



# Strategic Plan 2024 - 2029

**Andrew Minchin**  
CEO

**Veen Rama**  
Chair of Trustees

# FORWARD BY

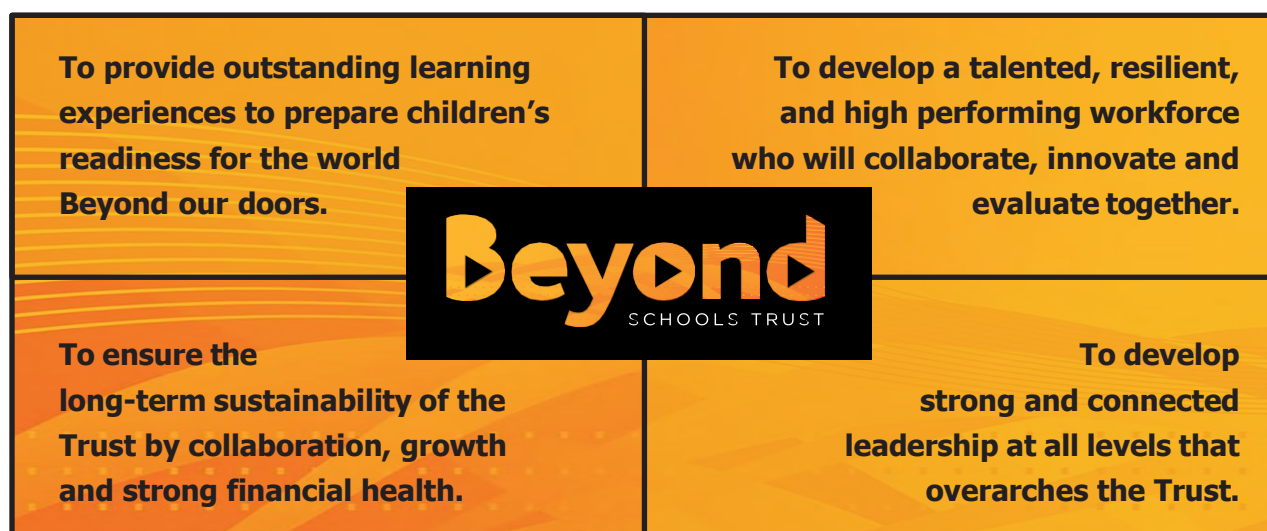
## CHIEF EXECUTIVE OFFICER & CHAIR OF TRUSTEES

The addition of five more schools to the Beyond Schools Trust family provides us with an ideal opportunity to review and adapt our strategic priorities which will carry us through the next 3-5 years. Our original Strategic Plan provided us with a roadmap to help guide and drive us towards the improvements and developments we wanted to see from its launch in 2021 until 2026. We are delighted that so much progress has been made in the 3 ½ years since its inception; however, as a larger Trust, now is the right time to revisit the strategies that will guide us, ensure we deliver the best educational experiences for the communities we serve and achieve our ambitions for the Trust over the next few years. Our starting point is different now too with the addition of schools that need some additional support.

Our belief in the importance of lifelong learning is as strong as ever; we also recognise how vital it is that our Trust supports our employees to prepare students for life beyond our doors. Therefore, this plan adds two additional foci to help prepare students for the future:

- **Environmental and Sustainability** (included as a separate strategy)
- **AI for learning and as a set of tools to support the organisation** (embedded in our 4 key strategic objectives)

At the core of all we do is the desire to deliver an excellent educational provision, foster a sense of personal responsibility, and instill in our students the values and character to be the best that they can be.



Our commitment to the students that walk through our doors is to be continually striving to provide them with the tools to become the best versions of themselves. Our commitment to our staff is that we continue to provide them with the leadership, resources, and support they need to excel both personally and professionally.

