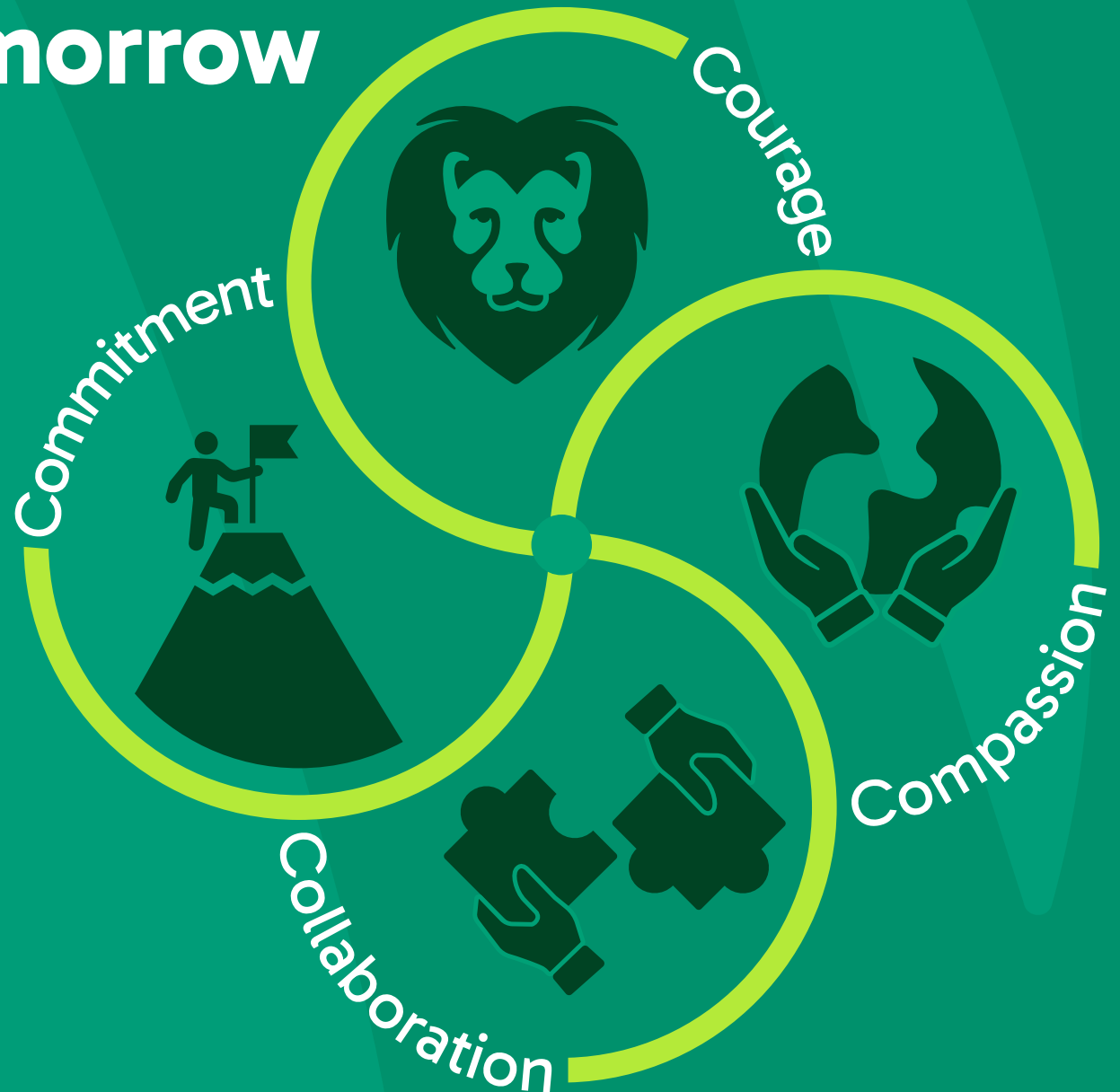
We are stronger together and support others

## Commitment

To work hard, to give it everything and to never give up...

...be you a pupil, teacher, member of support staff, leader, governor or Trustee.

## We are Team







# Our Game Plan

## - our strategic vision for the next three years.

This plan is shaped by us, for us – with one purpose:  
To empower every child, every school, and every colleague  
to thrive.

# Game Changers





# Game Changer 1: Empower Children to Flourish



At Ivy Education Trust, we believe every child deserves the opportunity to thrive academically, socially, and emotionally. Our first game-changer, "Empowering Children to Flourish", reflects our unwavering commitment to fostering schools and environments where each child feels valued, supported, challenged, and inspired to achieve their full potential. Every child is provided with the highest-quality education and enriching opportunities within high-performing schools.

