



More Education

Operating as Koala

Strategic Plan 2025–2027

Laying the Foundations:
A Strategy for the Future



More:Education

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Neurodivergence - the natural diversity in the way human brains process, learn and/or behave which differs from what is considered "typical". Neurodivergence can include dyslexia, dyspraxia, dyscalculia, ADHD and autism and while neurodivergence can lead to mental and physical health challenges, as well as educational and social challenges, it is often also an individual's greatest strength and an even greater asset to society.

Executive Summary

More Education (operating as Koala) has developed its 2025–2027 Strategic Plan with the ultimate goal of opening a specialist independent school for neurodivergent learners whilst continuing to develop our support for the wider neurodivergent community.

Strategic Priorities

- **School Development** – Secure site, begin detailed planning, and prepare financial and operational foundations.
- **Financial Sustainability** – Continue to build reserves, establish a project fund, and diversify Community Hub income.
- **Education Expansion** – Grow alternative education provision to meet demand.

Key Enablers

- Strengthened governance through new trustees, working groups, and risk oversight.
- HR reforms including succession planning, remuneration review, and continued staff development.
- Enhanced safeguarding policies, audits, and training.
- Outreach expansion via a high-profile ambassador(s) and stronger communications.

By pursuing these objectives, the charity will strengthen its foundations, safeguard financial sustainability, and move decisively toward opening a pioneering independent school. Alongside this, More Education will continue expanding its community and existing education services, cementing its role as a leading charity in neurodivergent education and support.

Introduction

This strategic plan sets out a clear direction for More Education over the period 2025–2027. It is designed to strengthen the charity’s structural and financial foundations while advancing our long-term ambition: the establishment of a pioneering independent school dedicated to neurodivergent young people.

Across the UK, many neurodivergent individuals are faced with an increased demand on council and NHS services leaving too many neurodivergent individuals waiting for the support they need to thrive. The consequences are profound, limiting academic achievement, social mobility, and wellbeing.

More Education exists to provide a positive solution. Through tailored education, community support, and outreach programmes, we empower neurodivergent individuals to connect, learn, and grow in safe, understanding environments. This strategy builds on the strong progress we have made since our founding in 2021 and outlines the actions required over the next two years to expand our impact, secure sustainability, and take decisive steps toward opening our school.

Vision, Mission and Values

Our vision is:

To provide a safe, understanding environment in which neurodivergent individuals can connect, learn and thrive.

And our mission is:

To empower neurodivergent people to live full, active and independent lives while feeling safe and confident to advocate for themselves and fulfill their dreams. Through our education, community and outreach programmes we champion the creation of authentic and sustainable relationships, self-advocacy, improved physical and mental health and access to quality education.

Our values enable, empower, facilitate and support neurodivergent individuals.

- We **Enable** Social Connection
- We **Empower** Self-Advocacy
- We **Facilitate** Accessible and Meaningful Education
- We **Accept, Understand and Support** our Community

Situation Analysis

Since its establishment in 2021, More Education has grown rapidly, supporting hundreds of neurodivergent young people across Hampshire, Wiltshire, Yorkshire, Greenwich, Islington, and Berkshire. Our provision includes one-to-one tutoring, a distinctive distance learning programme, and, most recently, small group tutoring. Together, these initiatives lay the foundations for a comprehensive educational pathway that will culminate in the establishment of a full-time independent school.

In parallel, the Community Hub has developed at pace, creating a safe and inclusive environment that promotes social connection, self advocacy and independence. The Hub offers tailored sessions for toddlers, teenagers, young people not in school and adults - recognising that development outside the classroom is as vital as formal education. Operating from a purpose-designed site, the Hub also provides a platform to raise public awareness and understanding of neurodivergence.

Our education and community programmes are supported by sustained year-on-year financial growth and a committed team of staff and volunteers. Their expertise, dedication, and enthusiasm provide the charity with a strong platform for its next stage of development.

Strengths

Our greatest strength is our highly skilled and dedicated team of staff and volunteers, whose expertise ensures we consistently deliver high-quality services. With four years of experience, the charity has developed a strong track record and significant institutional knowledge, providing credibility for both current activities and future plans.

We have cultivated strong relationships with donors, local authorities, and partner organisations, which enhance our reputation and support our sustainability. The distinctiveness of our educational and community offerings is also a key advantage, particularly given the significant and growing demand for these services. This positions us uniquely to become a national leader in the field of neurodivergent education and support.

