



1. Context and Vision

The Rise Partnership Trust began with Manor School, an Outstanding 4 - 11 SEND school with 198 pupils. The school predominantly caters for pupils with SLCN, ASD and/or SLD. The Avenue opened in 2019 in temporary accommodation and serves an increasing need for SEND provision in London. It has 32 pupils from 3 – 14 and will grow to 104 pupils as it moves into its permanent building in 2022. The Avenue caters for pupils with complex needs; all have a diagnosis of Autism.

Each school within the Trust benefits from strong partnership working and shared, quality-assured central services. This includes access to an Executive Education Team, comprising curriculum/standards, safeguarding, therapy, infrastructure, behaviour and SEND experts, and access to high quality CPD and coaching programmes, induction support programmes, specialist training opportunities and bespoke staff support programmes.

In addition, each school subscribes to the RPT values:

Our motto: **'love, learn, laugh'**, underpins everything we do.

Our vision is: **Championing unique potential.**

Our mission: **Our Trust is committed to pursuing excellence in all that we do; providing the most effective education, therapy, support and provision for all.**

Through the strategies outlined in this Growth Plan, RPT in 2024 will be a Trust which:

- Is a family of specialist schools
- Has opened a therapy clinic to provide children and families with access to high quality SaLT, OT and VB

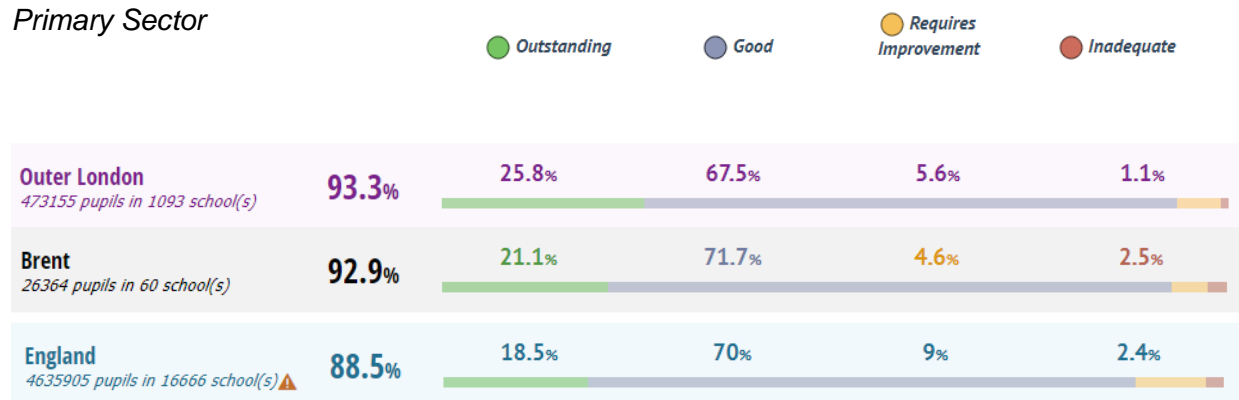
- Collaborates with other Trusts, nationally and locally, to improve provision and post 19 pathways
- Has a strong presence in London and its surrounding areas
- Engages in effective, collaborative partnerships with our communities and other organisations
- Has excellent and sustainable income generation streams; enabling financial stability for all schools to be able to provide bespoke provision and support for all pupils
- Provides enhanced training, leadership at all levels training, coaching and CPD offer (both internal and external)
- Is an acknowledged MAT centre of excellence providing outstanding specialist training, support and advice locally and nationally
- Supports all schools to be self-assessing as at least good within 18 months of opening / joining the trust, with T&L at least good at all times
- Supports leadership and Governance to be self-assessing as outstanding.

2. School Performance in Brent

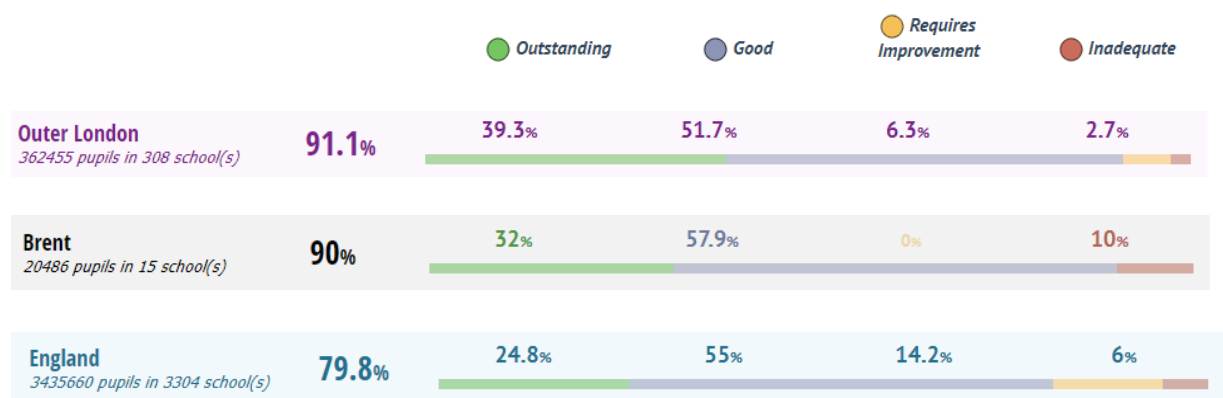
As a Local Authority, Brent has a similar performance to national averages in the secondary school sector, with disadvantages in the primary school sector. There are pockets of underperformance that may interest RPT as a DfE approved sponsor. Equally, there are a significant number of Good and Outstanding schools which could add additional capacity and capability to RPT.

