



Our Strategic Plan

Learning Together | Working Together | Outstanding Together



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Welcome from the CEO

Welcome to Minerva Learning Trust’s Strategic Plan which sets out our current and future thinking about how we grow and develop as a Trust in order to become the **Schools of Choice, Employer of Choice** and **Trust of Choice**. This strategic plan has been developed to be both purposeful and useful so that it can be used regularly to guide our growth and development over the next 5 years and beyond.

This strategy sets out our vision for 2025. It aims to go beyond the norms of school improvement to set out the vision for the start of a journey towards ethical and moral leadership, social and civic responsibility and dares to challenge the status quo to find a balance between high quality education, student outcomes and a truly rounded and inclusive educational experience for everyone. It also sets out our aim to become a healthy organisation that operates on trust and respect and one where our people feel valued and have the opportunity to contribute towards our wider organisational success. A Trust where our wider charitable goals are truly met as a result of a vision that goes beyond traditional performance measures – a Trust that dares to be different, does what is right and does it in the right way.

It is also our promise to our children and young people. A promise that we will utilise the combined power of our Multi-Academy Trust to ensure the best possible education. One which includes access to the best quality teaching and learning, an aspirational and inclusive curriculum, a caring and supportive learning environment and a wide range of opportunities for them to develop their own values, character and cultural capital. Ultimately, it is our promise that we will create a place where all children and young people, no matter what their background or circumstance, gain the skills, knowledge, qualifications and experiences they need to be successful in life and to positively contribute towards society.

At the time of writing this strategy we are in the middle of one of the greatest challenges our sector, workforce, students and families have ever faced – a global pandemic. Throughout this time, our staff, students and families have had to lead, work and learn in ways we never thought possible. Our staff are the best resource we have, and we are lucky

to be building our promise upon the foundation of this talented and dedicated workforce. This strategy is therefore also our promise to our workforce. A promise that we will utilise the collaborative generosity of our workforce to ensure our staff are developed, listened to and cared for in order that they can support our students, and each other, to thrive.

At Minerva Learning Trust it is important to us that our schools sit at the heart of their communities. So, our final promise is to our communities. A promise that we will focus upon continuous improvement and that we will use our values of **inclusion, independence, respect** and **success** to guide all that we do along the way. We will work hard to ensure leaders across our Trust lead ethically, morally and sustainably by looking at the wider impact of our provision on our communities, utilising research and best practice to inform our decisions and by sharing of the best of what we do with others from across the sector.

We resolutely believe that our schools are **Stronger Together** and that **working together** and **learning together** we can achieve our ambitious 2025 vision and be **outstanding together**.

Bev Matthews
Chief Executive Officer
Minerva Learning Trust



Introduction/Our Organisation



Welcome from the Chair of the Board

I have had the privilege of being Chair of Minerva Learning Trust since 2014 and I am proud to have witnessed its growth and development over the years, alongside the impact that it has had on the life chances and choices of so many young people.

We have focused on developing an ethical and sustainable Trust that has a team of dedicated and talented staff at its core who live and breathe the values of our organisation in all that they do to ensure that all of our children and young people receive the very best education.

As an organisation we exist for the benefit of all our young people, no matter their background or circumstance. Inclusion is extremely important to us and our staff, Trustees and Governors work hard to ensure high quality systems of support and care are in place in all of our schools.

We've ensured that we have a stable financial position and a sustainable future. We continue to invest wisely in the education of our children and young people, quality central services to support our schools to focus upon the quality of education and in our buildings and wider infrastructure. It is the minimum our children and young people and young people deserve. Lastly, I am proud of the culture we have managed to create within which our common purpose is made clear but the individual character and personality of our schools is maintained.

We are committed to improving further and we are aware that we still have a journey to make. This five-year strategy reflects the next stage of this journey and I am delighted to share our vision for the next five years with you.

K.A. Wydenbach

Ed Wydenbach
Chair of Trust Board
Minerva Learning Trust



Who we Are

Minerva Learning Trust is recognised as one of the largest and highest performing families of schools in the city of Sheffield. Our vision is to provide an outstanding education for students who are from a wide variety of backgrounds across our region.



We believe that schools should enhance the educational provision of an area, especially for the most vulnerable, and that they should make a significant contribution to the community in which they are set. Together, we work hard to ensure that all children and young people within our care have access to high quality educational provision that provides them with the skills, qualities, and experiences they need to be successful and to positively contribute to society.

We passionately believe that schools are stronger by working together.

Together, we create the vision, the strategic direction, and the educational strategy which enables all students in our Trust to flourish regardless of their background or starting point – both academically, socially, and emotionally. We believe in inclusion and we believe in the power of education to transform young people's lives.

Our educational strategy and operating model have been developed from many years of experience of leading and supporting schools and has consequently had a transformational effect on children and young people's life chances.



Together, We are Minerva



Inclusion | Independence | Respect | Success

Our Organisation



What we Do

Our aim is to deliver an outstanding education for all students, staff and stakeholders.

We do this through an ethos of collegiality which wholeheartedly places students at the centre of all we do and every decision we make. Inclusion is at the heart of all we do as a Trust. Our students show a high level of care for each other and respect each other's diversity. We do not allow disadvantage to be a barrier to learning and we support all of our students to be the very best.

Whilst we share good practice across our schools and have agreed common principles to align our teaching and learning provision, curriculum provision and behaviour systems, we also recognise the need for every school to have autonomy in providing what is right for their communities. We have strong parental engagement in our schools and value the work our Local Governing Bodies do and the role they play in maintaining each school's identity, demographic and context.

Leaders, teachers and support staff within the Trust work closely together and there are many opportunities across the year to bring them together to share best practice. Through our Minerva Collaborative Alliance our ROUTES CPD programme for teaching staff, support staff, leadership development and governance play a pivotal role in ensuring high quality provision in all areas of the organisation. This is supported by a strong central team and a wide core central services offer which ensure efficiency and facilitates more time for leaders in school to focus upon the quality of education.



