



Strategic Plan 2022-2024

Policy author: Chief Executive Officer

Policy approved by: Trust Board

Next review date: Autumn (i) 2023



Section 1: Context

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.**

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

1.2 National Context:

The Department for Education is clear in its aspirations that all schools and academies are better served if they are part of a strong MAT. The overall view is that small MATs (those including 5 schools or less) will not be sustainable in the long term and should thus join or merge with another MAT.

1.3 Local Context:

The tables below provide an overview of the educational landscape in Brent.

Table 1 Number of Schools In Brent

	Primary	Secondary	16-18	Special
Brent	85	29	24	10

Table 2 Number of Schools by phase and type

	Academy		Maintained	
	Pri	Sec	Pri	Sec
Brent	15	15	50	2

Table 3 Special Schools in Brent by status and phase

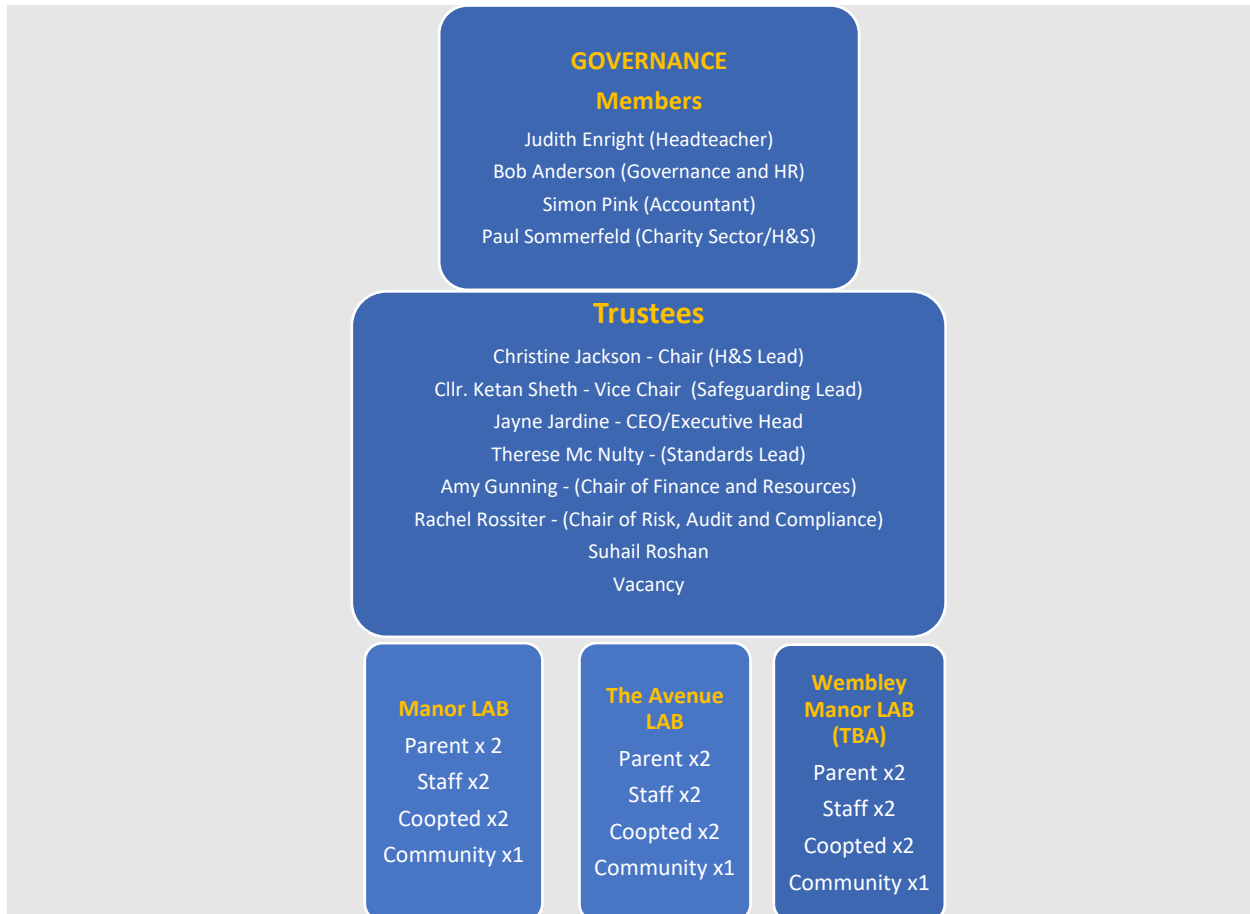
School	Status	Phase
Edith Kay Independent School	Independent	Secondary
Manor School	Academy	All through
Phoenix Arch School	Maintained	Primary
Southover Partnership School	Independent	Secondary
The Avenue	Academy	All through
The Corner School	Independent	Primary
The Village School	Academy	All through
Woodfield School	Academy	Secondary
Wembley Manor	Academy	Secondary
SEVAS	Independent	All through

