



Strategic Plan

2024-2027

Contents

- 3 **About The Spring Partnership Trust**
Our Philosophy.
- 4 **Mission**
Vision and Values.
- 5 **Our Children... Their Voice | Keeping Children Safe**
- 6 **Wellbeing**
Managing workload and creating a culture of wellbeing.
- 7 **Structure**
- 8 **Our Drivers**
- 9 **2024-2027 - Our Strategic Commitments - WIGs
(Wildly Important Goals)**
- 10 **WIG 1 Delivering and Embedding High Quality Education**
- 11 **WIG 2 People and Collaboration**
- 12 **WIG 3 Financial and Environmental Sustainability**
- 13 **Monitoring and Evaluation**
- 14 **Message from the Chair**
Achieving our personal best - An introduction to this strategic plan from the Chair of our Trust Board.
- 15 **Message from the Co-CEOs**
Together, our vision is to strive to create an educational community of respect and inclusion, empowering all to embrace learning, achieve excellence and transform lives.
- 16 **Location & Contact Information**

About The Spring Partnership Trust

The Spring Partnership Trust (TSPT) is a primary school Multi Academy Trust based in South East London that was established in 2014.

TSPT is deeply committed to shaping a brighter future for our children through strong partnerships and collaboration. By keeping children at the heart of everything we do, we strive to foster an environment where excellence thrives, driven by exceptional leadership, engaging teaching, and high-quality learning. Our mission is to create a united force for positive change across all our schools, building a lasting legacy where every pupil can reach their full potential as a learner.

Our core mission is to support ongoing school improvement and contribute to system leadership through the power of collaboration. We firmly believe that working together is the most effective way to achieve our goals, and our success to date stands as evidence of this approach.

Our Philosophy

Member schools within TSPT share a common goal: to provide an excellent and equitable educational experience for all pupils, regardless of their background or prior attainment. This is accomplished through our common curriculum.

We achieve these aims by uniting as a group, pooling our significant resources, expertise, and experience in the primary education sector.

By leveraging economies of scale, accessing better financial opportunities, and centralising services, TSPT operates as a more efficient organisation. This efficiency allows us to manage resources effectively and direct more funds towards enhancing our children's education.

Our approach also significantly enhances staff recruitment, development, and career opportunities across our member schools. Being part of a larger community provides our staff with valuable support, advice, and the benefits of a strong collective identity, fostering a deep sense of wellbeing and purpose. This positive ethos not only permeates our schools but also inspires our children to strive for success.

TSPT schools are driven by a commitment to excellence. As part of our dedication to equality, we champion respect and inclusivity in all our schools. The wellbeing of our pupils, staff, and stakeholders is a top priority, and we are dedicated to creating a happy, safe, and nurturing environment across our communities.



Mission

The Spring Partnership Trust is dedicated to enhancing the life chances of every child by addressing educational inequality.

Through collaboration, innovation, and leadership development, we are dedicated to fostering a positive culture that allows every school community to benefit from the collective expertise and insights of the education system.

Vision

Together, we strive to create an educational community of respect and inclusion, empowering all to embrace learning, achieve excellence and transform lives.

We strive to provide a transformative educational experience that equips every pupil with the knowledge, skills, and confidence to excel in an ever-evolving world. Through our commitment to excellence, collaboration, and innovation, we are dedicated to fostering a dynamic learning community where pupils, staff, and partners are empowered to thrive and contribute meaningfully to society.

By embracing diversity and nurturing a culture of mutual respect, we create a foundation where all can thrive, excel, and make a lasting impact on their lives and the lives of others.

All pupils will leave our care as well rounded individuals who have achieved academic excellence and are fully prepared for the next stage of their educational journey.

Our Values



Ambition is a core value because we see learning as an art form, where both the journey and the quality of the outcome define success. By embracing high expectations across our Trust, we cultivate a culture of excellence that drives every pupil and staff member toward their fullest potential.



Fairness is fundamental to our ethos, as it ensures that we act with integrity, practice ethical leadership, and strive to eliminate barriers to learning wherever they exist. Fairness is about creating a level playing field where everyone has the opportunity to succeed.