The Ivy approach drives continuous school improvement, delivers high-quality, inclusive education, and enacts a strategically planned and ambitious personal development offer.



## Power Play 2

### High-Quality Inclusive Teaching

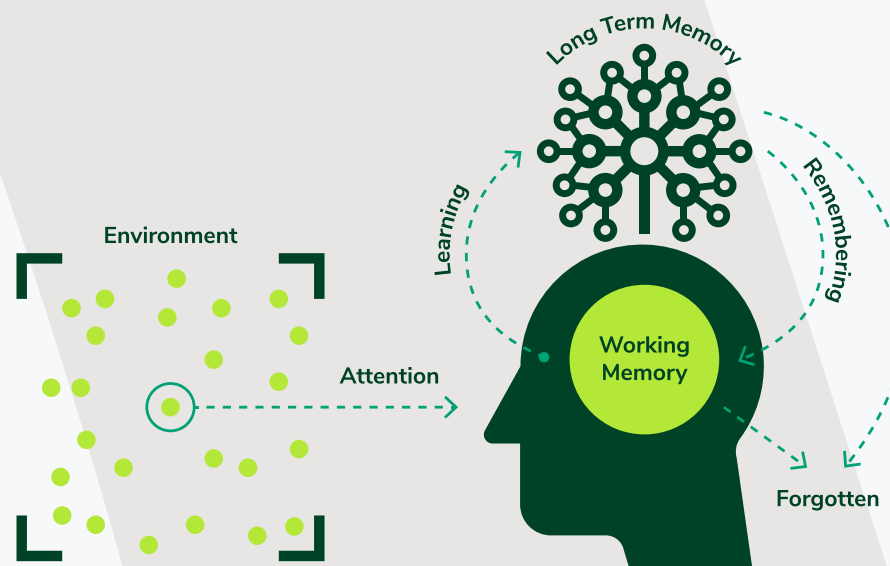
Potentially, the most significant factor in a child's progress is the quality of teaching they receive. High-quality, inclusive teaching is crucial in fostering an equitable learning environment for all, regardless of background, ability, or need.

Much of our thinking on how children learn and how we should teach is informed by Rosenshine's Principles, Tom Sherrington's WalkThrus, and Doug Lemov's Teach Like a Champion. Using these foundations, along with our own experience and expertise, we have developed the Ivy Education Trust model for teaching. Our schools base their pedagogy and lesson frameworks on this model.

Within this model, we expect teachers to teach adaptively. Adaptive teaching is essential in meeting the diverse needs of students, ensuring everyone can succeed.

Instructional coaching is the most effective approach to teacher development, providing personalised, ongoing, and practice-focused support. Unlike traditional one-off training sessions, instructional coaching offers specific, tailored feedback and guidance, directly relevant to classroom practice. Coaches work collaboratively with teachers to identify goals, model effective strategies, and reflect on outcomes, creating a continuous improvement cycle.

This hands-on, relationship-driven approach enhances teachers' skills and confidence, fosters a culture of professional growth, and ultimately leads to better outcomes for pupils.



## Power Play 3

### Personal Development and Experiences: The Ivy Child

Personal development curricula play a vital role in equipping students with skills and knowledge for life beyond school. Programmes such as PSHE (Personal, Social, Health and Economic Education), RSE (Relationships and Sex Education), and CEIAG (Careers Education, Information, Advice and Guidance) empower students to make informed decisions about their health, relationships, and careers.

These curricula foster resilience, empathy, and self-awareness by addressing topics like mental wellbeing, financial literacy, and workplace readiness, helping students build the confidence needed to navigate an ever-changing world. Ultimately, it lays the foundation for responsible, well-rounded, and prepared citizens.

Our Ivy Pledge is a commitment to providing every pupil with a core set of experiences that enrich their lives and broaden their horizons. By focusing on cultural capital, the pledge ensures students access meaningful activities that promote personal growth and development.

## What Will Success

### Look Like?

- High pupil achievement levels and reduced gaps for SEND and disadvantaged pupils.
- Consistently high attendance and positive behaviour, reflecting an inclusive and supportive school culture.
- Delivery of a robust and ambitious personal development curriculum.
- Increased access to enriching experiences through the Ivy Pledge, broadening pupils' cultural capital.
- Measurable progress across all schools, with positive Ofsted judgements and strong parental and community reputations.





# Game Changer 2: Grow Great People



At Ivy, nothing is achieved without our committed staff team. We foster an environment where all staff can thrive, grow, and reach their full potential by welcoming, supporting, and developing great people.