As far as primary education is concerned, learning outcomes in Brent are substantially in line with national performance. In secondary education, however, pupils in Brent perform better than national average. Additionally, the percentage of pupils with EAL is significantly higher than at national level, in both primary and secondary education. As highlighted in Brent's School Place Planning Strategy, demand for places for pupils with SEND is continuing to increase. This is due to both overall population growth and a rising number of children and young people with an EHC plan. The main areas of growing need are Autistic Spectrum Condition (ASC) and Social, Emotional and Mental Health (SEMH) difficulties. The document also stresses that the need for new places for pupils with SEND is particularly acute for pupils of secondary age and the 16-25 age group. Brent awarded us the Free School bid to open a new special secondary school in Wembley, funded by the LA with DfE support. We have currently opened the first two year groups of this school (Sept. 2023 - on a temporary site) and will move into the new school in early 2025.

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, MAT communications and business development. The executive, central Trust Team and governance structure is displayed below:



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. The revenue reserves stand at £xxxm which is within the range set in the Trust's reserves policy. The Trust is in a strong solvency position, with net current assets of £xxxx as at the end of the last financial year. This is supported by a strong cash flow position throughout this year.

We have developed and are currently implementing a five-year financial strategy with the aim to further improve and maintain our financial resilience. 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.

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

Finance is robustly monitored monthly by the CoT and CoFAR and each half term the FAR committee meet to discuss and monitor budgets, resourcing etc.

Section 3: Priorities

At RPT our Strategic Priorities address overarching themes:

- **Pupils** – To ensure our schools provide the most effective and creative teaching to promote and provide high quality learning
- **Staff** – To grow our own leaders of the future by creating an effective and stable team with coaching, high quality CPD, coaching and excellent professional development for all
- **Leadership and Governance** – To have strong leadership and governance across the trust to ensure there is a rigorous and robust programme to support all staff, build expertise and raise standards
- **Partnerships** – build on and 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 maintain and improve financial resilience and ensure value for money across the trust (including income revenue)
- **Growth** – to expand by successfully opening and growing new provision and adding joining schools (mainstream and special) 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
- **Data** – further develop our Trust wide data and monitoring strategy.

As a Multi Academy Trust we have clear strategic aims that are founded on our mission, vision and values under the umbrella of our five 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 to become a family of special schools with at least 4 schools by 2025
		Grow our training and outreach provision to support other schools and organisations
		Open a therapy clinic that provides high quality services and becomes a sustainable income generation stream (this has been currently paused due to the difficulty in recruiting therapy staff)
	Partnerships	Build on and develop network of partnerships, to provide training, support, and collaboration to enhance SEND policy and practice and 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.
	Data	Ensure key metrics are clearly visible and reported upon consistently across all trust schools
	Finance	Increase the breadth and quality of RPT's range of business-to-business provision and appoint an operational lead to enhance our central team offer
		Enhance our income generation streams through the lettings of sites, selling our training programmes/services etc.
	Climate	Reduce waste, energy etc. and become carbon neutral
Standard Operating Priorities	Pupils	Ensure sustainable capacity for improvement in every RPT school.
	Staff	Grow our Leaders of the future and embed coaching/excellent CPD for all, at every level
	Leadership and Governance	Sustain and maintain excellence in Local Academy Board leadership and governance
	Finance	Maintain and improve financial resilience (including enhanced income generation) Ensure value for money across the trust.

