

EQUINOX LEARNING TRUST

3 Year Strategy

2022-2023

A WORD FROM OUR
CEO
GEMMA PIPER



We are unapologetically focussed on providing high quality outcomes for children and being a happy, healthy and fulfilling place to work for every adult. As a growing multi academy trust, we have a clear and ambitious three-year strategy to guide our work and ensure that we are meeting the needs of our students, staff, and wider community.



Our strategy is centred around four key aims: Great Schools, Social Justice, Digital Workplace, and Stewardship. We have a central core of values that define our work. We support our schools through clear central service offering, and our celebrated ethos of alignment with autonomy (see our website for the detail of this approach) and collaboration which benefits leaders at every stage of their career. We truly believe all our schools have a part to play in ensuring exceptional education for all the children and communities we serve.

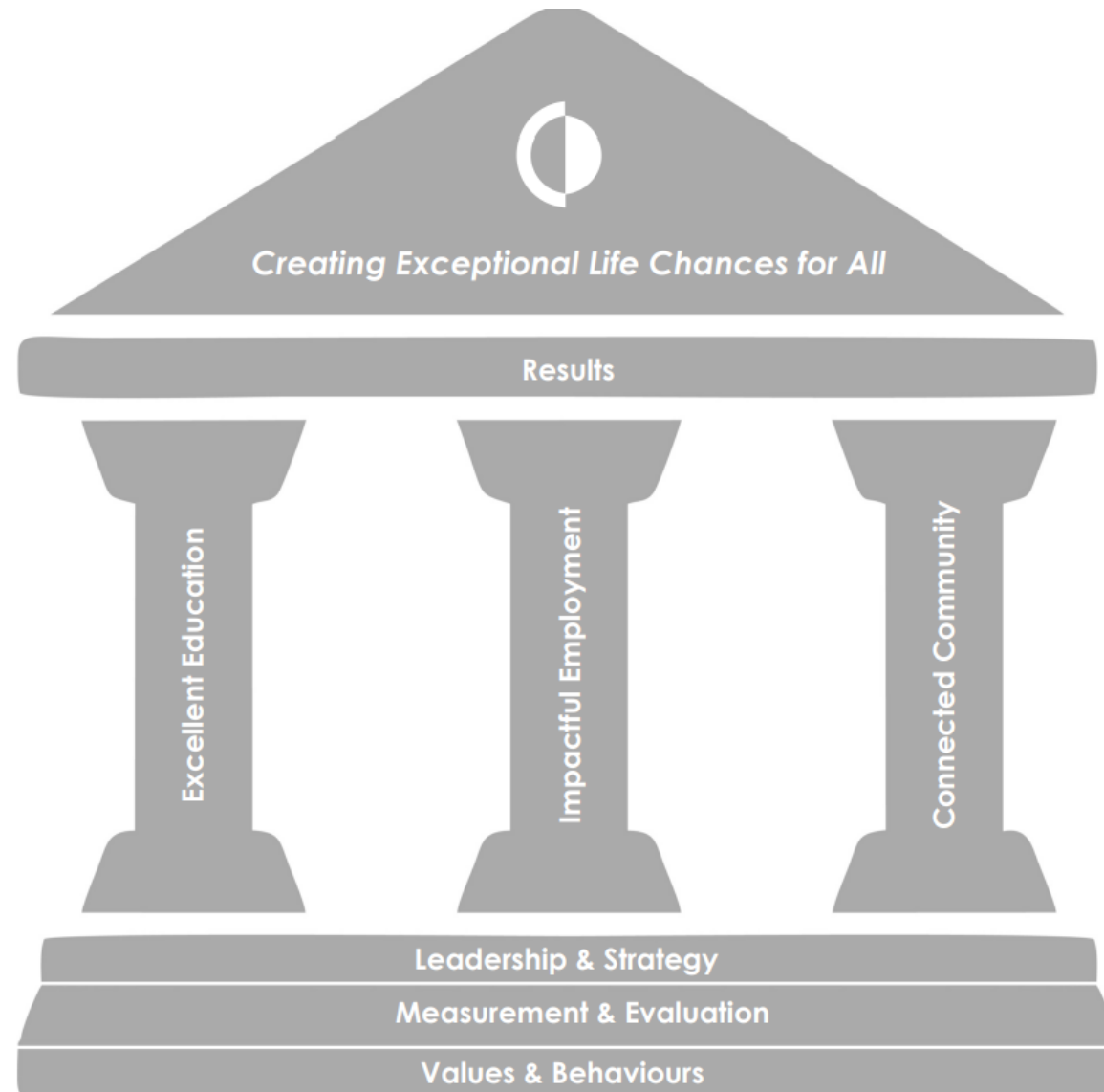


We are committed to equality, diversity and inclusion in our organisation and take every step to hear the voices of the minority, whilst educating every individual about our own responsibilities which contribute to our wider collective impact. For me, stewardship defines this, it is our recognition that we should leave things better than we find them, in every part of our lives.