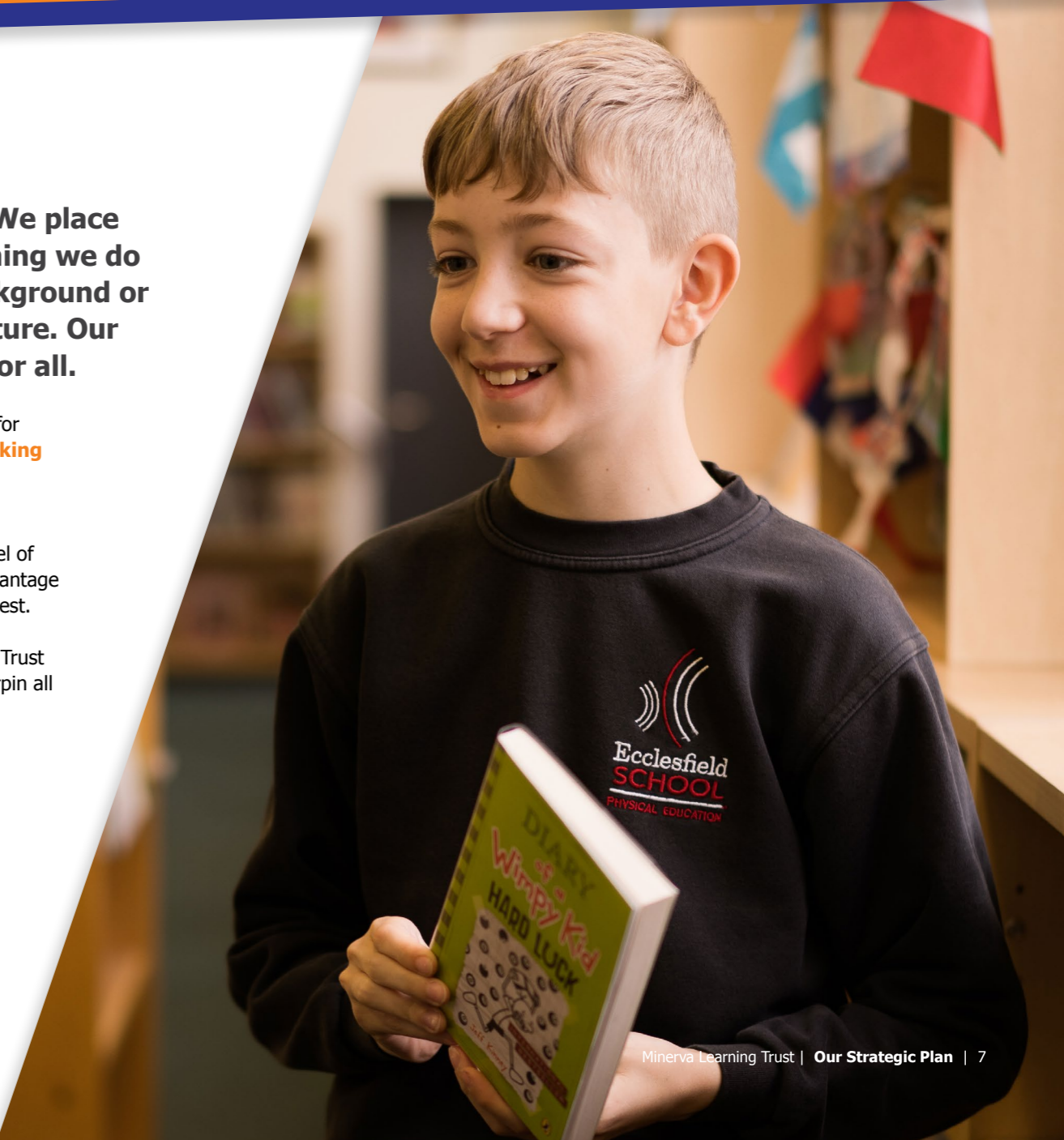
Why we Exist

We want to be known as a values driven Trust. We place the needs of our learners at the heart of everything we do and we fundamentally believe that a child's background or circumstance should not pre-determine their future. Our staff work hard to ensure equality of provision for all.

We promote 'collaborative generosity', offering a wide range of opportunities for staff to share good practice. This is fundamental to our vision of all staff **Working Together and Learning Together so that we can all be Outstanding Together.**

Inclusion is at the heart of all we do as a Trust. Our students show a high level of care for each other and respect each other's diversity. We do not allow disadvantage to be a barrier to learning and we support all of our students to be the very best.

This clarity of vision and purpose is shared by all leaders and staff across our Trust and our values of **Inclusion, Independence, Respect and Success** underpin all that we do.



Our Organisation/Our Journey



Our Mission, Vision and Values

OUR MISSION
To provide an outstanding education for students, staff and stakeholders within the Trust.

OUR VISION
Our Mission is underpinned by our vision that we are 'Stronger Together' by:

'Working Together'
Our students, staff and stakeholders work in partnership to maximise attainment and achievement and create successful and confident citizens.

'Learning Together'
Our students, staff and stakeholders learn collaboratively with each other to develop a highly skilled workforce which impacts positively on students life chances.

'Outstanding Together'
Our students, staff and stakeholders work tirelessly, effectively and efficiently to develop an outstanding quality of education in all our schools.

OUR VALUES
Our values underpin all of the work that we do and all of the decisions that we make.

Inclusion
We place the needs of our students at the heart of everything we do and we all support and encourage each other.

Independence
We promote and support strong leadership within our students, staff and stakeholders and we are all accountable for each other.

Respect
We recognise and appreciate the diverse qualities of our students, schools and stakeholders and we all care for each other.

Success
We celebrate and communicate our successes, share good practice and we all promote a culture of continuously learning from each other.

OUR BELIEFS

- We believe that we will have a significant impact on young people in Sheffield by providing outstanding provision.
 - We believe that we can empower existing and aspiring leaders to drive school improvement.
- We believe that through a quality education we can support students to be successful in life after school and to positively contribute to society.
 - We believe that a child's background and circumstances should not pre-determine their future.
- We believe that we can enrich the learning experience for all our students by providing aspirational opportunity beyond the classroom.

Our Commitment

We take our responsibility for the education of over 5,000 children and young people very seriously and we are committed to playing our part in developing a quality educational provision across Sheffield, and beyond.

As part of this mission vision, and our ambition for continuous improvement, Minerva Learning Trust has made a commitment to the communities we serve, by ensuring that:

- We deliver an outstanding educational experience, which places our children and young people front and centre of everything we do.
- We secure the very best outcomes for all our students through excellent pastoral provision which focuses upon ensuring exemplary behaviour, developing the whole child and an educational experience that prepares them to thrive in the twenty first century.
- We effectively close the gap for our most vulnerable students working hard to ensure that they make at least the same progress as other students nationally and where all students feel happy and safe.
- We deliver excellence in leadership, teaching, learning, assessment and curriculum design across our Trust.
- We provide sector leading professional development opportunities and facilitate the transfer of best practice within and between schools and phases.
- We ensure inclusion sits at the heart of all we do, that student attendance is high, exclusions are low and the diversity of our organisation is celebrated.
- We develop culture and character by providing life enhancing experiences for all students.

- We provide opportunities for our students to develop personally and to contribute to their communities and beyond.
- We look after and care for all our staff by providing opportunities for personal and professional growth and supporting their workload and wellbeing.
- We develop visionary leaders and governors who lead and govern legitimately, delivering structures that provide effective oversight, challenge and support.
- We ensure value for money in all that we do so that it impacts positively upon student's life chances and supports our civic and charitable objectives.

