



The Worshipful Company of Educators

The Educators' Trust

Strategic Plan

2023-2028



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Part A: Introduction

1. History of The Trust

- 1.1 The Worshipful Company of Educators is one of the newest livery companies in the City of London, being founded as a Guild in 2002. From Guild status it progressed to a Company Without Livery in 2009, and a Worshipful Company (with Livery) in 2014. In 2017 it was granted a Royal Charter.
- 1.2 The City's rules require that a Livery Company must have a Charitable Trust or Foundation. The Guild of Educators' Charitable Trust was established and registered with the Charity Commission in 2004. Fund-raising got under way in earnest in 2007-08 when the Guild's sponsoring Alderman, Sir John Stuttard became Lord Mayor and made the Trust a beneficiary of his Appeal. Susan Fey (subsequently Master in 2017-18) took on the position of Chairman of the Trust and maintained the momentum through appeals to the membership, transfer of end-of-year surplus funds from the Company to the Trust, transfer of a charitable fund into the Trust, fund-raising events and legacy-giving. The Trust was incorporated in 2018 by becoming a Charitable Incorporated Organisation (CIO).

2. Status of the Trust and Relation to the Company

- 2.1 The Trust is legally separate from the Company. It is a charity in its own right registered with the Charity Commission. The Trust is not a committee of the Company. Trustees have legal responsibilities and liabilities set out in the CIO's governing document. They must act in the interests of the charity irrespective of any interest they may have in any associated organisation (in this case the Company). The Charity Commission emphasises that Trustees must act independently.
- 2.2 In practice the Trust works closely with the Company: the Trust Objects further the Company's work and interests. Hence it invites the current Master, the Upper Warden and the Company Clerk to attend its meetings and it reports its business to the Court of the Company for information. The Chairman sits *ex officio* on the Court and on the Finance and General Purposes Committee of the Company and from time to time on other committees and working groups, where the Company and the Trust have common interests. The Trust is also well supported by Past Chairman Susan Fey, its *Custos Emerita*.
- 2.3 In accordance with its governing document, the Trust Board is composed of no fewer than three Trustees and not more than 12. The Chairman is always a Trustee. Existing Trustees are legally responsible for the recruitment of new Trustees. The Trust recruits Trustees on their merits and relevant experience, not on their status within the Company. Indeed, Trustees are not required to be members of the Company. Terms of office are set out in the CIO document. As well as the Chairman, the Trust has three other officers, the Honorary Secretary, the Honorary Treasurer and the Financial Administrator.

2.4 The current Board members are:

Trustees:

Dr Jennifer Somerville (Chairman)

Brett Bader

Nicholas Bence-Trower

Paul Bowers Isaacson

Dr Susan Cousin

Prof Sir Deian Hopkin

Prof David Skidmore

Enid Weaver

Peter Williams CBE

Honorary Secretary

Martha Burnige

Honorary Treasurer

Prof Martin Collins

Financial Administrator:

Jeremy Gibson

3. Trust Charitable Objects and Distribution of Funds

3.1 The Trust Objects as lodged with the Charity Commission are:

1: To reward excellence and innovation in their achievement and training in order to encourage both students and their mentors to undertake, and the public to appreciate, the work of Educators.

2: To promote, by the award of bursaries and grants and other appropriate means, the development of Educators through research and study that is appropriate to the profession of Educator and that increases understanding of relevant opportunities and needs.

3: To advance the education of the public in all matters relating to education and its delivery through promotion of public presentations and discussions of relevant developments; and the generation of reports and discussions of relevant developments; and the generation of reports to policy making bodies and the general public.

3.2 The Trust may not authorise any disbursements of its charitable funds that do not fall within these Objects.

3.3 The Trust must also demonstrate 'Public Benefit' in its charitable activities, that is, it has to demonstrate the benefits it brings to a wider public than just its members, in return for the tax advantages it receives from being a charity. The Educators' Trust does this annually by providing funds through its prizes, bursaries and grants for the professional development of educators and by holding an open seminar by which excellence and innovation in

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a particular area of educational practice is made more widely known and appreciated. Working in partnership with other educational charities also furthers the Trust's charitable aims and meets the 'public benefit' requirement.

