

Education Alliance for Life Chances (EALC) - Three-Year Strategic Plan 2026–2029



1. Why we exist

EALC exists to ensure that every child in Bradford can grow up with genuine, equitable life chances. Over the next three years, we will strengthen the systems that shape children’s education, health, safety, and long-term wellbeing. As the backbone organisation for cross-sector collaboration, EALC will connect schools with health services, children’s social care, policing, and the voluntary and community sector. Our role is to create the conditions in which partners can work together with discipline, shared purpose, and evidence-led focus to deliver measurable improvements for children and young people.

EALC builds on a decade of partnership working through the Bradford Opportunity Area. As its successor programme, we exist to connect systems, challenge entrenched norms, and accelerate change where existing structures fall short. Our work is grounded in evidence and driven by impact. We believe that collaboration not fragmentation is the route to breaking cycles of disadvantage. Between 2026 and 2029, EALC will deepen its role as the “glue” between systems, enabling partners to design, test, and scale approaches that improve outcomes for children and young people. We will also work to reinforce any associated connected strategies of other key organisations.

2. Our Strategic Priorities over the next 3 years

Our 3 Strategic Priorities

SYSTEMS Collaboration Between Health and Education	PLACE Expand and Develop Act Locally	SCHOOLS Inclusion/ SEND Reform and Evidence-Led Practice
<ul style="list-style-type: none"> Expand and embed School Health Hubs to 3-5 locations as a shared health-education model improving access to care. Improve access to health and care services for pupils through School Health Hubs. 	<ul style="list-style-type: none"> Grow Act Locally partnerships to 3-5 areas of multiple disadvantage, focusing on hyper-local priorities identified by communities. Support neighbourhood-level collaboration between schools, health, VCS organisations, and local services. 	<ul style="list-style-type: none"> Lead system-wide improvement of early identification of SEND through rolling out the Electronic Development Support Passport to all Bradford schools. Lead a cross-system priority on Special Educational Needs Support, piloting

<ul style="list-style-type: none"> • Strengthen multi-agency training and workforce development across education and health. • Use evidence, data, and community insight to shape shared priorities and collective action across the systems of health, education and beyond. 	<ul style="list-style-type: none"> • Embed community voice in decision-making and ensure lived experience shapes local system responses. • Develop shared learning frameworks that connect neighbourhood insight with system-level strategy. 	<p>innovative, data-driven approaches to early identification linking with Born in Bradford's Centre for Applied Education Research.</p> <ul style="list-style-type: none"> • Support schools to adopt evidence-informed practice on SEN related priorities including attendance, wellbeing, early language, and other cross-cutting issues.
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

3. Our commitment to collective impact

EALC's operating model is built on the collective impact framework. We act as the backbone organisation that brings partners together around shared priorities, aligns activity across sectors, and ensures disciplined implementation. This means we sometimes lead work directly, but more often we coordinate, connect, and drive partners to achieve outcomes that no single organisation could deliver alone. **That's why our Partnership Board sits at the heart of our approach to creating change.** It brings together all the key stakeholders, institutions and actors interested in improving the life chances of Bradford's children and young people.

- The Partnership Board ensures we are **working to a common agenda** by convening cross-sector partners to agree shared priorities for improving life chances. It is part of our **continuous communication** by facilitating trusted relationships, transparent communication, and joint problem-solving.
- EALC staff provide **backbone support** by offering coordination, programme management, learning, and evaluation. They also ensure we are delivering **mutually reinforcing activities** across education, health, early years, policing, and the VCS.
- We all commit to using evidence, data, and community insight to track progress and guide decision-making. And our trusted research partners support collective impact by helping us to **share measurements** and understanding impact.

4. Organisational development of our charity

Alongside our three strategic priorities we know we need to build and strengthen our new charity to ensure we are fit to deliver. This means we will enhance our governance, look after and develop our people, lean into influencing, consolidate our funding, fundraising and reserves, and ensure our systems and processes provide stability for collaboration.