

STOC 2024/25 Proposed Objectives and Outputs

Context:

The Trust Board have now considered key areas of focus for the 2024/25 year and beyond. This outline shares the summary review of the 2023/24 cycle, and function delivery objectives moving forward.

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.

2023/24 Review Summary

A review has taken place of work done over the 2023/24 cycle, and this is summarised below. This outlines what has been achieved and delivered, and considers areas that will inform the 2024/25 delivery objectives.

Objective	What has been achieved?	What development do we need to consider for 2024/25?
1. Development of a distinctive Catholic Culture and Mission on which all Trust actions are predicated.	<ul style="list-style-type: none"> • All 5 CSI Inspections have resulted in good or better outcomes. Catholic life and mission has been judged as outstanding in a number of schools. • Series of events/school meetings have continued to take place across the footprint. • Processes that have been developed across STOC are designed to provide and promote equity for all. 	<ul style="list-style-type: none"> • Further build the community of the Trust through honest and open dialogue, so it is welcoming to all at all levels • Ensure stakeholders feel greater sense of involvement in the mission and journey of the Trust whilst also have clarity around approaches to autonomy, standardisation and agency within our agreed parameters. • Continue to focus on providing the best provision for the most vulnerable. • Increase frequency of collective worship and events with a focus on Catholic spirituality. • Focus on development of catholic collegiate culture across all phases. • Increase experience and opportunity for all children and young people in our schools. • Improve trust reputation across the footprint and wider diocesan and national landscape.
2a. Planning and delivery of coherent strategy to ensure all Trust schools are continuously self-improving.	<p>Finance</p> <ul style="list-style-type: none"> • Budget modelling has been revised in line with organisational priorities, to ensure STOC will have in year balanced position moving forward. • Financial reporting has been revised to assure the Board that this is well managed. An accurate baseline position has been secured from which to build upon. • Structured KPI's are now in place regarding school staff/non staff cost which are comparable. • In year deficit has been managed, and processes have been designed to ensure this does not repeat. • 1FE primary schools remain critical financial risks. 	<p>Finance</p> <ul style="list-style-type: none"> • Further review Finance staffing model so that it is fit for purpose and in line with organisational structural principles. • Further review organisational cost bases to ensure they are efficient and offer value for money. • Further review school service and levy charges for 2024/25 to maximise spend impact at local and central level. • Clarity around procurement and contract management • Ensure accuracy and timely production of school and trust level management accounts. • Refine relationship with internal audit provider/function so that it can add better value.

2b. The building of a coherent organisational structures and processes that reflect our distinctive Catholic nature and are credible with external stakeholders and agencies.	<ul style="list-style-type: none"> Secondary school structure cost bases have been reviewed and proposed models have been developed to create greater efficiency. 	
	<p>Operations</p> <ul style="list-style-type: none"> Payroll has been taken in house. First payroll run on July 15th was successful. HR service has completed first phase of build. Some policy alignment has now taken place. Various processes are now centrally managed; A) Recruitment management B) Professional association relationships Health and Safety processes have been aligned and are consistent across STOC. This has resulted in strong compliance reputation for the trust. Estate plan has worked to deliver estate upgrades using allocated SCA funding. Significant work has been completed at GAB/ALI and further work planned for GAB/ALI and PAT 	<p>Operations</p> <ul style="list-style-type: none"> Review of payroll implementation to ensure acceptable error rate. Embedding of HR process and implementation of core suite of staff friendly policies. Reporting of HR KPI related to staff attendance/vacancy/staff churn/staff satisfaction. Refine HR process to ensure they are more time efficient and better supports school leaders in key areas, such as recruitment. Build effective Estates function, and continue to ensure compliance with statutory requirements Continue to review estates plan to ensure school environments continue to improve.
	<p>Information</p> <ul style="list-style-type: none"> All schools now use single MIS, which is facilitating embryonic trust wide reporting. Technical IT now provides a managed service for all schools. Function has ensured STOC schools work to DFE technical guidance. Teacher device refresh has been planned and budgeted for through technology levy. Data function is beginning to create further alignment of reporting. Governance process is becoming clearer following greater cooperation between STOC and Diocese. 	<p>Information</p> <ul style="list-style-type: none"> Implementation of Trust wide help desks for all functions, Implementation of staff wide device training through Ed-Tech service. Move all schools to STOC SharePoint to improve information flow. Produce Trust data sets to allow for timely intelligence at Board, Executive and Local Governor level. Refine local governance processes so they provide stakeholder clarity and are effective. Develop communication and marketing service to provide footprint/stakeholders with positive impact of STOC, and access to its services. Clarify development of central admin service so that is fit for purpose.
<p>Performance</p> <ul style="list-style-type: none"> All 4 Primary Ofsted Inspections have resulted in good outcomes. ¾ Primary schools joined the Trust graded as inadequate. Some improvement in primary school outcomes (GRE/MIC/PAT phonics; GRE KS2) MON monitoring inspection resulted in recommendation that next Section 5 inspection be brought forward though this was not in the published letter. Increased central capacity has resulted in confidence that school evaluations are accurate. School leadership, where strong continues to have impact. Line Management expectation at school level is clear and were delivered effectively has impact. 	<ul style="list-style-type: none"> Embed safeguarding and attendance services. Develop better focus on school leadership, especially within the secondary phase to ensure that outcomes for all pupils improve. Embed the role of the Regional Performance Officer Primary so they support primary improvement and hold headteachers to account. Review performance structure to improve secondary improvement capacity. Embed use of improvement levy to provide effective learning networks that have impact of pupil outcomes. Embed use of effective line management processes to deliver improved outcomes across all schools. As need embed effective tracking and assessment processes to improve KS4 outcomes. Continue to support schools through regulatory inspection. 	
3. Proportionate Growth in line with Diocesan and National directions of travel.	<ul style="list-style-type: none"> Strong regulatory outcomes have assured the Diocese and Department for Education of STOC credibility. All conversions have been delivered within expected timescales. Schools within growth windows have been supported through the conversion process. Trust leaders have increased understanding of risks brought by on-boarding schools. 	<ul style="list-style-type: none"> Improve integration of new schools into system, culture and expectation after the legal conversion process has been completed Role of function and function leaders is the onboarding and integration process. Risk balance focus of conversion to ensure we do not compromise the citadel. Primary and Secondary approaches may require some differences. Continue focus on the development organisational structure and equity. Further engage with landscape stakeholders at all levels

