



# Strategic Plan 2021-2026

**Andrew Minchin**  
CEO

**Veen Rama**  
Chair of Trustees



# FORWARD BY CHAIR OF TRUSTEES & CHIEF EXECUTIVE OFFICER

‘Excellence is the gradual result of  
always striving to do better.’ - *Pat Riley*

This is a key moment in the Trust’s history, as we embark on the next stage of our journey and launch our new name and brand - **Beyond Schools Trust**. In this Strategic Plan, we set out our roadmap to improvement over the next 5 years, to continue the great work we have started.

We have consulted a wide range of stakeholders in the formulation of this plan and want to ensure that it reflects theirs and our ambitions for the Trust.



We have a strong belief in the value of lifelong learning and, in the plan, we set out to develop a Trust that fully prepares children so that they have the skills, knowledge, values and character to be successful in the world beyond our doors. We also believe that our greatest asset as an organisation is our people. We are privileged to be involved with such courageous, committed and child-centred individuals. Everything we do is about providing the staff with the resources and leadership to be the best they can be, so that the students entering our Trust are provided with the outstanding opportunities for them to be the best they can be.

**Welcome to our 5 Year Strategic Plan, welcome to Beyond.**

**Andrew Minchin**  
*CEO*

**Veen Rama**  
*Chair of Trustees*

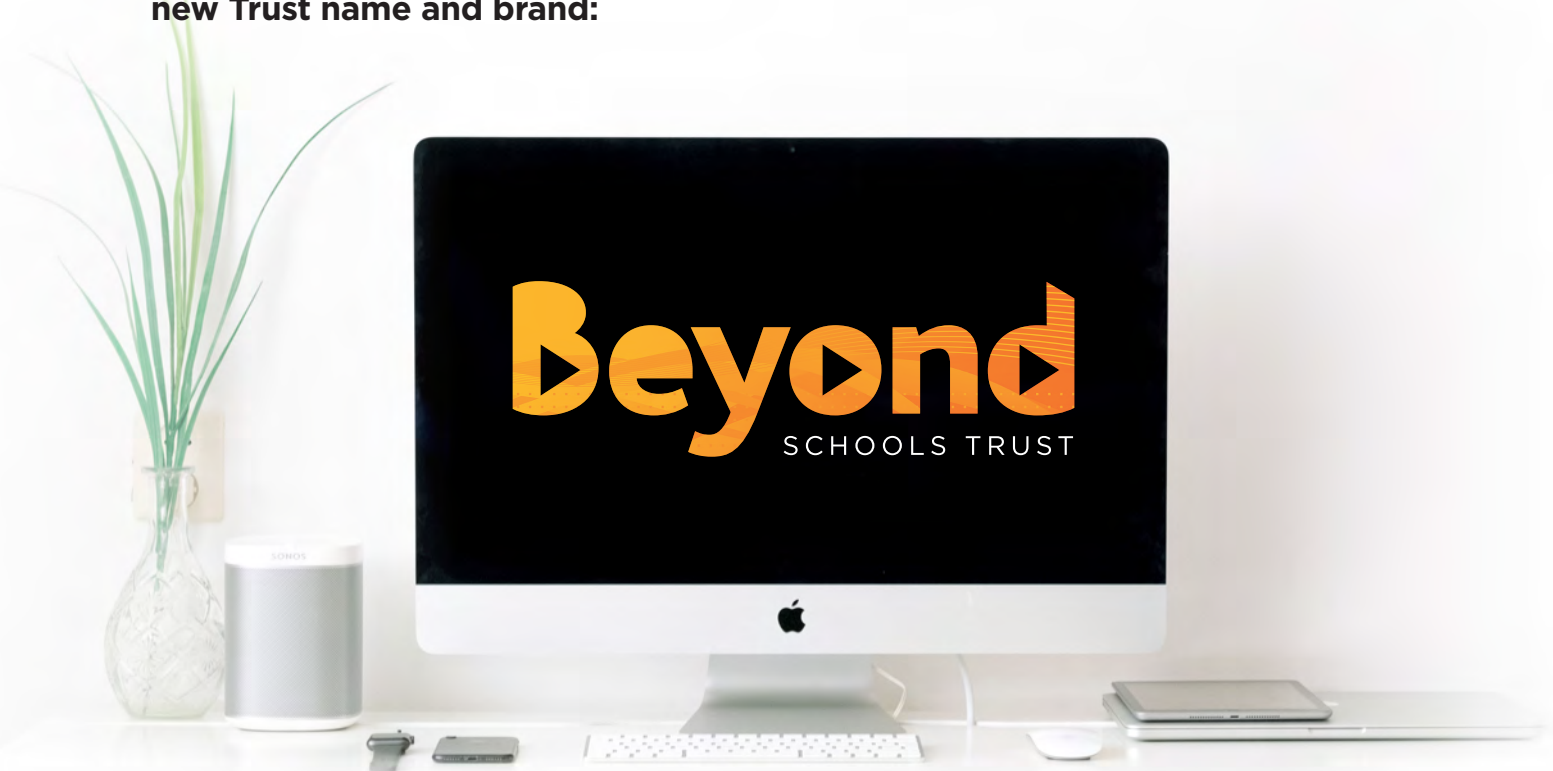
# STORY OF THE MULTI ACADEMY TRUST (MAT)