Minerva Learning Trust has been on a huge journey of improvement during the last 18 months. As a result, numerous areas of the organisation have been transformed and we are very proud of the journey we have been on what we have achieved along the way.

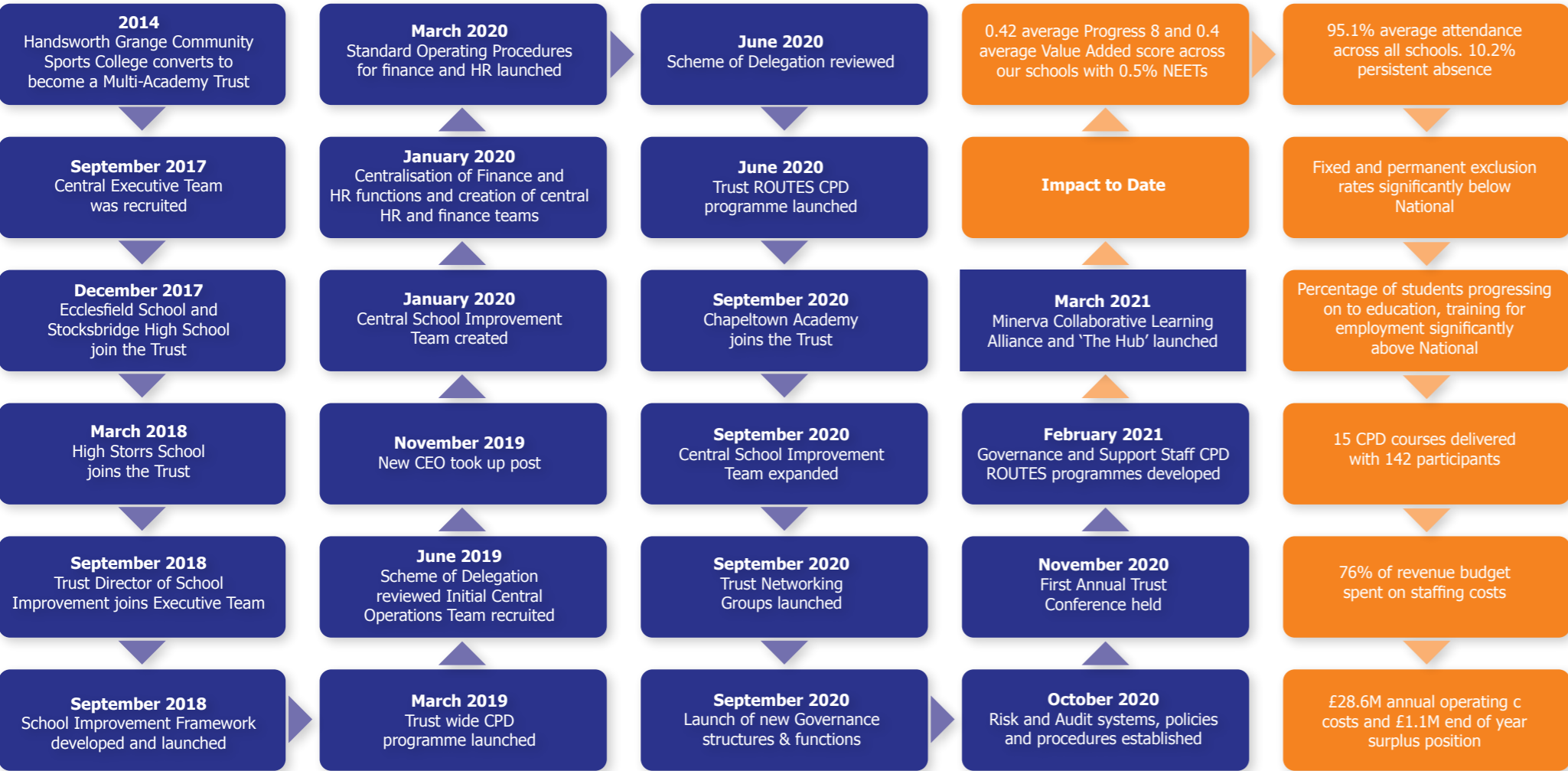
A more detailed summary of our achievements can be found in our Annual Report 'Our Year 2019-20' which can be accessed on our website: www.minervalearningtrust.co.uk

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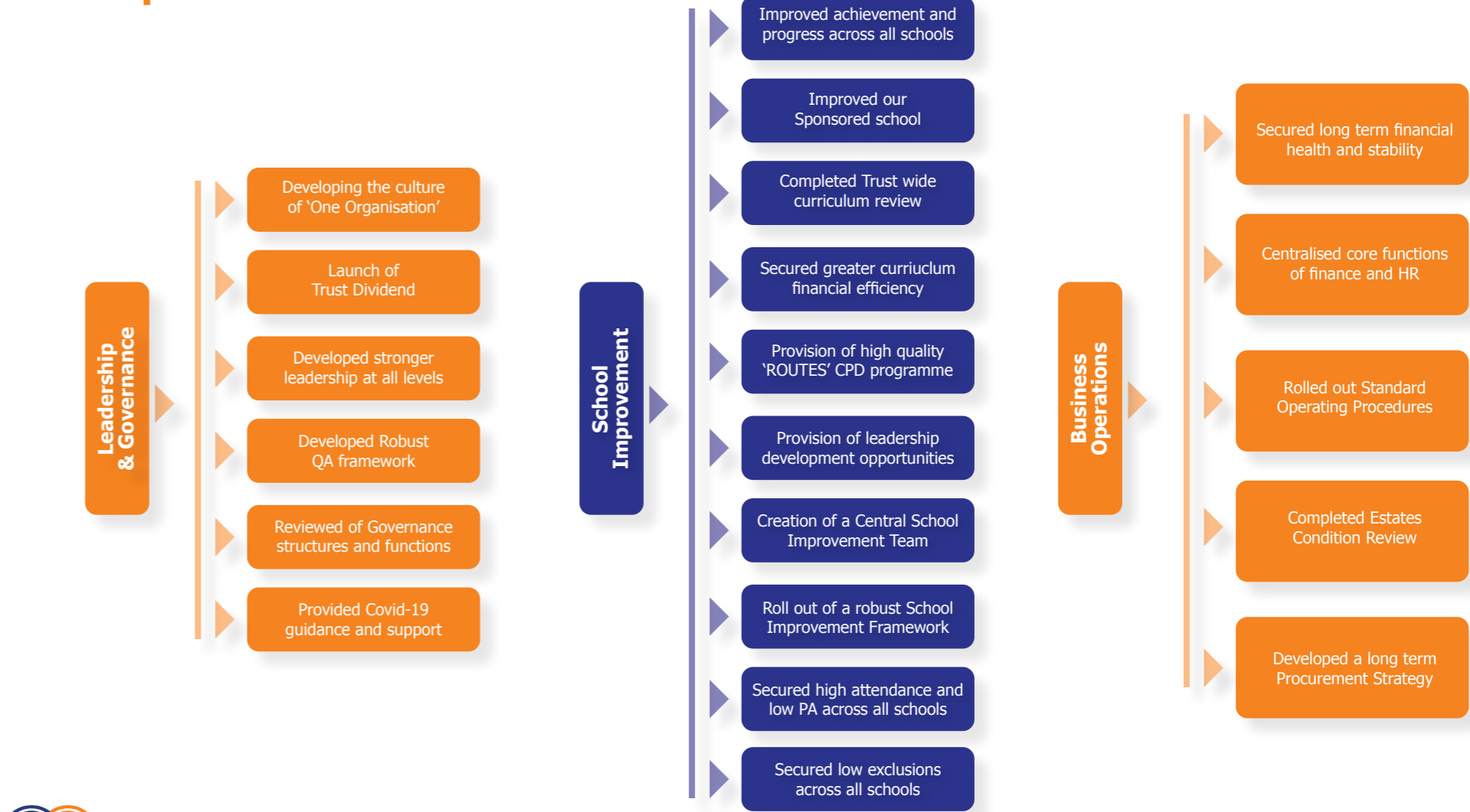
 **Minerva**
Learning Trust

