***St Teresa of Calcutta Catholic Academy Trust – STRATEGIC DELIVERY PLAN***

**Context**

The St Teresa of Calcutta Catholic Academy Trust came into existence on October 1st 2017, initially comprising of two schools, St Patricks Roman Catholic Primary School, and Alice Ingham Roman Catholic Primary School, both within Rochdale. Over the past four years four further schools have joined our Trust. St Gregory’s Roman Catholic Primary School in Bolton., Our Lady and St Paul’s Primary School in Rochdale, and St Monica’s and St Gabriel’s Roman Catholic High Schools in Bury.

In November 2020 a substantive Chief Financial Officer took up post, and in September 2021 a substantive Catholic Senior Executive Leader (CEO) took up post. After a period of transition, and a period of national challenge and turbulence as a result of a global pandemic the Trust is now in a stable position from which it can now build, and provide for its pupils, staff and key stakeholders a distinctive Catholic education and experience.

The Trust has three overarching strategic themes which will inform its development over the next three academic years. These three strategic themes are;

1. Development of a distinctive Catholic Culture and Mission on which all Trust actions are predicated.

2. Planning and delivery of coherent strategy to ensure all Trust schools are continuously self-improving.

3. The building of a coherent organisational structures and processes that reflect our distinctive Catholic nature.

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| **Strategic Priority 1**  Development of a distinctive Catholic Culture and Mission on which all Trust actions are predicated. This section has now been divided into a number of key areas;  Mission and Vision development/Faith life of the Trust/Community and Visibility | | | | | | | |  | | | |
| KPI’s  a) Agreed and understood mission statement developed by collaboration with all stakeholders  b) Delivery of Trust mission events that reflect both the liturgical year, but also the faith experience of our communities (including sacramental milestones)  c) Precise communication protocols and engagement strategy is in place to build to ensure increased civic presence | | | | | | | | | | | |
| Termly Deliverables | | | | | | | | | | | |
| Term 1   * Increase central profile in local communities and use this to shape mission profile. * Confirmed data for STOC Inset 02.09.22 * Build relationships with other schools across the STOC footprint. | | | | | Term 2   * Plan and Deliver and Evaluate Trust Mission Event. * Board members to begin scheduled visits to schools. * Draft STOC Communication Toolkit developed * Planning for Trust wide INSET day to begin. | Term 3   * September INSET confirmed. * Trust communications are now more coherent. * New Trust Website goes live. * Delivery Footprint wide discernment event (June 29th) | | | | | |
| Term | Objective | Lead | RAG | Actions | | | Milestone and Deadline | | Mon & eval | Support and cost | Impact |
| **Mission and Vision Development** | | | | | | | | | | | |
| Spring and Summer | 1ai) Deliver Trust Mission event for Key Leaders and broader stakeholders across the STOC footprint | CF  BOARD |  | 1.Schedule Date/Time for events – given the context TWO different events are needed;  a) Board/CAT Leaders to consider mission  b) Footprint wide event for all schools/HT’s/Chairs | | | 01.03.22  01.04.22  01.06.22 | | BOARD | 20 hours | Collation of Stakeholder views and input |
|  |
|  | 2. Draft proposed agenda/schedule and review with Chair/Vice Chair | | | 01.02.22 | |