The founding school of the Trust was Fort Pitt Grammar School, an Ofsted rated Outstanding school. The Academy Trust was incorporated in 2010 and shortly afterwards it was asked to support The Phoenix Junior School and The Robert Napier School, who both became sponsored academies. In 2015, the Trust merged with The Thomas Aveling School, an Ofsted rated Good school. The resultant merger brought the Trust a wealth of experience around initial teacher training and leadership capacity. Finally, in 2017, Balfour Junior School, an Ofsted rated Good school joined the Trust.

The Thomas Aveling School continues to be the lead school for Medway Valley Partnership, an arm of Kent and Medway Training in its initial teacher training programme. The Trust uses this as a platform to bring new teachers into the profession and provides excellent support and training to early careers teachers during their first two years.

The Trust has continued to consolidate the organisational growth in the intervening years to ensure that centralised Trust services are in place offering Finance, Human Resources, Payroll, Estates Development and, more recently, a dedicated School Improvement service.

**Finally, coming out of the major disruption of the Covid pandemic is the new Trust name and brand:**



The new brand allows the Trust to celebrate the best of all the schools within the Trust, now and in the future. While academy schools retain their own distinctive character and brand, they have a common ethos and mission which is in sync with the Trust Philosophy.

## OUR SCHOOLS

Our Trust currently has 5 schools based in the Medway area (3 Secondary, 1 Junior and 1 Primary) educating approximately 3700 students and employing over 600 staff. Being in a tight geographical area, we know our area well and means we are aware of, and work tirelessly in a co-operative manner, to both minimise the pressures and strains that local children experience and maximise the potential they all have for great success.

Each part of the Trust works collaboratively in sharing ideas and best practice and in generating new opportunities for pupils and students.

Our academy schools are:





# Think **Beyond**

SCHOOLS TRUST

## OUR PHILOSOPHY

The philosophy behind the **Beyond Schools Trust** is all about thinking beyond the present day and looking at what is right for our students and staff now and in the long term. Put simply we aim to:

- **Develop and retain the best employees who know how to provide the best educational experience.**
- **Support, motivate and reward our employees to go above and beyond for our students.**
- **Be responsive to our students' and employees' needs, so they are prepared for and adapting to a rapidly changing world.**

## **OUR VISION**

To be the most respected family of schools - trusted to provide the highest quality of educational experiences in our communities.