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Our Journey - At a Glance



Our Impact – At a Glance



Our Ambition

Our organisation has grown and improved in so many ways over recent years. During the first phase of our development, we focused upon stabilisation of the organisation through implementation of robust policies, practices, systems and processes upon which our future success could be built.

The next stage of our journey will provide us with an opportunity to cement the practice and structures we have put in place to ensure we are as successful, efficient and effective as we can be. But, in order to become a truly great organisation, the second phase of our development also needs to be aspirational. We want to become a strong and sector leading Multi-Academy Trust that:

- Delivers and stays true to its mission, vision, values and beliefs.
- Values and celebrates the individual uniqueness and characteristics of each of our schools and communities.
- Secures the best possible outcomes for all of our students through high quality teaching, a well-planned curriculum, outstanding pastoral care and exceptional careers advice with strong links to the world of work.
- Provides a rounded and aspirational education experience that facilitates a love of learning, feeds ambition and grows leaders of the future.
- Contributes positively to the inclusion agenda through provision of quality first teaching, a tailored curriculum, effective pastoral care and high-quality additional services – placing a focus upon development of the whole child and not just on academic success.
- Is a 'Learning Trust' that utilises research and development to inform practice across all areas of the organisation.
- Has a sector leading professional development programme that all members of our team can access; where teaching and support staff are equally valued and supported. We value all staff, at all levels, and invest in them personally and professionally to ensure they become the best that they can be.
- Has the best leaders who lead ethically and with integrity.

- Has efficient and effective business services that ensure value for money. By ensuring that we are financially efficient and sustainable in the long term, we have clean and safe estates and that we develop a high-tech ICT infrastructure that supports the delivery of a high-quality education.
- Makes a clear and significant contribution and commitment to improving educational provision in Sheffield and across the sector as a whole by working in partnership with like-minded organisations to provide support for and share learning with others.
- Is flexible, responsive, adaptable to change and takes advantage of the opportunities in front of us.

We are known to be trustworthy and we deliver on what we promise.

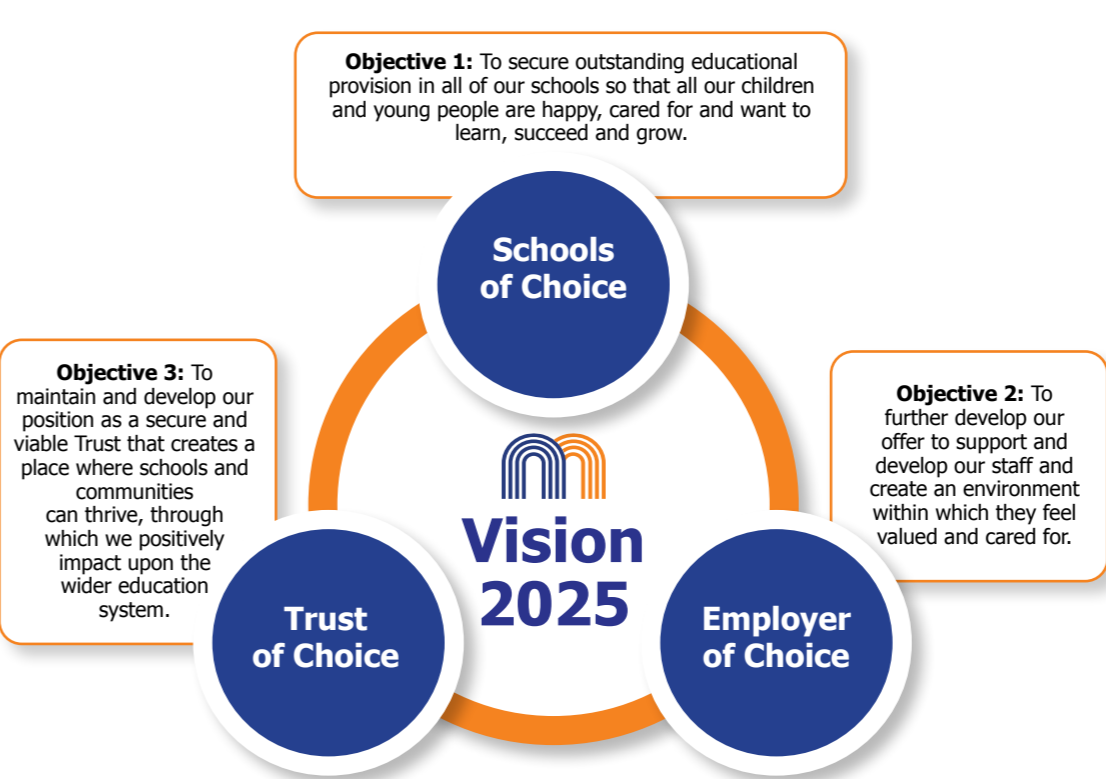
So, what will it look like and feel like when we get there?

