

Strategic and Development Plan

2021 - 2024

Strategic Aim:

Provide a first-class education which meets the needs of individual learners and prepares them for life beyond school.

By:

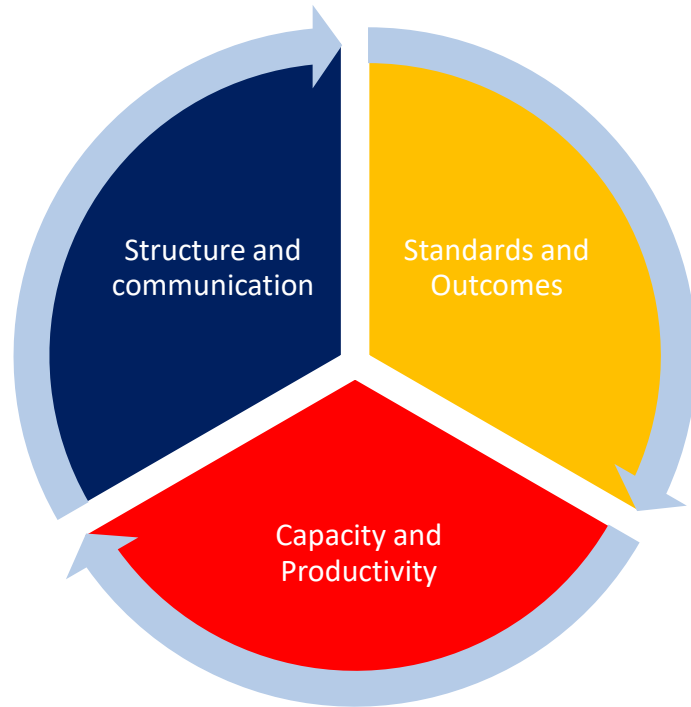
Attracting, developing and retaining the best talent

Embodying the RLT Values

Optimising our resources

Expanding our Reach

Our strategic objectives will be addressed under three broad themes:



Themes:
Standards and Outcomes Development of an appropriate curriculum Ensure high quality in the classroom Improving outcomes for students Developing a climate for learning with high expectations for all High quality careers information advice and guidance
Capacity and Productivity Growing as a trust Recruiting, developing, retaining and deploying the best staff Ensuring financial health Development of high-class facilities which are conducive to learning Use data strategically to drive improvements
Structure and Communication Organisational development Outstanding governance Stakeholder communication Manage Risk

The Executive Team is organised into four areas, Business, People, Education and Organisational Management. Progress towards achieving the objectives will be managed through this management structure

Standards and Outcomes

Strategic Aim	Objective	Year 1 (2021-2022) Actions to be taken and person with who the responsibility sits	Year 2 and 3 (2022-2024) Actions to be taken
Development of an appropriate curriculum	Ensure that the appropriate adaptations to the curriculum are made in each school to reflect the current situation whilst maintaining a broad and balanced curriculum which meets the individual needs of the learners for the next stage of their education or employment. (Education)	<ul style="list-style-type: none"> • Ensure that Headteachers are fully informed about the changes to OfSTED framework as a result of the pandemic. • Utilise external reviews to provide an objective view on the curriculum provision and feed their recommendations into school development planning. • Complete governor training throughout the year to ensure a thorough understanding of the Ofsted framework • Ensure that bespoke support is in place, supported by the trust where necessary, for senior and middle leaders in all schools • Co-ordinate a programme of Trust network meetings to support schools 	Continue to support leaders, at all levels in the development of the curriculum through high quality CPD, robust quality assurance and opportunities to share good practice.
Ensure high quality in the classroom	Ensure that high quality leadership of teaching and learning is a feature of each school resulting in students receiving good or better teaching in all cases. (Education)	<ul style="list-style-type: none"> • Ensure that quality assurance mechanisms are robust and consistent across the schools. • Utilise external reviews to provide an objective view on the quality of T&L and feed their recommendations into school development planning. • Co-ordinate opportunities for best practice to be shared amongst senior leaders, middle leaders and teachers. • Provide leadership coaching for senior and middle leaders where necessary • Use data strategically to ensure that that the teaching and learning facilitators have maximum impact within their schools. • Ensure that the programme for teachers new to the profession is of the highest standard in all our schools. 	Support leaders, at all levels in the development of teaching and learning through high quality CPD, robust quality assurance and opportunities to share good practice.
Improving outcomes for students	Ensure that each school has a comprehensive and well thought through strategy to address the impact on student progress regardless to age or ability. (Education)	<ul style="list-style-type: none"> • Quality assure school SEFs and development plans to ensure appropriate priorities have been identified. • Facilitate sharing of best practice, training and working groups for all staff based on school SEFs and development plans. • Monitor progress through the HT line management, governing body meetings and the Trust Board / subcommittees. 	Support leaders, at all levels in improvement of academic outcomes through high quality CPD, robust quality assurance and opportunities to share good practice.