Collaboration is crucial because it fosters shared agency among staff, pupils, and our wider communities. We believe that we are stronger together and can achieve more by working in partnership. This collective effort amplifies our impact and helps us reach common goals.



Respect is essential for creating a culture where every individual is valued and acknowledged. By promoting mutual understanding and appreciation, we embed respect into our daily interactions and practices, enhancing relationships and supporting a positive, inclusive environment. This respect helps build a community where everyone feels empowered to contribute and thrive.

Our Children... Their Voice

We prioritise our children in every decision we make. We listen to their voices, which play a key role in shaping the direction and growth of our Trust. Their input is important to us.

We are dedicated to establishing structured methods in our schools through the implementation of the Voice21 oracy programme. This provides a robust framework that equips our children with the tools they need to confidently express their opinions and ensure their voices are heard.

We are committed to equipping our pupils with rich cultural capital, ensuring they are well-prepared for the next stage of their education. We ensure that all TSPT schools offer a

curriculum that prepares children for a rapidly changing world, providing them with opportunities for trips and experiences that help them discover and articulate what the world has to offer, fueling their inspiration.

We are dedicated to making sure that every child, especially those who are vulnerable, disadvantaged, have special needs, or are learning English as an additional language, has equal opportunities to have their voices heard.

We promote cross-Trust activities and events that enable our children to connect, communicate, and collaborate with peers from different schools and communities, both locally and globally.

Keeping Children Safe

We are fully committed to making safeguarding our top priority, ensuring that our pupils are happy, healthy, safe, and ready to learn. Safeguarding is central to our Trust's mission and the 'Keeping Children Safe in Education' (KCSIE) document guides everything we do to ensure the safety and wellbeing of pupils.

The most senior leaders in TSPT schools will serve as Designated Safeguarding Leads, supported by high-quality external training, supervision, and coaching.

We will regularly review and refine our trust-wide safeguarding policies and staffing processes, ensuring that our staff are thoroughly trained, well-supported, and fully equipped to protect the children in our care. We will make sure all staff are up-to-date on the latest safeguarding policies, best practices, and know how to report any concerns.

We will implement rigorous quality assurance and auditing measures, empowering each school to uphold exemplary safeguarding practices, share expertise, and foster a culture of safeguarding excellence.

We will continue to enhance our safeguarding approach by learning from reference groups, case studies, and a Trustee-led expert safeguarding group.



Managing workload and creating a culture of wellbeing

The Department for Education has made significant efforts in addressing workload issues. However, there are inherent limitations because, ultimately, the work must be done, and pupils need to progress.

At TSPT, we approach this challenge realistically. Instead of focusing solely on reducing workload, we concentrate on strategies that help everyone manage their responsibilities effectively.

As Stephen Covey highlighted in 'The 7 Habits of Highly Effective People' (1989), stress often arises from factors outside our control. By focusing on what we can influence, we gain a sense of control and reduce stress.

By fostering a culture of sustainable wellbeing across our schools, we've been able to retain key staff, ensuring they remain healthy and capable of delivering their best for our pupils.

We've adopted a Trust-wide approach to wellbeing, crafting a strategy that supports both staff and pupils. With growing concerns about the mental wellbeing and resilience of young people, it's crucial that we play our part. By promoting wellbeing among teachers and staff, we empower them to set a positive example for the pupils.

The following quotes highlight what our staff value most about working within our Trust and schools.

“ I really value the inclusive culture, the supportiveness, the professionalism and the opportunities to develop and grow personally.

“ Working with like minded people who help me to be my very best person and help me to grow, also sharing information.

“ I really value the support I have had for working part time while I further my career by going to uni one day per week.

