



Strategic Plan

September 2020

Year 3



'A communion of high achieving schools where everyone meets Jesus and grows uniquely in God's love'.

The St Thérèse of Lisieux Catholic Multi Academy Trust, Strategic Plan, Year 3

Foreword

I am delighted to introduce the Strategic Plan for the St Thérèse of Lisieux Catholic Multi Academy Trust (STL CMAT). The CMAT was set up on the initiative of the Nottingham Roman Catholic Diocesan Education Service (NRCDES) in order to protect, secure and develop Catholic education in the Diocese of Nottingham so that each and every young person attending a diocesan school receives the very best educational opportunities and life-fulfilling experiences within authentically Catholic communities that are centred on the person of Jesus Christ.

The CMAT seeks to enable Catholic schools, located in the geographical area of Lincoln and Rutland to secure their future by strengthening their solidarity through effective collaboration. The CMAT will enable clear working relationships to be established between its schools to assist with school improvement, leadership recruitment and formation, governance and collaboration to achieve their common purpose and shared mission. Furthermore, it will ensure that in a national context of relative change and uncertainty no school is left isolated and unsupported.

Our support for schools aims to be comprehensive, inclusive and responsive to the individual and collective needs of our schools that will ensure they both deliver the mission of the Church and meet the challenges of the national accountability agenda through mutually supportive intervention and training.

We take responsibility for the financial and resource management of schools, thus freeing school leaders to concentrate on what matters: the spiritual formation and education of the young people in our schools.

The foundation stone of our CMAT is the person of Jesus Christ and we are committed to safeguarding the distinctive Catholic ethos of our schools by placing Christ and the teachings of the Catholic Church at the centre of all we do.

The character of the St Thérèse of Lisieux Catholic Multi Academy Trust is collaborative and participative. Each school is of equal value. We respect the unique identity of each school and value the diversity of experience and perspective they bring. Each school is given a voice, though the arrangements for local governance and their relationship with the CMAT Board of Directors.

Mr Jerzy Krawiec
Chair of the St Thérèse of Lisieux Catholic Multi Academy Trust

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Introduction

Vision Statement

'A communion of high achieving Catholic schools where every person meets Jesus and grows uniquely in God's love'

It is within the context of this vision statement that the strategic plan for the St Thérèse of Lisieux Catholic Multi Academy Trust is written, the aim of which is to ensure that each child and young person realises their full unique, God-given potential through the provision of a high quality and authentically Catholic education.

The Strategic Plan for the St Thérèse of Lisieux Catholic Multi Academy Trust is effective from the 1st September 2018. This plan sets out our strategic priorities from September 2020 until 31st August 2021.

Our Plan is built around the agreed vision, mission, goals and values of the St Thérèse of Lisieux Catholic Multi Academy Trust:

1. **Christ at the Centre:** We will provide a safe, stimulating and supportive school environment, a curriculum, policies and practices that are based on Gospel values
2. **Development of the whole-child:** We will enable all our young people to acquire the beliefs, values, knowledge, skills, practices and positive relationships that will enable them to develop a love of learning and enjoy the fullness of life
3. **Outstanding provision:** We will provide an outstanding, inclusive and authentically Catholic education for all our young people irrespective of background or prior attainment
4. **Community:** We will create positive, life-enhancing communities, both within and beyond the CMAT, built on trust and mutual respect, where everyone feels a sense of belonging and being valued for who they are
5. **Safety and well-being:** We will safeguard young people and promote the well-being of the whole-school community
6. **Culture of Excellence:** We will invest in the ongoing professional development and training for the whole school community and will recruit and retain high quality staff

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Our vision as a *'communion of high achieving Catholic schools'* informs our operating model as we move to a self-improving system and, our strategy for improvement, that is defined by the following performance indicators and applied to all CMAT academies irrespective of context and phase, in order to ensure that all leaders are provided with clear direction and a common purpose that results in outstanding outcomes for all children and young people:

- **Outcome of Diocesan Canonical Inspection to be at least good overall with Catholic Life and Collective Worship to be judged outstanding**
- **All pupil progress indicators to be above average compared to all schools nationally**
- **All pupil attainment indicators to be in line with FFT 20 estimates and/or national figures**
- **The overall quality of education to be good or better**
- **Attendance indicators to be at least in line with national figures**
- **The number of Fixed Term Exclusions to be below the national figure**

Benchmarking and Target Setting

As a *'communion of high achieving Catholic schools'* we seek to deliver outcomes for pupils that are good and outstanding compared to all state-funded schools nationally. Our target setting strategy is based on FFT Aspire benchmarking data in the range 20 (FFT 20), taking in to account our strategic ambition to secure progress and attainment outcomes at least in-line with national figures, and the context of each academy.