This strategy clearly lays out the path ahead, and I look forward to the journey we will travel together.

Gemma Piper
equinox
Learning Trust

PILLARS OF SUCCESS



Equality and diversity in our community is centrally important to the way we think and work. We value people for who they are because of their individuality and personal characteristics, and actively seek to ensure there are paths to elevate those who are less represented. This includes an ethnically diverse staffing body, women in leadership and true inclusion for all as we celebrate our differences.

We see our corporate and personal responsibility to the environment as a calling – our environment needs us to care about it so we do with a core business strategy and local ownership of this fight – we will care for our environment, our community and each other.

As a Trust, we prioritise children at the heart of every decision and take pride in being a vibrant and excellent place to work for all employees.

VALUE

EQUALITY

DIVERSITY

INCLUSION

CARE

EQUINOX BEHAVIOURS

TAKE OWNERSHIP
WORK AS A TEAM
FOCUS ON RESULTS
LOOK AFTER EACH OTHER
BUILD RELATIONSHIPS
COACHING COMMUNICATION
IDENTIFY & DELIVER IMPROVEMENT
DRIVE CHANGE
THINK STRATEGICALLY

EQUINOX VALUES

KEEP EVERYONE SAFE
DO THE RIGHT THING
TREAT EVERYONE WITH RESPECT
WORK TOGETHER
DELIVER EXCELLENT EDUCATION
IMPROVE EVERYDAY

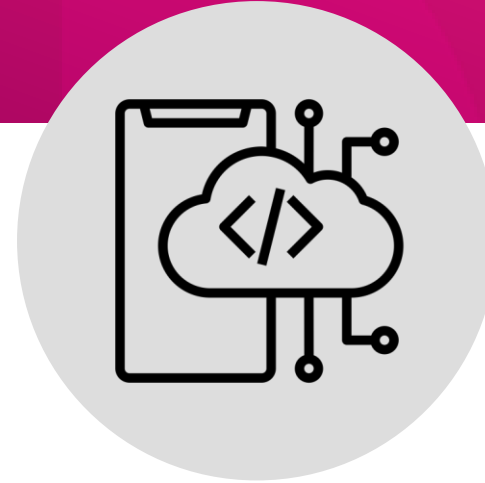
THREE YEAR STRATEGY 2023-26



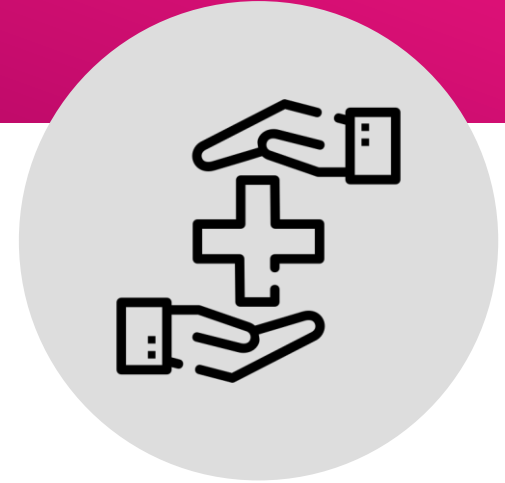
GREAT SCHOOLS



SOCIAL JUSTICE



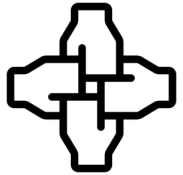
DIGITAL WORKPLACE



STEWARDSHIP



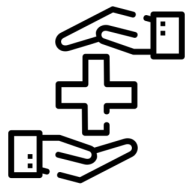
GREAT SCHOOLS A great school has excellent teaching and a positive learning environment, with high standards and consistent expectations. It is safe, inclusive, and well-resourced, with a collaborative and empathetic culture that involves everyone in a shared vision and common goals. The school has strong leadership, staff voice, and actively supports the well-being of both staff and children. It has a cohesive and well-sequenced curriculum, with strong pastoral care, relentless routines, and consistent behaviour systems. The school promotes positive outcomes, professional development, academic results, and community involvement, to realise its mission to develop productive, engaged, and happy learners. Creating exceptional life chances.