By investing in continuous learning, nurturing a culture of collaboration, and recognising individual strengths, we aim to cultivate a skilled, innovative, deeply engaged, and motivated workforce.



## Power Play 1

### Welcomed and Known at Ivy



All staff joining Ivy will engage in our Trust and School induction programmes. Our staff feel welcome in every space they share and in every interaction at work.

At Ivy, we listen to learn. We encourage self-awareness and recognition of strengths, empowering staff to leverage these strengths for greater success and fulfilment. Through our CPD offer, we support staff in identifying growth areas and seeking opportunities to enhance their skills.



## Power Play 2

### Supported and Included at Ivy

At Ivy, we believe in the power of continuous learning through daily, hands-on experiences. Our staff develop practical skills and knowledge by engaging directly with real-world tasks and challenges, enabling them to immediately apply what they learn to their roles.

A substantial part of learning at Ivy also comes from collaboration with colleagues, mentors, and peers. Through coaching, mentoring, teamwork, professional learning communities, and informal discussions, staff benefit from shared insights and collective expertise. We are committed to ensuring all team members have regular access to coaching and meaningful developmental conversations.

In addition to on-the-job and social learning, we provide structured learning opportunities through workshops, courses, seminars, and online training. These formal experiences lay the groundwork for essential knowledge and skills that are further reinforced through day-to-day practice and peer collaboration.

**Our Ivy Futures** personal development pathways are designed to bring all these learning methods together into a clear, supportive framework. These tailored pathways help staff navigate their professional growth by offering guided progression routes, resources, and development goals aligned with their aspirations and roles. Whether someone is early in their career or stepping into leadership, Ivy Futures empowers them to take ownership of their development journey with purpose and direction.



## Power Play 3

### Connected Through Ivy



We leverage technology to streamline collaboration, encourage knowledge sharing, and break down silos.

By creating physical and virtual spaces for idea exchange, we empower our teams to innovate and solve challenges. Regular team workshops, brainstorming sessions, and cross-team projects ensure diverse perspectives drive better decision-making.

## What Will Success

### Look Like?

- A happy, thriving workforce.
- High levels of staff engagement.
- Evidence of high-quality practice across all professions.
- All staff have access to a skills development programme focusing on critical thinking, problem-solving, resilience, flexibility, collaboration, and future digital skills.
- High levels of engagement with our coaching programme.
- Evidence of rigour, challenge, and agility in practice.



# Game Changer 3:

## Anchored at the Heart of the Community



We are committed to all Ivy schools being at the heart of the local community and placing the community at the heart of each school. Our schools play a vital role in shaping not only the academic success of our pupils but also their sense of belonging, citizenship, and connection to the wider world.

When pupils are actively engaged in their community, they grow beyond themselves and develop empathy, leadership, and a broader perspective of the world. This growth shapes them into compassionate, responsible, and confident individuals.

Ivy schools serve as anchor institutions. They are stable, long-standing organisations that contribute to the community's social, economic, and cultural wellbeing. Together, we can support families beyond education and create lasting partnerships with local charities, sports clubs, libraries, and cultural organisations, enriching pupils' experiences.

We value partnerships beyond the school gates because they create valuable opportunities for pupils and strengthen ties with the broader community.

We promote a strong sense of belonging to the Ivy family and the local school community. This shared identity empowers pupils to feel connected and develop greater self-confidence, which boosts their wellbeing and success. It strengthens relationships between pupils, staff, and families.

By placing our schools at the heart of the community, we aim to cultivate active, responsible citizens and help pupils become engaged members of their communities. We want Ivy schools to become more than just places of learning; we want them to become hubs of their communities.



## Power Play 1

### Ivy Schools as Anchor Institutions

We are committed to our schools being deeply rooted in their local area. We will build partnerships outside the school gates because we believe these create valuable opportunities for pupils and strengthen ties with the broader community. These opportunities are through work experience, or guest speakers.

Enhance resources and support by collaborating with local organisations, offering students access to mentorship, extracurricular activities, or specialist services.

## Power Play 2

### "We Are Ivy": Creating a Sense of Belonging

Community volunteering is vital in strengthening school communities, creating a sense of connection, empathy, and shared responsibility. When pupils, staff, and families volunteer, it enriches the school culture and benefits both the individuals involved and the wider community.

## Power Play 3

### Citizenship: Building a Better Tomorrow

We champion our pupils to have an environmental and social awareness, empowering them to drive positive change and build a brighter future.

We encourage civic participation through student councils, charity work, and involvement in local decision-making processes. Schools at the heart of the community cultivate active, responsible citizens who are prepared to contribute to society.