Budget Setting Strategy

Our vision is set in the context of the budget setting strategy for the CMAT that has the following principles:

- **All academies must operate an in-year balanced budget**
- **Expenditure on staffing costs should be limited to 75% of total income before the 5% top slice**
- **Each academy should hold cash reserves equivalent to 60 days' operating expenditure**

Each academy will pay a 5% top slice to fund centrally provided services that include:

- School Improvement Delivery
- A full finance reporting and support service
- Finance, Purchasing and Budget Management system

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- HR advice, career planning, training and support service
- HR management system
- Payroll & Pensions service
- Internal and External audit
- Legal advice
- PR and crisis management
- GDPR compliance
- Health and Safety advice and guidance
- Online governor platform
- The Diocesan Levy contribution
- Apprenticeship Levy

The 5% top slice is calculated as follows:

Total GAG funding less Non Domestic Rates + Total Post 16 Funding less the Student Bursaries + Early Years Funding

Our strategic aims:

- **To provide effective Financial Management and Governance at all Levels to secure, protect and enrich the distinctiveness of Catholic education in the Diocese of Nottingham**
- **To develop, nurture and support a work force who live out our Catholic ethos, values and virtues and establish the Trust as an employer of choice**
- **To provide all pupils with high quality, inclusive and authentically Catholic education to enable them to reach their full God-given potential**

Louise Wilson
Chief Executive Officer

STL CMAT Academies

St Bede's Catholic Voluntary Academy	Collum Avenue, Scunthorpe, DN16 2TF	Ryan Hibbard	North Lincolnshire
St Bernadette's Catholic Voluntary Academy	Anne's Crescent, Scunthorpe, DN16 2LW	Mark Strong	North Lincolnshire
St Augustine Webster Catholic Voluntary Academy	Baildon Road, Scunthorpe, DN15 8BU	David Sidaway	North Lincolnshire
St Norbert's Catholic Voluntary Academy	Fieldside, Crowle, Scunthorpe, DN17 4HL	Pam Tonge	North Lincolnshire
St Mary's Catholic Voluntary Academy	Grammar School Road, Brigg, DN20 8BB	James Leech	North Lincolnshire
St Joseph's Catholic Voluntary Academy	Philip Avenue, Cleethorpes, DN35 9DL	Emily McCullagh	North East Lincolnshire
St Mary's Catholic Voluntary Academy	Wellington Street, Grimsby, DN32 7JX	Sarah Pollard	North East Lincolnshire
St Peter and St Paul Catholic Voluntary Academy	Western Avenue, Lincoln, LN6 7SX	Rebecca Le Caplain	Lincolnshire
Our Lady of Lincoln Catholic Primary School	Laughton Way, Lincoln, LN2 2HE	Ann Desforges	Lincolnshire
St Hugh's Catholic Primary Voluntary Academy	Woodfield Avenue, Doddington Park, Lincoln, LN6 0SH	Greg Hughes	Lincolnshire
Boston, St Mary's R.C. Primary School	Ashlawn Drive, Boston, PE21 9PX	Lisa Gleed-Thornley	Lincolnshire
St Mary's Catholic Primary School	Sandon Road, Grantham, NG31 9AX	Rachel Wheatley	Lincolnshire
St Norbert's Catholic Primary School	Tollgate, Spalding, PE11 1NJ	Jenna Withers	Lincolnshire

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St Augustine's Catholic Voluntary Academy	Kesteven Road, Stamford, PE9 1SR	Rachel De Wet	Lincolnshire
Our Lady of Good Counsel Catholic Primary School	Jermyn Street, Sleaford NG34 7RU	Michelle Parker	Lincolnshire
English Martyrs' Catholic Primary School	Willow Crescent, Oakham, LE15 6EH	Alison Chambers	Rutland