SOCIAL JUSTICE Social justice in schools refers to creating equity in education for all, regardless of background or circumstance. Schools adjust their practices to remove barriers for children and families, especially those caused by disadvantage. The Equality Act 2010 and all Trust policies promote fairness, equality, and parity of opportunity in education. Our schools value and utilise the power of multiagency work in achieving social justice.



DIGITAL WORKPLACE A digital workplace enables seamless access regardless of location including efficient communication and collaboration. For pupils it provides simple access to resources, homework tracking, and facilitates revision and knowledge retrieval. For all users, it allows for paper-free, environmentally friendly, and safe document storage with encrypted access from anywhere. The platform supports virtual meetings, remote learning, employee services, and provides a central backbone to all local school business functions. The system's security is of utmost importance with GDPR compliance, risk management, and surveillance. The digital workplace streamlines file retrieval, alleviates stress, reduces workload, and enables innovative teaching and learning. The platform also improves pupil autonomy, shares resources, and provides assistance for special educational needs. Finally, it ensures streamlined communication with responsive contact and contributes to the efficient running of the institution.

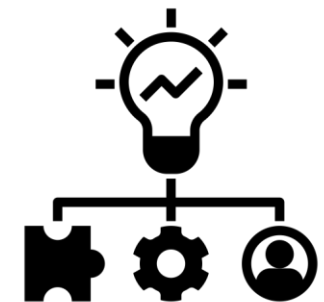


STEWARDSHIP We define stewardship as overseeing, caring for, and promoting something that which has been entrusted to us. This applies to every individual in our organisation. It requires a deep rooted integrity to do the right thing when no one is looking – something our leadership behaviours framework is built around. A steward takes care of the resources and assets entrusted to them and ensures their proper use and management. We are all champions of children, staff and school success, and must take responsibility for the influence we have on those around us. We want our young people and adults to feel and act on the responsibility of leaving things better than they found them.

Our first aim is to create great schools that provide an exceptional education for all students, regardless of their background or circumstances. To achieve this aim, we will focus on the following:

- **Continuous improvement:** We will invest in professional development for our staff, providing them with the training and support they need to continuously improve their teaching and leadership skills.
- **Curriculum innovation:** We will work to ensure that our schools offer a broad and balanced curriculum that is relevant to the needs of our students and prepares them for success in the 21st century.
- **High standards:** We will set high expectations for our students, staff, and schools, and work to create a culture of excellence that is focused on achieving the best possible outcomes for every student.

G R E A T S C H O O L S



TIMELINE GREAT SCHOOLS

YEAR 1

Implementing evidence-based teaching practices through the Principles for Learning and investing in professional development for teachers and leaders through our Pfl toolkit.

Implement the Equinox Leadership Framework and invest in training to enable every member of staff to be defined by their Equinox values and behaviours.

Deliver high quality whole school reading programmes, that improve the quality of reading for all.

YEAR 2

Further develop evidence-based teaching practices by establishing a research and development centre to promote innovation and share best practices across all academies.

Develop a centrally deployed programme of School Improvement work utilising resource from across and beyond the trust, establishing strong collaboration partnerships within all curriculum areas.

Embed the Equinox behaviours framework within the professional development programme across all schools, offering staff need driven enrichment programmes.

YEAR 3

Establish employee development groups across the Trust, focussing on review and improve planning for a self-improving approach to school and trust improvement support.

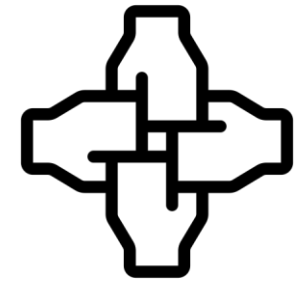
Run specialised Equinox induction training to ensure early careers or new to the Trust teachers are inducted into the Equinox way and how this plays out in their own school.

Grow the school improvement capacity within the Trust to be able to offer more outward facing support.

Social Justice: Our second aim is to promote social justice and equity in education, and to ensure that all students have equal access to opportunities and resources. To achieve this aim, we will focus on the following:

- **Inclusion and diversity:** We will work to create inclusive and diverse learning environments that celebrate the differences and unique talents of our students and staff.
- **Community engagement:** We will actively engage with our local communities, seeking to understand their needs and working in partnership to create educational opportunities that meet those needs.
- **Closing the achievement gap:** We will prioritise the needs of our most disadvantaged students, working to close the achievement gap and ensure that all students have the succeed regardless of background.

