

## LT2 Strategy 2017-18

**Learning Today Leading Tomorrow** (LT2) is a two school Multi-Academy Trust based in Rugby. Its founding schools are two recently established Free Schools:

- Rugby Free Primary School (RFPS), opened in 2015 and currently has Reception, Year 1 and Year 2 pupils
- Rugby Free Secondary School, (RFSS), opened in 2016 and currently has Year 7 and Year 8 pupils

### LT2 Vision

*The Vision of Learning Today Leading Tomorrow is that all our schools, across both primary and secondary phases, will be vibrant learning environments in which every member of the school community is passionate about learning.*

We combine high aspirations and a keen interest in innovation with a commitment to the rights of every individual child and young person that we educate. In our schools, every child is known, valued and respected for their individual gifts, talents and hard work.

Our Trust is locally based and locally focused, all our pupils are fully involved in the life of their community through an approach to 'society service'. We see this as a crucial aspect of how children and young people should see themselves as part of society to which they make significant contributions and from which they can derive various benefits.

School improvement is at the core of what we do. We believe that every school is on an improvement journey, be it a new school, established provision in challenging circumstances, or an 'outstanding' school needing to sustain high performance and avoid coasting. As a result, we will ensure that all of our schools maximise their resources to achieve educational excellence.

We have high aspirations for all children, particularly those from more deprived backgrounds (those who attract pupil premium). In order to deliver on those aspirations, we develop strong partnerships with other agencies and professional organisations to support children and parents who may be experiencing difficulties.

## **LT2 Mission**

In fulfilling the Vision, trustees, governors and all employees of Learning Today Leading Tomorrow undertake to:

- ensure that every child enjoys the same high-quality education in terms of resourcing
- raise the standard of educational achievement of all pupils
- improve the effectiveness of each school by keeping the curriculum and organisational structure under continual review
- provide value for money for the funds expended
- comply with all appropriate statutory requirements
- maintain close links with the local community
- conduct the trust's business in accordance with the highest standards of integrity, probity and openness

## **Track Record and Capacity Building**

The future development and growth of the MAT is dependent on the outcome of the existing schools' first Ofsted inspections. Neither RFPS or RFSS has had an Ofsted Inspection yet but these are expected at RFPS in 2017-18 and RFSS in 2018-19.

Since opening in 2015, the Trust has focused on building the capacity and expertise of local governors to oversee teaching and learning within each of its schools and to hold the Headteacher to account for the progress and outcomes of its pupils.

In September 2017, the MAT employed its first CEO to take the Trust to the next stage of its development. The CEO is the executive leader of the Trust and accounting officer, line manages the Headteachers and oversees the Central Team functions (in house and external).

The Trust has established a Central Finance Function and commissions an external service provider to provide HR, Health & Safety, assurance on safeguarding processes and school improvement functions to support the local leadership teams. The Trust's School Improvement Partner reports directly to the Board on Teaching and Learning Reviews and Pupil Premium.

## **Operational Planning 2017/18**

Following a successful Ofsted at RFPS, the Trust aims to develop a full Strategic Plan for 2018-2022. To prepare effectively for this next stage of development, during 2017-18, LT2 is focusing on the following key operational priorities:

- Supporting RFPs to achieve a Good or Better judgement at Ofsted at RFPs in 2017/18
- Embedding local governance and support RFSS executive leadership to prepare for Ofsted in 2018/19
- Building capacity for sustainable governance systems and conduct a self-evaluation and governance review across the Trust
- Harmonising financial procedures across the Trust and ensure effective Central Finance systems are embedded
- Streamlining policy development, oversight and review processes across the Trust
- Developing a framework for reporting Quality and Compliance to the Trust Board that enables trustees to carry out their duties and manage key risks effectively
- Finalising the LT2 Strategic Plan 2018-22 for future development and growth

The key management tool that underpins activity on the above priorities is the 2017/18 **Governance and Operational Plan** which is designed to:

- Support LT2 schools to achieve good or better outcomes at their first Ofsted inspection through effective governance and business management systems
- Build capacity within the LT2 central team to embed the operation of effective business functions
- Develop a clear strategy for growth once the Trust can demonstrate a track record with Ofsted

The purpose of this Governance and Operational Plan is to consolidate the governance within the Trust and ensure its schools are Ofsted ready at the appropriate point. It aims to harmonise systems between and across the schools, ensure the Trust maintains compliance with statutory regulations and requirements, embed and share good practice and implement policy, system and process improvements where required.

The role of the Central Team is clearly defined; this includes all internal and externally sourced back-office functions, as well as delivery support (school improvement, teaching & learning, CPD), and capacity for intervention and/or growth. The Central Team will also use the existing expertise in individual academies to add capacity to fulfil the responsibilities of the Central Team and develop optimum school to school support.

**The CEO will lead the Governance and Operational Plan to:**

- Build capacity centrally and further develop the key functions that will be provided by the central team including:
  - Business operations
  - Central finance function
- Plan and budget for services/functions that will be bought in from external sources such as Trust School Improvement Support

- Continue to develop and implement clear schemes of accountability through the Scheme of Delegated Authority

**LT2 trustees will:**

- Explore and develop a defined strategy for growth and sponsorship, understanding the need to build capacity in advance of new schools joining the Trust including:
  - rate of growth
  - the optimum number and balance of primary/secondary/special and sponsored/converter/start-up free schools and academies
- Maximise opportunities to lever additional funding for development from the appropriate authorities at the appropriate time
- Prepare for the challenges of different types of academies joining the MAT (start-up, sponsored, converters, primary secondary, special)
- Develop a plan for conducting due diligence, considering optimum geographical factors and ensuring a clear understanding of the impact that different types of schools joining will have on the overall leadership and governance within LT2 (and be prepared to say “no” where required)
- Review governance, leadership and the business structure of the MAT to meet the needs of planned growth

<Governance and Operational Plan 2017-18 Summary>