

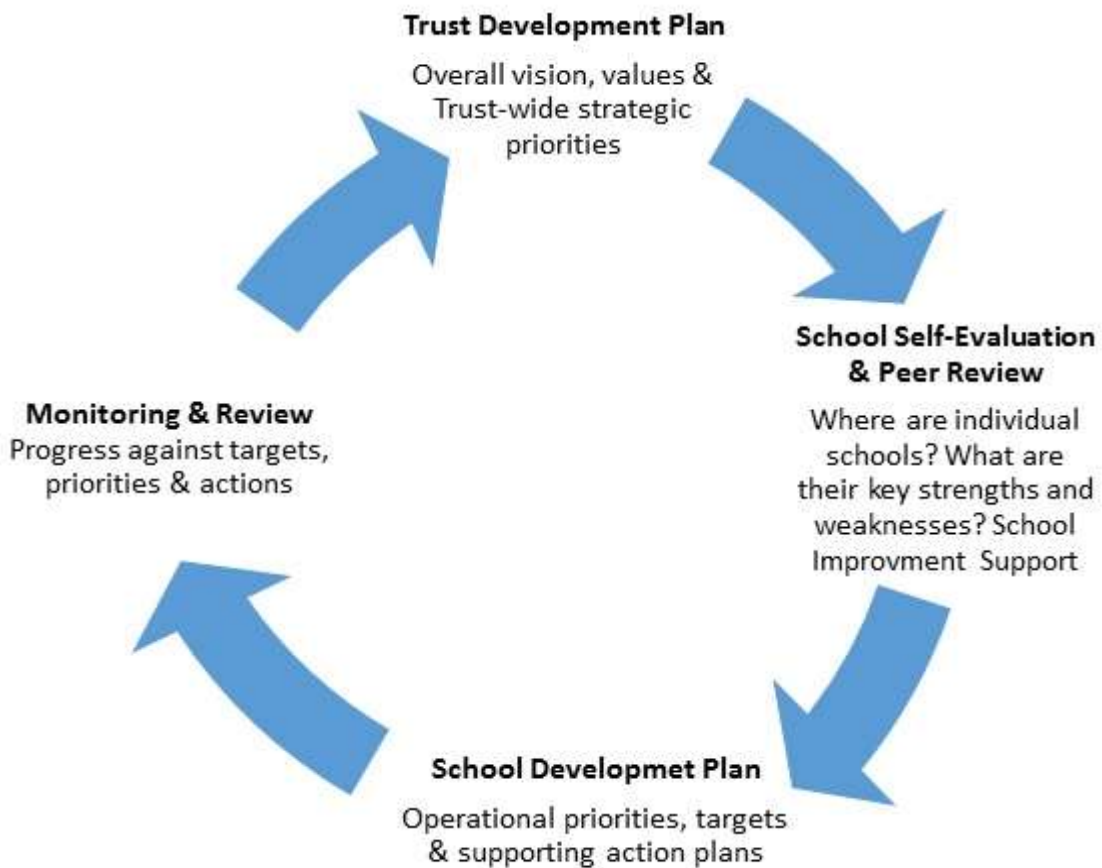


TRUST DEVELOPMENT PLAN 2014-2017

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PURPOSE

The Board of Directors is the key strategic decision-making body for the Trust and it is their role to set the overall strategic framework for the Multi-Academy Trust and to ensure all statutory duties are met. The Board is responsible for ensuring that there is a medium to long-term vision for its future and that there is a robust process in place for achieving its achievement. This process must address the fundamental questions of where the organisation is now, where does it want to be in the future, and identify how it is going to get there. This Development Plan sets out the Trust's overall vision, our values and priorities for the year ahead. The diagram below describes how the Plan is aligned to and drives the School Improvement Planning process for the Trust. The priorities contained within this Plan will be reviewed annually.



OUR VISION FOR THE FUTURE

Our schools will be places of excellence – providing service and witness to children, their families and the wider Catholic community, adding value as a family of schools and enriching the learning and experience of all our young people so they may achieve their full potential.