LA Schools by Ofsted Judgement

Primary Sector



Secondary Sector



Pupil Places in Brent and Surrounding Boroughs

In addition to opportunities to grow through existing schools, there are significant opportunities to grow through the opening of new provision. The London Borough of Brent's pupil place planning has predicted a "significant and increasing demand for places that meet the needs of children and young people with SEND aged 0-25", with similar resolutions by

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Boroughs across London to increase SEND places in light of increased population and the increase in proportions of pupils with EHCPs.¹

RPT can take advantage of these opportunities by preparing to submit applications for FS LA competitions and main Waves as they open.

¹ <https://democracy.brent.gov.uk/ieDecisionDetails.aspx?id=5266>.
<https://hes.org.uk/Page/11454>

See also e.g. for Havering

3. The Benefits of Working in a Trust

As we know from our own experience, and from looking at the work of other Trusts, working in close working partnership with a group of schools brings about multiple benefits for everyone.

The most obvious benefits being:

- Costs savings from sharing a central support team i.e. a finance team, an HR team
- Cost savings from sharing staff, resources and facilities
- On the spot support for schools; support on a day-to-day basis, i.e. cover assistance, help with school improvement planning etc.
- Sharing of expertise
- Sharing of training
- Time saving opportunities i.e. from joint policy development

In addition, working in a close partnership brings additional peer to peer support, robust challenge and sparking of ideas, a network of support for leaders and staff at all levels, enhanced quality assurance mechanisms, the chance to easily learn from and share others excellent practice, enhanced research opportunities and much, much more.

Our growth offer:

The Rise Partnership Trust recognises that growth must serve for joining schools as well as the Trust. As such, we have a well-developed offer for schools considering joining the Trust, including:

- Highly effective governance with a clear scheme of delegation
- Access to highly effective policies and procedures, including robust financial management, compliance, scrutiny and audit policies and procedures to ensure financial regularity, effective use of resources and full compliance
- Access to highly effective shared services & economies of scale, supported by a knowledgeable, highly qualified, well organised school improvement, quality assurance, finance, HR and site management central team
- A 'family' of schools offering highly supportive networking and partnership working
- An effective CPD, coaching and leadership programme for staff at all levels, to ensure excellent staff development for all
- Quality assurance and school improvement services led by experts

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- A chance to generate income by offering school to school support.
- Stability in a fast changing educational landscape.

Growth readiness:

As our Trust is looking to enter its next phase of growth we are preparing by:

- Further developing a strategic plan which covers the next phases of Trust development
- Enhancing the Trust's Central Services in all the key areas, such as HR, Finance, IT and Facilities
- Further developing the capacity of the Central Team
- Enhancing the Trust's offer, outreach and sustainable income through the creation of a therapy clinic as a trade subsidiary
- Reviewing Trust branding/marketing opportunities (including developing websites)
- Regularly liaising with Regional Schools Commissioner (RSC) to investigate merger and sponsor opportunities (our ideal number of Trust schools being between 6 to 10 schools)
- Considering free school opportunities to open new special schools
- Engaging in local and national programmes to ensure our working practices at all levels are culturally diverse and ensure outstanding outcomes for all
- Developing new partnerships and seek further opportunities to share our practice with others (within and outside of London).

Our Trust aims to grow sustainably and in harmony with its vision and values, and recognises the importance of cultural alignment.

In pursuing growth opportunities, our Trust will focus on schools that share its core principles. This, however, does not imply that new schools will lose their unique identity. On the contrary, they will retain their own personality as well as autonomy over the delivery of the curriculum, as exemplified by our commitment to the continuation of Local Academy Boards.