Weaknesses

Acknowledging our limitations is critical to ensuring the deliverability of our objectives. High demand for our services highlights our current capacity constraints, particularly within our education provision. While capacity will expand over time, we must ensure that this expansion is sustainable and remain realistic about what is achievable given our present financial and structural resources.

To secure long-term sustainability, succession planning across the organisation is essential. A robust framework will not only safeguard the charity's future but also free senior staff to focus on strategic development and long-term planning.

In addition, we must review staff benefits and our wider employment offer to remain competitive within the third sector. A particular challenge is diversifying our workforce. Currently, over 90% of our staff, volunteers, and trustees are white women, and efforts to engage more widely with minority groups – both as employees and as community members – must be strengthened to ensure inclusivity and reach. From a financial perspective, a key weakness lies in the imbalance between the two arms of the organisation. Our educational activities are self-sustaining yet the Community Hub continues to rely on grants, donations and other external funding. Securing the Hub's long-term financial sustainability is therefore a priority within this strategy.

Opportunities

The high demand for our services, while challenging, also creates significant opportunities for expansion – both in terms of educational provision and the scope of the Community Hub. Growth in these areas will further strengthen our financial position.

There is also considerable potential for collaboration with new partners, including opportunities to diversify funding sources. Recruiting high-profile ambassadors or a national president could raise the charity's profile, enhance credibility, and position us at the forefront of national debates on neurodivergence and education.

Risks

As with any organisation working with vulnerable groups, safeguarding remains a constant risk requiring robust policies, procedures, and staff training.

As we progress towards establishing a school, we must also prepare for greater external scrutiny and auditing, which carries reputational risk if not managed effectively. Ensuring that our standards remain aligned with best practice is therefore paramount.

Financially, the absence of a substantial reserve represents a significant vulnerability. Building such a reserve is challenging, particularly given the difficulty of accessing large-scale unrestricted funds. Nevertheless, continuing to build a strong financial buffer will be essential for the long-term success of this strategic plan.

Environmental Analysis and Considerations

This strategic plan is being implemented within a challenging political and economic climate. Cuts to public funding, alongside wider structural difficulties in the health and education sectors, underscore the urgency of securing sustainable alternative income streams and building a financial reserve. These steps will strengthen the charity's resilience during what is expected to remain a difficult period for the sector.

In addition, potential reforms to alternative provision and the broader education landscape could directly impact our ambition to establish an independent school. Careful monitoring of policy changes will therefore be necessary. Despite these challenges, there are reasons for optimism. Public awareness and understanding of neurodivergence is growing rapidly, providing fertile ground for expanding our base of grassroots supporters and strengthening our case with funders and partners. This social shift represents a powerful opportunity to achieve meaningful impact at both community and national levels.

Strategic Objectives & Implementation Plan

Our vision is to create a future where neurodivergent young people can access education that is comprehensive, inclusive, and empowering. Our strategic plan focuses on three central objectives that build towards this vision:

- Establish the foundation for an independent school delivering fulfilling, accessible education tailored to the needs of neurodivergent young people.
- Secure long-term financial sustainability for the Community Hub, ensuring it remains a resilient part of our work.
- Continue to expand our alternative education pathways, enabling more young people to benefit from flexible, supportive provision.

These objectives are interlinked: financial stability underpins growth, while the credibility and reach of our alternative education strengthens the case for an independent school. To deliver this strategy, we have developed an implementation plan built around seven categories of action reflecting the charity's core functions. Each category is broken into specific, time-bound action points with clear accountability.

Education

Action Point	Deadline	Responsibility
Review and update business plan for the school.	Within the first year of the strategic plan (by September 2026).	Education Working Group + Treasurer
Secure a school site	Within the duration of the strategic plan (by September 2027).	CEO, Head of Education and Board
Continue to sustainably expand alternative provision capacity.	Over the full lifetime of the strategic plan.	Head of Education and wider education team.

Finance

Action Point	Deadline	Responsibility
Build a reserve fund that equates to three months operating costs.	Within the duration of the strategic plan (by September 2027).	CEO with support of Finance Officer and overseen by Treasurer.
Conduct a comprehensive informal internal independent financial audit.	Within the first six months of the strategic plan (by March 2026).	Informal independent auditor with support of Treasurer.
Build a 'project fund' for the setup and establishment of a school.	Within the first two years of the strategic plan (by September 2027).	CEO with support of Finance Officer and overseen by Treasurer.

