



# The LETTA Trust Strategic Plan 2021~2024

---

*“Education is for improving the lives of others  
and leaving your community and world better  
than when you found it.”*



*Marian Wright Edelman*

---



## Contents

1. Message from Peter Sherratt and Jo Franklin.....	3
2. Vision, values and ethos.....	4
3. LETTA Trust strategic goals 2021-2024.....	5
4. Strategic goal for education: objectives and key performance indicators (KPIs).....	6
5. Strategic goal for people: objectives and KPIs .....	9
6. Strategic goal for partnerships and growth: objectives and KPIs .....	11
7. Related documents.....	13



## Introduction from Peter Sherratt, Chair of the Board of Trustees, and Jo Franklin, Chief Executive

The LETTA Trust's Strategic Plan for 2021-2024 reflects our commitment to social equality. It sets out the route-map to fulfilling our vision and ensuring children achieve excellent educational outcomes; outcomes that will give them choices and social mobility in their adult lives. The 3 strategic goals in the plan will enable us to address priorities relating to the current educational context and the local needs in our schools. This includes our openness to growing the Trust and working as a larger family group. Several important themes come up in the plan:

- We are mindful of the deepening of pre-existing inequalities in the wake of the pandemic. Our plan seeks to address the educational, health and wellbeing inequalities in our schools.
- Our curriculum is well-structured; with knowledge and skills in all subjects carefully sequenced and organised in themes that enable children to link key concepts. We now wish to embed the teaching of character, anti-racism and gender equality in this curriculum framework.
- We remain committed to giving the highest priority to professional development for all staff and bespoke school improvement support. We wish to nurture inspirational leadership and develop executive leaders, school leaders and aspiring future leaders also.
- We look forward to continuing to work closely with other schools; to enable staff to work together to ensure the best possible learning for our young people; supporting each other by sharing practice. We are looking forward to becoming a bigger, stronger family of schools.
- We believe that School Trusts are civic structures, rooted in and serving their local community. We are looking for opportunities to work alongside community organisations including other school trusts and the Local Authority.

At LETTA, our model of working gives school leaders the freedom to focus on children and families in their community and the quality of education in their schools. We will continue to develop the central operations team and the systems and structures that provide solid foundations to build upon. You can read about this in our Strategy for Operational Stability.

The southern African philosophy of Ubuntu is our guiding principle. It speaks of the importance of relationships and generosity to one another and it is in this spirit that we are very much looking forward to the next three years of partnership, improvement and success.



Peter Sherratt



Jo Franklin



## Vision, Values and Ethos

LETTA Trust schools are committed to working in partnership and learning from and with each other. Together we strive to give children the best chance of happiness and success at school and beyond; to growing active citizens with a strong moral compass who will make a positive difference in the world. Our vision is a promise to our pupils; our values determine how we work together.

### Our vision

Our vision is that every child in every school in our trust:

- Loves learning, achieves their very best, has fun at school and feels excited about the future
- Knows how to make friends and get along well with people; to treat them with fairness, compassion and respect
- Grows healthy and strong, believes in themselves and has the confidence and resilience to follow their dreams
- Feels part of their community, proud of their school and inspired to make a positive difference in the world

### Our values

Our values determine how we work together:

- **Aspiration:** aiming high; broadening horizons; creating possibilities
- **Innovation:** taking risks; daring to be different; pioneering research; shaping the future; leading the way
- **Equality:** inclusive; excellence for all; celebrating diversity; equity; all for one and one for all!
- **Generosity:** open doors; collaboration; challenge and support; community-minded; team spirit; Ubuntu

### Ubuntu

Our guiding principle is the philosophy of Ubuntu; a southern African philosophy that speaks of our interconnectedness, of the importance of relationships, of openness and generosity to one another.

“Ubuntu does not mean that people should not enrich themselves. The question is: Are you going to do so in order to enable the community around you to be able to improve?”

Nelson Mandela

“I am who I am because of who we all are.”

Leymah Gbowee



## The LETTA Trust Strategic Goals 2021~2024

### 1. Education

- Schools where the educational experience is world class, learning is irresistible and every child succeeds



### 2. People

- People who are motivated, passionate about their work, cared for and given opportunities to learn and progress

### 3. Partnerships and growth

- A highly collaborative group of schools committed to community engagement and to partnership working that improves the quality of education for all young people

---

*“If you’re always trying to be normal, you will never know how amazing you can be.”*

*Maya Angelou*

---



# The LETTA Trust Strategic Goals with Objectives for 2021~2024

## 1. Strategic goal for education

Schools where the educational experience is world class, learning is irresistible and every child succeeds

*“It matters not what someone is born, but what they grow to be.”*

*J K Rowling*

### Achievements so far:

- Schools in the Trust are graded good+ (with a 'going up' letter) and outstanding by Ofsted.
- Pupils make outstanding progress from low starting points, they achieve well compared to national figures by the time they go to secondary school
- Both schools have Inclusion Quality Mark (IQM) awards. Stebon is an IQM Centre of Excellence and Bygrove is an IQM Flagship School. Pupils with SEND make excellent progress from their starting points
- Disadvantaged pupils in our school achieve better than all pupils nationally
- The curriculum is broad, rich and well-structured. Each subject is carefully sequenced and learning is organised in themes so pupils build a deep understanding of key concepts
- Pupils say they love learning and enjoy coming to school. Attendance is above national figures

