Strategic Plan
Academic Year 2025/26 - 2028/29

Policy author: Chief Executive Officer

Policy approved by: Trust Board – October 2025

Next review date: Autumn Term 2027

1.1   Mission Statement:

- Our motto: **'love, learn, laugh'**, underpins everything we do.
- Our vision is: **Championing unique potential.**
- Our mission: **Our Trust is committed to pursuing excellence in all that we do; providing the most effective education, therapy, support and provision for all.**
- We take into account pupils' and staff's varied life experiences and needs, providing equal opportunities for all pupils/staff, whatever their age, disability, race, religion or belief, gender / gender identity or socio-economic background, to ensure that every child/person really does matter.
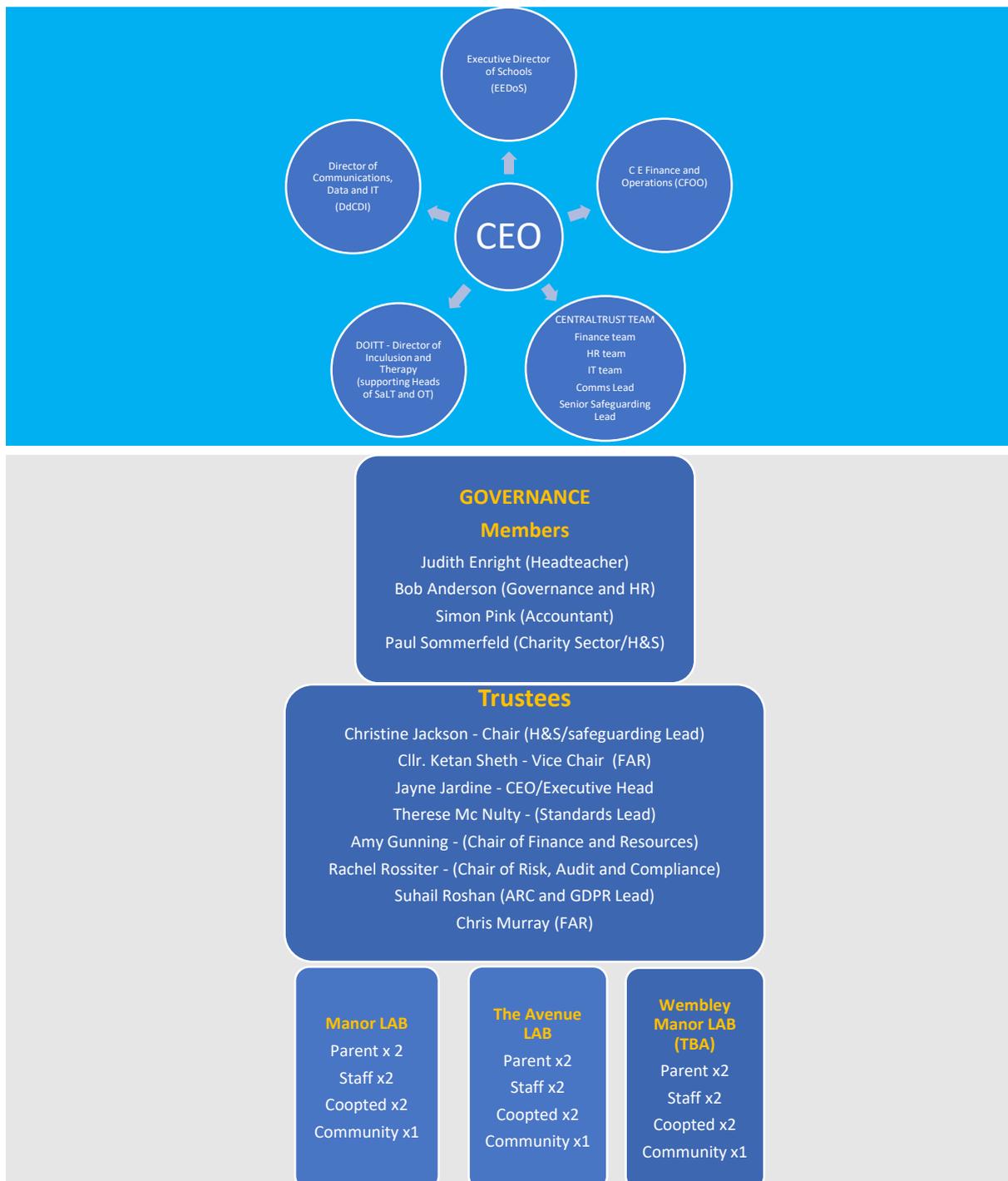
Commitment and Offer to RPT Schools:

- Highly **effective governance** with a clear scheme of delegation

- **Robust financial management**, compliance, scrutiny and audit policies and procedures to ensure financial regularity, effective use of resources and full compliance

- A knowledgeable, **highly qualified, well organised** school improvement, quality assurance, finance, HR and site management **central team**

- A 'family' of schools offering **highly supportive networking and partnership working**

- An **effective CPD, coaching and leadership** at all levels programme to ensuring excellent staff development for all; growing our leaders of the future

Section 2: Resources

2.1   Human Resources

The Executive Team are responsible for overall standards, infrastructure, core process, services that are central to the smooth running and growth of the MAT, Trust communications and business development. A SoD has been designed to ensure leaders understand what is led by the central Trust, what is aligned and what is fully delegated to schools. The executive/central Trust Team and governance structure is displayed below:

CEO

Executive Director of Schools (EEDoS)

C E Finance and Operations (CFOO)

CENTRALTRUST TEAM
Finance team
HR team
IT team
Comms Lead
Senior Safeguarding Lead

DOITT - Director of Inculusion and Therapy (supporting Heads of SaLT and OT)

Director of Communications, Data and IT (DdCDI)

GOVERNANCE

Members

Judith Enright (Headteacher)
Bob Anderson (Governance and HR)
Simon Pink (Accountant)
Paul Sommerfeld (Charity Sector/H&S)

Trustees

Christine Jackson - Chair (H&S/safeguarding Lead)
Cllr. Ketan Sheth - Vice Chair (FAR)
Jayne Jardine - CEO/Executive Head
Therese Mc Nulty - (Standards Lead)
Amy Gunning - (Chair of Finance and Resources)
Rachel Rossiter - (Chair of Risk, Audit and Compliance)
Suhail Roshan (ARC and GDPR Lead)
Chris Murray (FAR)

Manor LAB
Parent x 2
Staff x2
Coopted x2
Community x1

The Avenue LAB
Parent x2
Staff x2
Coopted x2
Community x1

Wembley Manor LAB (TBA)
Parent x2
Staff x2
Coopted x2
Community x1

2.2   Financial Resources

The Trust is stable financially and revenue reserves have increased in aggregate in the last financial year providing funds to manage strategic risks going forward. This is supported by a positive cash flow position throughout this year. Our financial stability has been secured by the growth in pupils across all of our school settings.

We have updated our three-year financial strategy with the aim to further improve and maintain our financial resilience; this is in line with our positive SMRA review and feedback (shared and discussed with the DfE).

The financial strategy is reviewed every year and the projections in our strategy show the Trust maintaining a strong going concern position and it sets out the steps to maintain the Trust's financial strength throughout the period.

Value for money is key to procurement and financial decision making/planning. Benchmarking is supported by information provided by the DfE from our SRMA reports/visits.

A key focus for further development in the next three years is income generation i.e. the lettings of sites, through selling our training programmes/services etc.

Finance is robustly monitored monthly by the Chair of Trustees and Chair of Finance And Resources Committee (FAR) and each half term the FAR committee meet to discuss and monitor budgets, resourcing etc.

At RPT our Strategic Priorities address overarching key themes:

- **Pupils** – To ensure our schools provide the most effective and creative teaching to promote and provide high quality learning; ensuring growth in places available at our schools to support Brent LA in its growing need for specialist placements
- **Staff** – To continue to grow our own leaders of the future by further development of our Trust's/school's effective and stable team with coaching, high quality CPD for all (including route into leadership), coaching and excellent professional development
- **Leadership and Governance** – To continue to have strong leadership and governance across the Trust by the ongoing enhancement of our rigorous and robust programmes to support/train all staff/trustees/LAB governors that builds expertise and raises standards
- **Partnerships** – build on and further develop our network of partnerships, both locally and nationally, to ensure that we provide training, support, and collaboration with others to enhance SEND policy and practice
- **Finance** – To further improve financial resilience and ensure value for money across the Trust (including income revenue). A key focus of this work is in continually enhancing our recruitment plan/processes to further decrease the need for agency staff
- **Growth** – to continue to expand by successfully opening and growing new provision and adding joining schools (mainstream, special and satellite provisions) to our MAT
- **Climate** – to ensure that we do all possible, as an organisation and in partnership with others, to reduce waste, be carbon neutral and support the climate change agenda
- **EDI** – ensuring our MAT/schools continue to develop policies and practice to ensure that 'everyone is included and feels included'. This includes further developing our EDI steering group's work and ensuring our EDI key areas for development are discussed and actions/impact reviewed, half termly at all levels to ensure continuous development
- **Data** – continue to further develop our Trust wide data and monitoring strategy; this includes further embedding our MIS system.

