

END OF YEAR REPORT

2025-2026



Looking back at our achievements
and looking ahead to the future.

Supported by



A FEW WORDS FROM US...

We are delighted to introduce the 2025/26 End of Year report, which gives us the chance to reflect on another year of commitment, collaboration and progress across The Trust Network.

The Role of School Estates

School estate roles have never been more important. From ensuring schools are safe, compliant and sustainable, to supporting ambitious capital projects and responding to an evolving regulatory landscape, estates professionals make an invaluable contribution to the success of the education sector.

This report highlights the work undertaken throughout the year to support those dedicated individuals and to champion excellence in school estate management.

Managing Educational Environments

Our organisation exists because we believe that those responsible for managing educational environments deserve access to expert guidance, professional development and a strong network of peers.

By sharing knowledge, promoting best practice and providing opportunities to collaborate, we continue to strengthen our profession and help our members meet the challenges of an increasingly complex operating environment.

Support and Commitment

None of this would be possible without the commitment of our members, volunteers, committee colleagues, partners and sponsors. Their expertise, generosity and enthusiasm continue to shape our direction and ensure that we remain responsive to the needs of the sector.

As you read this report, we hope you will take pride in everything we have achieved together over the past year and feel confident about the opportunities that lie ahead.

Thank you



WHAT IS THE TRUST NETWORK?



A free, independent membership body for estates and facilities in academy schools.



A national hub for school estates professionals – connecting, supporting and representing members to maintain and develop safe, compliant and sustainable schools.



First established in 2014, now representing hundreds of trusts nationwide.



The only national school estates network officially signposted by the Department for Education

OUR MISSION AND VALUES



Strengthening the professional community of school estates leaders.



Supporting schools to ensure effective estates management compliance, safety and risk management.



Promoting sustainable, future-proof learning environments for young people.



Helping to shape policy by amplifying the voice of estates professionals.



WHAT HAVE WE DELIVERED?

CONFERENCES

- Our annual national and regional conferences, bringing together school estates professionals from across the country.
- School Estate Management Standards launched at the 2025 conference, with the 2026 programme including practical workshops linked to the standards.
- Valuable opportunities for networking, peer learning and engagement with DfE representatives and trust leaders.

WEBINARS

- A regular programme of webinars responding to current and emerging sector priorities.
- Expert guidance on issues including Martyn's Law, Benedict's Law, sustainability, compliance, funding, SEND and SEMS.
- Member support including continued professional development (CPD) through a range of practical advice and specialist speakers.

SECTOR ENGAGEMENT AND INFLUENCE

- The gathering and sharing of the views of school estates professionals at a national level.
- Regular dialogue and engagement with DfE officials, ensuring member feedback informed wider sector discussions.
- Bridged the gap between policy and practice by making national guidance, including SEMS, more accessible to members.

KNOWLEDGE SHARING

- Peer-to-peer support, networking and trust-to-trust collaboration opportunities.
- Practical resources – templates, examples, guidance blogs and signposting through the TTN resource directory.
- Case studies and member experience to promote effective and knowledgeable practice across the network.





Our growing
community of
members spans
England, connecting
school estates
professionals to
share knowledge,
tackle common
challenges and learn
from one another.

2025/26

CPD Hours Delivered: 1,831

Workshops: 18

Conference Delegates: 208

Webinars: 7

Strengthening school estates....through shared knowledge and support

LOOKING BACK

It has been a landmark year for school estates, with the publication of the Department for Education's Education Estates Strategy: A Decade of National Renewal, alongside the introduction of the School Estate Management Standards (SEMS).

A significant shift

Estates management is no longer simply about maintaining buildings; it is increasingly recognised as a strategic function that underpins educational outcomes, organisational resilience and long-term sustainability.

Throughout the year, TTN has supported members in understanding and responding to new standards, guidance and expectations.

From SEMS and the Academy Trust Handbook to new guidance on inclusive learning environments, we have helped members interpret national policy and apply it within their own organisations.

Supporting through change

Alongside these developments, trusts have continued to manage significant operational challenges. Building condition, RAAC, compliance requirements and ongoing funding pressures have all required careful planning and prioritisation.

At the same time, there has been a growing emphasis on how school estates can better support inclusion, with new DfE guidance encouraging trusts to make more effective use of existing buildings to create flexible learning environments and expand SEND provision.

These competing priorities have reinforced the importance of strong estates leadership and of sharing knowledge across the profession.

LOOKING FORWARD

The pace of change shows no sign of slowing and over the coming years, trusts will focus on embedding SEMS, preparing for self-assessment and benchmarking, adapting to changes in capital funding and responding to new legislation.

Supporting SEND and climate resilience

There will also be increasing opportunities to make better use of school estates, repurposing surplus accommodation to support SEND as well as intervention and inclusive education within mainstream settings.

In the coming 12 months climate resilience within estates will become an even greater priority alongside safety and compliance.

Recent extreme weather events have highlighted the need for schools that are not only safe and compliant but also resilient to rising temperatures, flooding and other climate-related risks.

The role of The Trust Network

As the only national school estates network officially signposted by the Department for Education, TTN is uniquely placed to support trusts through this period of change.

Our role is to provide trusted peer support, practical guidance, professional development and a collective voice for the sector. As expectations continue to evolve, collaboration has never been more important.

By bringing together expertise from across the profession, TTN will continue to help members navigate change with confidence, share good practice and shape the future of school estates management.





WHAT OUR MEMBERS SAY...



I'm new to my role, so I thought the conference would be a **good networking opportunity**, and it has been. It's really good to see all the different suppliers and the speakers – who have been brilliant!

I really like the workshops that I attended, and I enjoyed the plenary and questions at the end as it was really helpful to be able to ask questions. **There's been a real feeling of support for everybody within the sector.**

AFFINITY LEARNING PARTNERSHIP

It's been great to meet people with similar challenges and problems.

TTN has built a **wonderful community of like-minded people** sharing advice about the best approach to managing school estates, and we have enjoyed being part of it.

CHILDREN'S ENDEAVOUR TRUST



What a good way of meeting different people and understanding the ways in which people work and their priorities and challenges. It's been **really useful.**

STOUR VALE ACADEMY TRUST



OUR PLANS FOR THE FUTURE

As the education estates sector continues to evolve, TTN remains committed to strengthening school estates through sharing knowledge and providing support.

Working alongside our members, the DfE and sector partners, we will continue to champion effective estates management, provide opportunities for professional development, and ensure that practitioners' voices help shape the future of the sector.

In the academic year 2026–2027 we will:

- Continue to support the development and implementation of the School Estate Management Standards and Estate Management Competency Framework.
- Keep members at the heart of everything we do, creating opportunities for their experiences to help inform national discussions around policy and practice.
- Maintain free access to learning, networking and peer support.
- Expand our reach to engage more trusts and estates professionals across the sector.
- Provide timely insight and guidance on emerging challenges and opportunities.
- Share practical resources, data, case studies and examples of effective practice.
- Create opportunities for collaboration through conferences, webinars, forums and regional events.
- Continue working with the DfE and sector partners to improve outcomes for schools and trusts.

We will continue to build a stronger, more connected school estates community, helping to create safe, sustainable and inspiring learning environments for all.