|  | 4. Deliver Event(s) | | | 01.06.22 | |
|  | 5. Review event and define Trust mission language | | | 01.06.22 | |
|  | 6. Share Trust Mission language with stakeholders | | | 01.06.22 | |
|  | 7. Plan and deliver STOC Footprint event on “moving forward” | | | 01.06.22 | |  |  |  |
| Spring and Summer | 1aii) Schedule termly meetings with local parents to actively seek views on the Trust | CF |  | 1. Plan stakeholder survey to capture views prior to December 14th. | | | 30.11.21 | | BOARD | 10 hours | Collation of Stakeholder views and input |
|  | 2. Schedule structured local meetings with parents to take place termly | | | 17.12.21  30.03.22  17.07.22 | |
| HC | 3. Schedule Board visits to each of the Trust schools. | | | 17.07.21 | |
|  | 4. Ensure all local schools schedule a parent engagement event to inform longer term planning. | | | 17.07.21 | |
| Spring | 1aiii) Complete pupil and staffvoice activities around the mission of our Trust | CF |  | 1. Plan additional stakeholder surveys to capture views prior to mission events with a focus on Trust staff. | | | 30.01.21 | | BOARD | 10 hours | Collation of Stakeholder views and input |
|  | 2. Collate pupil/staff views to prepare mission event | | | 28.02.22 | |
| Autumn  Spring  Summer | 1aiv) Schedule Trust wide events. | CF |  | 1. Review 2022/23 School Calendars | | | 8.10.21 | | BOARD | 20 hours | Build sense of Trust coherence. |
|  | 2. Assign September 2nd 2022 as Trust wide INSET day | | | 15.10.21 | |
|  | 3. Plan INSET session | | | 1.06.22 | |
|  | 4. Deliver Event | | | 2.09.22 | |
|  | 5. Plan Trust Leaders conference (HT/DHT) to focus on collective mission and Trust culture | | | 31.05.21 | | BOARD | 10K |  |
| **Faith life of the Trust** | | | | | | | | | | | |
| Spring | 1bi) Collate School support for Sacramental programme | HC |  | 1. Use Admin teams to provide programme schedules | | | 01.05.22 | | BOARD | 20 hours | Build sense of Trust coherence. |
| 2. Align processes where appropriate (Secondary Confirmation programme in the first instance) | | | 01.09.22 | |
| 3. Ensure Trust can support the sacramental process | | | 17.07.22 | |
| Spring | 1bii) Develop regular trust wide opportunities for worship | CF |  | 1. Develop principles of a Trust Liturgy group | | | 31.06.22 | | BOARD | 20 hours | Build sense of Trust coherence. |
| 2. Plan a Trust wide celebration mass involving staff, pupils, governors and Directors | | | 17.07.22 | |
| **Trust Communication and Visibility** | | | | | | | | | | | |
| Spring | 1c) Communication is coherent across the Trust | CF |  | 1a. Trust Websites to be reviewed and then more closely aligned.  1b. New Trust Website in place. | | | 01.02.22  01.04.22 | | BOARD | £15K | Build sense of Trust coherence. |
|  | 2. Ensure regular communication is shared by CSEL with schools and parents. | | | 3 weekly | |
|  | 3. Finance Newsletter is shared with all staff. | | | Termly | |
|  | 4. CSEL to share STOC Update with all schools across Trust footprint through;  a) Diocesan Heads and Chairs Briefings  b) Formal letters to Schools  c) Cluster meetings as appropriate | | | Termly  Termly  Termly | |
|  | 5. Development of shared communication toolkit for school leaders to use.  a) Letterheads  b) Presentation Templates  c) Branding | | | 28.05.22 | |
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| Summer | 1d. Focus on stewardship as per diocesan intent | CF |  | a) Review carbon zero strategy as part to SECCR process | | | 28.07.22 | | BOARD |  |  |
|  | b) Ensure that Trust reserves are used to develop the estate in a sustainable manner | | | 28.02.22 | | BOARD |  |  |