As a Multi Academy Trust we have clear strategic aims that are founded on our mission, vision and values under the umbrella of our eight key themes. This plan sets out the following objectives to ensure that as a Trust, the public, parents and all stakeholders have confidence in our approach.

<u>Our Strategic Priorities for the next three years are divided into three levels of priority:</u>

Critical/immediate priorities are imperative challenge requiring immediate energy. They are essential because they are a necessary condition for the long-term priorities to be fulfilled

Strategic priorities are important because they develop the Trust and provide long-term sustainability. After the relevant time period, these priorities either finish or become standard operating objectives.

Standard operating priorities are outlined to sustain and maintain the status quo. These priorities require monitoring and follow up to ensure RPT keeps its current high level of productivity.

Table 1: Overview of Priorities

Strategic Priorities	Growth	Grow our pupil numbers in each school to support the LA in special school placement, to become a family of schools with at least 4 schools (plus satellite provisions) by 2026/7
		Further grow our training and outreach provision to support other schools, the LAs we serve, parents and organisations
		Further develop our reputation through our training offer, our website information, marketing, our conferences etc.
	Partnerships	Build on and further develop our network of partnerships, to provide training, support, and collaboration to enhance education, school improvement, SEND policy and practice and preparation for adulthood/post 19 pathways
		Open our schools to provide community activities i.e. play schemes and develop our income generation i.e. the lettings of sites, through selling our training programmes/services etc.
	Data	Ensure key metrics are clearly visible and reported upon consistently across all Trust schools and ensure GDPR is robust
	Finance	Increase the efficiency and quality of RPT's range of Trust to schools support and provision by reviewing our central team offer on an annual basis.
		Enhance our income generation streams through the lettings of sites, selling our training programmes/services etc.
		Ensuring all elements of the SRMA reviews/report are actioned

	EDI	Further developing our EDI steering group's work.
		Ensuring our EDI key areas for development are discussed. and actions/impact reviewed, half termly at all levels to ensure continuous development.
		Continue to have focussed EDI targets on all schools SIPs
	Climate	Reduce waste, energy etc. and become carbon neutral (all schools to gain/be working towards or further developing their ECO schools award/work)
Standard Operating Priorities	Pupils	Ensure sustainable capacity for improvement in every RPT school.
		Continue to offer all pupils an outstanding provision and enhanced personal development opportunities
	Staff	Further develop our People strategy with the key focus on recruitment and retention, EDI and succession planning.
		As part of this, enhance our Leaders of the Future and Routes into Teaching training offer, further develop our People Strategy, Leadership Strategy, EDI Policy and continue to offer coaching/excellent CPD for all staff, at every level
	Leadership and Governance	Sustain and maintain excellence in Board of Trustees/Local Academy Board leadership and governance**.**
		Quality assure our work through the use of the DfE's assurance framework.
	Finance	Maintain and improve financial resilience (including enhanced income generation)
		Ensure value for money across the Trust.

Section 4: Strategic Priorities in detail

4.1 Growth

Theme:	Growth	
Objective	Grow our pupil numbers of each school to support the LA in special school placement. Grow to become a family of special and, potentially, mainstream schools with at least 4 schools by 2026/7 (plus satellite provision/s)	
Success Criteria	Fully open and grow pupil numbers at Wembley Manor permanent site (September 2025 onwards); add 6th Form in Sept. 2026 Increase the roll at Manor and The Avenue by opening further satellite provisions (academic year 2025/26) Ensure at least one other school joins the Trust by 2026/7	
Actions	**Responsible**	**Timescale**
The RPT brand is further developed and becomes recognisable as representing the Trust and all schools within it.	**CEO/DCID**	**Ongoing**
Define and agree on the parameters for growth and strategy moving forward	**CEO**	**Complete**
RPT's growth universe is identified- all potential schools to join are mapped	**CEO**	**Complete**
Overarching strategy to approach schools is defined and agreed	**Trust Board**	**Complete**
Further strengthen and further develop RPT's relationship with key stakeholders – LAs and DfE	**CEO**	**Ongoing**