Welcome to our new Strategic Plan (2024 – 2029)

**Andrew Minchin**  
CEO

**Veen Rama**  
Chair of Trustees

## OUR SCHOOLS

Our Trust now has 10 schools based in Medway and Kent (5 Secondary, 5 Primary) educating approximately 7000 students and employing over 900 staff. Fortunately, all our schools are still relatively close in proximity and serve the students from the same geographical area. We know our area well and are aware of, and work tirelessly in a co-operative manner, to both minimise the pressures and strains that local children and their families 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 staff.

### Our **Primary Schools**



**BALFOUR**  
JUNIOR SCHOOL



**CHANTRY  
COMMUNITY**  
PRIMARY SCHOOL



**PHOENIX**  
PRIMARY SCHOOL



**HILLTOP**  
PRIMARY SCHOOL



**WARREN  
WOOD**  
PRIMARY SCHOOL

### Our **Secondary Schools**



**FORT PITT**  
GRAMMAR SCHOOL



THE  
**ROBERT  
NAPIER**  
SCHOOL



THE  
**THOMAS  
AVELING**  
SCHOOL



THE  
**WALDESLADE  
& GREENACRE**  
SCHOOLS PARTNERSHIP



**WALDESLADE**  
SCHOOL



**GREENACRE**  
SCHOOL

## 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 are 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 how and why we should value each other, so we can create a community where we all aspire to succeed.







# Above & Beyond

SCHOOLS TRUST

## STRATEGIC OBJECTIVES

As part of this Strategic Plan, we sought comprehensive input from key stakeholders at each school within the Trust, these included:

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

All stakeholders share the same high aspirations for both the academic 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 focusing on:

- **Pedagogy and Curriculum Development**
- **Technological Skills Curriculum**
- **Character Education**
- **Academic Progress & Progression for all**
- **Behaviour and Attitudes**

In the next 3 years our priorities are:

## **1. Pedagogy and Curriculum Development:**

- Ensure all our schools have a rich, broad, and ambitious curriculum.
- Foster an understanding of our place in the community and across cultures (local, regional, national, international) through a carefully planned curriculum offering.
- Ensure diversity is embedded into the curriculum choices we make.
- Continue to evolve teaching practice in line with research
- Ensure teaching and the curriculum support 'above average' progress in all Key Stages.

## **2. A Technological Skills Curriculum:**

- Develop a technological skills curriculum (including AI) to enhance our students' learning and prepare students for the workforce.
- Create technological resilience in our students so that they can adapt, learn new skills well into the future thereby maximising efficiencies, while also managing and evaluating the risk of new technological tools.
- Ensure the technological skills curriculum supports 'above average' progress in all Key Stages.

## **3. Character Education:**

- Embed and refine our values-based character education to uphold the highest standards of behaviour, personal habits, and skill sets.
- Create a 'Beyond the Classroom' learning pathway of opportunities for every student to be a well-rounded citizen.
- Maximise opportunities through a consistent careers programme across the Trust, providing pathways to the world of work.
- Provide a broad range of role models to inspire students for future careers to ensure we bring alive our Aspirational value.

## **4. Behaviour and Attitudes**

- Create behavioural environments and attitudes fit for 21st-century learning.
- Develop a strategy for inclusion across our schools and phases.
- Build mental resilience in students and staff to value attendance.
- Implement internal measures for evaluating personal excellence.
- Ensure behaviour and attitudes support 'above average' progress in all Key Stages.

## Key Performance Indicators for Years 1-2

### We will measure this by:

- Increasing the percentage of students in our schools that possess the 'personal excellence' to support them in the world beyond formal education.
- Ensure the percentage of our schools with progress consistently 'above average' in each Key Stage increases year on year.
- Achieve progression to university and apprenticeships above the regional average.
- Maintain 'Above Average' MAT Progress measures in league tables at KS2, KS4, and KS5.
- Demonstrate our inclusive practice by some of our schools working towards the Inclusion Quality Mark or better
- By the end of 2026, all our schools to have achieved the Character Education Mark.
- By the end of 2027, for some of our schools to have achieved the Inclusion Quality Mark.