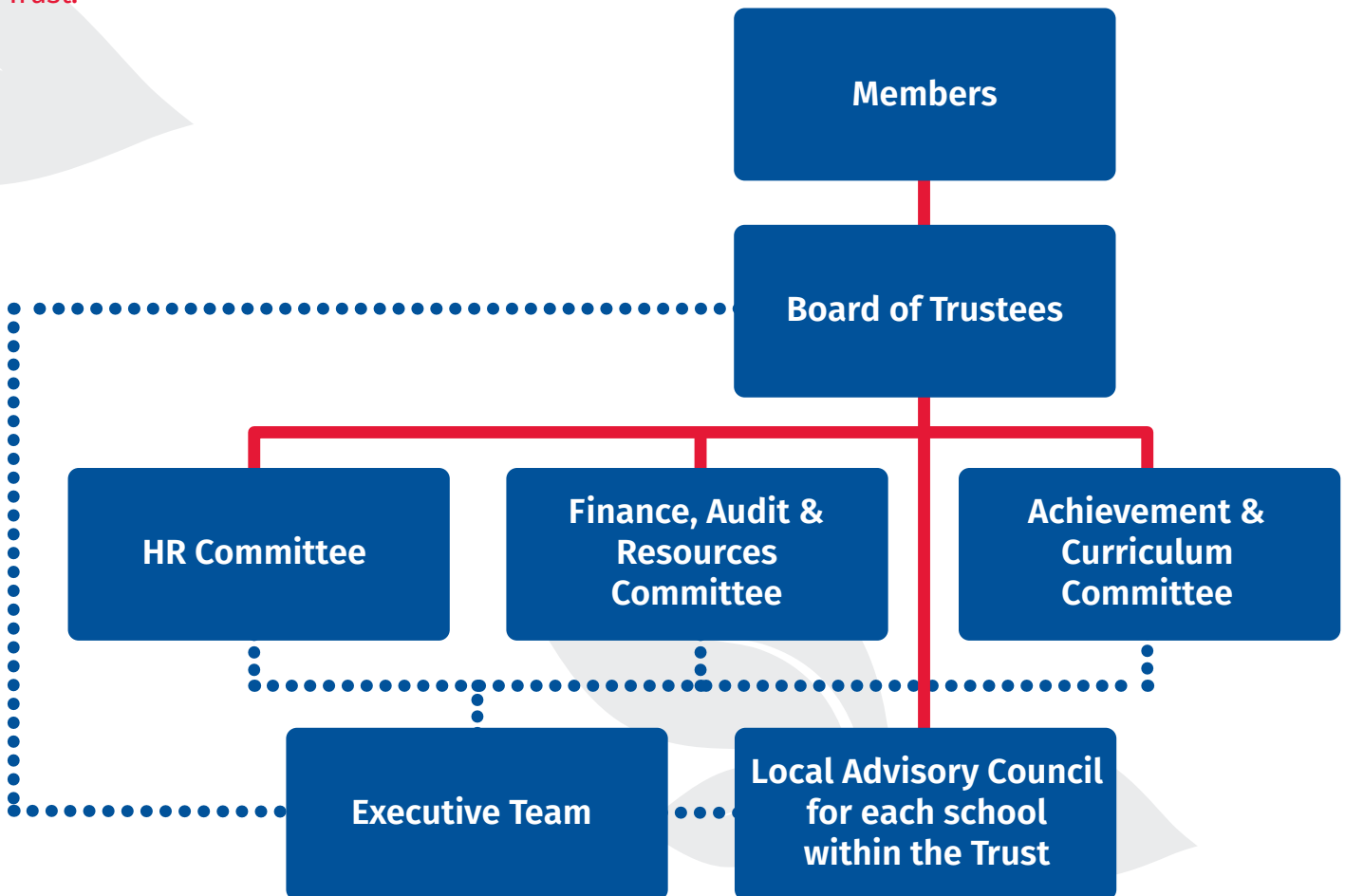
“ I enjoy the ability to openly chat with SLT about the school and how to progress as a staff. We have a great working relationship amongst the staff and feel supported in our work.



Structure

We have 5 Members of the Trust. They are the equivalent of shareholders in a commercial company (other than they do not receive any kind of dividend). Members are 'eyes on but hands off', in that they allow the Trustees to operate the Trust. They meet twice a year, one of which is the AGM where the annual accounts are considered.

Our Trust Board is made up of approximately 9 Trustees who collectively are responsible for setting the Trust's strategic direction and for ensuring regulatory and statutory compliance for the whole Trust.



HR Committee - Oversees staff welfare and wellbeing, recruitment, retention, performance management and succession planning, including employee terms and conditions and pay scales.

Finance, Audit and Resources Committee - Responsible for supervising the finances and estates management of the Trust, including ensuring compliance with statutory requirements, controls and audit matters on behalf of the Board of Trustees.