This five-year plan is only part of our long term commitment. Our long term vision for Minerva Learning Trust is to create a place where:

- We all believe in the potential of every single person.
- Collaboration and sharing of ideas happens naturally and by everybody.
- All staff have the opportunity to develop, grow and progress - and where we support and help each other to do so.
- We care about and support each others' wellbeing, mental health and workload.
- We are efficient, effective and sector leading in all that we do.
- Success isn't just determined by academic outcomes but by a broader and more ambitious vision built around nurturing and developing the whole child.

Our Vision for 2025 - At a Glance

We will deliver on our 'Stronger Together' vision for 2025 through the delivery of three key priorities; to become the *Schools of Choice*, *Employer of Choice* and *Trust of Choice* by focusing upon the following three strategic objectives:



Each of these objectives will be underpinned by key strategic aims that will help ensure that our vision becomes a reality. These are illustrated in the table below:

1.Schools of Choice	2. Employer of Choice	3.Trust of Choice
1.1 Further raise attainment and continually improve student progress	2.1 Deliver a comprehensive Workforce Development Strategy	3.1 Continue to develop a culture of one organisation
1.2 Further develop the quality teaching and learning	2.2 Provide high quality opportunities for professional development	3.2 Develop business services that support efficiency and effectiveness
1.3 Ensure continuous refinement of a diverse and challenging curriculum	2.3 Enhance levels of staff wellbeing and satisfaction	3.3 Secure strong leadership at all levels
1.4 Ensure the best possible pastoral care which nurtures and develops the whole child		3.4 Develop a strategic approach to Trust growth



Our Vision for 2025 - Schools of Choice

Objective 1: To secure outstanding educational provision in all of our schools so that all our children and young people are happy, cared for and want to learn, succeed and grow.

All of our students and our families deserve access to the best possible education at the heart of their community. We know that with the right teaching, the right curriculum and the right support that all children and young people can thrive, no matter what their background or circumstance. This priority is about getting those things right. By ensuring quality and consistency in all we do, by building upon the things we already do well and by ensuring the very best practice is shared, we can ensure that our children and young people receive the quality of provision that they are entitled to. The key actions that we will take over the next five years to reach the strategic aims for this objective are set out below.

How will we achieve it?

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
1.1 Further raise attainment and continually improve student progress	<ul style="list-style-type: none">• Develop a raising attainment strategy to improve provision and outcomes for SEND and disadvantaged students which specifically focuses upon improving literacy and oracy skills of the hardest to reach following Covid-19.• Review our approaches to assessment and data tracking through embedded use of the Trust Data Dashboard, further refinement of our STEP data tracking system and alignment of Attitude to Learning and target setting processes.• Provide ongoing support and challenge to schools by further refining internal and external quality assurance processes.• Refine data tracking systems in response to future growth focusing on primary and Post 16 provision.	<ul style="list-style-type: none">• Review the raising attainment strategy for disadvantaged and SEND and share best practice locally and regionally.• Develop a strategy for all schools to effectively use data to forecast potential areas of concern, across all year groups, in a way which allows for timely and impactful interventions.	<ul style="list-style-type: none">• Further refine the raising attainment strategy for disadvantaged and SEND and share best practice Nationally.• Embed systems to ensure the strategy is driven and understood by leaders at all levels.	<ul style="list-style-type: none">• Student outcomes at all phrases are above National across the Trust and for each school.• Gap for disadvantaged and SEND students narrows each year.• All schools judged Good or better by Ofsted.• Destinations data in all schools is better than National.
1.2 Further develop the quality teaching and learning	<ul style="list-style-type: none">• Provide targeted support from the Central School Improvement team to provide targeted support, facilitate the collaboration of leaders of teaching and learning and the sharing of best practice.	<ul style="list-style-type: none">• Create systems to share the best practice between primary and secondary phases.• Develop our own teaching and learning toolkit which focuses upon face-to-face delivery and better use of technology.	<ul style="list-style-type: none">• Recruit a team of lead practitioners and 'Minerva Leaders of Education' to drive forward the quality of educational provision; especially the quality of teaching and learning.	<ul style="list-style-type: none">• External scrutiny of the quality of teaching and learning confirms it as a strength.

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
1.2 Further develop the quality teaching and learning <i>continued</i>	<ul style="list-style-type: none">• Further expand the Central School Improvement Team to provide support for primary, Alternative Provision (AP) and Post 16 expansion• Embed the Trust's Teaching and Learning Policy and principles in all schools, with a specific focus upon remote learning provision.• Develop and embed a Trust wide coaching programme which utilises expert teacher coaches to support the development of others.• Develop and deliver common quality assurance principles which clearly link to our approach to performance management and which empowers middle leaders and other staff.• Develop a Trust Digital Learning Strategy to capitalise upon the learning from remote education to remove physical boundaries and ensure all students can access learning at anytime and anywhere.• Embed the Early Career Framework into all schools and ensure our Initial Teacher Trainers (ITT), Newly Qualified Teachers (NQT) and Recently Qualified Teachers (RQT) receive the highest quality of training.	<ul style="list-style-type: none">• Further refine our coaching programme, for leaders at all levels, to include school placements within and beyond the Trust.• Refine the Minerva Collaborative Learning Alliance (MCLA) ROUTES Teaching and Learning provision to ensure a focus upon educational research.• Invest in technology and training so all our staff can reliably use digital technology to support teaching and learning.• Develop a system of cross Trust open door days so that the best practice in teaching and learning is seen, shared and celebrated.	<ul style="list-style-type: none">• Utilise the Minerva Leaders of Education to deploy secondary subject specialists into primary schools and utilise primary school staff to further develop the quality of secondary provision.• Build upon research informed practice and become accredited as a Research Hub and our staff contribute to regional and National publications.• Become a beacon of excellence for Teaching and learning, welcoming visitors to our schools for open days and visits and in turn supporting the recruitment drive.• Become a beacon of excellence for digital education, provide support to other schools and Trusts and become a Microsoft Showcase Trust.	<ul style="list-style-type: none">• Sharing of best practice and the culture of coaching is embedded and has a demonstrable impact.• All schools judged good or better by Ofsted.• All schools operating effectively on the same digital platform so that all students, staff and stakeholders can access learning and work at any time and in any place.• Retention of staff is high thanks to strong succession planning.• Colleagues in the early stages of career thrive with their professional development and retention rates are high.
1.3 Ensure continuous refinement of a diverse and challenging curriculum	<ul style="list-style-type: none">• Embed our common principles for curriculum design and development across all schools through quality assurance procedures, targeted training and support for school leaders and staff.	<ul style="list-style-type: none">• Curriculum in all schools includes strong elements to address environmental, diversity, and equality issues.• Strengthen the links between KS2-3 and KS4-5 curriculum planning to aid transition and ensure stretch and challenge in all schools.	<ul style="list-style-type: none">• Further develop a cross phase curriculum which aids transition from KS2 to 3 and KS4 to 5.• Utilise the personal development strategy to embed the Trust values in all our schools.	<ul style="list-style-type: none">• Curriculum and assessment in every school reflects shared principles and is reflective and responsive.• Curriculum model of all schools is financially efficient.• All schools meeting Gatsby Benchmarks and Baker Clause.

