

Our Three Year Plan – ‘transforming lives through tuition’ November 2019

This summer, the Tutor Trust team and trustees have agreed an ambitious and robust plan to help us fulfil our mission of ‘transforming lives through tuition’ across the North of England up to July 2022.

The heart and soul of our plan is about maximising the positive impact of tuition on pupil outcomes, especially for the disadvantaged pupils we serve in Greater Manchester, Leeds and Liverpool. We want more of our tuition to be delivered to the pupils who need it most, and we want them to get the optimal benefit from their tuition assignments. Plus, we want to serve thousands more of these young people.

So, we plan to increase our number of beneficiaries by 70%, which means tutoring 4,100 young people in the 2021/22 academic year and partnering with 275 primary and secondary schools. At least 85% of these 4,100 pupils will be disadvantaged (either on Pupil Premium, or a Looked After Child or in Alternative Provision) and we will make sure they get both the quantity and quality of tuition they need to succeed. If we deliver all the KPIs in our Three Year Plan, we will reduce the attainment gap by 10% in Greater Manchester, Leeds and Liverpool.

This document crystallises our mission and summarises our plans – we hope you are excited about what we want to achieve, and we would be delighted to discuss our plans with you in detail.

Our story so far

- Tutor Trust created in 2011, with a grant from Education Endowment Foundation (EEF)
- A unique way to ‘democratise tuition’ in Maths, English & Science
- No other charity pays university students to deliver academic tuition in state schools, boosting both attainment and aspirations
- What was a small pilot in the City of Manchester is now a proven success story across the North
- Well established in Greater Manchester & Leeds; growing rapidly on Merseyside
- During the 2018/19 academic year, we delivered 20,000 hours of tuition to 2,500 pupils at 187 schools

A pivotal moment – our Randomised Control Trial

- EEF loved our work but needed proof of concept
- In 2015, Tutor Trust readily agreed to an independent evaluation
- Randomised Control Trial (RCT) – a large-scale effectiveness study, with 105 primary schools
- Designed to test the impact of our Maths tuition on Y6 SATS results, May 2017
- RCT results published November 2018: 3 months additional progress in Maths, 2 months in Reading
- Research results highly secure and credible – one of the best trials EEF have ever done
- Formal partnership between EEF, Impetus and Tutor Trust created, November 2018
- Nine-month ‘pre scale review’ to develop three year plan, led by Impetus, commencing December 2018
- February 2019, EEF makes Tutor Trust an official ‘Promising Project’

Key themes and aims of our Three Year Plan

- **Refining our mission:**
 - Defining disadvantage (Pupil Premium; Looked After Child; Alternative Provision/at risk of exclusion)
 - Setting KPIs (for the first time) on percentage of tutees who are disadvantaged
 - By 2021/22, at least 85% of the young people we serve will be disadvantaged

- **Conscious shift to putting quality and impact first:**
 - Our aim is to have close to real-time monitoring of every hour of tuition
 - Initially, a smaller focus on quantity of hours/schools/pupils
 - Then a firmer foundation for future growth in numbers of beneficiaries
 - No expansion into new cities in the North of England (or elsewhere) until 2022 at the earliest

- **A new Impact Strategy:**
 - Academic progress of tutees defined, and targets set
 - Tutee confidence in their subjects to be checked and tracked
 - Investment in Impact Box (Salesforce) to capture and analyse all quality and impact data
 - Director of Impact and Tutor Recruitment appointed

- **Smarter targeting of schools:**
 - Sophisticated model to identify 'sweet spot' schools in Greater Manchester, Leeds and Merseyside
 - By 2021/22, we will be working with at least 4,100 young people per annum (70% increase)
 - Our number of partner schools will rise from 187 now to 275 schools in July 2022

- **Changes to Programme Design:**
 - Radical changes to Secondary work, including minimum 'dosage' for pupils, rules on data, etc.
 - New suite of resources to help schools get the best out of tutors (e.g. Partnership Success Criteria)
 - Targets to reduce 'churn' in school partnerships year-on-year

- **Improve the tutor recruitment model:**
 - Stricter screening of applicants, combined with boosting applicant numbers (using Teach First IP)
 - Campus focus on local tutors who are more relatable and available
 - Director of Quality Assurance and Tutor Training appointed

- **Beefing up the organisation's people, systems and governance:**
 - Create an SMT and plug gaps in capacity (e.g. new Finance Director role)
 - Smarter use of technology to manage impact data, tutors and money
 - External review of governance and further strengthening of our Board of Trustees

- **Robust three-year P&L with matching financial controls:**
 - Our proportion of earned income will rise again over time (to 43% of total costs in 2021/22)
 - We aim to secure new funders to join our current backers
 - We need to raise a total of £2.5m over the next three years to invest in our plan

We are thrilled to have this chance to build the best possible version of Tutor Trust over the coming three years, so that we can change the lives of thousands of disadvantaged young people. We hope you will support our vision and join us on our journey of 'transforming lives through tuition'.

Nick Bent and Abigail Shapiro, Co-Founders of Tutor Trust, November 2019