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| **Strategic Priority 2**  Planning and delivery of coherent strategy to ensure all Trust schools are continuously self-improving. This section has now been divided into a number of key areas;  School Quality Assurance /School Improvement Strategy/School and Trust Principles | | | | | | **OFSTED AREA: Quality of Education** | | | | | |
| KPI’s  a) School Standards Improve compared to 2019 outcomes and external review evidence suggests that schools are improving.  b) School OFSTED judgment reflect improvement compared to previous/pre-conversion judgments  c) Staff Retention/Absence Rates are reviewed and then tracked. | | | | | | | | | | | |
| Termly Deliverables | | | | | | | | | | | |
| Term 1   * All schools baselined by following visit/review and key areas for development identified. * Headteacher to begin presenting to Board Standards committee’s * Clear Trust wide standards KPI’s in place * Amended HT Committee to develop phase specific improvement focus. * Trust wide inspection protocols in place. | | | | | Term 2   * Standards Boards take place for each school. * School Improvement structure is agreed.   Trust wide reporting proposal completed prior to setting of 2022/23 calendaring process.   * Draft CPD pathway to be shared with Board and HT’s. | | Term 3   * Teacher Appraisal protocols shared with HT’s and agreed for September implementation. | | | | |
| Term | Objective | Lead | RAG | Actions | | | Milestone and Deadline | Mon & eval | Support and cost | Impact |
| **School Quality Assurance** | | | | | | | | | | |
| Autumn | 2ai) All schools to be visited/reviewed to highlight areas for development | CF |  | 1. Schedule of visits in place | | | 01.09.21 | BOARD | £30K |  |
|  | 2. Common reporting template in place | | | 01.09.21 |
|  | 3. Urgent areas of concern to be addressed through additional visits | | | As needed (See ROV) |
|  | 4. Additional capacity to be sourced through LA’s (Bury to offer GAB/MON one day visit) | | | 17.12.21 |
|  | 6. Review current positions of schools. | | | 17.12.21 |
| Autumn | 2aii) Review and reframe HT committee to focus on standards | CF |  | 1. Amend current TOR for HT Committee | | | 8.11.21 | BOARD | 5 hours  20 hours |  |
|  | 2. Move to Termly Briefing and Twice Termly Phase meetings | | | 15.11.21 |
|  | 3. Focus on key areas where schools can align  a) Coherent Phonics schemes  b) Primary Tracking Process  c) Trust wide numeracy transition focus  d) Secondary Mathematics focus | | | 17.07.21 |
| Autumn  Spring  Summer | 2aiii) Support review of school resource management | KC |  | 1. CSEL/CFO to meet all HT’s to review budget and planning on a termly basis | | | 15.11.21 | BOARD | 10 hours |  |
|  | 2. HT’s to allocate additional funding to key priority areas | | | 17.12.21 |
|  | 3. Curriculum modelling to be completed in line with ICFP principles (note element 3c below) | | | 17.12.21 |
| Summer if needed | 2aiv) Schedule Improvement Boards across all schools based on need | CF |  | 1 Draft protocols for this process | | | 22.11.21 | BOARD |  |  |
|  | 2. Schedule Improvement Board meetings termly with all schools to ensure Board has accurate knowledge of school strengths and weaknesses as needed following Governance Review | | | To begin Summer term 2022 as needed |
| Autumn | 2av) Ensure coherent Trust response to inspection. | CF |  | 1. Ensure clear script in place at local and trust level. | | | 17.12.21 | BOARD | 5 hours |  |
|  | 2, Trust wide OFSTED response plan in place | | | 30.09.21 |
|  | 3. Board members assigned to schools | | | 30.09.21 |
|  | 4 OFSTED preparation standing item on HT/CSEL agenda’s | | | 17.12.21  30.03.22  17.07.22 |
| **School Improvement Strategy** | | | | | | | | | | |
| Summer for September 2022 | 2bi) Develop a coherent school improvement model for Sept 2022 implementation | CF |  | 1. Review current STOC improvement offer with leaders and [stakeholders](file:///C:\Users\ChrisFoley\OneDrive%20-%20St%20Teresa%20of%20Calcutta%20Catholic%20Academy%20Trust\2021%202022%20CEO\2021%202022%20School%20Planning\School%20Improvement%20modelling%202022%20onwards\STOC%20School%20Improvement%20September%202022.docx) | | | 17.01.22 | BOARD | 20 hours |  |
|  | 1. Draft proposal for school improvement modelling including; 2. Coherent central team improvement structure. 3. Alignment improvement networks and commonalities across schools. 4. Appropriate structures to support schools, including effective improvement funding based on need 5. Complete recruitment of Ed Director posts to support planning of 2022/23 School Improvement strategy. | | | 30.04.22  14.04.22 |
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| Summer for September 2022 | 2bii) Develop coherent CPD offer for Trust staff | CF |  | 1a. Collate current local CPD activities across all schools including brokered system support.  1b) Cross reference CPD with key areas of strength/weakness from external review. | | | 01.04.22  01.04.22 | BOARD | 20 hours |  |
|  | 1c) Engage with the CEFEL/CES and other Diocesan MAT’s to begin the development of a coherent pathway for staff using the new NPQ framework | | | 01.04.22 |
|  | 1d) Scope out teacher CPD entitlements in consultation with other Diocesan Trusts | | | 01.04.22 |
|  | 2. Develop 2022/23 Trust CPD offer in conjunction with HT’s with a focus on;  a) Induction Pathway for new staff.  b) Middle Leader programme  c) Senior Leader programme  d) STOC Leaders programme led by CSEL.  (Revised NPQ programmes will be part of this. | | | 31.05.22 |
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|  | 3. CSEL to investigate school improvement models more widely through meetings with other external schools and stakeholders. | | | 17.12.21 |
| **School and Trust Principles** | | | | | | | | | | |
| Summer for September 2022 | 2c) Ensure Curriculum Policy/Principles are aligned across STOC |  |  | 1. National Curriculum requirements  2. CES requirements (10%)  3. Local contextual requirement.  4. Some level of equity based on the locality.  5. Sustainability (pupil numbers/birth rate) | | | 01.07.22 |  |  |  |