Achievement and Curriculum Committee - Reviews pupil progress, attainment, welfare and quality of educational provision outcomes, culture and standards for all schools within the Trust.

Executive Team - Responsible for all areas of day to day management of the Trust and holding the Headteachers to account.

Local Advisory Councils - Represent the best interests of pupils within their school and the wider Trust and collaborate with the Headteacher, the Executive Team and Trustees on the needs and views of their community - within the school as well as the local area.

Our Drivers

TSPT is dedicated to delivering exceptional learning experiences that empower every pupil to excel academically, socially, and personally. Our strategic commitments are underpinned by five core drivers which reinforce our strategic plan.



School Improvement

We continuously review, assess, and refine our teaching methods, curriculum design, and assessment practices. By leveraging thorough data analysis and evidence-based strategies, we ensure that each pupil receives a high-quality education that is customised to meet their unique needs and aspirations.



High Quality & Inclusive Education

We are committed to making education both accessible and impactful for every pupil, no matter their background or abilities. Our curriculum is intentionally inclusive, creating a supportive environment where all pupils can succeed. We celebrate diversity and cultivate a culture of respect, acceptance, and belonging.



Culture, Leadership & Governance

Our Trust is rooted in a culture of strong governance and leadership. We are committed to transparent, accountable, and effective decision-making that aligns with our values. Guided by our Trust Board, we ensure that our strategic direction is clear, resources are thoughtfully allocated, and our policies embody our core vision and principles.



Finance & Operations

Prudent financial management is essential to providing outstanding education. We carefully allocate resources, making sure every pound is spent where it has the greatest impact, directly on enriching our pupils' learning experiences. Our commitment to operational efficiency and fiscal responsibility is key to maintaining the high standards we uphold.