OUR VALUES

The following values underpin everything the Trust and our Schools do:

BEING Just and Responsible

We seek to act justly, fairly and responsibly in all our relationships to ensure 'The Common Good' is upheld.

PROMOTING Spiritual and Human Development

We believe a knowledge of and a personal relationship with Christ gives meaning and purpose to our lives.

ACHIEVING Quality in Teaching and Learning

We believe everyone should gain dignity and self-worth through quality teaching and learning which allows all in our school community to excel.

SHOWING Respect for Every Person

We believe that all are created in the image of God and therefore we will respect the unique and intrinsic value of every person, promoting equality and celebrating diversity.

CREATING Community

We believe our schools to be faith communities where Gospel values of truth, honesty, forgiveness and reconciliation are lived and where there is special care for those most in need.

COMMUNICATING

We value the views and opinions of the communities whom we serve and will actively engage and respond.

OUTCOMES

OUTCOME 1 - Teaching & Learning (amended)

Our schools are centres of excellence in teaching and learning where every child and young person makes outstanding progress and is ready for the next stage in their education and lives. Our staff feel valued and can access opportunities for professional and career development and to share their skills and expertise across the Trust and with other schools.

PRIORITIES FOR THE YEAR AHEAD:

1. Improve the progress made by all pupils so that the standards reached are outstanding across the trust.
2. Establish common assessments and MAT- wide moderation (including cross – phase) to verify standards.
3. Identify shared CPD needs for schools - to strengthen further the quality of teaching and its impact on pupils progress
4. Enhance opportunities for pupil and parental consultation and feedback
5. Develop opportunities for school to School Support through teaching teams across schools to share expertise and skills

Outcome 2 - Fulfilling Pupil Potential (new)

Our students feel they belong to a wider community and are supported to fulfil their personal potential through access to extra-curricular activities and opportunities that promote their resilience and builds character.

1. To develop a student entitlement for extra-curricular activities and opportunities that promote their resilience and builds character.

OUTCOME 3 - Quality Learning Environment & Resources

Our schools provide safe, stimulating and aspirational environments where children & staff have access to the best resources.

PRIORITIES FOR THE YEAR AHEAD:

1. Develop and implement a Trust-wide ICT strategy and programme of renewal bringing IT hardware and software up to latest specifications and standards
2. Audit capital projects and prioritise needs across Trust schools
3. Further refine and implement the Estates Strategy

OUTCOME 4 – Catholic Life

Our schools are centres of faith that engage with other Trust schools, their local parishes and the wider Catholic community disseminating Christ's teachings.

PRIORITIES FOR THE YEAR AHEAD:

1. Develop opportunities to encourage families/young to participate in regular worship within parishes and for Trust Schools, staff and students to join together for liturgies/faith events/Mass/youth festivals
2. Enhance the image and the work of the Trust through communication, media and marketing.

OUTCOME 5 - Governance & Resources

Our accountability and decision-making frameworks maximise value for money for the benefit of children and their families.

PRIORITIES FOR THE YEAR AHEAD:

1. Develop and deliver a joint training programme to meet professional development needs of governors and Directors.
2. Investigate processes and options to improve financial efficiency of the Trust.
3. Ensure that the Trusts arrangements for performance management and school development planning result in clear lines of accountability and raise standards.
4. The Trust has management capacity to deliver sustained Improvement and potential growth.

ACTION PLAN

Specific actions in support of our priorities are detailed at **Appendix 1**.

MONITORING & REVIEW

This plan will be reviewed on an annual basis with new priorities identified for implementation. Performance measures including those relating to student and parental satisfaction will be developed to monitor progress towards outcomes.

TRUST DEVELOPMENT PLAN: ACTION PLAN

Outcome 1 - Our schools are centres of excellence in teaching and learning where every child and young person makes outstanding progress and is ready for the next stage in their education and lives. Our staff feel valued and can access opportunities for professional and career development and to share their skills and expertise across the Trust and with other schools.