4. Strategic Plan 2018-2023 – Assessment and Achievements

4.1 There were four strategic objectives in the Trust's first Strategic Plan, which was designed to run from 2018-2023:

1. Maintain a balanced budget and increase the size of the Trust Fund
2. Expand charitable activities
3. Increase Object 3 activities to provide a platform by which to promote the Trust and the Worshipful Company of Educators
4. Raise awareness of the work of the Trust with Company members, fellow livery companies and other educational organisations.

These have been met with different levels of success.

4.2 The financial position of the Trust depends on income from annual donations being provided from Company members and from investments. Over the five years of the Plan there were increases in both income and expenditure. In January 2018 there were only eight monthly donations from Company members, amounting to £162. The number of monthly donations currently (April 2023) stands at 24, amounting to £469, though this still comes from only some 7% of the Company's membership; the total of other donations, in addition to the monthly payments, comes from just 14% of the membership. Income has reduced as the dividends from the Charity Multi-Asset Fund are now reinvested, rather than being received into the current account. The investment portfolio performed less well in 2022 than in previous years, as did investments generally, following recent economic and political events. While its value dropped by -2.8% for the year to November 2022, it fluctuates monthly and must be viewed in the context of long-term performance; in 2019 and 2021 it exceeded 10%. Expenditure too has risen, with a need for an increase in office support and the external audit of the annual return to the Charity Commission. The number of awards and related expenditure has also increased, especially of, and relating to, military awards.

4.3 In 2018, the Trust had an awards programme of 19 awards. Over the period, this has increased to 26, made up of five bursaries for professional development and 21 prizes, including seven military awards. Candidates for these must be nominated by an educational establishment of quality standing. In 2021, additional funding from a Company member, match-funded by the City & Guilds, made it possible to expand the Peer Mentoring Professional Development Scheme in women's prisons. A new initiative was the establishment of a grants scheme in 2021 by which educational practitioners in any subject and any sector may apply on their own behalf for financial assistance to undertake activities which enhance their knowledge and professional skills. The scheme funded five applicants in 2021 and in 2022.

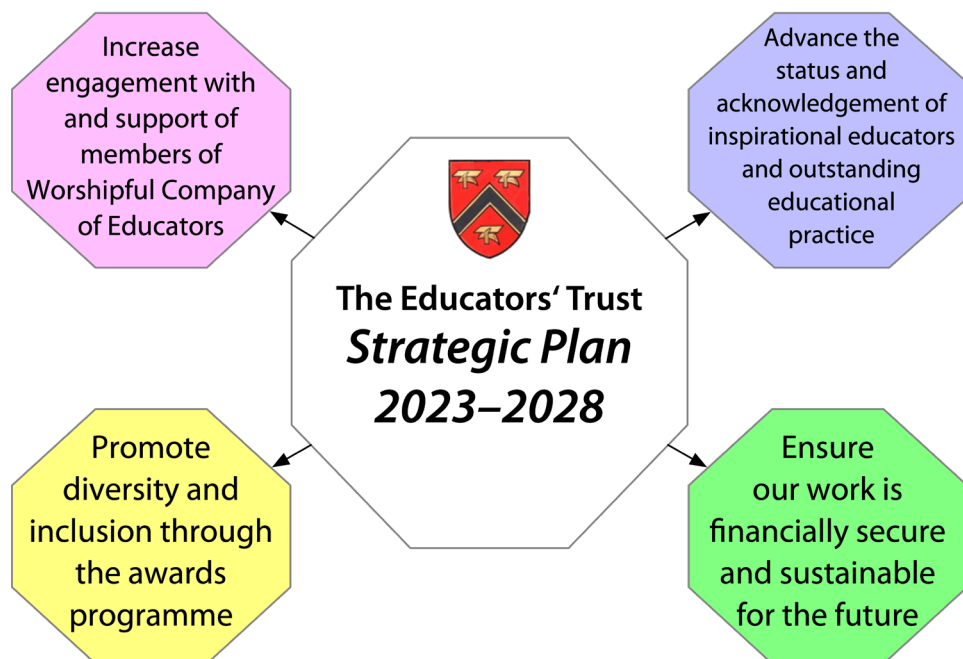
- 4.4 With the expansion of the Trust's awards programme, the organisational structure of the quality assurance process has been changed. Two sub-groups of judges have been established: one for the Environmental Education award, requiring scientific expertise; and one for the Grants Scheme, composed of judges from a variety of backgrounds. These two groups report to the overarching panel of three judges who have extensive knowledge of and experience in quality assurance, evaluation and assessment, who have responsibility for the other awards. The panel calls upon specialist subject advisers when necessary.
- 4.5 During 2022-2023, constructive consultation between the Trust and the Company led to the transfer to the Company of the seven military awards given to nominees of various educational units of the armed forces, allowing it to consolidate its links with the military services. Responsibility for assuring the quality of these awards now falls to the Education Committee of the Company.
- 4.6 To deliver Object 3, the Trust has held an annual event in June for Company members, friends and other liverymen, in which some of the most innovative of the award winners present their work. Sponsorship by the Fishmongers Company made the first of these on prison education a spectacular and very well-attended event. However, Covid intervened and the second, with sponsorship by the Apothecaries Company on hospital school education, had to be cancelled. The next event on environmental education had to be held online, but was well received by members; and as a result a new professional development bursary award has been financed by a member for this subject area. In May 2023, the seminar took the form of a 'Meet the Trust' event for members and their guests. This involved a brief talk from the Chairman about what the Trust is and what its awards programme does, and from the Honorary Treasurer about Trust finances. These were followed by three presentations from award winners intended to demonstrate the effectiveness and impact of members' donations.
- 4.7 Intensive work has been carried out on communications with Company members, other liveries and the educational public to raise awareness of the Trust's activities. Engagement with Company members has been achieved via:
- (a) An annual appeal letter from the Chairman
 - (b) The Company website, in which the Trust has vibrant, readable pages highlighting the award winners and the inspirational educational practice in which they are engaged
 - (c) *The Educator*: The Trust has dedicated pages in the Company magazine, describing in images and text each year's Awards Dinner and including vignettes of award winners, as well as other news about the Trust and its future plans
 - (d) *The Newsletter*: Trust news, updates and invitations regularly appear in the Clerk's weekly Newsletter
 - (e) The Chairman and other Trustees' membership of Company committees and Court.