Expand Manor's pupil roll to 260 pupils by 2026/7 (opening a new satellite provision in 2026 and expanding EYFS provision)	**CEO/ESLT**	**Consultation in June 2025 leading to Tier 1 DfE application for significant change (DfE sign off Oct. '25)**
Expand The Avenue's pupil roll to 150 pupils by 2026/7 (opening a new upper KS4/6th Form satellite provision in 2026)	**CEO/ESLT**	**Consultation in June 2025 leading to Tier 1 DfE application for significant change (DfE sign off Oct. '25)**
Open and grow pupil numbers and Wembley Manor permanent site	**CEO/ESLT**	**Autumn 2025 (move/establish on permanent site)**
Consult with parents/stakeholder on the introduction of a 6Th Form at Wembley Manor - Spring 2026 (Aim to open 2026)	**CEO/ESLT**	**Consultation in January/February 2026 leading to Tier 1 DfE application for significant change (DfE sign off summer term '26)**
Circulate RPT offer to all Brent primary mainstream schools/meet with any of the interested schools; with a view to one or more joining our Trust	**CEO/ESLT**	**Ongoing (meet with individual school/GB as they wish); continue this work (keeping the ESFA/DfE informed)**

Theme:	Growth	
Objective	Grow our training and outreach provision to support other schools and organisations	
Success Criteria	Work with Brent LA to support all mainstream schools and Additional Resource Provisions (mainstream); providing training and bespoke support. Promote and sell our SEND training programme in LA, outside of Brent; providing training and bespoke support.	
Actions	**Responsible**	**Timescale**
Continue to work with specialists across the Trust to develop the School To School Support Offer & Training sessions as part of the ARP Package	**DoI**	**Annually**
Strengthen and further develop RPTs relationship with key stakeholders: LA, other external partners to support the roll out of the ARP Training & Development Offer	**CEO/Directors/Heads**	**Ongoing**
Develop an effective, multi-platform marketing strategy to promote RPTs external Training & Support offer	**DoCID**	**Ongoing**
Develop an effective, multi-platform marketing strategy	**DoCID/CEO**	**Academic year 25/26**

4.2 Partnerships

Theme:	Partnerships	
Objective	Build on and further develop network of partnerships and collaborate with other Trusts, nationally and locally, to enhance and improve provision, provide training support to enhance SEND policy and practice and preparation for adulthood/post 19 pathways. Open our schools to provide community activities and develop our income generation i.e. the lettings of sites, through selling our training programmes/services etc.	
Success Criteria	Build at least one additional partnerships with a view of formalising them by the end of 2026/7 Agreement from ESLT to Trust growth plans Devise a programme of community activities and lettings opportunities for the local community to access and use our buildings/facilities (key focus for 2025/26)	
Actions	**Responsible**	**Timescale**
Further develop our RPT action plan to ensure partnerships are improving current provision and post 19 pathways	**CEO/Directors/Heads**	**Ongoing**
Programme of community activities and lettings opportunities for the local community to access and use our buildings/facilities devised and promoted on our website, with links to other websites i.e. Young Brent Foundation (including opening a community café at 2 sites – TA opened and WM to open in 2025/6)	**CFOO/DoCID**	**Dec. 2025/Jan. 2026**

4.3 Data

Theme:	Data	
Objective	Develop a Trust-wide data strategy	
Success Criteria	Embed of a consistent, balanced and usable data system throughout the Trust Visibility of key metrics to governors and Trust leadership for every school	
Actions	**Responsible**	**Timescale**
Consult key stakeholders on a MIS system/a metrics the dashboard	**DoCID**	**MIS system Arbour Complete**
Procure MIS/data dashboard software	**DoCID**	**Complete**
Run staff CPD and monitor to ensure uptake amongst Trust schools	**DoCID/ESLT**	**Ongoing**
Include data CPD in staff induction processes	**DoCID/CFOO/ESLT**	**Complete**
Report against data dashboard software to Trust board	**DoCID/ESLT**	**Autumn term each year**
Monitor CEO and SLT using data dashboard software	**DoCID/EDoS/ESLT**	**Autumn/Spring terms each year**

4.4 Finance

Theme:	Finance
Objective	Increase the efficiency and quality of RPT's range of Trust to schools support and provision by reviewing our central team offer Enhance our income generation streams through the lettings of sites, selling our training programmes/services etc.
Success Criteria	Agreement from ESLT to Trust growth plans The business-to-business provision and income generation streams/plan brings additional revenue