Priorities	Action(s) to December 2015	Actions 2016	Lead	Progress to Date (December 2016)	Actions 2017	Lead
1. Improve the progress made by all pupils so that the standards reached are outstanding across the Trust.	<ul style="list-style-type: none"> A Peer Review Programme to categorise schools was piloted. Action plans created with specific targets for school improvement. 	<ul style="list-style-type: none"> Undertake Peer Review Annually Action Plan targets to be reviewed termly to assess progress against objectives. SIP Team will termly assess data, teaching and learning and leadership. Review and strengthen Careers Education and Advice provision across the Trust including the primary phase and employer/industry links including the development of an alumni and the promotion of apprenticeship programmes (Director priority) 	<p>School Improvement Team</p> <p>Career Leads</p>	<p>Completed – All primary schools, actions added to SDP. Data Review completed with GS</p> <p>Governance Manager facilitated an audit of career provision against the Trust's agreed Student Entitlement Statement and requested leads to identify 4 areas for collaborative development across the Trust. OLSB input remains outstanding</p>	<p>Peer review to be applied consistently across all schools (there maybe phase specific differences)</p> <p>To evaluate the current 5 points of data collection</p> <p>To facilitate Trust planning and co-ordination of Careers entitlement.</p>	<p>Kevin /Josie (primary)</p> <p>Helen (secondary)</p> <p>Kevin/Helen/ Geoff</p> <p>S Crawshaw</p>

<p>2. Establish common assessments, pupil tracking systems and MAT- wide moderation (including cross –phase) to verify standards.</p>	<ul style="list-style-type: none"> Implementation of the ‘Steps’ assessment structure in each year group in line with curriculum. 	<ul style="list-style-type: none"> Continue to refine and agree new tracking methodology between Key Stage 2 and 4 Half termly clear internal moderation cycle across the Primary MAT schools using DfE/Steps to scrutinise and verify standards across a range of subjects (Fiction/non-fiction). All moderated work must identify level of support to clarify independent status of work provided. 	<p>Kevin Beston, Josie Wilson & Helen Keough</p>	<p>Electronic system designed and being trialled in two Primary Schools. Moderation of work completed during Autumn Term across Primary Phase.</p>	<p>Produce a simplified standardised approach to Pupil Premium and a tracking and impact template and roll-out across all academies.</p> <p>Develop moderation processes between Key Stage 2 and Key Stage 3.</p> <p>That common dates be agreed within the calendar to facilitate joint assessment / moderation and CPD events</p>	<p>Mike (Kevin / Geoff)</p> <p>Helen (Kevin / Josie)</p> <p>Maura (Heads)</p>
<p>3. Identify shared opportunities for CPD and curriculum & resource planning - to strengthen further the quality of teaching and</p>	<ul style="list-style-type: none"> Two whole Trust inset days delivered (Medical Conditions / Safeguarding & Prevent Duty) Whole CPD Events for: 	<ul style="list-style-type: none"> Through Peer review identify CPD priorities for individual schools and across the MAT (Middle Leader CPD, Mathematics Pedagogy). 	<p>Andrew Ramsey (Kevin Beston)</p>	<p>INSET completed in January at Primary Phase. Completed Deputy Head Training around Critical Conversations (1 of 3 training days)</p>	<p>Common CPD and calendar developed for all schools. Each school to identify their priorities for CPD</p> <p>Develop more Trust-wide activity including:</p>	<p>Maura / Heads</p> <p>Maura / Heads</p>