## What Will Success

### Look Like?

If schools are truly at the heart of their communities, success would manifest in several meaningful ways:

- Stronger Community Partnerships – Increased collaboration between schools, local organisations, and businesses to provide real-world learning experiences.
- Greater Community and Parental Involvement – Parents, alumni, and local leaders actively participate in school events and student development.
- Cultural and Civic Engagement – Schools celebrate diversity, promote civic responsibility, and equip students with life skills to contribute meaningfully to their communities.
- Schools as Community Hubs – Schools serve as gathering places for education, support, and connection.
- Expanded Learning Opportunities – Community spaces like libraries and school facilities are used for after-hours programmes, while local experts contribute to student learning through talks and lessons.

Ultimately, success would be measured by thriving students, empowered families, and stronger, more resilient communities, with schools at the heart of it all.



# Game Changer 4: Thrive Financially

To empower futures, Ivy must enhance financial performance and enable action, preventing ambition from being constrained by financial uncertainty.



## Power Play 1

### Effective Financial Planning

Effective financial planning will ensure sustainability and efficiency across our Trust. We will prioritise long-term horizon scanning to anticipate challenges and opportunities, aligning resources with our vision of empowering futures: for a better tomorrow. A rigorous annual budget cycle will ensure we maximise resources in the classroom, balanced against the need to

appropriately invest in supporting infrastructure and support services. In-year monitoring ensures financial control, enabling agile responses to emerging needs. Through robust governance, benchmarking, and collaborative planning, we maximise value for money while maintaining financial resilience and delivering high-quality education.

## Power Play 2

### Organisational Excellence

Organisational excellence is fundamental to our success, ensuring we operate efficiently, collaboratively, and relentlessly to deliver the best student outcomes. We will seek to balance strategic coherence and operational flexibility, to nurture and cherish the unique character of our schools, supported by a relentless focus on excellence and productivity. To achieve this, and where appropriate, we will drive the standardisation of systems and processes across our Trust, creating consistency and clarity in our work. By aligning practices and strengthening collaboration, we will empower timely decision-making at all levels, maximising resources, enhancing resilience, and continually raising standards across all our schools.



## Power Play 3

### Maximise Income Generation

We will strengthen our financial position by optimising the use of our academic and sporting facilities.

By developing sustainable income streams through partnerships, community engagement, and innovative commercial ventures, we will reinvest in our schools and create lasting benefits for students, staff, and the wider community.

## What Will Success

### Look Like?

- Budgets managed to deliver Game Changers.
- Healthy financial reserves maintained.
- Right team, right equipment, right task.
- Increased automation in operational tasks.
- Commercially smart, socially responsible practices.

# Performance Amplifiers

Maximising the impact of our four Game Changers is four performance amplifiers.



## 1 The Ivy Way

We use 'Set Plays' to drive opportunities, standardise workflows, and implement best-in-class solutions, ensuring consistency, efficiency, and excellence across our Trust. By adopting structured, repeatable approaches, we streamline operations, reduce duplication, and enable rapid scaling of successful practices. Set Plays empower staff with clear frameworks for decision-making while fostering innovation and adaptability. This strategic approach maximises impact, enhances collaboration, and ensures every school benefits from proven, high-performing solutions that drive continuous improvement and ultimately maximise the opportunities and outcomes for our students.

## 2 Digital Transformation

We will harness digital technology to empower staff and students, enhancing teaching, learning, and operational excellence across our Trust. We will ensure every classroom has the optimum digital infrastructure to maximise the learning experience and that teachers have a device and essential equipment, enabling them to focus on delivering high-quality teaching. Each school will benefit from a robust internet connection, ensuring seamless access to digital resources and cloud-based software. Additionally, every member of the central services team will have access to the digital equipment and resources required to drive productivity and efficiency across the Trust.



## 3 Communication

We will ensure that our communication, both internally and externally, is focused and consistent with the vision and mission of our Trust. We commit to listening to the feedback from staff, students and the community to help us understand what we do well and where there are opportunities to serve our community even better.

## 4 Learning Environment

Our built estate is key to inspiring learning, wellbeing, and achievement. We foster engagement, collaboration, and digital literacy by creating inclusive, flexible, and technology-enabled spaces. Safe, accessible, and well-maintained environments ensure all students thrive. A strategic, sustainable estate plan supports innovation, equity, and excellence, empowering every learner while ensuring long-term efficiency and adaptability across our Trust.







Empowering futures: for a better tomorrow

Follow us on LinkedIn @ivy-education-trust  
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