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4. Defining Growth Opportunities

RPT has a clear set of aims and drivers which define its approach to growth. Whilst the Trust will discuss with any school that wishes to join it and subscribes to its ethos, the considerations below ensure that RPT's active work towards growth follows a common set of features of focus on:

- The 3 - 19 age range, and preschools considered pending financial due diligence
- SEND or AP schools will be considered, with more due diligence for financial security and expertise when considering AP schools
- Good, Outstanding or Requires Improvement schools
- Mainstream schools with SEND units, only if the school already has appropriate expertise and is non-faith
- Urban schools, and those in deprived areas
- Schools willing to be aligned to the RPT vision, and to actively contribute to it.

Short term - 2021 - 2022

In the short-term - i.e. over the next academic year – RPT aims to either double or have secured opportunities to double in size i.e. by two further schools. To achieve this, RPT is pursuing a **three core approach** to growth:

1. Opportunities arising through actively communicating the benefits of being part of RPT
2. Proactive engagement with the Trust Board and Executive Team
3. Developing income growth through traded services and Business to Business (B2B) offering.

Actions for growth for these core approaches are listed below.

1. Opportunities Arising through communicating the benefits of being part of RPT

To best take advantage of arising opportunities, RPT will focus on:

- Entering into collaborations and partnerships which will increase RPT's chances of growth, including re-organising internal resource where there is no clear route to a conversion

- As an academy sponsor, continuing to be a beacon of school improvement excellence in SEND, and continuing conversations with schools that approach RPT
- Engagement with SATs in the London and surrounding area, to take advantage of perceived shifts in the policy landscape to encourage SATs to join welcoming MATs.

In discussion with individual schools, the Local Authority and RSC we will work together to agree which schools will benefit from joining the Trust. These schools will typically be those that are, overall, performing well but may not have the capacity to achieve greater flexibility in driving forward improvements in non-teaching activities. The infrastructure of the Trust will take away the burden on schools to manage support services and allow them to focus on effective teaching and learning as well as having the opportunity to deliver school to school support across our family of academies.

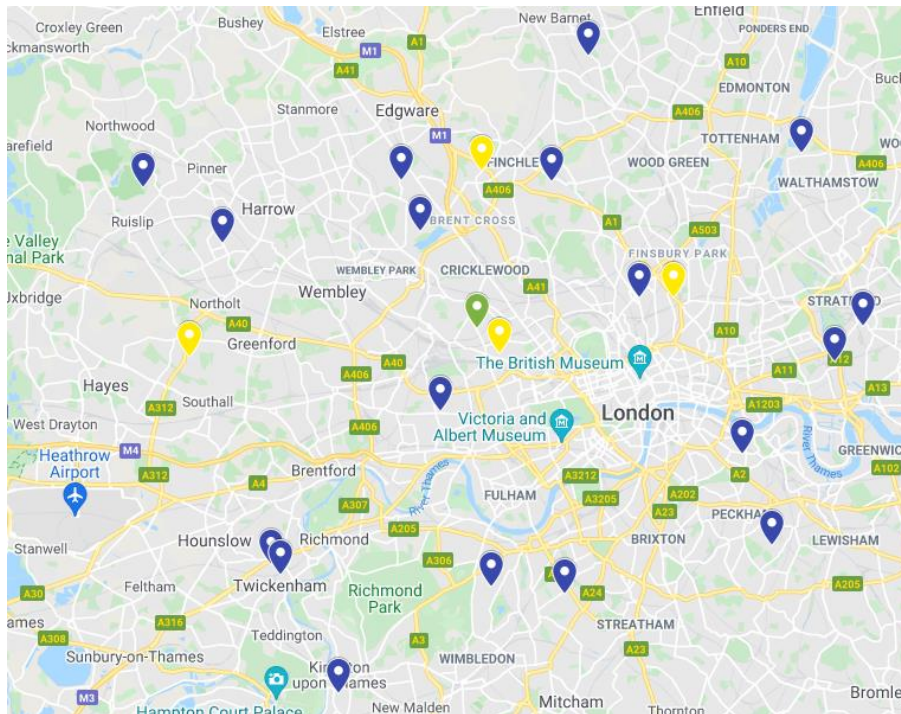
2. Proactive Engagement with the School and Trust Teams

Through the School and Trust teams, RPT will focus on:

- Networking with Heads of schools in local areas for the purposes of broaching new collaborations leading to growth
- Contacting the RSC to discuss growth plans and clarifying that RPT will consider any schools RSC chooses to direct towards RPT
- Engagement with schools and trusts, whether directly or anonymously, to forge working partnerships and lay the groundwork for potential mergers
- Approaching SATs and small Trusts to offer school improvement support i.e. school reviews and development plans, the chance to work alongside our specialist leaders, high quality leadership and staff training, executive coaching etc. in RPT's capacity as an academy sponsor
- Political engagement, including contacting the RSC to discuss the potential for mergers and taking advantage of any opportunities arising from this.

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A map of SEND Trusts in London is shown below, with SATs in yellow, MATs in blue, and Manor school in green. More detailed information about the Trusts can be found [here](#).



