



# Learning Together Trust

## 'Strategic Plan 2021 – 2024'



### Context:

Learning Together Trust has a single legal and moral purpose: **to advance education for the public benefit.**

We are a family of schools, who work in partnership, to ensure that every child within each school receives the best education, rooted in Christianity, that equips them for success in the next phase of their learning and later life. Collaboration is at the heart of the Learning Together Trust. We are outward-facing, working collaboratively within our family, whilst also embracing opportunities to form partnerships outside of our School Trust.

Learning Together Trust currently has four schools, who are each unique and at different stages of their journey to excellence, all making valuable contributions towards improving and maintaining high educational standards across our School Trust. Our schools benefit from working across two different Dioceses and two different Local Authorities.

We help our local communities to thrive by giving our children an education of the highest quality, a broad range of **extra-curricular** opportunities, exciting and engaging **enrichment** provision, and unique and memorable **experiences.**

Schools in our Trust family enjoy many benefits, including: the sharing of ideas, expertise and 'best practice'; structured career pathways and professional development; and specialist support, enabling teachers and school leaders to focus on teaching and learning. St. Wilfrid's Church of England Primary Academy is the founding school of the Learning Together Trust and has received approval from the Department for Education to sponsor and support underperforming academies.

Learning Together Trust is committed to welcoming new schools and sharing our distinctly Christian ethos and spirit of collaboration.

## **Our Trust Strategy:**

### **Our Trust Vision:**

**‘With God, all things are possible.’ Matthew 19:26**

- Our children will be **Resilient, Respectful, Responsible, Reflective** and **Ready** to thrive and succeed in life
- Our schools will be **Resourced** with the ‘best’ staff
  - Our Trust will have a **Reputation** for Excellence: School of choice
  - Employer of choice
  - Trust of choice

### **Our Trust Mission Statement:**

**‘Learning Together...to achieve success for all God’s children.’**

With Christ at the centre of all that we do, we will create a culture of collaboration and excellence and take our Trust on a journey of growth and success.

### **Our Trust Aims:**

**‘I can do things you cannot, You can do things I cannot, Together we can do great things.’ Mother Teresa**

1. To inspire children through the highest quality education, underpinned by Trust Values and Christian Distinctiveness.
2. To recruit excellence through reputation and collaboration.
3. To retain quality and ‘Manage Talent’ through enthusing, enabling and empowering.
4. To provide all schools with the pastoral care, support network, resources and developmental challenge to add value.

### **Our Trust Values:**

Our Christian Values, which are rooted in scripture, are at the heart of our Schools and our Trust. They help us to live out the Church of England Christian Vision of ‘Life in all its Fullness’.

**Trust: ‘The Lord is your strength and shield. Trust Him.’ Psalm 28:7**

**Love: ‘Let all that you do be done in Love.’ 1 Corinthians 16:14**

**Hope: ‘Always put your Hope in God.’ Psalm 42:5**



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### 1. School Improvement and Outcomes

**Overarching Strategic Objective:** Advance education for all, improving outcomes for children and leading our schools on a journey to excellence.

Actions	Key Performance Indicators
<ul style="list-style-type: none"> <li>To provide an ambitious and inclusive <b>curriculum</b> of the highest quality to meet the needs of all children in each school community.</li> </ul>	<ul style="list-style-type: none"> <li>Children engage in a well-planned and carefully sequenced curriculum, which is enhanced by our Trust 3 Es (enrichment, extra-curricular and experiences).</li> </ul>
<ul style="list-style-type: none"> <li>To ensure that all children, including disadvantaged pupils and learners with SEND, make at least expected <b>progress</b> and achieve aspirational <b>attainment</b> targets.</li> </ul>	<ul style="list-style-type: none"> <li>Children in all year groups make, on average, 6 steps progress, in each school.</li> <li>At the end of Key Stage 1 and 2, children across our Trust achieve in line or above National in Reading, Writing and Maths.</li> </ul>
<ul style="list-style-type: none"> <li>To ensure that high <b>standards</b> are maintained and improved.</li> </ul>	<ul style="list-style-type: none"> <li>Ofsted and SIAMS judgements are maintained or improved.</li> </ul>
<ul style="list-style-type: none"> <li>To ensure that all <b>teaching</b> is highly effective and leads to positive pupil outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>All teaching is at least good.</li> <li>Where teaching is less than good, systems are implemented to support and challenge performance.</li> </ul>
<ul style="list-style-type: none"> <li>To raise standards of teaching and learning through highly effective <b>collaboration</b>, continuous professional development and targeted support.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration is at the heart of our Trust, with opportunities facilitated to share ‘best practice’ at all levels.</li> <li>Networks are established across our Trust to benefit all and impact on standards and outcomes</li> <li>Staff benefit from high quality CPD, which is research-led and evidence informed.</li> </ul>
<ul style="list-style-type: none"> <li>To use <b>research</b> and <b>evidence</b> to enhance practice and impact on pupil outcome.</li> </ul>	<ul style="list-style-type: none"> <li>Staff across our Trust have a strong knowledge of research-led and evidence informed practice, which is applied in their daily teaching.</li> </ul>