These efforts have been successful with Masters and Wardens in recent years making philanthropy and the Trust a major focus in recruitment and in their public statements.

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Engagement with external organisations has been achieved via:

- (a) the Chairman's membership of the Livery Charity Chairs Group, now over 80 strong
- (b) the extensive process of connecting to senior leaders in educational establishments, both statutory and charitable, to secure nominations for awards; this has proved to be a very effective promotional vehicle for the Company
- (c) partnerships, for example with City & Guilds, Prisoners Education Trust, Prisoners Learning Alliance, National Association of Hospital Schools, and Speakers for Schools, for awards and events, have linked the Trust with a range of useful networks
- (d) a visually attractive tri-fold leaflet about the Trust's activities was developed for circulation at Company public events.



Advance the status of inspirational educators and outstanding practice	Ensure our work is financially secure and sustainable for the future	Promote diversity and inclusion through the awards programme	Increase engagement with and support of members of the Worshipful Company of Educators
Deliver an attractive programme of prizes, bursaries and grants to outstanding educators to support careers and professional development	Maintain general expenditure at current levels in line with inflation by careful and prudent management of budgets. Safeguard and increase, when possible, the investment portfolio	Use the sub-title to the annual theme, 'in challenging or unconventional environments' to highlight and support marginalized areas of education.	Raise awareness of the Trust's activities by making the Annual Awards Dinner a major occasion for a Donations Appeal and by demonstrating winners' impact at the annual Summer Event. Influence Master & Wardens to promote the Trust with members
Present award winners' achievements at an Annual Awards Dinner in a livery Hall	Increase regular donations from WCoE members to 50%, and encourage legacy donations	Target education delivered by charities for nominations as these elicit a greater social, racial and ethnic diversity of nominations and winners	Increase appreciation of donors. Gather information about donors to better target the Trust's messages and recruit ambassadors for the Trust
Provide a platform for award winners to present their work to an audience of WCoE and the wider educational profession	Launch a limited programme of one-off fund-raising events aimed at external donations	Increase diverse images of winners and working environments in publicity material and the use of inclusive media technics	Increase the quality of substance and accessibility of the Trust website and use of social media. Ensure ready supply of Trust copy for 'The Educator' and the Clerk's weekly Newsletter