S O C I A L J U S T I C E



TIMELINE SOCIAL JUSTICE

YEAR 1

Focus all pupil progress work on key groups via LGB work, with the aim to increase the number of disadvantaged students who achieve good grades and reduce the attainment gap between disadvantaged and non-disadvantaged students.

Track impact of action, whole school and targeted interventions and support programs.

Increase the engagement of all disadvantaged pupils to at least match that of all other pupils.

YEAR 2

Expand targeted interventions and support programs to reach more disadvantaged students and increase the impact of these programs by collaborating with external partners and community organizations.

Track involvement of pupils in school participation and enrichment opportunities routinely - included in the data dashboard reporting.

Trust leader appointed to identify and share best practice across schools within the Trust.

YEAR 3

Continue to reduce the attainment gap between disadvantaged and non-disadvantaged students and promote social mobility by expanding access to enrichment activities and opportunities for personal development.

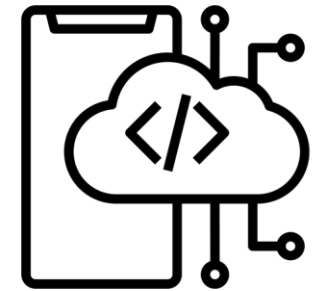
Partner with external agencies to drive change within the communities we serve.

Celebrate engagement and accessibility via public statements of success.

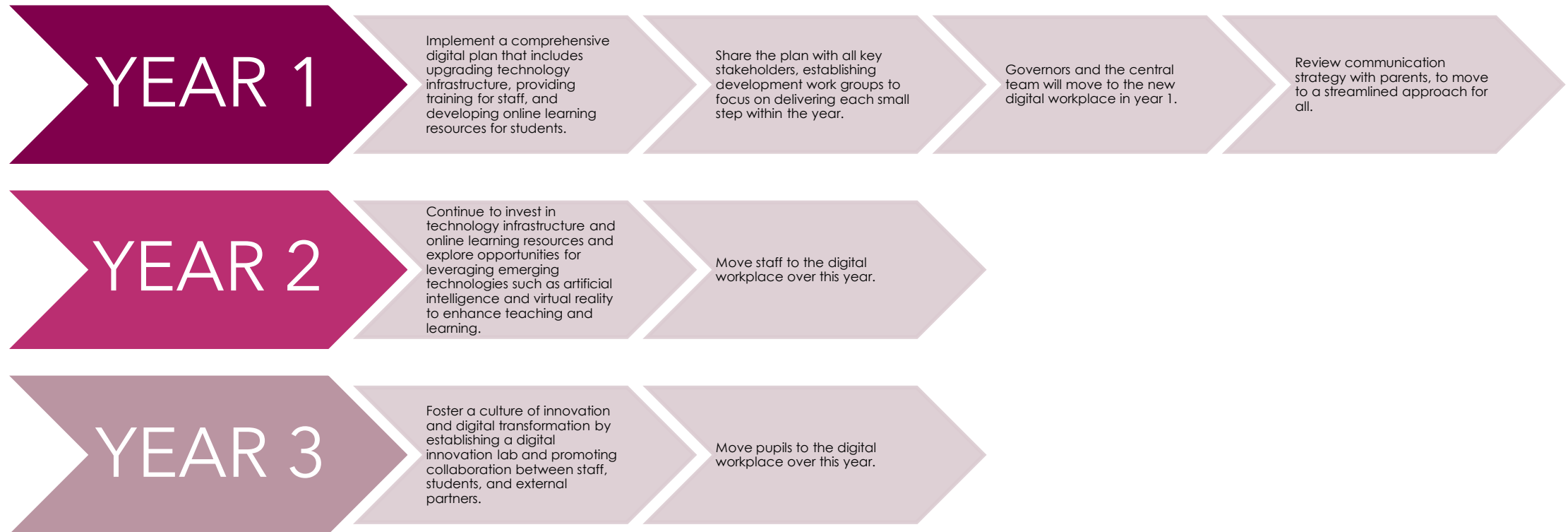
Digital Workplace: Our third aim is to create a modern, digital workplace that supports our staff and pupils, and enables them to work efficiently and effectively regardless of location. To achieve this aim, we will focus on the following:

- **Technology investment:** We will invest in the system design and development process, as well as technology and tools to support our users to work seamlessly through our digital platforms for collaboration, and online training resources.
- **Flexible working:** We will promote flexible working arrangements that enable our staff to work from home or other locations, and to balance their work and personal commitments more effectively around the set school day.
- **Cybersecurity:** We will prioritize cybersecurity and data protection, implementing robust systems and procedures to protect our data and ensure the safety and privacy of our staff and students.