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| | <ul style="list-style-type: none"> Trust Board structure has been revised and new Director recruited. | |
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2024/25 Proposed Delivery outputs.

The outline below is focussed on key function level outputs that can ensure the Trust continues to deliver on its four key strategic objectives. These objectives are then used to determine operational targets for the Trust Senior Leadership Group.

<p>Executive Objectives</p> <ol style="list-style-type: none"> 1. Continue to develop the distinctive Catholic nature of the Trust so its perception and reputation is further enhanced and developed at local, regional and national level. 2. Continue to develop Trust financial and operational design, structures and processes to deliver effective sustainable growth, managing risk appropriately. 3. Ensure Performance outcomes improve to ensure as many doors as possible are open to our children and young people.
<p>Finance Function Objectives</p> <ol style="list-style-type: none"> 1. Continue improve management control of budgeting to reduce month on month variances. 2. Review and refine 2024/25 Trust funding model schools for potential implementation 25/26 and longer term. 3. Ensure that all contracts are awarded in compliance with the Procurement regulations. 4. Ensure the Trust is sustainable considering landscape changes and national public cost pressures. <p>Finance Desired outputs</p> <ol style="list-style-type: none"> 1a) Monthly management accounts produced and verified within 10 working days of month end. 1b) Year- end surplus for primary schools is above 2% of annual budget. 1c) Year-end surplus for secondary schools is above 5% of annual budget. 1d) Clean external audit and positive reports from internal audit. 2a) Clarity of budget setting principles and process for school and wider trust that ensures resources are well used. 3a) Review Procurement processes and implement revised process expectations that are clear and delivered at all levels.
<p>Operations Objectives</p> <ol style="list-style-type: none"> 1. Refine the HR service to ensure it support schools to improve. 2. Develop more effective Estates strategy with a key focus on compliance, estate investment and catering effectiveness. 2. Ensure there is effective governance and estate compliance process that will support schools to improve. 3. Continue the organisational review process to ensure STOC has structural integrity and coherence as it continues to grow. <p>Operations Outputs</p> <ol style="list-style-type: none"> 1a. Key HR policies and procedures are in place and are implemented effectively for all schools. 1b. Recruitment process becomes as effective and efficient as possible to support schools. 2a. Key estates structure in place and staffed. 2b. Compliance processes are clear for all Trust staff. 2c. Clarification of estates development planning, and better clarity for schools as to have they can access estates improvement funds. 2d. Development of Trust wide catering strategy to ensure catering provision adds value to pupils school experience. 3a. Delivery of key elements of organisational development project as agreed by CSEL.
<p>Performance Objectives</p>

1. Refine the Performance function structure so that it has closer alignment with other Trust functions in terms of organisational process, accountability processes and delivery.
2. Ensure outcomes for pupils improve with regards to attendance, behaviour and end of key stage national assessments.
3. Refine the STOC school level CPD offer so that staff at all levels of the organisation recognise improvements in school level practice.

Performance Outputs

- 2a) Improvement in regulatory outcomes compared to previous judgements (whether STOC school or not)
- 2b) Phonics scores move towards and above national averages.
- 2c) KS1, KS2 and KS4 attainment measures are improving to be in line with or above national averages.
- 2d) Some improvement in SEND outcomes in terms of attainment and progress.
- 2e) KS1, KS2 and KS4 progress measures are improving in all schools.
- 2f) 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 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. Refine the Technical IT Service and strategy so that it can further support schools in the 2024/25 year.
2. Ensure that there is a coherent use of the agreed Trust MIS system to deliver a data strategy.
3. Refine Governance processes and protocols so that Board and Local Governors can fulfil their responsibilities effectively.
4. Develop and implement a communication and marketing strategy to ensure consistent Trust media visibility; including standard communication protocols for key Trust events.
5. Conversion processes are increasingly effective, and school/trust integration improves

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.
- 1b. Technical IT will deliver device replacement and consistent break/fix process across all schools within agreed remits.
- 2a. All schools across STOC use Arbor comms in a coherent fashion to facilitate effective trust data flow processes.
- 2b. Agreed and implemented consistent data reporting procedures will be developed and in place at Board, Local Governance and School level.
- 3a. Board and Local Governance organisational processes are efficient.
- 3b. Effective governance training and modelling in place to allow Local Governors to effectively hold school leaders to account.
- 4a. STOC Communication and marketing strategy improve trust perceptions, and engagements with wider landscape stakeholders.
5. Conversions are in line with agreed schedules (as far as is possible).