Note: Currently RPT has no critical priorities. Should any critical priority emerge during the timeframe of this strategic plan, it will be taken into consideration and addressed.

Section 4: Strategic Priorities in detail

4.1 Growth

Theme:	Growth	
Objective	Grow to become a family of special and mainstream schools with at least 4 new schools by 2025	
Success Criteria	Ensure at least one additional school joins the trust by 2022/3 (completed with the addition of Wembley Manor) Ensure at least one other school joins the trust by 2025	
Actions	Responsible	Timescale
The RPT brand is further developed and becomes recognisable as representing the Trust and all schools within it.	CEO/DCID	November 2023
Define and agree on the parameters for growth and strategy moving forward	CEO	October 2023
RPT's growth universe is identified- all potential schools to join are mapped	CEO/PAG	October 2023
Overarching strategy to approach schools is defined and agreed	Trust Board	November 2023
Strengthen and further develop RPT's relationship with key stakeholders- LA, RSC and DfE	CEO	Ongoing
Open Wembley Manor	CEO/ESLT	September 2023 (temp site) and Spring 2025 (permanent site)
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	September 2023 (meet with individual school/GB as they wish – Autumn 2023)

Theme:	Growth	
Objective	Grow our training and outreach provision to support other schools and organisations	
Success Criteria	<p>Work with Brent LA to support all Additional Resource Provisions (mainstream); providing training and bespoke support.</p> <p>Promote and sell our SEND training programme outside of Brent; providing training and bespoke support.</p>	
Actions	Responsible	Timescale
Work with specialists across the trust to develop the SEND Professional Development Programme for Primary ECTs	DoCPD&C	September 2023 to June 2024
Work with specialists across the trust to develop the School 2 School Support Offer & Training sessions as part of the ARP Package	DoCPD&C	September 2023 to June 2024
Strengthen and further develop RPTs relationship with key stakeholders: LA, Teaching School Hub, other external partners to support the roll out of the ARP Training & Development Offer	DoCPD&C	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	Academic year 23/24

Theme:	Growth	
Objective	Open a therapy clinic that provides high quality services and becomes a sustainable income generation stream	
Success Criteria	Open the Clinic by summer 2026 Summer 2026 clinic will start paying off start-up costs and first year loss	
Actions	Responsible	Timescale
A project manager is appointed	CEO	November 2025
Trust Board approves project plan, with further actions monitored through it and the therapy clinic PSG	Project Manager/CEO	December 2021 (completed – will need to be revised)
The trading subsidiary is legally constituted	Project Manager/ELST/DoFA	December 2021 (agreed but will need to be refreshed in 2025)
The site to open the therapy clinic is identified	Project manager	January 2026

4.2 Partnerships

Theme:	Partnerships	
Objective	Build on and 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 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 two additional partnerships with a view of formalising them by the end of 2023/4 Agreement from ELST 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
Stakeholder mapping of potential partners	CEO/PAG	October 2023
Develop an action plan to ensure partnerships are improving current	CEO/PAG	November 2024

provision and post 19 pathways		
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)	DoFO/DoCID	Sept. 2024

4.3 Data

Theme:	Data	
Objective	Develop a trust-wide data strategy	
Success Criteria	Implementation 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 the metrics the dashboard should include	DoCID	December 2023
Procure data dashboard software	DoCID	January 2024
Run staff CPD and monitor to ensure uptake amongst trust schools	DoCID/ELST	June 2024
Include data CPD in staff induction processes	DoCID/DCPD/ELST	June 2024
Report against data dashboard software to trust board	DoCID/ELST	June 2024
Monitor CEO and SLT using data dashboard software	DoCID/DoS/ELST	June 2024