## STRATEGIC OBJECTIVE 2

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

We will do this by focusing on:

- **Recruitment & Retention Strategy**
- **Quality Assurance and Improvements**
- **Digital Strategy for Employees**
- **Cultural Enhancements**
- **Pay and Benefits Improvements**

In the next 3 years our priorities are:

**1. Recruitment & Retention Strategy:**

- Embed a strong, innovative, and dynamic recruitment strategy to employ high-quality teaching and support staff to ensure we have the quality to deliver high quality learning experiences.
- Retain and develop talented staff within the Trust to avoid loss to other organisations.
- Encourage staff to share expertise and support each other, fostering greater collaboration in similar roles to reduce isolation.
- Develop a Teach in Kent Strategic Management Board to oversee the development of this key recruitment pipeline for the profession.
- Develop an apprenticeship levy plan to maximize its use and meet competing demands.

**2. Quality Assurance and Improvements:**

- Ensure our quality assurance processes across the Trust support employee development and identifies best practice.
- Provide dynamic and tailored CPD support to all staff.
- Embed the peer review process as part of the leadership development for Middle and Senior Leaders.

**3. Digital Strategy for Employees:**

- Develop a digital strategy to explore, design and implement digital improvements to support learning, efficiencies, collaboration, and Trust ethos.
- Enhance staff's technological resilience and application of technology to our core teaching pedagogy strands so that maximises student learning.
- Create technological resilience in our employees so that they can adapt, learn new skills well into the future thereby maximising organisational efficiencies, while also managing and evaluating the risk of new technological tools.

**4. Cultural Enhancements:**

- Promote equality, diversity, and inclusion in how we work together as an organisation.
- Create a safe environment for risk-taking and innovation.
- Market the Beyond experience and culture.

**5. Modernise Performance Appraisal and Improve Pay, Benefits and wellbeing:**

- Review and refine the Trust appraisal, pay and benefits structure to support performance, recruitment, and retention.
- Continue to review wellbeing and make incremental improvements to work life balance and recognition strategies

## Key Performance Indicators

### We will measure this by:

- 90% of permanent posts are filled from strong fields or from growing our own trainees.
- Teach in Kent Management Board in place and operating effectively.
- Retention data and exit interviews show positives reason for leaving (e.g., promotion)
- Reasons for joining the Trust are linked to collaboration, positive work environment, positive culture or wellbeing and workload.
- All schools contribute Senior and Middle Leaders to the work of the School Improvement Team and develop an understanding of our Trust Quality Assurance programme and the culture behind it.
- Internal reviews and external Ofsted reviews identify the impact of strong professional development and subject knowledge.
- Successful Trust INSET day focused on Digital Exploration and Artificial intelligence – November 2024
- AI working parties in place following the launch of the Digital Exploration phase
- A detailed Trust digital strategy will be in place and fully costed by September 2025
- The “Go Beyond” Professional development hub is in place.
- Pulse surveys remain positive – see SO4.

## STRATEGIC OBJECTIVE 3

**To ensure the long-term sustainability of the Trust by collaboration, growth and strong financial health**

We will do this by focusing on:

- **Finding Economies of Scale**
- **Building and Maximising the Brand Value through Effective Marketing**
- **Financial Efficiencies**
- **Estates Investments**
- **Sustainable Growth**

In the next 3 years our priorities are:

**1. Finding Economies of Scale:**

- Prioritise procurement efficiencies which provide the greatest value for money and alignment where it provides the greatest benefits.
- Embark on projects to reduce unnecessary or duplication of processes across the Trust.

**2. Building and Maximising the Brand Value through Effective Marketing**

- Communicate our branding to all stakeholders on a regular basis across a range of communication platforms with a view to promote the working culture to attract the best.
- Develop our link with Teach In Kent for the benefit of all in the partnership.
- Market the 'evidenced' support from Beyond Schools Trust for our schools.
- Offer collaboration packages to interested schools.

**3. Financial Efficiency:**

- Enhance financial efficiencies at the school level through curriculum led financial planning.
- Clear financial deficits of new schools by Year 2 of this plan.
- Maximise lettings returns to enhance income streams for further investment.
- Develop and maintain healthy MAT reserves (target: 5% of annual income).
- Expand Pupil Admission Numbers (PAN) where appropriate to maximise school level efficiencies.