Part B: Strategic Plan 2023–2028

5. Values and Vision

- 5.1 Trustees are confident that the vision and values of the Trust are still as relevant and vibrant as in the first Strategic Plan; that is, it not only seeks to support and promote sound, rigorous educational practice in all subject areas and in all sectors of education, but also to celebrate inclusion, inspiration, innovation and creativity.
- 5.2 The Trust recognises outstanding educational practice found not only in the maintained and independent sectors, but also in a wide range of charitable and other organisations.
- 5.3 The Trust is committed to highlighting educators' work in marginal and challenging areas which often lack public recognition.
- 5.4 The Trustees acknowledge that educational excellence is to be found across the UK and will endeavour to reflect that.

6. Strategic Objectives

- 6.1 The current geo-political turbulence and economic instability, as well as the UK economic environment, obliges the Trust to err on the side of caution with regard to its activities and expenditure. Consolidation of awards and prudence in finance will be the watchwords for the next three years, after which a further review will be held.
- 6.2 The four strategic objectives in the new Strategic Plan, at least for the next three years, are to:
 1. **Advance the status of inspirational educators and outstanding practice**
(The Charitable Activities Strategy, Section 7)
 2. **Ensure our work is financially secure and sustainable for the future**
(The Financial Strategy, Section 8)
 3. **Promote diversity and inclusion through the awards programme**
(The Diversity and Inclusion Strategy, Section 9)
 4. **Increase engagement with and support of members of The Worshipful Company of Educators**
(The Communications Strategy, Section 10).

7. Charitable Activities Strategy

- 7.1 The main activity in which the Trust will exercise its philanthropic responsibilities to advance the status and public acknowledgement of inspirational educators and

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outstanding educational practice is the award of prizes, bursaries and grants to outstanding educators. The programme currently consists of 18 awards:

- One Master Educator's Award for outstanding school leadership
- Three donor-named awards in dedicated fields, funded by individual liverymen:
 - The Mary Lou Carrington Award for a businesswoman who has made a significant contribution to education
 - The Keith Hutton Legacy Award for theatre and performing arts
 - The Robert J Jones Award for environmental education
- Four awards for training peer mentors in prisons, joint-funded by City & Guilds
- One Prison Educator of the Year Award, in partnership with the Prisoners Education Trust
- One Art & Design Award
- Eight Inspirational Educator Awards, for outstanding educators in the field of a theme chosen every year by the Trustees. The approved list for the period of this Strategic Plan includes alternative learning provision (2023), in-school specialist mental health provision (2024); and early years and primary education (2025). Themes and their order may be changed by the Trust Board in relation to shifting priorities in education or operational feasibility.

7.2 The awards programme also includes a Professional Development Grants Scheme. Unlike other Trust awards, the Grants Scheme is not limited to any particular academic subject or professional discipline, and it does not require nomination from any educational organisation. It is open to applications from individual educational practitioners, full-or part-time employees or freelancers, from any sector of education and training. A panel of six Trustees has responsibility for assessing applications and awarding grants. As a consequence of the substantial legacy to the Trust fund from the Foundation Master, Professor Raoul Franklin, the grants scheme in future will be known as 'The Franklin Grants'.

7.3 Applications for awards other than the Grants Scheme will continue to be invited, after extensive desk research and sample visits, from organisations with sound quality assurance systems and which are delivering learning in the field. The organisational structure for quality assurance will remain as developed in 2023: two sub-groups of judges, one to oversee the Environmental Education award requiring scientific expertise; and one for the Grants Scheme composed of judges from a variety of backgrounds. These two groups report their decisions to an overarching panel of three judges chaired by the Trust Chairman, which also adjudicates and approves the other awards against defined criteria. These judges have extensive knowledge of and experience in quality assurance, evaluation and assessment. Specialist Advisers provide the judges with advice on subject knowledge and pedagogy as necessary.

7.4 The Trust will also continue to fulfil its Charitable Object 3:

To advance the education of the public in all matters relating to education and its delivery through promotion of public presentations and discussions of relevant developments; and the generation of reports to policy making bodies and the general public.