Actions	Responsible	Timescale
Further develop business plan for the expansion of partnership working via providing training and knowledge sharing	CFOO ESLT	July 2026
Develop engagement plan/timetable for the upkeep and expansion of business/lettings (including training),networks/partnerships	CFOO ESLT	Autumn 2025

Theme:	Finance	
Objective	Maintain and improve financial resilience and ensure value for money across the Trust Ensuring all elements of the SRMA report are actioned	
Success Criteria	Increased levels of year-on-year reserves and ensure no school has an in year deficit	

Actions	Responsible	Timescale
Develop and implement five-year financial strategy	CFOO/FAR/Trust Board	Annual update
The financial strategy is reviewed every year	CFOO/FAR/Trust Board	Ongoing
Ensuring all elements of the 2025 SRMA report are actioned	CFOO/CEO	January 2026

Theme:	Finance	
Objective	Develop a new income generation plan for the Trust	
Success Criteria	Increase levels of income generation to support the Trust schools projects	

Actions	Responsible	Timescale
Develop and implement an	CEO	update BoTs termly

income generation plan (IGP)		
The IGP is reviewed every year	**CEO/CFOO; working with Head Teachers**	**Termly review and update**

4.5 EDI

Theme:	EDI	
Objective	Further develop our EDI Policy and People Strategy (ensuring links between the two are clear)	
Success Criteria	EDI policy and People Strategy identifies clear actions and impact to support inclusion at all levels; ensuring our recruitment, workforce and leadership procedures reflect the needs of all staff	
Actions	**Responsible**	**Timescale**
EDI policy is updated annually Recruitment, work force and leadership processes/strategy are highly effective Ensure EDI is discussed on all half termly ESLT/SLT agendas and actions/impact clearly identified and communicated to all staff Ensure all staff are familiar with the People Strategy and our Dignity at Work strategy	**EDoS** **ESLT** **EDI Steering Group**	**Completed and ongoing via SIPs/EDI Steering Group April 2025 (review annually)** **All staff trained** **People Strategy circulated to all staff annually**

4.6 Climate

Theme:	Climate Change	
Objective	Ensure waste/energy reduction, be carbon neutral and support the climate change agenda	
Success Criteria	Develop, with the Brent climate change partnership, the Trust's climate change agenda Enhance action plan to ensure waste reduction and be as carbon neutral as possible by July 2026	
Actions	**Responsible**	**Timescale**
Further develop our action plan to support and advance the climate change agenda	**ESLT/Heads/Schools Eco Groups**	**All schools January 2026**
Continue staff CPD and monitor to ensure uptake amongst Trust schools (schools to become recognised ECO schools/move towards becoming recognised ECO schools.	**CFOO/ESLT/Heads**	**Annual accreditation/reaccreditation for schools**

4.7 Pupils

Theme:	Pupils	
Objective	Ensure sustainable capacity for improvement in every RPT school.	
Success Criteria	All RPT schools continue to be judged within the Ofsted Outstanding/Good grade	
Actions	**Responsible**	**Timescale**
RPT central team to conduct an assessment of all RPT schools to identify key priorities for improvement	**Heads/EDoS/CEO/SIP**	**Repeat each term**
Rigorous and robust supported school evaluation provision	**EDoS/ESLT/SIP**	**Ongoing**

and processes continue to evolve as necessary to enable effective school review and improvement planning		
Deliver training to Heads, Trustees and local governors regarding the changes in the Ofsted inspection framework	**CEO/EDoS**	**Refreshed in Autumn 2025 in line with Ofsted changes Autumn 2025 (repeat each year)**

Theme:	Pupils	
Objective	Support and challenge schools to achieve excellent outcomes for all pupils, with a particular focus on disadvantaged and vulnerable groups.	
Success Criteria	Pupil progress continues, with over 85% of pupils making better than expected progress Attendance aim in all schools to be at least 94% PP pupils continue doing as well as non-PP pupils	
Actions	**Responsible**	**Timescale**
Termly review meetings for all pupil curriculum outcomes	**Heads/EDoS**	**Ongoing**
Termly updates to Pupil Premium plan and review pupil progress	**Heads/EDoS**	**Ongoing**
Track and support pupils with attendance concerns	**Heads/EDoS**	**Ongoing**
Termly meetings to monitor catch-up funding implementation and outcomes	**Heads/EDoS**	**Ongoing**

