

STOC 2023/24 Delivery Objectives and output summary

Context:

The Trust Board have now set delivery objectives for the 2023/24 cycle for the CSEL. Function objectives have also been set. This document has been developed for the Board to review so as to confirm;

1. The delivery aims for this cycle.
2. Initial measurable (in so far as possible) outputs for each function area.

Key strategic objectives that STOC exists to deliver remain in place. For reference these 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 and are credible with external stakeholders and agencies.
4. Proportionate Growth in line with Diocesan and National directions of travel.

To continue to work towards delivery of these broad objectives the CSEL will be focussed on delivering the following objectives and outputs during the 2023/24 academic year, along with the desired outputs.

CSEL Objectives	1. Continue to develop and refine a cost-effective Trust central function structure that has the capacity to improve schools as the Trust grows.	2. Improve the profile and reputation of the Trust across the local, regional and national landscape	3. Develop the Trust as an employer of choice so the organisation is attractive to new staff, and provides coherent and effective personal and professional development for all staff
Desired output	<p>5% of surplus in schools at the end of financial cycle.</p> <p>Policies that reflect focus on reduction of risk.</p> <p>Staff cost in each school will move toward 72%</p> <p>Draft Framework for central function that is adhered to so as to avoid mission creep.</p> <p>Coherent reporting to the Trust Board so it can hold leaders to account.</p>	<p>Ensure that outcomes for pupils continue to improve at all milestone points.</p> <p>Ensure the regulatory inspection outcomes demonstrate clear improvement compared to predecessor judgments.</p> <p>Deliver coherent communication strategy that celebrates the good in the Trust.</p> <p>CF to attend national conferences with relevant providers and be confident in approaching local leaders to put the Trust in the public domain.</p> <p>CF to improve links with Diocesan leaders including the Bishop.</p>	<p>STOC recruitment and retention figures suggest staff are remaining within the Trust</p> <p>STOC is developing an ITT relationship with key providers</p> <p>Staff attendance is higher than in 2022/23 or improving within each school</p> <p>Staff surveys suggest greater satisfaction</p>

In view the targets set for the CSEL by the Board, each function leader has thus far has targets set for them in line with CSEL objectives and broader organisational goals. Summaries of function objectives are below for information. It is the role of the CSEL to hold leaders to account for function objectives and delivery.

Finance Function Objectives

1. Rapidly improve management control of budgeting to reduce month on month variances
2. Develop more effective funding solution for schools for potential implementation 24/25
3. Ensure that all contracts are awarded in compliance with the Procurement regulations.

Finance outputs

- 1a) Month on month variance for each school reduced to 5%
- 1b) Monthly management accounts produced and verified by CFO within 10 working days of month end.
- 1c) Year- end surplus for primary schools is above 2% of annual budget.
- 1d) Year-end surplus for secondary schools is above 5% of annual budget.
- 1e) Finance function survey suggest school leaders can recognise improvement in service.
- 1f) Clean external audit and positive reports from internal audit
- 2a) Accurate coding of costs for each line.
- 2b) Clarity of budget setting principles and process for school.
- 3c) Procurement processes are clear and delivered at all levels

Operations Objectives

1. Ensure there is an effective HR service that can support schools to improve.
2. Ensure there is effective governance and estate compliance process that will support schools to improve.
3. Complete a comprehensive organisational review process to ensure STOC has structural integrity and coherence as it continues to grow

Operations Outputs

- 1a. Key HR policies and procedures are in place and are implemented effectively for all schools.
- 1b. Accurate data for;
Staff absences across all schools.
Staff disciplinary/concerns
- 1c. HR process is consistently applied across all schools.
- 1d. Operations function survey suggests schools recognise improvement in service.
- 1e. Staff retention figures are reported and suggest improvement.
- 1f. Visible school structure and approval processes are in place.
- 2a. Key estates structure in place and staffed.
- 2b. Scheduled H and S training programme in place.
- 2c. Health and Safety Handbook in place for September 2024.
- 2d. Health and safety compliance rate is baselined and begins to improve.
- 2e. Effective governance modelling in place for September 2024 that is employed, delivered and assured centrally.
- 2f. Local Governance survey provides positive feedback for trust governance.
- 3a. Delivery of key elements of organisational development project as agreed by CSEL.

Performance Objectives

1. Develop and further refine the coherent school improvement structure that is in line with broader STOC principles and create the organisational management processes to deliver effective school improvement including clearly defined roles and job descriptions.
2. Ensure there are no pupils who are disadvantaged by poor attendance.
3. Develop an effective training, development and CPD pathway that ensures STOC has well trained and committed staff at all levels of the organisation.

Performance Outputs

- 1a) Improvement in regulatory outcomes compared to previous judgements (whether STOC school or not)
- 1b) Phonics scores move towards and above national averages.
- 1c) KS1, KS2 and KS4 attainment measures are improving to be in line with or above national averages.
- 1d) Some improvement in SEND outcomes in terms of attainment and progress.
- 1e) KS1, KS2 and KS4 progress measures are improving in all schools.
- 2a). Development of an attendance strategy to be delivered by the STOC Attendance Leader which includes planning for an Attendance team.
- 2b) Attendance rates improve across all schools.
- 3a) Development of the principles of CPD pathways that meets the needs of STOC.
- 3b) Review current CPD provision (PLN) offer so that it they can become more effective.
- 3c) Delivery of a consistent CPD offer for September 2024 implementation.
- 3d) Ensure that all pupils have access to experiences that are additional to the delivered curriculum.

Information Objectives

1. Ensure that there is a functional Technical IT Service in place that can support schools by September 2024.
2. Ensure that there is a coherent use of the agreed Trust MIS system to deliver a data strategy.
3. Develop and implement a communication and marketing strategy to ensure consistent Trust media visibility; including standard communication protocols for key Trust events.

Information Outputs

- 1a. Proactive, ongoing technical IT support is provided to all schools which delivers an average time to resolution rates of less than 24 hours.
- 2a. From September 2024 all schools across STOC use Arbor comms in a coherent fashion.
- 2b. Agreed and implemented consistent reporting procedures.
- 3a. Stakeholders at all levels will have an awareness of the positive impact of the work of the Trust. This will include;
 - Diocesan leaders and Trustees
 - Staff at all levels
 - Parents
 - Pupils
 - Local key stakeholders including parishes, local authorities and those who hold elected public office.
 - Regulators and government departments
- 3b. Stakeholder voice will be systematically collected and collated, and then used to inform STOC developments.
- 3d. STOC will have an increasing presence with the strategic landscape.



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