The LETTA Trust

Trust Growth Strategy

The LETTA Trust Growth Strategy

LETTA Trust schools are committed to working in partnership and learning from each other. Together we strive to give children the best chance of happiness and success at school; to grow active citizens, with a strong moral compass, who will make a positive difference in the world. Growing the Trust is important as it will strengthen the quality of education for children in all partner schools.

We are committed to system leadership and will respond to requests to partner with schools including those facing challenging circumstances. We would consider setting up a new school if, for example, a local authority built a school to fulfill a need for additional school places. Our growth strategy is flexible and we consider needs and opportunities as they arise.

Trustees consider two key questions before establishing a new partnership:

o   By working in partnership, could we help improve the quality of education for pupils in the school seeking to join the Trust?
o   Do we have the leadership and financial capacity to ensure this partnership is a success?

Geography of schools in the multi-academy trust

We aim to work in and around East London. We understand that our strength lies in partnership. Facilitating staff working together in a meaningful sense is what will secure future success. All schools need to be able to fully participate and make the most of opportunities offered by the Teaching School Alliance. As such, any school should be within approximately 30 minutes travel from another.

In future we could include a group of schools based in an alternative geographical location who could work closely in partnership with each other.

Types of schools in the multi-academy trust

Growth might include nursery, primary, secondary, special or all-through schools.

Autonomy in LETTA Trust schools

LETTA schools are equal partners who benefit from the collective advantages of Trust membership. All schools are encouraged to innovate in terms of pedagogy, curriculum and community involvement, to continue to build their own identity and secure the best outcomes for children.

Incoming schools enjoy the same autonomy by default where they have financial stability and pupil outcomes are good. If a school joins the Trust because it is struggling, the school will be given autonomy once it is performing well again i.e. it achieves good outcomes for pupils and is financially stable.

A possible model for growth

	2018~2022	2022~2025	2025 and beyond
Number of schools	2-5 schools Include 1 secondary school	5-8 schools Include at least 2 secondary schools Create 2 hubs	8-12 schools Create 3 hubs
Executive leadership	CEO line manages school headteachers or heads of school	CEO line manages a mix of executive headteachers, headteachers and heads of school	CEO line manages executive headteachers responsible for hubs
Governance structure	Trust Board, Resources Committee, Audit and Risk Committee and Local Governing Boards	Include a separate Standards Committee and a 'Chair of Chairs' role for a trustee	
Operational support structure	CFO leads operations team including managers for HR, finance and procurement, income generation and premises	Separate finance and procurement roles. Introduce IT strategy management role and assisting roles	Develop teams for HR, finance and procurement
School improvement structure	Teaching School provides a range of professional development, school improvement activities and initial teacher training	Introduce school improvement leader role. Increase teaching school leadership roles to facilitate greater demand	Create school to school support structures in new geographical location
Curriculum support structure	Subject leader network groups. Shared specialist staff. Build central inclusion support team	Introduce trust wide curriculum leadership roles for curriculum, maths and English	Increase the range of trust wide curriculum leadership roles to include foundation subjects
Geography	East London	Schools no more than 30 minutes travel from another Trust school	Consider a hub in another geographical location