**4. Estates Investment:**

- Ensure sites are safe, welcoming, clean, and sustainably maintained.
- Deliver capital investment works to schools in need and implement projects across all schools.
- Provide funds for strategic capital investments that create a return on investment and/or reduce carbon footprint.
- Move from maintenance and renovation to enhancement of facilities identified by stakeholders.

**5. Sustainable Growth**

- The Trust will look to consolidate its growth for the next year while continuing to develop relationships for future growth
- We will create criteria for assessing further growth opportunities to ensure they add value to the Trust.
- Strengthen links with other schools and MATs to support our growth strategy.
- Identify and bid for Free-school opportunities, if they arise.

## Key Performance Indicators

### We will measure this by:

- The Trust will have strong and positive brand recognition by 2026 reinforced by external validation.
- Revenue reserves to grow back towards 4% by the end of 2027 and all budgets contribute towards a healthy position with most schools able to re-invest surplus into their facilities.
- Careful growth of Teach in Kent supports strong teacher development and recruitment for all schools in the Teach in Kent Partnership. Growth to exceed 300 ITT students by 2027.
- Financial benchmark KPIs will show financial efficiency in the context of the schools and all schools running break-even budgets.
- Estates to have improved Health & Safety scores from 2024 benchmarks.
- Student and staff surveys show an improved picture from 2024 position on quality of all learning environments.
- The Trust will look to grow in both phases towards the end of the 3-year period with schools that complement the Trust's strategic objectives and its values.

## STRATEGIC OBJECTIVE 4

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

**We will do this by focusing on:**

- **Creating Clear Leadership & CPD Development Pathways**
- **Communication Strategy**
- **Governance Development**
- **Community and Business Links**

**In the next 3 years our priorities are:**

- 1. Leadership Pathway:**
  - Create a DNA profile of what a Beyond leader should be that guides potential talent through their leadership progression.
  - Create a motivational and aspirational development pathway for Middle and Senior Leaders which support the development of Beyond Leadership DNA.
  - Select and support 3 cohorts through these development pathways and track their progression.
- 2. Communication Strategy:**
  - Develop a two-way communication strategy for all stakeholders.
  - Continuously review and enhance internal and external communication channels through surveys and feedback.
  - Use and engage in consistent Staff Pulse surveys to create a meaningful dialogue.
  - Standardise key metrics of parent surveys to gain annual feedback for the progress against the strategic plan
- 3. Governance Development:**
  - Review and improve governance recruitment structures.
  - Share governance leadership capabilities within and outside the Trust.
  - Create a development framework for strategic governance.
  - Continuously evaluate and improve governance standards.
- 4. Community and Business Links:**
  - Develop strong and beneficial links with businesses and the wider regional community.
  - Create a bank of inspirational role models in leadership from across the cultural spectrum.
  - Explore sponsorship and partnership opportunities with businesses and the wider community.



## Key Performance Indicators

### We will measure this by:

- Leadership Development Pathways in place with cohorts of 20 at Middle Leader level and 10 at Senior Leader level per annum.
- Stakeholder feedback will be incorporated into the short-term and long-term strategic planning, and this will be highlighted to parents
- Staff pulse survey shows a strong satisfaction rating:
  - All schools/Head Office to be 8.5+/10
  - All schools /Head Office to be above national in each category
- Governance Induction and training programme in place by September 2024 with 3 'Get into Governance' sessions held annually.
- NGA reviews to be completed on 2 schools' Local Governing Bodies per year with actions plans in place and addressed within 12 months.
- Role models in evidence within the curriculum and around schools. Value of Aspiration receives 4.3+/5 from staff survey.
- At least one beneficial partnership/sponsorship in place by September 2026.

