INITIATIVE FOR
FLOURISHING

IF Transformation

Founding Trusts · Cohort 1 · 2027–2028

A 2-year journey for 20 Founding Trusts, putting flourishing at the centre of how you solve your most persistent challenges, together.

What is IF Transformation?

Organisational development journey in which your trust chooses one persistent challenge and works on it with flourishing as the driver, alongside a small group of trusts tackling the same problem in different places.

YOUR TRUST RECEIVES

10 days of expert input
From Andy Wolfe and an IF Associate matched to your focus area, working with your executive team, board, headteachers and staff.

A partner group of 3–4 trusts
Working collectively on the same challenge, so you learn from each other's contexts.

The IF Index
At the start, middle and end of the programme: qualitative and quantitative evaluation of your progress, benchmarked nationally and internationally, developed in partnership with the Harvard Flourishing Program.

Two Collective Voice Days
With all 20 Founding Trusts.

Optional leadership retreats
With the Chartered College of Teaching (17–18 June 2027) and the Harvard Flourishing Program (Harvard University, USA, 20–23 October 2027). IF Retreats are charged separately.

Who is it for?

Trusts that believe flourishing should be central to their work, or would like to find out what that could mean. You don't need a polished vision. You do need to commit to:

- Making flourishing the driver for one priority your trust has chosen to improve
- Developing leaders across your trust who can bring that vision to life
- Learning openly with your partner trusts, including about what isn't working
- Measuring progress through the IF Index
- Sharing your journey through IF reports and conferences, to strengthen the evidence on flourishing and trust effectiveness

What will we work on together?

Choose one focus area. You'll be grouped with 3–4 trusts that have chosen the same one.

- **People strategy and talent**
- **SEND and inclusion**
- **Reducing NEETs**
- **Curriculum development: technical, vocational and academic**
- **Attendance through Belonging**
- **Enrichment**
- **Leadership: vision into practice**
- **Organisational growth**
- **Financial stewardship: Doing more with less?**

WHAT THIS COULD LOOK LIKE

Three trusts want more young people moving into good jobs, and reduce NEET figures in their area. Together they examine why progression routes aren't meeting the needs of all pupils, what local employers are looking for, how curriculum could be designed differently and where work experience falls short. They re-design the route from school to college to employment, strengthen employer links, and use the IF Index to track whether the conditions for young people to flourish are changing, alongside their destinations data. Like every IF Transformation partnership, this work would be anchored in the new OECD Framework for Human Flourishing (2025).

Our Theory of Change

Five principles shape everything we do together. Four form a continuous cycle, with community at the heart of every one.



What will change?

By the end of the two years, we expect Founding Trusts to see:

Improved outcomes for pupils and staff
in the area you chose, evidenced through the IF Index and your own data

Stronger leadership
across your senior teams, and adults across the trust who are flourishing in their work

Your values into practice
not just on the wall, with evidence that supports your preparation for trust accountability

A national community of practice
of 20 trusts that share your ambition

A contribution to the wider system
through a growing evidence base on flourishing and trust effectiveness

How will the two years work?

Ten days of input from January 2027 to November 2028, with the IF Index measuring progress at the start, middle and end.

YEAR 1 · 2027

Tuesday 26 January 2027

Launch Day — Day 1

Induction, core principles, online resources, and collaborating with other trusts on your focus area

February 2027

IF Index baseline

Three-week survey window

March–October 2027

Transform Days — Days 2–5

In your trust, and with your partner trust group

Wednesday 17 November 2027

Collective Voice Day 1

All 20 Founding Trusts

YEAR 2 · 2028

Friday 21 January 2028

Year 1 review — Day 6

And Year 2 focus, in partner trust groups

February 2028

IF Index mid-point

Three-week survey window and evaluation

March–October 2028

Transform Days — Days 7–9

In your trust, and with your partner trust group

November 2028

IF Index end point

Three-week survey window

Monday 27 November 2028

Collective Voice Day 2 — Day 10

All Founding Trusts. Impact, review and next steps

All Founding Trusts together · Your trust and partner group · IF Index survey

Day Your 10 days of input

Who will we work with?



Andy Wolfe

Founder and CEO, IF

IF Transformation is led by Andy Wolfe, founder and CEO of IF. Andy was previously Executive Director of Education at the National Society, and is co-author with Lynn Swaner of *Flourishing Together*, an international speaker and a leading voice on flourishing in education.

You will be working directly with Andy throughout the programme: the Launch Day, Year 1 Review Day, all 7 Transform Days and both Collective Voice Days.

IF ASSOCIATES AND SECTOR PARTNERS

Each trust is also matched with an IF Associate: an experienced leader with deep expertise in your focus area, who works alongside you through the programme.

Our Associates and Sector Partners are leading thinkers and practitioners in their fields. They bring specialist expertise across our focus areas and a shared commitment to putting flourishing at the centre of how trusts improve.

Specialist expertise

Deep knowledge of your chosen focus area, from SEND and inclusion to curriculum, people strategy and financial stewardship.

Experience of leading change

Leaders who have driven improvement in schools, trusts and colleges, and know what it takes.

Challenge and support

An expert critical friend alongside your team through the two years, asking the questions that move you forward.

Connection to research and the system

Links to the latest evidence, national networks and the wider conversation on flourishing in education.

You decide who takes part from your trust: your executive team, headteachers and senior leaders, or your wider staff.

How do we get involved?

1 **Get in touch**

Email **info@if-leadership.org** to share your interest and arrange a time to meet

2 **Talk to Andy**

A conversation about your priority, your development plan and how IF can help.

3 **Confirm your place by Monday 30 November 2026**

4 **Launch Day**

Tuesday 26 January 2027, Birmingham, 10.30am to 4pm.

COST

£3,750/year per trust

(£7,500 over two years), a subsidised rate for our Founding Trusts. This covers 10 days of input, all resources, and three IF Index surveys.

We'll invoice for Year 1 in full once your place is confirmed. Optional retreats are charged separately.

Great leadership starts with IF.

info@if-leadership.org
if-leadership.org