D I G I T A L W O R K P L A C E



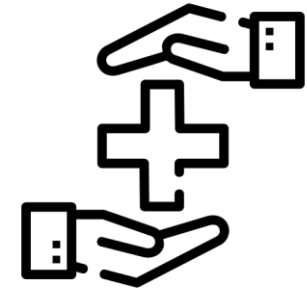
TIMELINE DIGITAL WORKPLACE



Stewardship: Our fourth aim is to be responsible stewards of our resources and assets, and to ensure that we are using our funds and facilities in the most effective and efficient way possible to provide excellent education. To achieve this aim, we will focus on the following:

- **Financial sustainability:** We will develop a long-term financial plan that ensures the sustainability of our trust and enables us to invest in our schools and students. We will continue to horizon scan and consider future opportunities and threats to enable Headteachers and governors to plan accordingly for the year ahead.
- **Sustainability and estate management:** We will establish a strategy estate management plan, looking for opportunities to reduce costs, improve energy efficiency, and create more sustainable and environmentally friendly facilities.
- **Governance and compliance:** We will ensure that our governance structures and compliance procedures are robust and effective, and that we are meeting our legal and regulatory obligations at all times whilst prioritising care for our staff.
- **Leadership growth:** We will implement a toolkit for behaviour development of staff at all levels that enables continued professional growth towards the skills and attributes that define the most effective leaders for both now and the future within our Trust.
- **Care:** We aim to develop a sense of responsibility and care in all our stakeholders, though the action and recognition of the impact we have on the world and people around us.

S T E W A R D S H I P



TIMELINE STEWARDSHIP

YEAR 1

Set short term sustainability goals for the Trust to deliver centrally. Implement sustainable practices across all academies, including reducing waste, improving energy efficiency, and promoting eco-friendly initiatives.

Review our curriculum to plan for the global goals to be a core part of the offer for year 2. Training for staff and a global goals curriculum will be developed.

Launch Equinox Learning Trust behaviours framework for all employees.

Collaborate on citizenship and character education to develop a central rewards scheme within the Trust.

Launch Employee Reference Groups (ERG) to engage with those who are minoritised by circumstance or protected characteristic. Launch listening series for staff wellbeing.

YEAR 2

Launch sustainability strategy - including measurable long-term targets for reducing carbon emissions, improving air quality, and promoting biodiversity.

Implement a routine reporting function to school councils and publicly via our website utilising a new central sustainability council (pupils from across all schools),

Seek accreditation framework for character and citizenship development.

We will deliver a programme of learning for all pupils around the 3 of the 17 global goals, focussing on Climate Action, Consumption and Production and Gender Equality in the first year.

Launch Pupil and Family Reference Groups (PFRG) to engage with those who are minoritised by circumstance or protected characteristic.

YEAR 3

Become a leader in sustainability by sharing best practices with other multi academy trusts and collaborating with local and national government agencies to promote environmental protection and climate action.

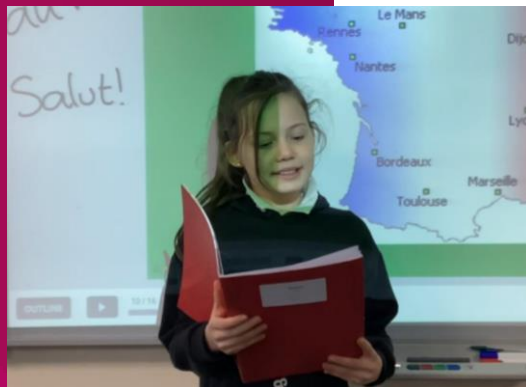
Pupils will be integral to the local development plans and take an active role in council debate and engagement regardless of location.

Schools champion global goals locally, with a celebration of achievement and stewardship across the Trust.

Trust values are a framework for success - strong routines for central review with all key stakeholders in place to set the new strategy.

Achieve external recognition for our inclusive community.

EQUINOX LEARNING TRUST



Alignment with autonomy

Collaboration

Integrity

Aspiration

We look forward to the journey ahead.