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### 2. People Strategy

**Overarching Strategic Objective:** Build sustainable workforce infrastructures enabling all to flourish, both professionally and personally.

Actions	Key Performance Indicators
<ul style="list-style-type: none"> <li>To <b>recruit</b> the very best staff, at all levels, through reputation and being the ‘employer of choice’.</li> </ul>	<ul style="list-style-type: none"> <li>High levels of applications for advertised positions.</li> <li>There are no vacancies across our Trust.</li> <li>High quality appointments are made.</li> </ul>
<ul style="list-style-type: none"> <li>To effectively <b>deploy</b> staff according to strengths and skillset.</li> </ul>	<ul style="list-style-type: none"> <li>Staff are effectively deployed to maximise impact.</li> <li>‘Staff voice’ is heard, valued and acted up on.</li> <li>Staff expertise is harnessed and directed to impact others.</li> </ul>
<ul style="list-style-type: none"> <li>To <b>retain</b> staff by investing in their professional development and personal wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Staff thrive and flourish through high quality continuous professional development, including National Professional Qualifications, Apprenticeships and NVQs.</li> <li>Staff feedback is positive and evidences high levels of satisfaction and support.</li> </ul>
<ul style="list-style-type: none"> <li>To become architects of <b>talent</b>, through identification and nurture of potential within the workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Talent is spotted, developed and grown throughout our Trust.</li> <li>Opportunities are offered within our Trust to develop personal career aspirations through secondments, restructuring and financial support.</li> </ul>
<ul style="list-style-type: none"> <li>To develop <b>resilience</b> within the workforce, promoting a positive work-life balance for all.</li> </ul>	<ul style="list-style-type: none"> <li>Staff are resilient and able to adapt to the ever-changing demands of the current education landscape.</li> <li>Staff have a positive work-life balance and are well-supported by school leaders and governors.</li> </ul>
<ul style="list-style-type: none"> <li>To <b>empower</b> all employees to be the best that they can be.</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel empowered, supported and valued, and are given opportunities to pursue their passions and aspirations.</li> </ul>



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### 3. Partnership Development

**Overarching Strategic Objective:** Engage in ‘deep collaboration’ and nurture mutually beneficial relationships and partnerships, both within our Trust family and beyond.

Actions	Key Performance Indicators
<ul style="list-style-type: none"> <li>To further strengthen our relationship with our <b>Dioceses and Church Communities</b> through regular communication and positive engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Blackburn Diocese and Liverpool Diocese advocate our Church of England Trust as a beacon of excellence and example of ‘best practice’.</li> <li>Our Trust schools are ‘the heart’ of the Church communities that we serve.</li> </ul>
<ul style="list-style-type: none"> <li>To maintain a purposeful relationship with <b>Wigan LA and Lancashire LA</b>, and continue to effectively collaborate with Local Authority maintained schools.</li> </ul>	<ul style="list-style-type: none"> <li>Our Trust schools regularly engage in and lead collaborative groups.</li> <li>As an ‘outward facing’ Trust, we continue to work in partnership with our respective Local Authorities, providing mutual support and challenge.</li> </ul>
<ul style="list-style-type: none"> <li>To foster new and strengthen existing <b>educational partnerships</b>, including High School, Colleges, Universities and other School Trusts.</li> </ul>	<ul style="list-style-type: none"> <li>Highly effective collaborative partnerships are established to provide new opportunities, access to facilities and expertise, share ‘best practice’ and raise aspirations.</li> </ul>
<ul style="list-style-type: none"> <li>To promote <b>parental engagement</b> to strengthen partnership and ensure the development of the ‘whole child’.</li> </ul>	<ul style="list-style-type: none"> <li>High levels of parental engagement in all aspects of school life.</li> <li>Positive parental feedback and fewer parental challenges.</li> <li>School and Parents share ambition for the children in our Trust.</li> </ul>
<ul style="list-style-type: none"> <li>To be beacons of hope and further establish links within our local and global <b>communities</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Schools are at the heart of our communities and children ‘serve their neighbours’, both locally and globally.</li> </ul>
<ul style="list-style-type: none"> <li>To engage in ‘deep collaboration’ at all levels within our <b>Trust Family</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Through highly effective collaboration, all God’s children, regardless of background, fulfil their potential.</li> </ul>