Objectives	Key performance indicators (KPIs)
1.1. To make sure our curriculum includes a focus on developing aspiration, anti-racist attitudes, gender equality and key behaviours that will prepare children for the future	<p>a) The LETTA curriculum offers learning experiences above and beyond the ordinary and builds future life-skills  <b>Evidence:</b> -Independent, qualified external consultant report            -Ofsted judgement on the quality of education and personal development is outstanding</p> <p>b) All pupils say they feel, safe, happy and ready to learn  <b>Evidence:</b> -Pupil survey            -Attendance data</p> <p>c) Schools are graded outstanding by Ofsted  <b>Evidence:</b> Ofsted inspection reports</p>



<p>1.2. To design an evidence-based Pupil Premium and Covid-19 recovery plan focussed on addressing the impact of disadvantage on educational achievement including tackling the vocabulary gap</p>	<p>a) 80% pupils at ARE in reading, writing and maths <b>Evidence:</b> School data</p> <p>b) KS2 achievement in reading, writing and maths is above the national average <b>Evidence:</b> National data</p> <p>c) Attainment of disadvantaged pupils is in line with the attainment of all pupils nationally <b>Evidence:</b> National data</p> <p>d) Pupils with SEND make excellent progress from starting points <b>Evidence:</b> -School data and case studies -National data</p> <p>e) Teacher deliver the curriculum effectively using well-chosen evidence-based strategies <b>Evidence:</b> -School monitoring information -Ofsted inspection report QE -External consultant reports</p>
<p>1.3. To carefully design provision for pupils with SEND across the Trust that is inclusive and bespoke to the needs of each child</p>	<p>a) Pupils with SEND make excellent progress from starting points <b>Evidence:</b> -School data and case studies -National data</p> <p>b) The LETTA curriculum offers learning experiences above and beyond the ordinary and builds future life-skills <b>Evidence:</b> -Independent, qualified external consultant report -Ofsted judgement on the quality of education and personal development is outstanding</p>
<p>1.4. To develop a comprehensive Health and Wellbeing strategy that combats local health inequality</p>	<p>a) All pupils feel, safe, happy and ready to learn <b>Evidence:</b> -Pupil survey -Attendance data</p> <p>b) An increased proportion of pupils participate in health and wellbeing related extracurricular activities <b>Evidence:</b> School data</p> <p>c) A reduction in pupil obesity rates over time <b>Evidence:</b> Child measurement data (YR &amp; Y6)</p>
<p>1.5. To ensure we have an effective safeguarding culture and sufficient resources to respond effectively to the increase in concerns in the wake of the pandemic</p>	<p>a) Safeguarding is effective <b>Evidence:</b> -Ofsted inspection judgement -Safeguarding audit</p> <p>b) All pupils feel, safe, happy and ready to learn <b>Evidence:</b> -Pupil survey -Attendance data</p>



---

1.6. To develop excellent early years provision that prepares children for their education journey

- a) 80% pupils at ARE in reading, writing and maths  
**Evidence:** School data
  - b) Attainment of disadvantaged pupils is in line with the attainment of all pupils nationally  
**Evidence:** National data
  - c) All school and nursery classes are at full capacity  
**Evidence:** Pupil roll data
- 

---

*“Education is the most powerful weapon which you can use to change the world.”*

*Nelson Mandela*

---





## 2. Strategic goal for people

People who are motivated, passionate about their work, cared for and given opportunities to learn and progress

*“Find a group of people who challenge and inspire you, spend a lot of time with them and it will change your life forever.”*

*Amy Poehler*

### Achievements so far:

- o LETTA is a people-centred Trust with a caring, family-feel in our schools
- o LETTA runs a successful and popular Centre for Initial Teacher Training (SCITT) which is graded outstanding by Ofsted. The SCITT successfully trains over 50 new teachers annually
- o LETTA has set up apprenticeship provision for support staff and leaders
- o Our Chief Finance Officer leads a central operations team which includes an HR Manager who supports schools and an expert external consultant when needed
- o There is a fully embedded coaching culture across the Trust. Everyone has a weekly 1-1 to help them develop and carry out their role to a high standard
- o Retention data is high, for example, 96% of our first ITT cohort (2013-14) are still teaching (in London a third of new teachers leave within 4 years) - more than 3/4 of that cohort are teaching locally 7 years down the line
- o In 2019 the Trust was awarded the Investors in People Gold award

Objectives	Key performance indicators (KPIs)
2.1. To make sure people want to come and work in our schools and that they are well cared-for and well-informed from their first point of contact	a) Staff vacancies are filled quickly by high quality permanent staff <b>Evidence:</b> -Recruitment data -ITT numbers -Apprentice numbers  b) Staff say that they feel well-cared for and well-informed <b>Evidence:</b> -Staff satisfaction survey -Exit interviews -Post-induction feedback -Successful probation reviews



