



Strategic Plan

2026/7 - 2028/9

Policy author: Chief Executive Officer

Policy approved by: Trust Board – October 2026

Next review date: Autumn Term 2027

Section 1: Overview

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, ongoing CPD, coaching and leadership programme** for staff at all levels that ensures 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:



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)
 Ketan Sheth - Vice Chair (FAR)
 Jayne Jardine - CEO/Executive Head
 Therese Mc Nulty - (QoE and 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

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 and positive investment for the future.

We update our three-year financial strategy annually with the aim to further improve and maintain our financial resilience; this is in line with our positive SMRA reviews and DfE 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, scrutinise and monitor budgets, resourcing etc.

Section 3: Strategic Priorities (addressing 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 our routes into leadership programme), 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 continue to improve financial resilience and ensure value for money across the Trust (including income revenue and investment). 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 enhancing 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 nine 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.

Our Strategic Priorities for the next three years are divided into three levels of priority:

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 2027/8
		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 enhance 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 continue to improve financial resilience (including enhanced income generation and investment)
		Ensure continuing 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 as required)	
Success Criteria	Continue to grow pupil numbers at Wembley Manor permanent site (September 2025 onwards); add 6th Form provision in Sept. 2027 Increase the roll at Manor and The Avenue by opening further satellite provisions (academic year 2026/27) 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 and discussed annually
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	CEO/ESLT	Completed consultation in June 2025 leading to successful Tier 1 DfE application for significant change (DfE sign off Oct. '25)

2026 and expanding EYFS provision) Expand The Avenue's pupil roll to 150 pupils by 2026/7 (opening a new upper KS4/6th Form satellite provision in 2026) Open and grow pupil numbers and Wembley Manor permanent site Consult with parents/stakeholder on the introduction of a 6th Form at Wembley Manor - Spring 2026 (Aim to open 2026)	CEO/ESLT	Completed consultation in June 2025 leading to Tier 1 DfE application for significant change (DfE sign off Oct. '25)
	CEO/ESLT	Complete - Autumn 2025 (moved/established school on permanent site)
	CEO/ESLT	Consultation completed in June 2026 leading to Tier 1 DfE application for significant change (DfE sign off autumn 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 26/27

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 continue 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	
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	CFOO/DoCID	Ongoing

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 2026/7)		
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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 Continue to enhance our income generation streams through the lettings of sites, selling our training programmes/services etc. Use investment pathways to enhance income generation (using DfE agreed platforms)	
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	Updated annually
Develop engagement plan/timetable for the upkeep and expansion of business/lettings (including training), networks/partnerships	CFOO ESLT	Updated each Autumn term

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	Completed January 2026

Theme:	Finance	
Objective	Continue to develop our income generation and investment plan for the Trust	
Success Criteria	Increase levels of income generation to support the Trust schools projects	
Actions	Responsible	Timescale
Develop and implement an income generation plan (IGP)	CEO	update BoTs termly
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 (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; part of the school SIP
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 and processes continue to evolve as necessary to enable effective school review and improvement planning	EDoS/ESLT/SIP	Ongoing

Deliver training to Heads, Trustees and local governors regarding the changes in the Ofsted inspection framework	CEO/EDoS	Refreshed in Autumn 2026 in line with any Ofsted changes (repeat each year)
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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 TAVBTs (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	CEO/Heads/ESLT	Ongoing

aim of enhancing programmes for all levels of staff within the Trust		
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 2026 and revisit each academic year
Trustees to discuss and review SoD in 2026 (for 26/27)	Trust Board	Complete for BoTs Autumn 2026 Refresh every Autumn Term

Further develop People Strategy and Leadership Strategy	CEO/Directors (liaising with Heads)	Ongoing
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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 2027

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. 2026

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