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
1.3 Ensure continuous refinement of a diverse and challenging curriculum	<ul style="list-style-type: none">• Quality assure each school’s curriculum offer so that every programme of study and enrichment activity has a strong rationale for inclusion; especially for disadvantaged and SEND following Covid-19.• Identify and share best practice in careers education and work-related learning and establish a Network Group to share the best practice and develop a Trust wide strategy.• Develop a Personal Development Strategy which outlines common principles for all schools for high quality provision.	<ul style="list-style-type: none">• Further development enrichment provision in all our schools to ensure it offers breath and diversity and enhances cultural capital and equality of access.• Create links to industry and the local community within the curriculum for all schools through an Employer Engagement Strategy which results in high quality apprenticeship and workplace opportunities.• Further refine the Personal Development Strategy to improve the quality of character education and cultural capital.	<ul style="list-style-type: none">• Trust wide student reward system in place in all schools which is linked to our values for our students; especially our most vulnerable.	
1.4 Ensure the best possible pastoral care which nurtures and develops the whole child	<ul style="list-style-type: none">• Embed the Trust’s behaviour principles and establish quality assurance systems to ensure high standards of behaviour and engagement in all schools.• Develop common thresholds for Fixed Term Exclusion and common processes for applications for Elective Home Education.• Review Alternative provision (AP) provision in each area and explore options to create hub facilities to level out access and increase quality.• Develop a strategy to ensure high quality targeted pastoral support that promote their physical, social and emotional wellbeing and facilitate the sharing of best practice and resources; with a specific focus upon Post Covid-19 support.• Develop a strategy to improve attendance of disadvantaged and SEND in all schools.	<ul style="list-style-type: none">• Share identified best practice in improving attendance of the hardest to reach and expand partnerships with external agencies to support this• Develop a strategy to further improve the quality of impact of SEND provision across the Trust.• Develop a strategy and scorecard which ensures quality of provision beyond the academic to include enrichment, student leadership, aspiration, self-efficacy and student happiness.• Develop quality AP hubs across the Trust which have high quality academic provision at its core.	<ul style="list-style-type: none">• Establish an AP free school in Sheffield established upon sound principles and best practice form other Trusts.• Share identified best practice in improving SEND provision and outcomes and expand partnerships with external agencies to support this.• Engage students in co-creation of enrichment provision and activities and ensure they have a voice in the development of our organisation.	<ul style="list-style-type: none">• Consistently low levels of absence and Persistent Absence (PA) across all schools and between groups.• Consistently low levels of exclusions across all schools and between groups; especially of vulnerable groups.• Strong Attitude to Learning data which shows positive engagement in learning in all schools and the development of well-rounded individuals.• Positive student and parental voice.

Our Vision for 2025 - Employer of Choice

Objective 2: To further develop our offer to support and develop our staff and create an environment within which they feel valued and cared for.

All of our leaders and staff deserve the very best place to work. If we truly want to be **outstanding together** and if we truly want to change the life chances and choices of our children and young people then we need to create an environment in which everyone can effectively **work together** and **learn together**. We know that organisations thrive and improve when staff feel valued, have an opportunity to contribute towards the development of the organisation, are professionally and personally developed and are cared for in terms of their wellbeing and workload. This priority is about getting those things right and about creating an organisational culture where everyone knows the role they play, the journey they can make and that they have access to high quality support and development along the way. A culture where we care for each other, share what we do and dare to be different. The key actions that we will take over the next five years to reach the strategic aims for this objective are set out below:

How will we achieve it?

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
2.1 Deliver a comprehensive Workforce Development Strategy	<ul style="list-style-type: none">• Develop a comprehensive people strategy in consultation with a staff working group.• Roll out and embed EVERY HR system.• Create a set of human resources metrics and include in the Trust Dashboard.• Develop a strategic approach to the Apprenticeship Levy so that we are utilising all of the digital pot along with match finding.	<ul style="list-style-type: none">• Develop a talent management and succession plan for all roles within the organisation which facilitates the best leaders and staff to be deployed to help others.• Utilise EVERY HR to produce key HR metrics to monitor workforce and ensure continuous improvement.• Further refine our approach to the Apprenticeship Levy to ensure it aids succession planning and career development.	<ul style="list-style-type: none">• Utilise Apprenticeship levy as part of our ROUTES CPD programme and our talent management strategy.• Create a clear career trajectory for each role within the organisation; teaching and support staff.	<ul style="list-style-type: none">• Level of staff turnover is low.• Recruitment processes attract high quality candidates.• Positive staff voice.
2.2 Provide high quality opportunities for professional development	<ul style="list-style-type: none">• Launch the Minerva Collaborative Learning Alliance’s ‘The Hub’ to include an online library of CPD courses and research which also provides greater opportunities to share, collaborate and develop research informed practice.	<ul style="list-style-type: none">• Develop MCLA to provide targeted support for CPD and educational research.• Further develop and embed our support staff programme and share best practice locally and Nationally.	<ul style="list-style-type: none">• Create ‘Minerva Leaders of Education’ programme – a flagship programme for facilitating cross school working where the best teaching and support staff are deployed to sustain and deepen impact in other school and settings.	<ul style="list-style-type: none">• Students have access to timely and effective support which meets their needs.• All staff are well qualified and trained to do their roles and are suitably qualified to deliver a curriculum fit for the 21st Century.

Our Future

We are Stronger Together through outstanding educational provision.



Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
2.2 Provide high quality opportunities for professional development	<ul style="list-style-type: none">• Develop and roll out our Trust Coaching programme.• Develop our Early Careers offer and enhance our offer for staff new to the organisation; especially our links to ITT and NQT/RQT provision.• Develop and launch a high-quality Support staff CPD ROUTES programme and extend our ROUTES CPD programme to better provide for Post 16 and Primary colleagues.• Review and refine our current performance management procedures to better align to what we stand for through creation of a Trust wide improve and not prove approach.• Develop the format of our annual Conference to include delivery by our own staff.• Continue to embed a positive culture of collaboration across the schools through strong networking at all levels.• Continue to build links with external agencies to be outward facing in all areas of the organisation.	<ul style="list-style-type: none">• Further develop our ROUTES Staff Development Pathway – clearly setting out training and development at each stage of teaching and support staff careers.• Embed coaching programme and extend to create formal systems for job shadowing, job swaps and experiences in other Trust schools for all staff.• Create explicit link between performance development and our ROUTES CPD programme and staff development pathway for all staff.• Open our ROUTES programme and Trust conference up to regional partners.• Further develop collaboration of QA through the Heads and Senior Leaders.• Ensure the performance development system and procedures supports the culture of self-directed CPD for both teaching and support staff.	<ul style="list-style-type: none">• Investigate involvement in delivery of Nationally accredited qualifications through our MCLA Training Hub.• Become a beacon of excellence for professional development; especially for support staff, and open our ROUTES programme to National partners and ensure our staff contribute towards the delivery of CPD by other organisations.• Promote our performance management system and CPD provision as a key reason to work for Minerva.• Open Trust conference to National colleagues.• Embed a culture of, and build in opportunities, for individuals to access, engage with and ultimately lead their own research informed CPD.	<ul style="list-style-type: none">• Staff voice and data shows a positive take up in coaching/mentoring and accessing of support, both internally and externally, driving improvements in T&L.• Retention of early career colleagues is strong due to quality of training.• Positive staff voice and feedback that helps to improve future provision.
2.3 Enhance levels of staff wellbeing and satisfaction	<ul style="list-style-type: none">• Develop our Staff Wellbeing Charter setting out our support and welfare offer for staff.• Develop and roll out an Employee Assistance Package for staff giving access to services that promote their physical, social and emotional wellbeing.• Create systems for more regular staff satisfaction surveys.• Create better systems to communicate and celebrate success of the Trust and our schools.• Embed our work with Trade Unions (TU) and association colleagues.	<ul style="list-style-type: none">• Review and refine our Staff Wellbeing Charter and Employee Assistance programme in line with staff feedback.• Develop a staff rewards and recognition systems.	<ul style="list-style-type: none">• Roll out a staff rewards and recognition systems.	<ul style="list-style-type: none">• All staff feel like they are part of an inclusive family and are clear about the part they play.• Staff feel valued and feel that their roles are challenging but achievable

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
2.4 Develop a strategic approach to equality, diversity and inclusion for all stakeholders	<ul style="list-style-type: none">• Review all equality policies to ensure all practices align with equality objectives.• Develop and roll out an Equality, Diversity and Inclusion (EDI) Policy, Charter and action plan and develop systems to monitor and report its impact.• Develop and deliver a programme of staff professional development to ensure all provision meets EDI objectives.• Review our recruitment material and processes for staff and Governance to ensure our staff and volunteer workforce is more representative of the local community.• Establish a range of EDI stakeholder groups to include women's health, mental health wellbeing, BAME and disability.• Establish effective systems to collate, monitor and record EDI data.• Review school and Trust websites to reflect the diversity of our students, staff and local community.• Investigate further the reasons for any Gender Pay Gap and develop an action plan to address it.• Develop a common approach to the Develop a common approach to the curricula.	<ul style="list-style-type: none">• Raise awareness of the Trust Equality Scheme with key stakeholders and gather stakeholder voice on EDI issues.• Consider the approach of the Trust to employment issues in respect of protected employment issues in respect of protected Requests, family friendly policies, gender reassignment, dignity at work and promote the benefits of our approaches through recruitment, employee engagement and publicity materials.• Monitor and report the impact of the Gender Pay Gap action plan.• Roll out and embed common approach to the inclusion of EDI issues within the school curricula.	<ul style="list-style-type: none">• Review and amend the Trust's EDI strategy and Charter in response to stakeholder voice and updated guidance.	<ul style="list-style-type: none">• Trust Charter and action plan is delivered and Trust and school level EDI indicators demonstrate a positive impact.• The staff and volunteer workforce is more representative of school and Trust communities.• Trust and school metrics include EDI data which is used to improve provision and aid staff retention.• ncidents of discriminatory behaviour are rare because of a greater staff and student understanding of EDI issues.• Staff and students feel happy and safe in their school or workplace.• Gender pay gap is addressed and any variances are not related to protected characteristics.

Our Vision for 2025 - Trust of Choice

Objective 3: To maintain and develop our position as a secure and viable Trust that creates a place where schools and communities can thrive, through which we positively impact upon the wider education system.

All of our schools deserve to be part of a viable and ethical Trust which is a safe home for their future success. We know that the most successful and sustainable Trusts develop a strong central infrastructure that can support all of its schools, get to know each of their schools individually and tailor support to meet their needs and secure a long-term financial viability through efficient and effective business services. This priority is about getting those things right. By ensuring quality and consistency in all we do, developing the best possible

central service offer, ensuring on-going financial stability and having a clear and sensible approach to growth we can create a Trust that is efficient, effective and focused upon the things that matter. That way, school leaders can focus upon the one thing that matters the most – improving the quality of education for all our children and young people. The key actions that we will take over the next five years to reach the strategic aims for this objective are set out below.

How will we achieve it?

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
3.1 Continue to develop a culture of one organisation	<ul style="list-style-type: none">Align our mission, vision and values in all our processesDevelop a strong identity so that everyone is clear who we are, why we exist and what we doDevelop strong marketing and communications strategy to celebrate success and build a strong reputation within the local and ensure the Minerva brand is visible in all schools and settingsDevelop and launch a Trust wide values rewards system for our studentsDevelop systems to communicate our Trust Offer to staff, parents/carers and stakeholders.Identify where schools have successfully engaged parents and see what can be replicated/standardised.	<ul style="list-style-type: none">Create Trust Ambassadors roles to provide students the opportunity to get involved in the wider work of the Trust.Provide a programme of Trust wide student events, experiences and competitions.Create staff working groups and opportunities for meaningful consultation within Trust wide projects and developments.Develop approaches across our schools which support parental engagement in their child’s learning.Develop a community engagement strategy which is supported by key partners.Establish effective systems to ensure there is regular updates and communication to all stakeholders about progress with regards to the Trust’s mission and vision.	<ul style="list-style-type: none">Create a Trust Student Council and a Staff Council to guide the future development of the Trust.Create a Trust Parent Focus Group.Develop adult education in communities that need it through development of adult education hubs and supported by external partnerships.Enhance the range of community activities and programmes delivered.	<ul style="list-style-type: none">Staff and students are actively engaged in the development of the Trust.All schools are full each year in Year 7Leaders and staff have gained experience of working in more than one school or setting.