## IN FOCUS:

### Environmental Sustainability Strategy for Beyond Schools Trust

#### Vision:

"At Beyond Schools Trust, we recognise our profound responsibility to the planet and future generations. Our commitment to environmental sustainability is not just a choice; it is an imperative. By embedding sustainable practices into our educational framework and operations, we not only contribute to securing our survival as a species but also inspire a legacy of stewardship in our students. Through this vision, we pave the way for a healthier planet, a brighter future, and a richer educational experience for all."

We aim to foster this culture of environmental stewardship across all ten schools in the Beyond Schools Trust, ensuring our practices contribute positively to the planet and prepare students to be responsible, environmentally conscious citizens.

#### Objectives:

1. Embed sustainability across the curriculum.
2. Start local and start young with sustainability education.
3. Involve the local community in sustainability efforts.
4. Secure UK school grants for sustainable energy initiatives.
5. Appoint Environmental and Sustainability Leaders in each school.
6. Utilise smart technologies to monitor and reduce energy wastage.
7. Retrofit old buildings for enhanced energy efficiency.
8. Monitor Energy Wastage to identify improvements
9. Make targeted capital investments in sustainability projects.

#### 1. Embedding Sustainability Across the Curriculum

- Integrate environmental sustainability topics into existing subjects such as English, Science, Geography, History and Social Sciences.
- Integrate skills of sustainability into the core curriculum of Maths and Science.
- Develop specific modules focused on sustainability, renewable energy, and conservation for all age groups.
- Encourage project-based learning where students can work on real-life sustainability challenges.
- Create an awareness of careers linked to environment and sustainability.

#### 2. Start Local and Start Young

- Introduce sustainability concepts in Early Years and Primary education to instil a sense of environmental responsibility from a young age.
- Organize local environmental projects e.g., school gardens, recycling programmes, and clean-up drives.
- Continue this through transition to secondary and keep it topical through the teenage years.

### 3. **Involve the Local Community**

- Partner with local businesses, councils, and environmental organisations to support sustainability initiatives.
- Host community events and workshops to raise awareness about environmental issues and sustainable practices.
- Encourage students to participate in community service projects focused on environmental conservation.

### 4. **Identify UK School Grants for Sustainable Energy**

- Research and apply for grants and funding opportunities specific to schools for renewable energy installations and sustainability projects.
- Collaborate with the DfE/Financial Advisors and Grant Writers to maximise funding opportunities.

### 5. **Environmental and Sustainability Leaders in Each School**

- Appoint a dedicated Environmental and Sustainability Leader in each school to oversee and coordinate sustainability initiatives.
- Provide training and resources to these leaders to ensure they are well-equipped to drive change.

### 6. **Use of Smart Technologies**

- Implement smart energy management systems to monitor and control energy usage in real-time.
- Use data from these systems to identify areas for improvement and track progress towards energy reduction goals.

### 7. **Retrofit Old Buildings**

- Conduct energy audits of all school buildings to identify opportunities for retrofitting and improving energy efficiency.
- Invest in upgrades such as improved insulation, energy-efficient windows, LED lighting, and modern Heating, Ventilation & Air Conditioning (HVAC) systems.

### 8. **Monitor Energy Wastage**

- Regularly monitor and analyse energy consumption data to identify and address inefficiencies.
- Encourage students and staff to adopt energy-saving habits, such as turning off lights and equipment when not in use.

### 9. **Targeted Capital Investments**

- Allocate capital investments to projects with the highest potential for energy savings and environmental impact.
- Prioritise investments in renewable energy sources such as solar panels and wind turbines for school buildings.
- Invest in green infrastructure projects, such as rainwater harvesting systems and green roofs.

## Key Performance Indicators

### We will measure this by:

- Implementing an updated environmental and sustainability policy.
- Develop a decarbonisation plan for each site so we can set measurable goals for improvement and track progress annually against
- Create a thematic strand to our peer review process and collate evidence across the Trust on the preparedness of students.
- Establish baseline metrics for energy consumption, waste production, and sustainability practices across all schools.
- Conduct annual reviews of sustainability initiatives to assess effectiveness and make necessary adjustments.
- Celebrate and share successes within the Trust and the wider community to maintain momentum and engagement.