The Trust will continue to hold an annual summer event, the main purpose of which will be to promote its charitable activities to Company members, other liveries and the general public. The impact of its awards programme will be demonstrated by presentations made by a selection of award winners.

7.5 In the light of the changes in the external economic and political environment in which the Trust conducts its charitable business, Trustees have decided unanimously that for the next three years of the new Strategic Plan, management of the Trust's charitable activities will require restraint and prudence. No further expansion of the awards programme, therefore, is envisaged during this period unless fully funded by a donor. However, with the advent of a substantial legacy in 2023, the value of awards and the grants will be increased.

8. Financial Strategy

- 8.1 The Trust's investments are held in a Charity Multi-Asset Fund managed by Cazenove Capital. This is considered a sound policy, but the volatility of financial markets and high inflation rates currently combine to make returns on the investment less buoyant than previously, so there is a need to accumulate reserves to safeguard the charitable work of the Trust in the future.
- 8.2 Expenditure currently exceeds income. This is partly a consequence of the Trustees' decision in 2022 for income from the Charity Multi-Asset Fund to be reinvested, rather than received as dividend. It was felt at that time that there were more than sufficient funds in the HSBC current account to cover costs, and interest rates were low.
- 8.3 The expenditure is very tightly controlled and consists of set costs such as bank charges and accountant's fees, Just-Giving and ICO fees, as well as the costs of the awards themselves. These latter consist of monetary prizes, bursaries and grants, as well as the cost of the attendance at the Awards Dinner of 13 of the award winners, their nominators and a few guests from partner organisations.
- 8.4 Most of the Trust's income derives from the donations of Company members. Only some 14% of the 357 Company members donate to the Trust Fund, of which about 7% is by monthly donations, the rest by single donations. The Trust has benefitted from legacies in the past and in April 2023 it received a substantial legacy of £100,000 from Foundation Master, Professor Raoul Franklin.
- 8.5 For the time being, increasing the Trust's assets will take precedence over increasing the number of awards, though the value of awards will be increased to reflect the increases in the cost of the professional development activities and that of the cost living generally. Building up the investment portfolio is the priority to secure the Trust's future.

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8.6 Over the next five years the broad financial strategy will be to:

1. maintain expenditure* broadly at its current level, with no planned increase in the number of awards until a concomitant increase in income is evident and there are clear signs of a sustained increase in the Trust's wealth.
2. raise income through a fund-raising strategy of:
 - increasing regular donations by 26, to at least 50
 - encouraging the designation of legacy donations
 - increasing external donations
 - regularly reviewing the current account with a view to transferring surplus cash, as and when appropriate, to the Cazenove Charity Multi-Asset Fund portfolio.

**Until January 2023, the Trust incurred the cost of military medals, their inscription and attendance of winners and their nominators at the City Celebration Dinner. These costs were transferred to the Company, with the responsibility for making military awards, thereby reducing Trust expenditure.*

8.7 The income-generating strategy must enhance donations from both Company and external sources. It is acknowledged that one-off events or activities to raise income will always be subsidiary to increasing the main source of income to the Trust Fund, but these could make a useful financial contribution, as well as effectively raise the Trust's profile with members.

8.8 To increase regular donations from Company members, both in the numbers of donors and in the size of donations, the Trust will work closely with the Master and the Clerk to:

- promote the Chairman's annual appeal through Company channels
- initiate a timetable of regular reminders to members, via the Clerk's weekly Newsletter and at events
- ensure letters of thanks are sent to all donors, with encouragement to continue donating
- demonstrate what donations have achieved for practitioner beneficiaries in terms of impact
- emphasise the importance of even small donations
- encourage donations from new Freeman at informal new Freeman's receptions, young Freeman regional groups and new Freeman year/hub groups
- diversify methods of donation through e.g. a Just Giving page
- designate the Election and Awards Dinner as the occasion for a personal annual appeal for donations, and establish the successful initiative of the raffle at the Awards Dinner as a regular feature.