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
3.2 Develop business services that support efficiency and effectiveness	<ul style="list-style-type: none">Continue to ensure financial stability and implement high levels of internal controlEstablish systems to fully embed central Standard Operating Procedures in order to achieve greater levels of consistency and compliance.Develop a robust three-year digital strategy that unifies the organisation under one single tenancy and which has a positive impact upon staff efficiency and reduces workload.Complete a review of our ICT Infrastructure and ensure a three-year refresh programme is in place in all areas of the organisation. Implement phase 1 of the strategy.Develop a Trust Estates Management Plan and a Condition Improvement Plan for each school and ensure they are fully costed.Develop and roll out a Risk Management Strategy and establish a separate Risk and Audit Committee which is supported by a strong programme of internal audit.Further develop the strategic use of our risk register in all settings and ensure it informs a robust business continuity and disaster recovery plan.	<ul style="list-style-type: none">Review our Investment Strategy and develop a more strategic approach to ensure sufficient gains from our ReservesReview and align the Central team structure in line with growth.Revise Quality Assurance systems for business services and educational provision in line with growth.Review central service offer, central service charge and approach to school funding to ensure greatest efficiency and ensure financial resource is targeted to front line delivery.Further develop and refine our digital strategy and implement phase two. Ensure strategic financial planning for this next stage of development.Deliver the Estates Management and Condition Improvement Plan, ensuring these are fully costed and budgeted in the long term.Build Risk Management processes into all areas of the organisation and implement a robust system of compliance checklist for estates, data and ICT.Develop a package of services which offers external support to other Schools/Trusts to develop business services.	<ul style="list-style-type: none">Develop a transparent, fair and equitable funding model for schools to ensure all schools needs are met.Develop and Environmental Strategy to reduce financial burdens, energy consumption environmental impact.Develop a clear asset management plan.Utilise robust Risk Management processes to inform strategic planning and decision making across all areas of the organisation.Become a beacon of excellence for digital education, provide support to other schools and Trusts and become a Microsoft Showcase Trust.	<ul style="list-style-type: none">Leaders are able to focus upon improving the quality of education.3-year balanced budget set in all schools with an overall consolidated surplus forecast outturn.Reserves of 5%+ secured and investment strategy clearly sets out its priorities.The Trust assets are effectively managed and condition ensures that all staff and students benefit from high quality, safe learning environmentsOur digital framework is in place and supports, enhances and creates an efficient teaching and working environment.All students, staff and stakeholders can access learning and work at any time and in any place.Our approach to business intelligence ensures that the core business functions are operating with efficiency and without bureaucracy.
3.3 Secure strong leadership at all levels	<ul style="list-style-type: none">Fully embed our governance structures and functions and ensure effective quality and establish a Governance internal review systemDevelop and roll out a Governance ROUTES CPD and induction programme and development of a Governance Succession plan.	<ul style="list-style-type: none">Further evolve quality assurance process and internal/external review.Further develop our Governance CPD programme and extend to include development of an internal review system.Visit other Trusts to learn how we can continuously improve.	<ul style="list-style-type: none">Establish a Governance Peer Review system.Offer mentoring and support to other Trusts within the sector.Participate in local, regional and National initiatives designed to support development of the educational landscape, especially in Sheffield.	<ul style="list-style-type: none">High levels of internal progression rates and high levels of staff retention – evidence of promoting from within.Quality of leadership in each Trust school continues to be strong, evidenced through both internal and external validation, results in sustained improvement of our schools.

Our Future

We are Stronger Together through outstanding educational provision.

Strategic Aim	Key Actions			Indicators of Success
	Years 1-2	Years 3-4	Year 5	
3.3 Secure strong leadership at all levels <i>continued</i>	<ul style="list-style-type: none">• Revise our Trust leadership ROUTES programme to aid succession planning.• Continue to foster good relationships with existing partners; Sheffield Trust, learn Sheffield, Department for Education. ITT providers, Ambition Institute.• Empower Heads and senior teams to lead the improvement journey within schools, identifying and growing talent and in turn supporting succession planning.• Provide targeted support to ensure our schools are Ofsted ready and grow the number of staff trained as Ofsted Inspectors across our organisation.	<ul style="list-style-type: none">• Create systems for schools within the Trust to share good practice with colleagues beyond the Trust.• Get involved in delivery of National programmes – e.g., Ambition institute.• Develop a Trust to Trust Peer review system which focuses upon all areas of the organisation.	<ul style="list-style-type: none">• Investigate ways in which the Trust can work with other Trusts to increase efficiency and effectiveness of back office functions.• Ensure there is a culture whereby everyone in the organisation is a leader, and sharing best practice and willingly and openly collaborating, is the norm.	<ul style="list-style-type: none">• Attendance of Governor and Trust Board meetings consistently 90% or better.
3.4 Develop a strategic approach to Trust growth	<ul style="list-style-type: none">• Develop a marketing plan for promotion of the Trust to other MATs and schools.• Further refine and clarify our Trust Dividend to make levels of accountability and autonomy clear.• Develop a Growth Strategy which aligns to our Mission, vision and values and which keeps the identity which reflects the local context .• Explore growth into the primary sector and expand Post 16 provision through Chapeltown Hubs.• Deliver marketing plan to enhance social media presence, parental communications, and Minerva Trust Dividend. Focusing on promotion and marketing what we have done well and what we can offer to others.• Ensure the financial health and sustainability continues to support the growth of the Trust.	<ul style="list-style-type: none">• Review and expand the central School improvement Team to meets the needs of any growth.• Develop a marketing plan for promotion of each of our schools.• Develop a communications toolkit and strategy for each of our schools.• Further develop growth in the primary sector and continue the work to develop Post 16 and AP hubs across the City.	<ul style="list-style-type: none">• Develop marketing plan to play a more active role across the sector.• Continue to build relationships with the RSC, other Trusts and play and contributory role towards system leadership within and beyond Sheffield.• Establish an AP Free School in Sheffield.• Explore expansion beyond Sheffield.• Develop sophisticated provision to support a strong network of primary schools.	<ul style="list-style-type: none">• The reputation of the Trust is strong evident through approved and successful growth.• Improved interaction with social media and media presence.• Primary, AP and Post 16 Hubs set up and providing a good quality of education.



Summary



Our **Stronger Together** strategy is an ambitious vision for the future. It aims to set out a roadmap for the next five years and will be used to inform our annual strategic evaluation and planning process.

It also aims to set out a broader vision for the future beyond 2025 and sets out our commitment to achieving our broader charitable goals through which we can, hopefully, contribute towards creating a brighter and better society.

At the time of writing this strategy, the world is in the midst of a global pandemic. Whilst our strategy will aim to capitalise on the many benefits from this; greater opportunities for collaboration, developments in the use of ICT which will save time, workload and money and changes to the operating models of our schools; the future economic and social impact of this on schools and the wider society are still uncertain.

As such, this strategic plan will be reviewed along the way as we respond to these challenges and changes and as we grow and improve as an organisation.

One thing is certain though, that by **working together** and **learning together** we will be stronger together and by doing so, will stand a greater chance of achieving our mission of being **outstanding together**.

'Together, We are Minerva'



Together, We are Minerva





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