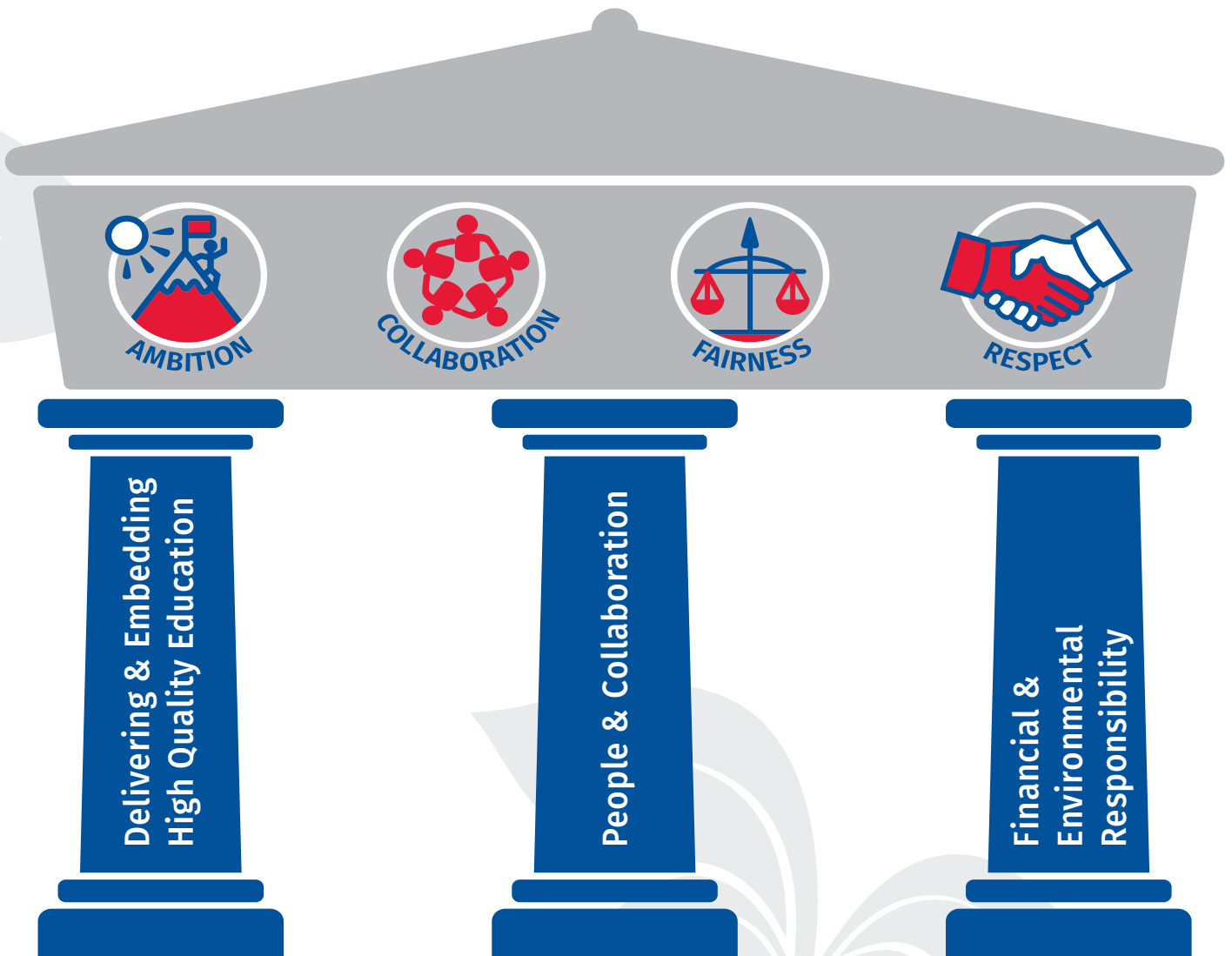


Workforce & Talent Development

Our educators and leaders are key to driving our success. We prioritise their professional development by offering opportunities for growth, training, and mentorship. By fostering a skilled and motivated team, we ensure that our pupils benefit from instruction by dedicated professionals who are committed to their achievement.

Our Wildly Important Goals (WIGS)

We have clear, long-term aims which form the cornerstone of our strategic plans. Our three 'Wildly Important Goals' (WIGs) embody the fundamental principles that will guide our Trust toward achieving its vision.



WIG 1

Delivering and Embedding High Quality Education

Our Commitment



We are dedicated and committed to delivering a high-quality educational experience that empowers every learner to reach their full potential. This includes shaping a future where technology significantly enhances learning experiences for every pupil. Through a culture of collaboration, inclusion, and continuous improvement, we are committed to making our schools centres of excellence. Our bespoke, aligned curriculum, with a strong emphasis on early reading, ensures that each pupil is well-equipped to meet the demands of the modern world. We also prioritise the professional development of our staff, providing them with ongoing opportunities to grow and innovate. By fostering strong relationships within our community, we create an environment where every pupil can thrive and succeed.

Our Drivers



- Fostering an inclusive and ambitious culture by building a motivating and ambitious environment across our Trust that empowers every pupil, including disadvantaged children and those with SEND, to reach their full potential.
- Promoting excellent behaviour by implementing clear expectations and providing positive reinforcement to create respectful and productive learning environments.
- Implementing a comprehensive and knowledge-rich curriculum where we prioritise the development and delivery of a broad, well-sequenced curriculum that is rich in knowledge, ensuring that every school within our Trust provides an exceptional educational experience.
- Fostering a digital mindset, which will encourage a forward-thinking approach that embraces innovation in teaching methods and instructional strategies, ensuring that digital transformation is integrated into the fabric of our educational practices.
- Ensuring equal access to enrichment opportunities through dedication to providing all pupils with fair access to sports, music, and cultural activities that enhance the curriculum and contribute to their overall personal development.
- Preparing pupils for future success so that we can ensure that every pupil leaves our schools well-equipped for the next stage of their education and ready to become confident, responsible citizens. This will be done by integrating lessons on oracy, citizenship, ethics, and social responsibility into the curriculum.

Our Deliverables



- TSPT's outcomes in all schools to surpass national averages, reflecting our commitment to academic excellence.
- To equip every pupil with the knowledge, skills, values, and attitudes they need to excel in life and contribute positively to their communities and the wider world.
- Every teacher has access to a well-crafted curriculum and effective teaching strategies to deliver exceptional outcomes for all pupils.
- School environments are highly inclusive and nurturing, where all pupils feel valued and supported. Our work on character development means our pupils are compassionate, resilient, and responsible individuals who contribute positively to their communities.
- Enhancing attendance rates through engaging learning. Attendance rates to compare positively to national figures, by offering a dynamic and engaging curriculum that motivates pupils to be actively involved in their education.
- Every pupil, including the most disadvantaged and those with special educational needs, will have access to a broad range of digital tools and resources. Success will be measured by the improved academic outcomes and increased digital engagement of these pupils, both in school and at home.