PRIORITIES FOR THE ST THERESE OF LISIEUX CMAT

Strategic Plan 2020-2023

VISION <i>'A communion of high achieving Catholic schools where every person meets Jesus and grows uniquely in God's love'.</i>			
CORE VALUES Love, Faith, Forgiveness, Compassion, Hope, Justice, Truth, Service			
STRATEGIC AIMS:			
SAI To provide effective Financial Management and Governance at all levels to secure, protect and enrich the distinctiveness of Catholic education in the Diocese of Nottingham			
Objectives:	Lead	Monitoring and Evaluation	KPIs
I.1 Ensure the Trust is fully compliant with the Academies Financial Handbook and all other legal and contractual requirements relating to academies	Accounting Officer Senior Finance Manager	Audit and Risk Committee Board of Directors	Clean external audit No unexpected medium/high risk items on Audit Management Letter All Ofsted outcomes are at least 'good' for Leadership and Management
I.2 Ensure that safeguarding in all academies is effective and meets the legal requirements for academies	CMAT Safeguarding Lead Headteachers	Local Governing Bodies Board of Directors	Ofsted inspections confirm safeguarding is effective in all academies and that academies are legally compliant with the requirements of both Keeping Children Safe in Education and Working Together to Safeguard Children

I.3 Ensure all academies meet the requirements of the budget setting strategy	Senior Finance Manager	Finance and Estates Committee	In-year balanced budget No more than 75% of total income spent on staffing At least 60 day's reserves with the result that the Trust is maintained as a going concern
I.4 Improve the quality of the estate and infra-structure through strategic capital planning and investment	Estates Lead Senior Finance Manager	Finance and Estates Committee	Reduction in the DI priorities within condition surveys
I.5 Strengthen and improve governance at all levels of the Trust by:			
I.4.i Developing further the capacity of the Board to carry out effectively its three core functions: leading on vision and strategy, holding the Executive Team to account and making good use of timely and robust information and data in order to maintain the Trust as a going concern and ensure its compliance with the legal requirements relating to academies	Governance Lead Chair of the Board	Audit and Risk Committee External Auditors	Outcomes of external scrutiny and inspection/audit confirm the Board undertakes its role effectively in ensuring compliance with all legal requirements that apply to academies
I.4.ii Ensuring Local Governing Bodies are working positively and effectively as a committee of the CMAT Board in-line with the Scheme of Delegation	Governance Lead Catholic Life, Curriculum and Standards Committee	Board of Directors	Local Governing Bodies discharge their responsibilities effectively and ensure compliance with all legal requirements that apply to academies
SA2 To develop, nurture and support a work force who live out our Catholic ethos, values and virtues and establish the Trust as an employer of choice			

2.1 Ensure the Catholic mission and values of the Trust are both celebrated and reflected in the culture of our schools	Chief Executive Officer Lead Lay Chaplain	Catholic Life, Curriculum and Standards Committee	DCI outcomes confirm the Catholic Life is at least good in all academies Ofsted inspection outcomes confirm Behaviour and Attitudes is at least good in all schools
2.2 Ensure the effective delivery of the Diocesan HR Strategy by:	HR Director HR Manager	Chief Executive Officer HR and Staffing Committee	
2.2.i Integrating HR policies and procedures with school improvement and quality assurance strategies in order to drive the improvement of each school and therefore, the performance of the CMAT (Link – HR Strategy; Priority 1)	Directors of Performance and Standards HR Manager	Chief Executive Officer Catholic Life, Curriculum and Standards Committee	Performance concerns are identified and managed in a timely manner with the result the quality of education is maintained and improved
2.2.ii Strengthening the workforce through effective staff training, professional development and support (Link – HR Strategy; Priority 2)	Directors of Performance and Standards	HR and Staffing Committee	Professional development needs of all staff are prioritised and addressed with the result that the strength of mission and quality of education are judged at least 'good' in any Ofsted or DCI inspection The professional development needs of the executive team, including the CFO, meet the requirements of the AFH
2.2.iii Developing pathways for succession planning across all areas of the Trust (Link – HR Strategy; Priority 2)	Chief Executive Officer HR Manager Headteachers	HR and Staffing Committee	The Trust does not carry vacancies that are unfilled over time
2.2.iv Implementing workforce planning (including consistency of staffing structures) and benchmarking, integrated with financial and curriculum	Chief Executive Officer Senior Finance Manager HR Manager	Finance and Estates Committee HR and Staffing Committee	Staffing costs are no more than 75% of total income in all CMAT academies

