



HARPUR  
TRUST

# TOGETHER FOR BEDFORD

OUR LONG-TERM STRATEGIC PLAN 2022-25+



# OUR VISION

IS A COMMUNITY WHERE  
EVERYONE CAN THRIVE.

# OUR MISSION

IS TO NURTURE POTENTIAL  
AND IMPROVE PEOPLE'S LIVES.

# OUR FOCUS

IS BEDFORD BOROUGH,  
WHILE OUR IMPACT FLOWS  
FAR BEYOND.

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# OUR AMBITION FOR BEDFORD



This new strategy will see us build on our rich heritage in education and grant giving by working together to transform young lives, right across our community.

**We are setting a new, long term strategic goal: to invest in people's futures.**

We aim to work for a generation across our whole community, to help tackle the cyclical relationship between disadvantage, lack of opportunities, poor educational outcomes and future poverty.

In the first three years, the main difference will be two new innovative and collaborative community programmes supporting children and young people: the Accelerator Programme and Bedford Giving. We have spent

the last two years trialling this new approach, and have built partnerships with seven local primary schools and a range of local funders, businesses and public bodies. We now aim to strengthen this network and ultimately to mobilise the whole community in Bedford behind this common cause.

To succeed we will need to be outward-facing, collaborative and inclusive. We will also need to become a knowledge engine, gathering evidence and insights and sharing with everyone who joins us on our mission so the whole is greater than the sum of its parts.

Our continuing commitment to high quality education and a generous bursary programme both support this goal, as does our continuing grants programme, which will aim to have the greatest impact we can for the people who need our help most.

**Together we can help build a community where everyone can thrive.**

# OUR 15-YEAR GOAL IS TO INVEST IN PEOPLE'S FUTURES BY:

- Enabling more children and young people facing disadvantage to achieve their potential.
  - Offering high quality, distinctive and financially sustainable education.
  - Supporting children to access our schools with high value, impactful bursaries.
  - Maximising our impact on local community needs.
  - Continuing to build a more effective, efficient, resilient organisation greater than the sum of its parts.
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# OUR STRATEGIC OBJECTIVES 2022-25

We have set three-year strategic objectives to help us toward our long-term goals.

## **1. Enabling more children and young people facing disadvantage to achieve their potential.**

### **During 2022-25 we will:**

- 1.1. Host Bedford Giving to bring the whole community together for children and young people.
- 1.2. Develop an Accelerator Programme to enable more children aged 0-11 in low-income families to make more rapid progress in education.
- 1.3. Identify innovative and impactful public benefit opportunities to enable our schools to support our strategy.
- 1.4. Deliver shared priorities with HEART Academies Trust.

## **2. Offering high quality, distinctive and financially sustainable education.**

### **During 2022-25 we will:**

- 2.1. Ensure our schools continue to offer high quality, distinctive education.
- 2.2. Help our schools to remain financially sustainable and well positioned to respond to risks and challenges.

## **3. Supporting children to access our schools with high value, impactful bursaries.**

### **During 2022-25 we will:**

- 3.1. Maximise the impact of our bursaries and improve evaluation and communication of our programme.

## **4. Maximising our impact on local community needs.**

### **During 2022-25 we will:**

- 4.1. Continue to offer a responsive grants programme for the community.
- 4.2. Ensure our community resources are used as effectively as possible to maximise our impact.

## **5. Continuing to build a more effective, efficient, resilient organisation greater than the sum of its parts.**

### **During 2022-25 we will:**

- 5.1. Implement a governance and management review.
- 5.2. Continue to focus on inclusion, sustainability and strategic financial governance.
- 5.3. Deliver an organisational development plan to support the strategy, proactively respond to risks and maximise our effectiveness and efficiency.

# THE ROLE OF OUR SCHOOLS



Our schools are a key part of this strategy. They provide high quality education, offer bursaries and help meet community needs. The role of our schools is:

- To set their own strategies to deliver high quality, distinctive, financially sustainable education.
- To play a part in achieving the wider Harpur Trust strategy.

# OUTCOMES AND IMPACT



We will develop an increasingly strong set of impact measures to assess our progress as the strategy is implemented:

- Children and young people make strong academic progress, strengthen both functional and broader skills and build character.
- Stronger academic progress among children in low-income families aged 0-11.
- More young people from low-income families in Bedford go on from school to further education or training and into skilled, sustainable employment.



# OUR APPROACH



We aim to take the following approach to achieving these aims:

- Ambitious but realistic.
- Collaborative and outward facing.
- Focused on impact.
- Evidence-based, informed by the needs of our communities and what works.
- Inclusive.

# ABOUT THE HARPUR TRUST



Ever since Sir William Harpur's founding gift in 1566, The Harpur Trust has been both providing education and supporting the most disadvantaged people in Bedford.

Our charitable objects are to promote education, to support the community by helping with relief for people resident in Bedford who are sick or in need, hardship or distress and to provide facilities for recreation to help improve people's living conditions, with preference to those who are young or in need, hardship or distress.

Since we were established to offer free education to local children and help the poorest people in Bedford, we have grown and evolved hugely yet remain true to our roots. Today, we run first class independent schools, operate a generous and inclusive bursary programme, and sponsor the HEART Academies Trust. We also give more than £1m per year to support diverse initiatives to improve people's lives in our community.



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