- 8.9 External sources of funding through sponsorship will be more difficult and will rely on contacts with wealthy individuals or organisations to act as ambassadors for the Company and the Trust.
- 8.10 A small fund-raising team of individuals with previous experience of successful fund-raising in the small charity sector will be established to develop an operational plan of activities best suited to the Trust, the Company and its organisational location.
- 8.11 A financial administrator has been appointed on a pro bono basis to work with the Honorary Treasurer to improve the efficiency of the management of the Trust's current account transactions and capture essential information about donations for Gift Aid purposes.
- 8.12 The strategy and the operational plan will be tempered by realism. It would be inappropriate to undertake fund-raising without taking into account the following:
- market-sensitivity, particularly in the current economic climate and consequential limitations on disposable income
 - the modest incomes of some of the Company members
 - avoidance of conflict with, or duplication of, Company-led appeals for specific projects
 - activities must not fall below break-even cost. While some fund-raising events may require an initial outlay, e.g. to hire a venue, it must be certain in advance that these will not exceed the sum raised
 - fund-raising activities must not involve a time commitment that requires dedicated personnel to organise it, given the volunteer character of the Trust administration.

9. Diversity and Inclusion Strategy

- 9.1 Trustees are conscious of the need to increase diversity and inclusion in its charitable activities in a lively environment which has had traditionally a rather homogenous recruitment and cultural environment. An aim of this Strategic Plan, therefore, is to reflect more closely the demographic and learning environment of the UK educational terrain in the 21st century.
- 9.2 A major way in which this aim will be achieved is through rewarding areas of practice in marginal and challenging areas which often lack public recognition. This process was begun in the last period of delivery by using the annual theme of Inspirational Educator Awards as a vehicle to highlight outstanding practice in Cinderella areas of educational practice, such as prisons, alternative provision and hospital schools, but also to reveal the creativity and innovation in the delivery of conventional subjects, such as teaching Shakespeare, or environmental education. Critical to this process was the sub-title to the annual theme, *in challenging or unconventional environments*

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- 9.3 An auxiliary element was to target not only mainstream educational institutions for award nominations but also charities delivering sound educational services as part of their remit. This approach elicited a greater social, racial and ethnic diversity of nominations and winners and so will inform the Trust's approach in the future.
- 9.4 The list of themes projected for the next period of the Strategic Plan include: teaching sports and fitness; education of adults; enterprise education; health education; teaching craftsmanship. These were chosen in part for their engagement with diversity and inclusion.
- 9.5 The Trustees are also conscious of the need for the Board itself to become more diverse in its composition. The traditional source of trustees is the membership of the Worshipful Company of Educators. However, the current Trustees in this regard, may consider independent trustees as vacancies come up. A Trustee with extensive experience of communications and marketing might be a useful addition to the Board.
- 9.6 Another way to widen the appeal of the Trust is through images in its promotional materials which show a diversity of winners and environments. This aspect will be elaborated in the Communications Strategy.

10. Communications Strategy

- 10.1 The main objectives of the communications strategy are:
- Raising awareness
 - Raising funds
 - Recruiting ambassadors and volunteers
- 10.2 A first priority for the Trust's communications strategy is to raise awareness and widen knowledge about and increase the appeal of the Trust. Target audiences are members of the Company, the wider livery movement, and educational professionals more generally.
- 10.3 In terms of all three audiences, the event of the year is the Election and Awards Dinner in April. A statutory event, it has eminent guests from the City of London Corporation and the livery world and attracts many members and their guests. It is also attended by educational professionals more widely in that the award winners are accompanied by their nominators, senior leaders in their respective organisations from across the country. For this reason this event will become the occasion for a major appeal for donations to support the Trust's work.
- 10.4 For the internal audience, other liveries and partner organisations, the Trust Summer event is an important vehicle to explain the mission and the purpose of the Trust, and its relationship with the Company in delivering the expectation of charitable work by all liveries. Central to the event will be presentations by a selection of award winners which will demonstrate the impact achieved by the Trust's activities.
- 10.5 For raising awareness of the external audience, the award winners and their nominators are the lynchpin since through them knowledge about the Company and Trust is conveyed to a wider circle of educators. They will be targeted for information about the professional

development grants scheme, with encouragement to circulate the opportunity to colleagues and associates. Ongoing communication, 'keeping in touch', will provide information about Company events.