<p>2.2. To create a people strategy with career pathways and a rich professional learning offer for everyone including members of the local community</p>	<p>a) Professional development provided is exemplary <b>Evidence:</b> -Ofsted inspection reports -Access opportunities data -Learner satisfaction surveys -liP report -Audit against DfE's Standard for Teachers' Professional Development Guidance</p> <p>b) The Trust provides a supportive environment with good career development and promotion opportunity, encouraging teachers and staff to stay <b>Evidence:</b> -People strategy document -Staff retention data -Internal staff mobility data -Staff satisfaction surveys -liP report</p> <p>c) Employees feel they are well looked after and are given the opportunity to develop their skills and progress in their careers at the LETTA Trust <b>Evidence:</b> -Talent management strategy -Exit interviews -Employee satisfaction surveys -Staff attendance data -Internal staff mobility data -liP report</p>
<p>2.3. To develop strong succession planning and proactive leadership development that provides a safety net and ensures that the quality of provision is uncompromised in the event that people change</p>	<p>a) Leadership posts are filled quickly by high quality permanent staff <b>Evidence:</b> -Recruitment data -Ofsted report leadership &amp; management -Appraisal data</p> <p>b) The Trust provides a supportive environment with good career development and opportunity for promotion, encouraging teachers and staff to stay <b>Evidence:</b> -Staff relation data -Staff satisfaction surveys -liP report</p>

*“The role of a creative leader is not to have all the ideas; it’s to create a culture where everyone can have ideas and feel that they’re valued.”*

*Ken Robinson*



### 3. Strategic goal for partnerships and growth

A highly collaborative group of schools committed to community engagement and to partnership working that improves the quality of education for all young people

*“Alone we can do so little; together we can do so much.”*

*Helen Keller*

#### Achievements so far:

- The LETTA Trust is born of a long history of partnership working that has been at the heart of success at Bygrove and Stebon Primary Schools.
- The LETTA schools work closely in partnership with twenty plus school partners at any one time to deliver high quality school based ITT and apprenticeships
- Bygrove Primary School is a founder member of the Poplar Partnership group of schools. The Poplar Partnership began life as an Education Action Zone in 2001. It is a successful partnership of ten local schools. Both schools play an active role in this group
- The Trust collaborates with Poplar Harca’s community regenerations team on projects that benefit the local community
- Our schools have long standing relationships with business partners such as Citi and Morgan Stanley. These are of huge benefit to the children in our schools.
- The LETTA Trust supports the work of the Local Authority in the best interests of children and families in the borough.

Objectives	Key performance indicators (KPIs)
3.1. To make sure LETTA finds its place in the new teacher development landscape as a provider of choice	a) SCITT reaccreditation and development (increased training routes, trainee numbers, partner schools) <i>Evidence:</i> SCITT data  b) An outstanding SCITT Ofsted inspection <i>Evidence:</i> Ofsted report  c) Highly positive comparative ECT and NPQ provision data <i>Evidence:</i> Teaching School Hub data



<p>3.2. To build a recognisable brand with a positive reputation where LETTA is known for its ambitious, inclusive, collaborative schools and excellent professional learning for staff</p>	<p>a) Ofsted apprenticeship monitoring visit report shows progress in all areas <b>Evidence:</b> Ofsted report</p> <p>b) Highly positive comparative ECT provision data <b>Evidence:</b> Teaching School Hub data</p> <p>c) High volume of interest in LETTA online <b>Evidence:</b> Click data analysis</p> <p>d) Impactful social media presence <b>Evidence:</b> Data analysis</p>
<p>3.3. To be selected by the RSC to sponsor a school in challenging circumstances and/or open a new school on behalf of the local authority</p>	<p>a) The Trust grows to become a group of 6 schools <b>Evidence:</b> Number of schools in the Trust</p> <p>b) The trust sponsors a school in challenging circumstances at the request of the RSC <b>Evidence:</b> Sponsor school in the Trust</p> <p>c) A successful application to open a new school on behalf of the LA <b>Evidence:</b> New school in the Trust</p>
<p>3.4. That other schools choose to be part of the LETTA Trust family of schools</p>	<p>a) The Trust grows to become a group of 6 schools <b>Evidence:</b> Number of schools</p> <p>b) Increased expressions of interests from schools <b>Evidence:</b> Number of expressions of interests</p>
<p>3.5. To develop a strong track record of Civic engagement in the local community</p>	<p>a) Case studies to illustrate successful community engagement projects <b>Evidence:</b> -Community partnerships established -Case studies</p>

---

*“Education is the passport to the future, for tomorrow belongs to those who prepare for it today.”*

*Malcolm X*

---



## Related documents:

- Trust Education Development Plan
- Bygrove Primary School Improvement Plan
- Stebon Primary School Improvement Plan
- Strategic Plan for School Improvement
- Strategic Plan for Finance and Operational Stability
- Strategic Plan for HR
- Pupil Premium and Recovery Spending Strategies
- School Improvement Strategy
- Growth Plan