4.8 Staff

Theme:	Staff
Objective	Further develop our People Strategy with the key focus on recruitment and retention, EDI and succession planning. As part of this, enhance our Leaders of the Future and Routes into Teaching training offer, further develop our People Strategy, Leadership Strategy, EDI Policy and continue to offer coaching/excellent CPD for all staff, at every level. Grow our Leaders of the Future Fully implement/deliver our refreshed Routes into Leadership' offer for staff from across our schools. • Aspiring TA/VBTs (for current LSAs and VBAs) • Aspiring teachers (for VBTs/TAs who have a degree and GCSE maths and English) • Developing Leadership Programme (for those aspiring to middle leadership/leadership and new to middle leadership) • Middle Leaders Development Programme (for current middle leaders to support skills and knowledge development) • Routes into senior leadership (for experienced middle leaders to further expand skills and knowledge and prepare for senior leadership) • Senior Leaders Programme (to enhance skills with a focus on leading departments/KS/whole school leadership
Success Criteria	RPT continues to have an above average staff retention rate Ensure we recruit to all permanent posts by end of 2026 and schools do not use long term agency staff to 'fill in' vacant posts unless suitable staff cannot be recruited to the post. Develop a succession planning paper to clearly identify the Trust's aim and objectives in this key area. Our Leaders of the Future and Routes into Teaching training offer is full developed and embedded into our Trust CPD offer.

	Coaching programme and excellent CPD is available for all staff, at every level The newly developed continuous professional development and coaching qualifications/programme (implemented from September 2025) continues to have successful uptake and continues to be positively reviewed by staff.	
Actions	**Responsible**	**Timescale**
Regular updates, training and resources for schools and Trust/LAB governors continue	**CEO/ESLT**	**Ongoing**
Termly meetings to review LAB governor development, with a focus on supporting accountability and school improvement	**Heads/CoTs/CEO/Governance Professional**	**Ongoing**
Enhance bespoke, central CPD programmes - with the aim of enhancing programmes for all levels of staff within the Trust	**CEO/Heads/ESLT**	**Ongoing**
All staff within the Trust to have a designated coach/mentor	**CEO/Heads**	**Ongoing**
Professional Growth policies and procedures are followed effectively	**ESLT**	**Ongoing**
Continue to implement and develop our recruitment plan for all schools to ensure reliance on agency staff is further reduced; continue to use of My New Term for recruitment of all staff	**CEO/CFOO/Heads**	**Ongoing**

4.9 Leadership and Governance

Theme:	Leadership and governance	
Objective	Sustain and maintain excellence in Board of Trustees/Local Academy Board leadership and governance Further develop RPT's People Strategy and Leadership Strategy	
Success Criteria	Chairs of LABs receive termly mentoring from Head/CEO, and self-report an increased understanding of their roles Trust Board/LAB receives feedback each meeting under governors attached areas to further accountability	
Actions	**Responsible**	**Timescale**
Termly meetings with Chairs of LABs, CoT and CEO	**Chair of Trustees/CEO**	**Ongoing**
Refresh role descriptors developed to ensure each Trustee or LAB governor understands their role in supporting accountability and Trust compliance	**Chair of Trustees, Governance professional and Trustees/governors**	**Update in Autumn 2025 and revisit each academic year**
Trustees to discuss and review SoD in 2025 (for 25/26)	**Trust Board**	**Complete for BoTs Autumn 2025** **Refresh every**
Further develop People Strategy and Leadership Strategy	**CEO/Directors (liaising with Heads)**	**Ongoing**

Theme:	Leadership and governance	
Objective	**Further develop RPT's People Strategy and Leadership Strategy**	
Success Criteria	**People and Leadership Strategy are completed, shared and understood by leaders and staff**	
Actions	**Responsible**	**Timescale**
Leaders and staff to discuss and review People and Leadership Strategy	**CEO/Directors**	**Spring 2026**

Theme:	Leadership and governance	
Objective	Review leadership capacity and identify Trust/Schools framework of responsibility (compliance)	
Success Criteria	Leadership capacity full reviewed, actions in place (time line) and Trust/Schools framework of responsibility (compliance) fully complete; ensuring central and school teams know the standardised/compliance/autonomous practice and processes	
Actions	Responsible	Timescale
Review leadership capacity (in light of growth plans)	CFOO/CEO	March 2026
Action plan (including framework of responsibility and scheme of delegation) in place	CFOO/CEO	Updated Sept. 2025 (Review impact March 2025)

Key:

CEO – Chief Executive Officer

CFOO – Chief Finance and Operations Officer

EDoS – Executive Director of Schools

DoIT – Director of Inclusion and Therapy

DoCID – Director of Communication, IT and Data

CoTs – Chair of Trustees