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| **Strategic Priority 3**  The building of a coherent organisational structures and processes that reflect our distinctive Catholic nature. This section has now been divided into key strategic areas;  Governance/Staffing/Policy/Finance/Logistics | | | | | | | **OFSTED AREA: Effectiveness of Leadership and Management** | | | | |
| **KPI’s**  a) Drafted, Reviewed and Approved Scheme of Delegation for implementation September 2022  b) Drafted, Reviewed and Approved Local Governing Body terms of reference and function for implementation September 2022  ci) External review of school support staffing structures completed by April 2022  cii) Draft Support Staff alignment proposal shared with Directors Board by July 2022  d) Drafted, approved and delivered central team structure that can deliver sustainable Trust improvement  e) Ensure key policy and procedure are in place to reduce Trust risk.  f) Trust meets financial KPI’s at monthly/annual points | | | | | | | | | | | |
| **Termly Deliverables** | | | | | | | | | | | |
| Term 1   * SOD reviewed and agreed. * TOR for Support Staff Project Review * Support Staff Project Review begins * Proposed Central Team Model costed * Aligned Core CES Policies * Aligned Safeguarding protocols * Coherent Recruitment documentation | | | | | Term 2   * Proposed and Agreed LGB Terms of Reference * Support Staff Review report delivery * Central Team recruitment completion * Aligned Health/Safety Policy * Aligned ICT Policy * Aligned Absence Management protocol and policy | Term 3   * SOD changes implemented. * Agreed LGB Schedule 2022/23 * LGB 2022/23 Clarity * CSEL response to Support Staff review delivery * Aligned Terms and Conditions for Support Staff * Central Team induction * Draft Estates Strategy * Draft ICT Strategy * Compliant 10-month Audit | | | | | |
| Term End | Objective | Lead | RAG | Actions | | | | Deadline | Mon & eval | Support and cost | Impact |
| **Governance** | | | | | | | | | | | |
| Autumn | 3a) Have in place precise scheme of delegation | CF |  | 1.Review Governance Section of SOD and propose amendments for Board agreement | | | | 14.12.21 | BOARD | 10 hours | Clarity on function and Board Delegation |
|  | 2.Review Finance/Contract/Standards/Curriculum and propose amendments for Board agreement | | | | 14.12.21 |
|  | 3.Review Safeguarding/Behaviour/Other elements and propose amendments for Board agreement | | | | 14.12.21 |
| Spring | 3b) Deliver coherent Local Governance | CF |  | 1.Review current local governance process and LGB make up. | | | | 21.10.21 | BOARD |  |  |
|  | 2.Following SOD and Governance Internal Audit draft then propose coherence of LGB process | | | | 31.01.21 |
|  | 3.Consult with stakeholders on proposed LGB terms of reference and process.  Initially Headteachers  Core group of LGB members  All LGB’s | | | | 30.04.22  28.02.22  30.03.22 |
| 4. Develop LGB forum to support governance development. | | | | 1.04.22 |
|  | 5.Implement agreed LGB Terms of reference and process | | | | 1.09.22 |
| **Staffing** | | | | | | | | | | | |
| Spring | 3c) Review Support staff structures Trust wide | CF |  | 1.Create terms of reference and broker/tender external review | | | | 30.11.21 | BOARD | £10K |  |
|  | 2.Project manage review to ensure this does not destabilise schools | | | | 31.03.21 |
|  | 3.Work with relevant professional associations with regard to terms and conditions issues. | | | | 31.07.22 |