4.4 Finance

Theme:			Finance
Objective	<p>Increase the breadth and quality of RPT's range of business-to-business provision</p> <p>Enhance our income generation streams through the lettings of sites, selling our training programmes/services etc.</p>		
Success Criteria	<p>Agreement from ELST to trust growth plans</p> <p>The business-to-business provision and income generation streams/plan brings additional revenue</p>		
Actions	Responsible	Timescale	
Develop business plan for the expansion of partnership working via providing training and knowledge sharing	DoCPD&C DoFO ELST	January 2024	
Develop engagement plan/timetable for the upkeep and expansion of business/lettings (including training), networks/partnerships	DoCPD&C DoFO ELST	February 2024	

4.5 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 2025	
Actions	Responsible	Timescale
Further develop our action plan to support and advance the climate change agenda	ELST/Eco Group	January 2024
Bid for Brent grant to enhance our recycling provision at all site	DoFO	January 2024
Continue staff CPD and monitor to ensure uptake amongst trust schools.	DoFO/ELST/Heads	April 2024

4.6 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 A Personal Development review is conducted and embedded by December 2023	
Actions	Responsible	Timescale
RPT schools to conduct a PD review, to ensure implementation and impact are clearly communicated and understood by all	Heads/DoS	July 2023 (completed); findings identified as very strong
RPT central team to conduct an assessment of all RPT schools to identify key priorities for improvement	Heads/DoS/CEO/SIP	December 2023 (and repeated each term)

Rigorous and robust supported school evaluation provision and processes continue to evolve as necessary to enable effective school review and improvement planning	DoS/ELST/SIP	Ongoing
Deliver training to Heads, trustees and local governors regarding the revised Ofsted inspection framework (Sept. 2023)	CEO/DCPD/DoS	Refreshed in Autumn 2023

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	Ongoing
Termly updates to Pupil Premium plan and review pupil progress	Heads	Ongoing
Track and support pupils with attendance concerns	Heads	Ongoing
Termly meetings to monitor catch-up funding implementation and outcomes	Heads/DoS	Ongoing

4.7 Staff

Theme:	Staff	
Objective	Grow our Leaders of the Future	
Success Criteria	<p>RPT continues to have an above average staff retention rate, meeting our current 25% better retention rate than the London average.</p> <p>The newly developed continuous professional development and coaching programme (implemented from September 2021) continues to have successful uptake and continues to be positively reviewed by staff.</p>	
Actions	Responsible	Timescale
Regular updates, training and resources for schools and Trust/LAB governors continue	DCPD/ELST	Ongoing
Termly meetings to review LAB governor development, with a focus on supporting accountability and school improvement	Heads/CoT/CEO/Governance Professional	Ongoing
Enhance bespoke, central CPD programmes - with the aim of enhancing programmes for all levels of staff within the trust	DCPD/Heads/ELST	Ongoing
Creation of Succession and Diversity Planning Strategy	Heads/CEO/ELST	August 2024
All staff within the trust to have a designated coach/mentor	DoCPD&C/CEO	Ongoing
Professional Growth policies and procedures are followed effectively	ELST	Ongoing

4.8 Leadership and Governance

Theme:	Leadership and governance	
Objective	Sustain and maintain excellence in Local Academy Board leadership and governance	
Success Criteria	Chairs of LABs receive termly mentoring 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
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	Revisited each academic year
Trustees to discuss and review SoD in 2023 (for 23/24)	Trust Board	Sept 2023

4.9 Finance

Theme:	Finance	
Objective	Maintain and improve financial resilience and ensure value for money across the trust	
Success Criteria	Increased levels of year-on-year reserves Increased investment from central team into trust schools	
Actions	Responsible	Timescale
Develop and implement new a five-year financial strategy	Director of Finance and Operations/FAR/Trust Board	Dec. 2023
The financial strategy is reviewed every year	Director of Finance and Operations/FAR/Trust Board	Ongoing