- 10.6 The communications strategy will demonstrate the public benefit aspect of the Trust's work. It will do this by illustrating the ways in which its activities benefit not only outstanding individual educators but also through them, a wide range of educational establishments in the primary, secondary and tertiary sectors, as well as those independent charities in other sectors for example the arts, the environment, healthcare and the community, which deliver substantial educational services.
- 10.7 A second priority for communications is to ensure the survival of the Trust and its ability to support future beneficiaries by stimulating an increase in levels of income, the main source of which is the individual Company members themselves via donations and through the related Gift Aid mechanism. More care will be taken over the appreciation of donors.
- 10.8 A third priority of the communications strategy is to recruit ambassadors who will promote the work of the Trust and encourage donation to it, and to seek volunteers for particular one-off tasks,. To target its message more effectively, the Trust will seek to gather information on its prime target audience. This will require close cooperation between the Trust and the Company's officers, promoting the Company's philanthropic duty as a Livery Company so that new entrants and transfers from Freeman to Liveryman are reminded of their charitable obligations. New members are a keystone to the creation of a culture of giving in the Company, which is currently absent.
- 10.9 There will also be closer working between the Trust and the Company's Engagement Committee, the Chair of which is responsible for the Company's new Communications officers, to ensure that the Trust is featured prominently in Company literature, the website and social media.
- 10.10 The message from the Trust will be clear, consistent and succinct:
- The Trust celebrates excellence and creativity in educational practice.
 - The Trust supports the professional development of educators
 - This requires funds from those committed to education
 - This is how the money is spent
 - This is the impact that it achieves.
- 10.11 In all channels of communications, whether online or hard copy, care will be taken to address issues of diversity and inclusion. Consideration in promotional material will be given to a variety of images reflective of the contemporary education workforce and the diverse environments in which they practise. Attention will also be paid to accessibility in terms of technical aspects such as layout, font sizes, contrast ratios and browser versions.
- 10.12 The main channel of communication will be the website. A dedicated Web Manager was appointed for the Trust in February 2023 in anticipation of the Trust taking ownership of and responsibility for the Trust webpages. The Trust Web Manager will work closely with the Company's new communications team to achieve greater integration of links between the main Company website to the Trust/charity pages, making the Trust more visible. The Trust website will be re-vamped in content, style and mapping, a new

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'Trust News' section will be introduced and will be regularly updated.

- 10.13 A critical feature of the Trust webpages will be a donations page registered with JustGiving, which will make donating to the Trust much easier for the donor and for the administration of donations. JustGiving provides a QR code which can be used by donors, and it is intended that this code will be added to a range of Trust and Company literature, where appropriate, to enable instant payment.
- 10.14 The web pages will also provide some essential activity metrics by which the Board can assess progress against priority objectives, through measuring direct traffic to the web, backlinks and referral traffic, and providing data for analysing patterns of donation and attractiveness of content.
- 10.15 Other channels are also important: in terms of the internal audience the Clerk's weekly Newsletter and the house journal, *The Educator*. Both will provide coverage of the Annual Awards Dinner and the Trust's Annual Summer event, the annual appeal for donations, profiles of Trustees, and announcements of new awards or grants or partnerships.
- 10.16 For external audiences, the Trust Awards Dinner Booklet looks distinguished and is highly valued by winners and nominators as a memento of a very special occasion. A coloured trifold leaflet conveys the Trust's impact primarily through dynamic images of the beneficiaries. This leaflet will be distributed at appropriate Company and Trust events. It will be uploaded on to the webpages and updated every year and attached to the email invitation to potential nominations to provide an instant visual message about the Trust and its awards.
- 10.17 Other channels of communication will be explored such as associations of educational professionals as well as further content material such as video/YouTube interviews of and presentations by award and grant winners.

11. Monitoring the Strategy

- 11.1 The four main strategic objectives will be monitored regularly by the Chair of Trustees and the Honorary Treasurer. They will report to the Board twice a year.
- 11.2 The finance and fund-raising team will monitor the financial strategy and report to the Chair on an ongoing basis and to the Board twice a year.
- 11.3 The communications team will monitor the communications strategy and report to the Chair on an ongoing basis and to the Board twice a year.
- 11.4 Once a year, an Impact Report will be prepared for the Board and presented to the Court for information.
- 11.5 Once a year, a Report on the year's business, achievements and developments will be submitted to the Charity Commission.

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Incorporated under the Charities Act 2011 as Charitable Incorporated Organisation 1179353