|  | 4.Review current terms and conditions of support staff to gain clarity on the next steps needed. | | | | 17.12.21 |
|  | 5.Draft provisional change management process to align support staff terms and conditions and begin consultation process (Full Board meeting 10.02.22 is zero date for this process) | | | | 1.02.21 |
|  | 6. Have in place aligned support staff terms and conditions for new staff. | | | | 1.09.21 |
| Spring | 3d) Create sustainable central team structure to support school improvement | CF |  | 1.Draft then cost proposed central team structure and operational responsibility including a Executive School Performance Officer(s) and additional roles should they be required. | | | | 28.02.21 | BOARD | £950K |  |
|  | 2.Gain Board assent for revised central team structure | | | | 28.02.21 |
|  | 3.Recruit to additional central team posts (subject to approval etc) | | | | 18.04.21 |
|  | 4.Complete on-boarding of revised central team post (subject to approval etc) | | | | 17.07.21 |
| **Policy Development** | | | | | | | | | | | |
| Spring | 3e) Delivery of aligned policies operating procedures | CF |  | 1.Ensure CES policies are in place following appropriate consultation;  Appraisal/Disciplinary/Grievance/Capability | | | | 1.11.21 | BOARD |  |  |
|  | 2.Absence Policy consulted on and then approved/implemented | | | | 1.02.22 |
|  | 3.Develop Trust wide absence management protocol to be implemented coherently trust wide. | | | | 1.02.22 |
|  | 4.Complete termly external audit programme to test current policy compliances  Term 1 – Health and Safety  Term 2 – Governance (see element 3a/3b above)  Term 3 - GDPR | | | | Termly |
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|  | 5.Develop Trust wide Health and Safety policy to include standard operating procedures in line with Compliance Health and Safety SLA | | | | 1.02.22 |
|  | 6.Implement Trust wide Health and Safety protocols | | | | 18.04.22 | CF |  |  |
|  | 7.Review key infrastructure sections in a coherent order to facilitate operational alignment;  A) ICT Audit  B) Estates Review  C) Teacher Appraisal process | | | | 1.03.22  01.03.22  01.05.22  01.06.22 | CF  CF |  |  |
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|  | 8. Provide all schools coherent recruitment packs and corporate language | | | | 1.04.22 | BOARD | £19K TES |  |
|  | 9. Create aligned school cycles (calendar/reporting etc) to facilitate cross Trust CPD opportunities in the medium and longer term. (Alongside element 2avi) | | | | 30.03.22 | BOARD | 10 hours |  |
|  | 10. Ensure funding compliance reporting is uniform across the Trust;  PP reports  Catch-Up etc.. | | | | 31.12.21 | CF | 10 hours |  |
| **Finance** | | | | | | | | | | | |
| Summer | 3f) Continue to deliver financial provision in line with ATH | KC |  | Deliver compliance to all ATH requirements  Ensure that reserves are in line with policy and trust remains a “going concern” | | | | Monthly | CF | Monthly |  |
| Spring | 3g) Clarify the financial delegation to ensure value for money. | KC |  | Review and amend coherent financial scheme of delegation | | | | 1.03.22 | CF | 10 hours |  |
| **Logistics** | | | | | | | | | | | |
| Spring | 3h) Develop plan for permanent Central Base | CF |  | Review current trust estate to consider more effective use of space. | | | | 1.02.22 | Board | 10 hours |  |
| Review offsite facilities available | | | |