Our Commitment



We are dedicated to becoming an employer of choice by prioritising wellbeing, inclusivity, and professional growth for all our staff. By fostering a culture of collaboration, we will share best practices, expertise, and resources, creating a supportive network that drives growth and continuous improvement across all our schools. Through this collaborative approach, we will deliver diverse and tailored learning opportunities that meet the unique needs of every pupil, ensuring their success and wellbeing.

Our Drivers



- Establishing ourselves as an employer of choice by emphasising wellbeing, equality, diversity, inclusivity, and professional growth for all our staff.
- Engage with staff regularly in different ways, not solely relying on traditional surveys but encouraging continuous feedback from staff, looking at specific groups of employees such as new joiners, leavers, teachers and support staff.
- Fostering a collaborative culture, by sharing best practices, expertise, and resources, creating a supportive network that promotes growth and continuous improvement across all our schools.
- Recognising the importance of effective talent management and delivering a range of learning opportunities tailored to the unique needs of each member of staff, ensuring their success and overall wellbeing.

Our Deliverables



- Holding recognition from prominent education entities and individuals, TSPT is acknowledged as an outstanding provider of professional development and staff talent cultivation.
- We are successfully filling vacancies and attracting a diverse pool of candidates.
- Collaboration is strong within TSPT and beyond which is impacting on outcomes and professional growth.
- Employee engagement significantly increases.
- Improved employee retention rates year-on-year, which ensures we are able to develop talent from within, impacting on outcomes.
- Recruit and retain a diverse, inclusive and well-equipped workforce.

Our Commitment



We are committed to ensuring long-term financial and environmental sustainability in everything we do. We will manage our resources responsibly and efficiently, investing wisely in initiatives that directly benefit our pupil's educational experiences. At the same time, we will prioritise environmental stewardship, adopting sustainable practices across our schools to reduce our ecological footprint. By integrating financial prudence with a commitment to sustainability, we aim to create a lasting, positive impact on both our communities and the planet, ensuring a brighter future for generations to come.

Our Drivers



- Empowering everyone within our Trust to take responsibility for their environment, encouraging teamwork to make sustainable practices a core part of our culture and communities.
- Championing local and sustainable procurement by sourcing local and sustainable food and resources, ensuring an environmentally conscious supply chain that enhances the wellbeing of our communities.
- Instilling a sense of health, happiness, and purpose in our pupils, inspiring them to lead fulfilling lives and make positive contributions to the world around them through our curriculum and broader offering.
- Ensuring compliance with the ESFA requirements to drive the scrutiny, challenge and support that will deliver value for money and liquidity of the Trust.
- Financial planning to maximise human and physical resources and to ensure that educational needs drive decision making.

Our Deliverables



- Long-term financial sustainability while meeting the educational needs of all schools.
- Curriculum led financial planning (CLFP) understood by all leaders who recognise the imperative to reach balanced income and expenditure in-year budgets.
- To maximise the financial resources provided and employed for the benefit of our children through leveraging economies of scale and expertise.
- Increased participation in environmental initiatives across all schools, as evidenced by the formation of "Eco Teams" and the successful completion of sustainability projects which promote wellbeing.
- Reduction in waste and energy usage across the Trust, tracked through annual sustainability audits.
- Reducing our carbon footprint over time.

Monitoring and Evaluation

Our Development & Improvement Plan

TSPT's strategic plan outlines the path to reaching our long-term goals and ambitions. Integral to this plan are our Development and Improvement Plans, which provide the specific strategies and actions needed to bring the Trust's strategic objectives to life. The components of the Development & Improvement Plan are:

Clear Goals and Performance Metrics

Each strategic goal is paired with precise, measurable objectives. These objectives are backed by clearly defined KPIs that offer concrete metrics for monitoring progress and evaluating success.

Resource Allocation

Financial, human, and technological resources are strategically directed to initiatives that are closely aligned with achieving our strategic goals.