		<ul style="list-style-type: none"> • Design, deliver and quality assure enhanced leadership programmes for all colleagues to compliment a suite of NPQs or other industry standard qualifications. • Create a metrics capture dashboard that allows instant and accurate data to be obtained, scrutinised and challenged effectively across each phase. 	
Developing a climate for learning with high expectations for all	Ensure that an environment is created or maintained in each school where the right to teach and right to learn is at its heart and students are taught responsibility for their own behaviour. (Education)	<ul style="list-style-type: none"> • Ensure that each school has the appropriate systems, policies, procedures and practices in place to promote the Trusts expectations around ethos and student behaviour. • Ensure that each school in the trust builds and maintains a comprehensive extra-curricular provision and personal development curriculum that complements and enhances their academic curriculum. • Ensure that all schools collaborate to ensure that SEND provision is of the highest standard resulting in strong progress, high attendance and low exclusions. • Coach and mentor senior leaders, pastoral leaders and teachers where necessary. • Facilitate peer to peer support of leaders through identification of strengths and areas for development in each individual school • Utilise external / per reviews to QA judgements on the strengths and areas for development in each school and feed their recommendations into the work of the school improvement team. 	Support leaders, at all levels in establishing and maintaining an appropriate climate for learning through high quality CPD, robust quality assurance and opportunities to share good practice.
High quality careers information advice and guidance	Develop excellent, independent careers education, information, advice and guidance to increase the number of students securing meaningful opportunities in further education, higher education, training and apprenticeships. (Education)	<ul style="list-style-type: none"> • Ensure the recommendations from the external review of CEIAG are implemented effectively. • Support leaders to ensure appropriate progress is being made towards meeting the Gatsby benchmarks • Support schools in the development of partnerships with training providers and employers to secure appropriate work experience placements and AP opportunities for students 	Support leaders, at all levels in establishing excellent CEIAG through high quality CPD, robust quality assurance and opportunities to share good practice.

Capacity and Productivity			
Strategic Aim	Objective	Year 1 (2021-2022) Actions to be taken including timescale and by whom	Year 2 and 3 (2022-2024) Actions to be taken including timescale and by whom
Growing as a trust	Increase the number of schools in the Trust through growth in the primary, secondary and AP sector where appropriate, to approximately, twelve schools by 2024. (Organisational management)	<ul style="list-style-type: none"> Complete due diligence on The Acorns and Whitley Village schools and present to the board for a decision Manage, if appropriate, the conversion of The Acorns and Whitley Village schools into the Trust Work with the Regional Schools Commissioners Office to identify sponsorship opportunities during this academic year. Explore opportunities for partnerships with existing SATs and MATs. Apply for additional funding to support trust expansion through the Trust Capacity Grant 	<p>Increase the primary, secondary and potentially the AP arm of the Trust.</p> <p>Implement appropriate changes to staffing, policy and practice to maximise the potential of growth whilst minimising risk.</p>
Recruiting, developing, retaining and deploying the best staff	Develop and retain our own workforce. (People)	<ul style="list-style-type: none"> Develop the Learning Futures Partnership to ensure that it has the capacity to enable us to 'grow our own' Further develop and promote existing employee benefits to existing and potential employees Ensure that a career pathway, with appropriate CPD opportunities, is in place for all roles in the organisation. Develop and implement a clear succession planning process, to support the Trust in identifying succession opportunities for all key roles Provide opportunities for professional development by deploying staff appropriately to support colleagues across the trust Use data collected through staff surveys to inform changes to working practices and procedures Further develop staff induction processes Develop the use of flexible and home working practices 	<p>Expand involvement in initial teacher training.</p> <p>Develop the use of apprenticeships.</p> <p>Continue to expand centrally funded employee benefits in line with growth.</p> <p>Implement annual RLT conferences and other collaborative opportunities based on need.</p>
Ensuring financial health	Ensure that each school and the central services budgets are viable in	<ul style="list-style-type: none"> Automate our processes wherever possible to increase efficiency Support Headteachers and SBMs to ensure that budgets continue to be managed effectively Investigate alternative funding methodologies to ensure resources are optimised 	<p>Implement appropriate centralisation of services.</p> <p>Maximise economies of scale.</p>