## **OUR ETHOS**

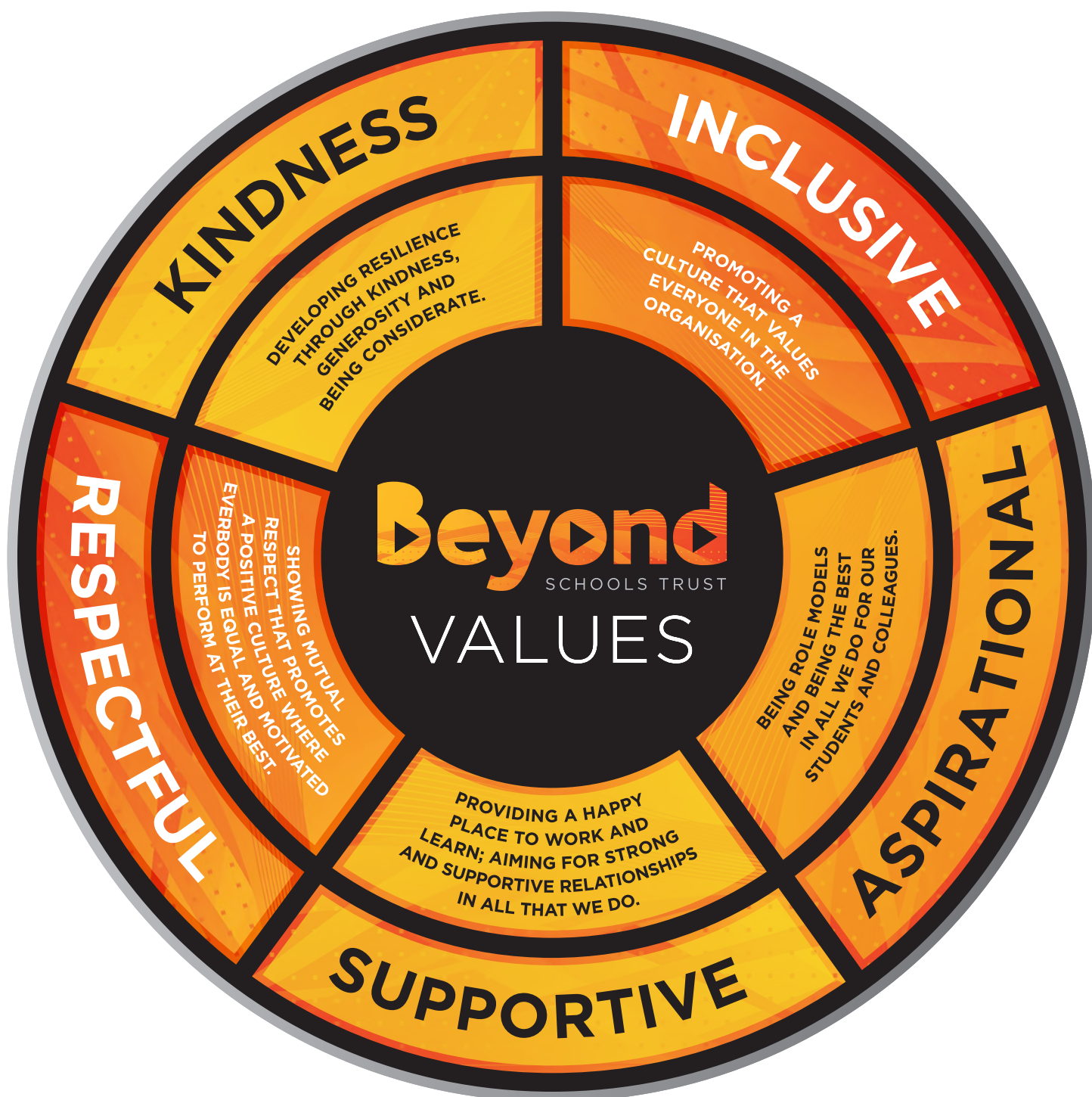
One Vision, One Trust, One Family of Schools Inspiring Outstanding Learning.

## **OUR MISSION**

To provide opportunities for everybody to be the best they can be.

# OUR VALUES

Everyone in the Trust has a part to play in bringing the ethos and culture of our values alive. We are committed to ensuring everyone knows why we should value each other and how we should value each other, so we can create a community where we all aspire to succeed.



## STRATEGIC OBJECTIVES

As part of this Strategic Plan we sought comprehensive input from the following key stakeholders from each school in the Trust:

- **Students**
- **Parents**
- **Staff**
- **Leadership Teams**
- **Local Governing Bodies**
- **Trustees**

All stakeholders share the same high aspirations for the academic, economic and personal development of the students in our Trust. Schools in the Trust will achieve this development by:

- **Providing outstanding educational experiences that are delivered by high quality and motivated staff and which develop happy, confident, resilient, and well-rounded students.**
- **Offering a well sequenced, broad and balanced curriculum, which inspires students to reach their potential while providing a wide range of experiences, making them ready for the world beyond formal education.**

## STRATEGIC OBJECTIVE 1

### To provide outstanding learning experiences to prepare children's readiness for the world Beyond our doors

#### We will do this by:

- Ensuring all our schools have a rich, broad, and ambitious curriculum.
- Maximising opportunities through a careful programme of careers, providing pathways to the world of work.
- Develop our values-based character education to provide the highest standards of behaviour, personal habits and skill sets across the Trust.

#### In Year 1 -2 – our priorities are:

- To ensure we have a strong and effective curriculum recovery programme in place following Covid 19, so that all our pupils catch up with their learning and close progress gaps.
- All our schools are at least Good and some Outstanding in Ofsted assessments.
- To develop a strong and dynamic recruitment strategy across the Trust, to help employ high quality professional and support staff.

#### Year 3 and Beyond

- Progress is consistently 'above average' or better for all schools in all key stages.
- Progression to university and apprenticeships is above the regional average.
- The MAT Progress measure to be consistently Above Average in the League tables at KS2, KS4 and KS5.
- At least three schools to receive an Outstanding grade in Ofsted.