Governance

Action Point	Deadline	Responsibility
Trustee recruitment – up to five more, one of which must be a Treasurer. Target skills/ experience – legal, project management, HR, finance, marketing, fundraising, education, safeguarding.	Within the first three months of the strategic plan (by December 2025).	Board led by Chair.
Establishment/ consolidation of trustee-led Working Groups for Finance, Governance, Strategy and Risk (GSR), Education, HR and Remuneration and Health, Safety and Safeguarding (HSS). Each with clear leadership, policy responsibilities and delegated authority. Made up of a mix of staff, trustees and co-opted individuals.	Within the first six months of the strategic plan (by March 2026).	Board led by Chair.
Risk Register – continue regular review and circulation.	Within the first month of the strategic plan (by October 2025).	Board led by Chair.

Management

Action Point	Deadline	Responsibility
Creation of a clear, comprehensive succession and contingency plan for the charity specifically, but not exclusively, regarding the CEO and Head of Education.	Within the first three months of the strategic plan (by December 2025).	CEO supported by Board.
Implementation of the CEOs proposed staffing changes and additions.	Within the first year of the strategic plan (by September 2026).	CEO
Conduct a comprehensive HR and remuneration review.	Within the first six months of the strategic plan (by March 2026).	HR and Remuneration Working Group
Delegation of Authority – regular review and circulation.	Within the first month of the strategic plan (by October 2025).	GSR Working Group

Safeguarding

Action Point	Deadline	Responsibility
Internal audit of safeguarding and health and safety policies and procedures.	Within the first three months of the strategic plan (by December 2025).	HSS Working Group
Implementation of annual internal review of safeguarding and health and safety policies and procedures.	Within the first year of the strategic plan (by September 2026).	HSS Working Group
Completion of any relevant/beneficial training for trustees.	Within the first six months of the strategic plan (by March 2026).	Board with support of CEO/ Operations Manager
Initiation of periodic internal in person HSS inspections by trustees.	Within the first three months of the strategic plan (by December 2025).	HSS Working Group

Outreach

Action Point	Deadline	Responsibility
Recruitment of high-profile President/ Ambassador(s) figure to support outreach, publicity, corporate sponsorships/ partnerships and fundraising.	Within the first year of the strategic plan (by September 2026).	Board and CEO
Recruitment of volunteer or part-time employee to manage social media and communications.	Within the first year of the strategic plan (by September 2026).	CEO

Community Hub

Action Point	Deadline	Responsibility
Diversify Hub funding streams to improve financial security and sustainability.	Within the first two years of the strategic plan (by September 2027).	CEO, Operations Manager and Finance Officer

This plan is designed not only to guide internal work but also to inspire partners, funders, and our community to help build an education system where neurodivergent young people can flourish.

Evaluation and Review

Effective evaluation and review are essential to the successful delivery of this strategic plan. Oversight will be led by the Board of Trustees, meeting every two months to assess progress against objectives, review risks, and agree any necessary adjustments. Trustee-led Working Groups will provide focused scrutiny and report regularly to the Board.

Implementation plans will be maintained by staff leads in partnership with the Working Groups. These will act as live documents, ensuring clear accountability for milestones and deadlines. The CEO will present structured progress reports at each Board meeting, highlighting achievements, challenges, and risks.

An annual review will assess overall progress and inform refinements for the following year. Success will be measured by both the completion of planned actions and their impact on financial resilience, governance, and service quality.

This approach ensures the strategy remains a living framework, responsive to internal developments and external change, while keeping More Education on course to achieve its long-term ambition of establishing an independent school and sustaining its wider services.

Conclusion

The 2025–2027 Strategic Plan represents a decisive turning point for More Education. It marks our transition from a growing local charity into a professional, medium-sized organisation with the capacity, resilience, and credibility to achieve national impact.

Over the next two years, this plan will guide us in strengthening governance, building financial sustainability, and preparing the foundations for a landmark independent school dedicated to neurodivergent learners. At the same time, we will continue to deliver and expand the high-quality education and community services that are already transforming lives.

This strategy is ambitious but realistic. By harnessing the expertise of our dedicated team, the support of our trustees and partners, and the momentum of increasing national awareness of neurodivergence, we are well positioned to achieve our vision. Opening our school will be a challenge, but it will also be a defining milestone - unlocking new opportunities to support neurodivergent individuals across the UK to access education, build social connections, and fulfil their potential.

Shaping this Strategic Plan

This strategic plan was developed by the Board of Trustees of More Education, in collaboration with the charity's CEO and informed by extensive consultation with staff across the organisation. The success we have achieved to date - and the ambitions we hold for the future - are only possible because of the expertise, experience, and dedication of our exceptional staff and volunteers.

Trustees

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Koala

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