3. *Developing income growth through traded services and B2B offering*

RPT's mission of "providing the most effective education, therapy, support and provision for all" is not limited to supporting schools solely within or looking to join the Trust. As such, RPT is developing a therapy clinic which will:

- Serve to improve the education and therapy support of children in schools across central London
- Provide a foundation for collaboration with other SEND schools through providing additional therapy services
- Provide a foundation for collaboration with mainstream schools through providing outsourced therapy services
- Provide commissioned therapy provision/support for LAs
- Provide an additional and sustainable income stream for the pupils within the Trust.

RPT is currently in the business planning phase for this service, and is focusing on ensuring that no additional trust activities will detract from the education provided to its pupils, either

through the clinic's business-as-usual operation or through applications to any tenders for therapeutic provision that may arise.

In addition to this, RPT is exploring further services, including B2B services such as sales of the BARICs system.

Long-term -2022 - 2024

In the long-term - i.e. over the next three to five years – RPT will develop further strands of growth, including exploring alternate hub areas such as NW/W/SW London. The aim within five years will be to grow to ~6 schools. To prepare for this now, RPT will:

- Conduct exploratory engagement with schools in these hub areas, including RI schools and Outstanding SATs
- Ensure that the RSC is aware of RPT's plans in these areas
- Undertake LA Competition exercises or rebrokerages where they arise, and are appropriate for all schools within the Trust.

Through each phase of its growth journey, RPT will ensure that all stakeholders remain in agreement with its growth aims, its vision for the MAT and its next steps forward. The priority of all MAT activities is the teaching and learning of pupils, and the innovative, creative and cost-effective services the Trust can provide to facilitate this. RPT academies will be sustained and thrive from the supportive structures the Trust is able to develop through MAT growth, both in the Central Team and through collaboration between RPT's schools and their partners.

5. Action Plan for Growth

The actions, aims and aspirations listed above will be performed and monitored in line with the following Action Plan.

Actions	Responsible	Resources	Timescale	KPIs SMART	Materials (Output)	Monitoring
Short-term						
Development of strategic plan	CEO		Underway Completed by 31/10/21	This will define approach to all further materials, including operational KPIs and priorities for each sector of the business, Vision, Growth Plans, etc. This will also, for example, define appetite for involvement in non-direct educational activities e.g. teacher training, school improvement, commercial arms, research, etc.	A live document that serves as a guide for the executive team, and to which the Trust Board holds the executive team accountable.	Trust board - standing item on agenda
Shortlist prospective joining schools	CEO		Underway 31/10/21	Overview of schools to approach regarding joining the MAT and rationale Strategy for engagement for each school/type of school developed and ready to implement	Shortlist and appraisal forms	Reporting to ESLT about progress
Develop relationship with RSC	CEO	Devote at least 2 days a month to strengthen the relationship	Underway	Engagement with RSC, incl. discussion regarding strategic and growth plans	Timetable/plan for interactions with RSC	Reporting to ESLT about progress

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		and have constant communication with RSC/DfE				
Research into potential MAT hubs	PAG/CEO		Underway- Initial mapping of potential hubs to be finished by 30/11/21	Identification and rationale for growth in potential hub areas Shortlist schools in potential hub areas	Report and recommendations regarding growth via hubs	Reporting to ESLT about progress
Rebranding/marketing work	DOCID/CEO	Time from CEO and executive team	Underway	Rebranding of RPT and schools, including change of name, marketing plan and website changes. Marketing plan likely to focus on B2B marketing, given the nature of SEND admissions.	Marketing plan, branding materials	Trust board/parents and community
Medium-term						
Review of trust offer/central services	PAG/CEO		December 2021	Overview of offer of each school and central team. Guided by the strategic plan and benchmarking against similar local trusts, this report will define, for example, the offer from RPT to potential merger schools, as well as guide the creation of clear specifications for commissioning services and marketing materials.	Prospectus/documentation to present to prospective joiners	Trust board - standing item on agenda

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				Deliverable trust offer to prospective joiners Benchmarking for competitiveness against local area		
Development of central team, capacity building	ESLT		Underway	Conduct capacity mapping exercise for central team. A review internal capacity, expertise, structure and effectiveness. Research resulting in a report that outlines the pressure points in the organization and provides recommendation which may include refiguring staff time or pursuing further recruitment.	Plans for recruitment of new central team members, if appropriate	
Oversee the opening of the trade subsidiary / therapy clinic	ESLT/CEO			Appoint a project manager by 12/21 Find location for therapy clinic by 01/22	Pre-opening and implementation plan	
Long-term						
Bidding for FS Waves and LA competitions	ESLT Lead by CEO			Prepare materials for a bid to FS Wave and LA Competitions Produce criteria for bidding in LA Competitions (e.g. type of school/location)	Materials for FS Bid	