	the short, medium and long term. (Business)	<ul style="list-style-type: none"> • Identify opportunities for savings to be made through economies of scale • Refine monthly processes to ensure fit for purpose as we grow • Seek additional funding through the emergency school improvement fund, the Trust Capacity Fund and any other relevant funding streams. 	Seek additional funding to support trust priorities.
Development of high-class facilities which are conducive to learning	Invest strategically in all schools ensuring facilities and resources are of the highest standards. (Business)	<ul style="list-style-type: none"> • Maintain accurate & up to date conditions data for our estate • Create and implement a facilities management strategy for the wider Trust, to include premises & IT (B1 or better) • Effectively use SCA and TCA to manage estate condition & compliance • Ensure appropriate support structures are in place for schools to take ownership of health & safety management 	Review and amend estate plans and ICT investment plans as appropriate.

Structure and Communication

Strategic Aim	Objective	Year 1 (2021-2022) Actions to be taken including timescale and by whom	Year 2 and 3 (2022-2024) Actions to be taken including timescale and by whom
Organisational development	Develop the central team appropriately in line with the growth of the trust. (Organisational management)	<ul style="list-style-type: none"> Review and refine the shadow structure, for the executive team and central services, in preparation for additional growth Begin to implement changes to the executive team and central services structure as schools join the trust. Implement amended cycle of exec team meetings Continue to work with the board on the growth strategy Implement the 2021-22 operating plan 	Ensure plans are in place for further growth in each sector.
Outstanding governance	Ensure that all aspects of governance have access to high quality professional development, support and information to enable them in their fulfilment of their functions. (Organisational management)	<ul style="list-style-type: none"> Review the skills audits of each governing body and identify training needs and areas of expertise Plan and conduct appropriate governor training Quality assure governance through attendance at meetings of LGBs and sub-committees Coach and mentor governors where appropriate Advertise, recruit and train additional governors when appropriate Commission and conduct an external Trust governance review 	Support governors and governing bodies, in all schools to fulfil their role effectively through high quality CPD, NLG coaching and by providing opportunities to share good practice.
Stakeholder communication	Ensure that all key stakeholders can access appropriate and timely information. (organisational management)	<ul style="list-style-type: none"> Develop and promote the use of the RLT portal Implement the RLT governor portal Create a plan for clear and effective communication between the Trust and the schools Maximise the use of Twitter and websites to share information about the trust and schools within the trust 	<p>Continue to maximise the use of social media to market the Trust.</p> <p>Continue to develop the staff and governor portal to maximise if effectiveness.</p>
Manage Risk	Develop our risk register and risk management processes to ensure that we can support as many students as possible without placing any of our existing schools at potential risk. (Business)	<ul style="list-style-type: none"> Implement the updated risk register, controls & actions, assurances and monitoring arrangements and reports at board level Implement the updated risk register, controls & actions, assurances and monitoring arrangements and reports at school level Ensure senior leaders and governors are fully aware of the risks and have the appropriate training to enable them to manage these appropriately 	Review format, content and processes in line with legislation to ensure that risk is managed or mitigated.