<p>its impact on pupils progress</p>	<ul style="list-style-type: none"> • Maths Hub • Shanghai and Singapore Maths • Outstanding lessons 	<ul style="list-style-type: none"> • Identify key personnel within MAT to lead CPD. Create a 'teach meet'/world café provision. • Launch and invite nominations to the Trust Development Partner Programme across the Trust (Director priority) 	<p>Maura Regan/ Mike Shorten</p>	<p>Teach Meet successful in St Augustine's.</p> <p>Nominations invited and received.</p>	<ul style="list-style-type: none"> ○ Curriculum planning & resources e.g. RSE ○ Careers ○ Mental health ○ CPD <p>Joint CPD programme developed to focus on outstanding teaching, shared resources and best practice.</p> <p>To build upon the CPD programme organised by primary Heads for Deputy Heads and expand to the secondary Deputies and other leadership posts.</p>	<p>Maura / Heads</p> <p>Kevin (Berni)</p>
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<p>4. Enhance opportunities for pupil and parental consultation and feedback</p>	<ul style="list-style-type: none"> • A common format for pupil and parental surveys developed and approved by MAT SLT and piloted in some schools. • Web sites redesigned to a common format to facilitate easier navigation to key information. • Governors with a lead responsibility for School & Community Engagement appointed. 	<ul style="list-style-type: none"> • Develop a model parental engagement strategy. • All schools to produce termly newsletters • All schools to complete parent and student surveys during the Spring Term. 	<p>Julian Kenshole</p> <p>Heads of School</p> <p>Heads of School</p>	<p>No progress but Achievement for All is providing a strategy for engagement across all Trust primary schools</p> <p>Complete</p> <p>Parent Surveys completed (other than St Michael's).</p>	<p>Adopt 'Parents in Partnership' approach at Our Lady & St Bede.</p> <p>Undertake pupil surveys in each school – Spring term</p> <p>Undertake analysis of parent surveys to identify and trends and highlight differences between schools and report findings to Directors and LMBs/IABs.</p>	<p>C Hammill</p> <p>Heads (Julian)</p> <p>Heads (Julian)</p>
<p>5. Develop opportunities for school to School Support through teaching teams across schools to share expertise and skills</p>		<ul style="list-style-type: none"> • Create teams across the MAT to enhance provision and raise standards for pupils (Writing, Middle Leaders, and Mathematics). • Schools to work on specific research projects to provide recommendations to improve the quality of teaching and learning across the MAT. 	<p>Kevin Beston</p>	<p>Subject Leaders meet termly to discuss key issues across Primary Phase. S2S support occurs throughout each school. Shared ethos around Writing, Reading (INSET) and Mathematics.</p>	<p>Systematically Identify and build teaching and leadership support networks within the Trust to utilise and maximise resources.</p> <p>Roll-out the 'Total' approach at Carmel College across the</p>	<p>Maura (School Improvement Board)</p> <p>Maura (School Improvement Board)</p>

				EEF project in mathematics and English. Achievement for All within Schools	Trust so as to embrace the School Improvement Partners role.	
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Outcome 2 - Our students feel they belong to a wider community and are supported to fulfil their personal potential through access to extra-curricular activities and opportunities that promote their resilience and builds character.

Priorities	Action(s) to December 2015	Actions 2016	Lead	Progress to Date (December 2016)	Actions 2017	Lead
1. To develop a student entitlement for extra-curricular activities and opportunities that promote their resilience and builds character.	New Priority	New Priority	New Priority	New Priority	To be developed	MAT SLT (pastoral leads)

Outcome 3 - Our schools provide safe, stimulating and aspirational environments where children access the best resources.

Priorities	Action(s) to December 2015	Actions 2016	Lead	Progress to Date (December 2016)	Actions 2017	Lead	
1. Develop and implement a Trust-wide ICT strategy and programme of renewal bringing IT hardware and software up to latest specifications and standards	<ul style="list-style-type: none"> Academy ICT systems including telephony networked to create a single Trust .ICT network Remote Access for staff implemented. Printer rationalisation and copier procurement implemented 	<ul style="list-style-type: none"> Undertake a review of ICT systems and ICT system support 	Mathew Smith	<p>Reviews of IT Systems in each school taken place. However implementation of recommendations is hard due to each schools budget.</p>	<p>Prepare a plan and review methodology for the business review of ICT services for approval by Directors.</p>	Matthew	
		<ul style="list-style-type: none"> Review and procure Broadband services 		<p>Broadband being procured under the CCS Framework, expected go live 1st June 2017</p>	<p>Implement Broadband connectivity</p>		Matthew
		<ul style="list-style-type: none"> Develop and implement a due diligence process for the procurement of ICT software 		<p>IT Software Procurement is still very piece meal. Quite often software is purchased by schools and we are alerted after the purchase rather than being checked in the first instance.</p>	<p>Procedural guidance for the purchase of software to be created for all schools to follow.</p>		