Timeline and Milestones

Our plan includes a comprehensive timeline that maps out the sequence of activities and key milestones required for the successful completion of each initiative.

Roles and Responsibilities

The plan clearly outlines the roles and responsibilities of all participants involved in carrying out each initiative.

Monitoring and Evaluation Framework

We have implemented a strong framework for monitoring and evaluation that allows for continuous assessment of progress against the set KPIs.

Continuous Improvement and Adaptation

Our Development and Improvement Plans are crafted to be flexible and responsive. We conduct regular reviews and progress assessments, making adjustments and refinements as necessary. This ongoing process ensures that the Trust can adapt to changing conditions and seize new opportunities as they arise.



Message from the Chair

Over recent years Trustees have given considerable thought as to the direction of The Spring Partnership Trust (TSPT), and our conclusion is to further consolidate what has already been achieved by our outstanding Executive and Senior Leadership Teams.

There is now a common curriculum in place providing a much enhanced educational benefit drawing on expertise from across all our schools.

We have fully centralised the core business functions of the Trust making considerable efficiencies, and creating greater financial flexibility. As with all schools, pupil outcomes are paramount and our top priority, and the Trust is committed to maintaining this focus. To achieve our educational goals, we recognise that staff retention and wellbeing, along with financial stability, are crucial. The Executive Team has established a high level of collaboration and communication to ensure effective management of both educational and financial aspects.

We are immensely grateful for the dedication and hard work of our staff. As we look ahead, we are enthusiastic about the future and our strategic plan, which is designed to achieve the best outcomes for all our pupils.

John Cliff
Chair of Trustees



John Cliff Chair of Trustees

In the current climate Trusts are all faced with similar challenges surrounding SEND and mental health which impact our local communities. With our outstanding specialist provision, the Trustees are working collaboratively with the local authority and other providers to enhance support for our most vulnerable families. Our communities are so important and the Trust will continue to engage with our families.

Message from the Co-CEOs

We are delighted to present the TSPT Strategic Plan for 2024-2027. Over recent years, our Trust has revitalised its mission, vision, and values, ushering in a renewed culture where pupils, staff, and the communities we serve can truly flourish. We have strived to create an environment where everyone feels a sense of belonging to one unified entity, committed to enhancing opportunities and delivering an excellent and equitable educational experience for all our pupils. This commitment is deeply reflected in our name, which embodies the principles of growth, renewal, and the nurturing environment we strive to provide.



Gulcin Sesli Co-CEO



Corinne Sheehan Co-CEO

Our Trust encompasses five primary schools, serving some of the most deprived pupils in the London Borough of Bromley. With over 350 dedicated staff members and a vibrant pupil population of approximately 2,000, our collective purpose is clear: to empower each child to achieve their personal best.

As we embark on this journey together, outlined in our Trust's Strategic Plan for 2024-2027, we present ourselves not just as leaders, but as passionate educators and difference-makers. Our impact extends far beyond the classroom; we are the architects of dreams, the cultivators of potential, and the beacons of inspiration for every pupil under our care.

Beyond the classroom, stories of triumph over adversity flourish, fueled by the belief we instil in these young hearts. Our shared mission is to embrace our roles not just as educators, but as nurturers, advocates, and catalysts for positive change. Together, we can bridge gaps, demolish barriers, and create a

haven where every child feels valued, regardless of their personal or socio-economic background, their disability, or their ethnic origin.

Each child is unique, each school is unique, and each of us brings our own unique strengths to this collective purpose as part of TSPT. With expertise, commitment, and reflective leadership, we will meet our pledges and deliver on the goals set forth in this plan by 2027. Together, we will continue to inspire, empower, and make a lasting difference in the lives of our pupils and the communities we serve.

Thank you for showing an interest in The Spring Partnership Trust. We hope that you will find all of the information which you require; however, please do not hesitate to contact us should you wish to arrange a visit to one of our schools.




Gulcin Sesli & Corinne Sheehan
Co-CEOs



The Spring Partnership Trust

Central Office

c/o Elmstead Wood Primary School
Castlecombe Road
Mottingham
London
SE9 4AT

-  Telephone: 020 3837 8637
-  Email: contact@springpartnership.co.uk
-  Web: springpartnershiptrust.co.uk