### Key Performance Indicators for year 1-2

#### We will measure this by:

- By the end of 2022, school attainment will return to pre-Covid levels or better, with progress gaps for identified groups narrow, based on the 2018-19 benchmark.
- All permanent posts are filled from strong fields or from growing our own trainees and our own internal benchmarking of teaching delivery shows schools to be at least grade 2 for all Six strands of our Trust Dashboard.
- Ofsted Outcomes to be Good or better for all Schools inspected.

## STRATEGIC OBJECTIVE 2

**To develop a talented, resilient, and high performing workforce who will collaborate, innovate and evaluate together.**

We will do this by:

- Maximising the benefits of being One Trust and One Family of schools.
- Recruiting, retaining, and developing talented staff.
- Ensuring our staff share their expertise and support each other across the Trust to ensure we are the employer of choice.

In Year 1 -2 – our priorities are:

- We will align our quality assurance processes.
- We will develop a highly effective Trust Improvement Plan.
- We will provide dynamic and tailored CPD support to all.
- Develop a digital strategy to:
  - Support collaboration and Trust ethos.
  - Maximise the use of student technologies across the Trust.

Year 3 and Beyond

- We will continue to develop students' technological resilience and application of technology across the organisation to maximise learning beyond the normal school day.
- We will ensure that at least three schools will be judged Outstanding by Ofsted for Quality of Education.
- We will review the Trust Pay structure to ensure that it supports performance management, recruitment, and retention.

### Key Performance Indicators for year 1-2

We will measure this by:

- All schools will contribute and be party to the Trust Quality Assurance programme to focus on annual curriculum improvement work.
- The Trust Improvement Plan will be driven by the Strategic Plan and the Trust wide educational priorities, and will inform the School Improvement Plans of each school.
- Professional development will support teachers to make the actionable steps required to improve and, in turn, support schools overall progress against the Core 6 Strands of Pedagogy.
- A Trust digital strategy will be in place and fully costed by September 2022.

### STRATEGIC OBJECTIVE 3

#### To ensure the long-term sustainability of the Trust by growth and strong financial health

##### We will do this by:

- Growing steadily within the region.
- Developing a strong identifiable brand whilst not losing the distinct ethos of each school.
- Ensuring we maximise our economies of scale.

##### In Year 1 -2 – our priorities are:

- We will develop and launch our branding and marketing strategy.
- We will offer a collaboration package to interested feeder schools to support them in deciding to join the Trust.
- We will expand our PAN where feasible.
- We will continue to enhance our financial efficiencies at a school level.
- We will deliver major capital investment works to the Fort Pitt Grammar School and a range of smaller projects across other schools in the Trust.

##### Year 3 and Beyond

- Financial deficits are cleared by the start of year 3 of the Strategic Plan.
- MAT reserves are healthy and are between a target range of 5-7% of annual income.
- Capital investment programme moves from maintenance and renovation towards enhancement of facilities identified by stakeholders.
- Identify and bid for Free-school opportunities.
- Maximise our lettings return to enhance our income streams to aid further investment.

#### Key Performance Indicators for year 1-2

##### We will measure this by:

- The Trust will have strong and positive brand recognition by 2022.
- Revenue reserves to grow by 0.4% and deficit reduction plan on track to support this.
- Financial benchmark KPIs will show financial efficiency in the context of the schools and all schools running break-even budgets.

## STRATEGIC OBJECTIVE 4

### To develop strong and connected leadership at all levels that overarches the Trust

#### We will do this by:

- A new robust and motivational performance management system.
- Developing a continuous cycle of evaluation, monitoring to improve the standard of Governance across the Trust.
- Developing a two-way communication strategy for all our stakeholders.

#### In Year 1 -2 – our priorities are:

- Review, update and enhance the performance management system.
- Undertake a review of each Governance structure and deliver improvement in all areas.
- Review our internal and external communication channels through surveys and feedback.

#### Year 3 and Beyond

- Share our leadership capabilities within and outside the Trust.
- Strengthen our links with other schools and MATs with a view to ‘try before you buy’ principle that will support our growth strategy.
- Develop strong and beneficial links with businesses and the wider Medway community.

### Key Performance Indicators for year 1-2

#### We will measure this by:

- Performance management systems in place and employee survey to show improvement from 2021 benchmarks by 20%.
- NGA reviews to be completed on two school Local Governing Bodies per year with actions plans in place and addressed within 12 months.
- Trust newsletter in place responding to stakeholder priorities and reporting in a ‘You said, we did’ format.

## Covid-19

We recognise the impact that the Covid-19 Pandemic has had on the education of children in our Trust during the Spring and Summer of 2020 and in the Winter of 2021.

Our key priority for 2021-22 will need to continue with 'recovery'.

Progress with each of the Strategic Objectives in this plan will be influenced by the pace of this recovery.