		<ul style="list-style-type: none"> Review CPOM and roll-out to all primary schools. 		Roll-out complete in Primary schools	Pastoral Leads in secondary phase to review CPOM	Matthew
2. Audit capital projects and prioritise needs across Trust schools	<ul style="list-style-type: none"> Approach to a Trust Wide Estates Strategy successfully developed including procurement of specialist technical advisors including architects, construction, M&E consultants and our own PDS. 	<ul style="list-style-type: none"> Develop and agree a mechanism to distribute Formulaic Grant Prioritise capital projects for implementation (Directors priority) 	Jennifer Moorhouse	<p>Projects have been prioritised according to SCA/EFA criteria by Thornton Firkin.</p> <p>Allocation of 16/17 SCA has been slow due to delay in receipt of outcome of HFA Loan Application. Now confirmed.</p> <p>Approved 16/17 SCA Projects:- St Bede's Wall, St Bede's Asbestos Removal, St Bede's Drainage, St Augustine's Boiler, Holy Family Refurbishment, Carmel Walkway</p>	Implement agreed capital programme including the refurbishment of Holy Family RC Primary School.	Maura (Jennifer)

		<ul style="list-style-type: none"> • Commission Condition Surveys across Trust Estate 	<p>Whole Site Condition Surveys not yet commissioned.</p> <p>Mechanism to review annually with Heads to ensure all Capital Projects are encompassed to be agreed.</p> <p>The EFA will now undertake a Condition of the national School Estate</p>		
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Outcome 4 - Our schools are centres of faith that engage with other Trust schools, their local parishes and the wider Catholic community disseminating Christ's teachings.

Priorities	Action(s) to December 2015	Actions 2016	Lead	Progress to Date (December 2016)	Actions 2017	Lead
1. Develop opportunities to encourage families/young to participate in regular worship within parishes and for Trust Schools, staff and students to join together for liturgies/faith events/Mass/youth festivals	<ul style="list-style-type: none"> • Completion by young people of the 'Forward Together in Hope' questionnaire across Trust Schools. • Primary Sports Events organised. • Staff Mass delivered at Trust Inset days • Whole Trust staff attendance at the Sage Catholic Partnership every (October 2014) 	<ul style="list-style-type: none"> • Further develop the role of chaplaincy • Investigate the potential of a Foundation Degree in Chaplaincy through the CTPP • Host a Mini Vinnies celebration event 	<p>Heads of School</p> <p>Mike Shorten</p> <p>Martina McCollom</p>	<p>A Gardner is co-ordinating and developing the roles of Chaplains across the Trust</p> <p>Course developed but insufficient numbers of participants recruited to run.</p> <p>Celebration event jointly hosted with the Deanery</p>	Continue Chaplaincy development	A Gardner

<p>2. Enhance the image and the work of the Trust through communication, media and marketing.</p>	<ul style="list-style-type: none"> Trust Prospectus developed 	<ul style="list-style-type: none"> Undertake a review of corporate image, branding and communications. Improve communication and awareness of Trust vision and values with staff and Local Management Boards through enhanced branding and marketing (Director priority) 	<p>Maura Regan</p>	<p>Trust and School websites re-designed and branded.</p>	<p>Priority Closed</p>	
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Outcome 5 - Our accountability and decision-making frameworks maximise value for money for the benefit of children and their families.