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### 4. Trust Leadership and Governance

**Overarching Strategic Objective:** Build a ‘Strong Trust’, with highly effective leadership and ‘expert’ governance, enabling all schools to thrive.

Actions	Key Performance Indicators
<ul style="list-style-type: none"> <li>To adhere to the <b>‘Principles of Public Life’</b>, including selflessness, integrity, objectivity, accountability, openness, honesty and leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders demonstrate consistently high standards of principled and professional conduct.</li> <li>Leaders uphold public trust in Trust, civic and system leadership.</li> <li>Trust leaders maintain high standards of ethics and behaviour.</li> </ul>
<ul style="list-style-type: none"> <li>To increase the <b>capacity</b> of our Central Trust Team in readiness for growth.</li> </ul>	<ul style="list-style-type: none"> <li>Central Trust Team enhanced to increase leadership capacity, provide strategic solutions and allow growth.</li> </ul>
<ul style="list-style-type: none"> <li>To undertake high-quality and relevant <b>leadership training</b>, through engagement in National Qualifications and nationally recognised professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders engage in National Qualifications, develop knowledge and skills based on up-to-date research and ‘best practice’, which impacts positively on our Trust Schools.</li> <li>Leaders benefit from networking opportunities with others.</li> </ul>
<ul style="list-style-type: none"> <li>To use <b>leadership expertise</b> and <b>strengths</b> within our Trust to empower and upskill others, enabling all schools to thrive.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders thrive through collaborative partnerships, finding joint, innovative solutions and enhancing practice.</li> </ul>
<ul style="list-style-type: none"> <li>To <b>develop Local Governors</b> through modelling and succession planning.</li> </ul>	<ul style="list-style-type: none"> <li>Effective modelling leads to improved challenge and higher quality local governance, facilitating independence.</li> </ul>
<ul style="list-style-type: none"> <li>To commission an <b>external review of governance</b> across Learning Together Trust.</li> </ul>	<ul style="list-style-type: none"> <li>External review of governance undertaken and recommendations considered.</li> </ul>



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### 5. Business Development and Finance

**Overarching Strategic Objective:** Conduct stringent and rigorous financial and operational leadership and achieve value for money.

Actions	Key Performance Indicators
<ul style="list-style-type: none"><li>To increase/maintain <b>pupil numbers</b> in order to maximise funding.</li></ul>	<ul style="list-style-type: none"><li>Number of pupils on role are at least maintained in year.</li></ul>
<ul style="list-style-type: none"><li>To ensure <b>sufficient reserves</b> are in place to mitigate areas of high risk.</li></ul>	<ul style="list-style-type: none"><li>Reserves held are at least in line with policy to mitigate risk with additional reserves available to support funding bids.</li></ul>
<ul style="list-style-type: none"><li>To continuously improve the quality of provision whilst <b>balancing the budget</b>.</li></ul>	<ul style="list-style-type: none"><li>Each school achieves educational improvement whilst operating within its own financial resources.</li></ul>
<ul style="list-style-type: none"><li>To maximise our <b>estates</b> to support high-quality and safe provision across all of our schools.</li></ul>	<ul style="list-style-type: none"><li>Access all funding streams to support estate maintenance and improvement whilst proactively maintaining and enhancing the educational environment.</li></ul>
<ul style="list-style-type: none"><li>To ensure a robust system of <b>internal scrutiny</b> is in place to provide independent assurance to the Board that financial and non-financial controls are operating effectively.</li></ul>	<ul style="list-style-type: none"><li>Procure a robust program of internal scrutiny on a termly basis with informative and detailed reports presented to the Trust Board.</li></ul>
<ul style="list-style-type: none"><li>To work towards <b>carbon-neutral operations</b> by monitoring carbon usage and developing sustainable strategies.</li></ul>	<ul style="list-style-type: none"><li>Reduce energy consumption across the Trust by increasing staff/pupil awareness and actively managing.</li></ul>