Priorities	Action(s) to December 2015	Actions 2016	Lead	Progress to Date (December 2016)	Actions 2017	Lead
1. Develop and deliver a joint training/development programme to meet the professional development needs of governors and Directors	<ul style="list-style-type: none"> Allocation of lead specialisms to Governors Resource pack developed to assist Governors role of holding schools to account by asking challenging yet supportive questions. 	<ul style="list-style-type: none"> Pilot LMB self-review and incorporate into the Peer Review process. Linked to the above to improve quality of questioning and challenge within LMBs (Director priority) Enhance processes for Governor recruitment and succession planning including a Trust search committee (Director priority) 	Julian Kenshole / Kevin Beston	<p>Successfully piloted with St Michael's</p> <p>Knowing Your School Resources provided to Governors. RaiseOnline questions presented to LMBs</p> <p>Governors attend Data Review meetings. Head's Reports are reviewed and questions set for Governors to use.</p> <p>The Trust has registered with School Governors One Stop Shop Services and Inspiring the Future organisations that broker Governor recruitment</p>	<p>Undertake Governing Body self – Review of all LMBs</p> <p>Improve the level of questioning and challenge by LMBs by providing training on understanding data, School Improvement and identifying for governors key areas of focus for raising standards.</p>	<p>Julian (Kevin)</p> <p>Helen / Kevin / Julian / Geoff</p>

	<ul style="list-style-type: none"> Skills requirements of Governors reviewed including signposting to training resources. Skills Audit of Governors and Directors completed to identify specific areas for training and development. 	<ul style="list-style-type: none"> Create opportunities for succession planning at LMB level including opportunities for job share / shadowing between the Chair and Vice-chair (Director priority) Governor training requirements to be included as a standing agenda item on LMB agendas (Director priority) Undertake Director Governance Reviews (Director priority) 		<p>Job shadowing by vice-chair of St Augustine's lead resulted in smooth transition following the resignation of the Chair</p> <p>Complete – the following training opportunities have been provided:</p> <ul style="list-style-type: none"> Safeguarding Understanding data Effective use of TAs School Improvement & Pupil premium <p>An independent Review of Governance was undertaken by the Diocese and recommendations related to whole Diocese issues.</p>		
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				Directors self-assessed their performance and governance through the 21 Questions to ask your MAT		
2. Investigate processes and options to improve financial efficiency of the Trust	<ul style="list-style-type: none"> • Completion of Business Improvement Self-Assessment 	<ul style="list-style-type: none"> • Develop and implement a Trust-wide efficiency programme comprised of: <ul style="list-style-type: none"> ○ financial and activity benchmarking ○ Transactional procurement ○ Strategic procurement ○ Strategic business reviews 	Jennifer Moorhouse / Julian Kenshole / David Leane / Avec Business Support	<ul style="list-style-type: none"> • TA Review • In House Catering • Catering suppliers Trust contract • Broadband Procurement • Cleaning suppliers Trust Contract • Pupil & Staff Wellbeing – EdPsy • Energy Supplies • ICT software/ hardware etc. • Other Year Transactional Procurement (various projects) 	<p>Finalise and implement the recommendations of the TA Review – including the secondary phase.</p> <p>Appoint Business Manager Leads for transactional procurement and explore opportunities to work with other schools.</p> <p>Identify Phase 2 Efficiency Programme projects with a focus on meeting efficiency target</p>	<p>Jennifer (Mike)</p> <p>Jennifer</p> <p>Maura (Jennifer)</p>

<p>3. Ensure that the Trust's arrangements for performance management and school development planning result in clear lines of accountability and raise standards</p>	<p>New Priority</p>	<p>New Priority</p>	<p>New Priority</p>	<p>New Priority</p>	<p>Review Performance Development Policy for Support Staff to ensure that it is consistently applied.</p> <p>SDPs to specifically reflect Trust Development Plan priorities and to action plan for them – where applicable.</p> <p>Progress on Trust Development Plan to reported within the CEO report</p> <p>The School Improvement Board to provide a sharper focus on the improvement priorities of each Academy by identifying a core suite that are most likely to accelerate improvement.</p> <p>Each Academy to identify through their own SDPs their self-assessed priorities for</p>	<p>Jennifer</p> <p>Heads</p> <p>Maura</p> <p>Maura (School Improvement Board)</p> <p>Heads</p>
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					School Improvement support.	
4. The Trust has management capacity to deliver sustained Improvement and potential growth.	New Priority	New Priority	New Priority	New Priority	Develop a Succession and Talent Management Programme for senior and middle leaders both within Academies and for the MAT Central Team and the Board of Directors.	Maura