planning (Link – HR Strategy – Priority 3)			All academies set an in-year balanced budget
SA3 Provide all pupils with high quality, inclusive and authentically Catholic education to enable them to reach their full God-given potential			
3.1 Deepen the Catholic mission of academies by:			
3.1.i Ensuring the Catholic mission and values of the Trust are both celebrated and reflected in the culture of our schools and are the driving force for academic excellence	Chief Executive Officer Lead Lay Chaplain	Catholic Life, Curriculum and Standards Committee	Outcome of DC inspections confirm Catholic Life is at least good in all academies
3.1.ii Ensuring school leaders, foundation directors and governors are confident in leading and developing our Catholic mission and its link to high standards as a result of effective formation and training	Chief Executive Officer Lead Lay Chaplain	Catholic Life, Curriculum and Standards Committee	Outcome of DC inspections confirm Catholic Life is at least good in all academies
3.1.iii Ensuring all staff understand and support the Catholic mission of our schools	Chief Executive Officer Lead Lay Chaplain Headteachers	Catholic Life, Curriculum and Standards Committee	Outcome of DC inspections confirm Catholic Life is at least good in all academies
3.1.iv Supporting and prioritising the spiritual well-being and formation of staff and pupils	Lead Lay Chaplain Headteachers	Catholic Life, Curriculum and Standards Committee	Outcome of DC inspections confirm Catholic Life is at least good in all academies
3.1.v Establishing strong links with home, school and parish so that the	Lead Lay Chaplain Headteachers	Catholic Life, Curriculum and Standards Committee	Outcome of DC inspections confirm Catholic Life is at least good in all academies

mission of the Church is lived out in its fullness			
3.2 Ensure that all academies are providing a Good or Outstanding quality of education by:			
3.2.i Ensuring the quality of teaching, learning and assessment is at least good in all academies	Directors of Performance and Standards Headteachers	Chief executive Officer Catholic Life, Curriculum and Standards Committee	Inspection outcomes confirm the quality of education in all academies is at least good
3.2.ii Ensuring all CMAT academies plan and deliver a high quality, broad and balanced, knowledge-based curriculum that meets the needs of all pupils effectively	Directors of Performance and Standards Headteachers	Chief executive Officer Catholic Life, Curriculum and Standards Committee	Inspection outcomes confirm the quality of education in all academies is at least good
3.2.iii Improving the educational outcomes for discrete pupil groups, especially disadvantaged and/or vulnerable pupils	Directors of Performance and Standards Headteachers	Directors of Performance and Standards Headteachers	Outcomes for disadvantaged and/or vulnerable pupils are at least in line with national averages in all CMAT academies, or are improving strongly towards national figures Disadvantaged and/or vulnerable pupils have no or few exclusions in CMAT schools
3.3 Improve school leadership at all levels by:			
3.3.i Providing a robust programme of induction for all new school leaders together with a sustained programme	Directors of Performance and Standards HR Manager	Chief Executive Officer Catholic Life, Curriculum and Standards Committee	Inspection outcomes judge leadership and management at

of high quality, effective professional development for leaders at all levels			least good in all CMAT academies
3.3.ii Providing opportunities for leaders at all levels to innovate and contribute to CMAT-wide initiatives and to make a contribution to school to school support beyond their own schools	Directors of Performance and Standards	Chief Executive Officer Catholic Life, Curriculum and Standards Committee	Inspection outcomes judge leadership and management at least good in all CMAT academies

Success Indicators		
Priority 1	Priority 2	Priority 3
<ul style="list-style-type: none"> ✓ The Trust is legally compliant with the requirements of the Academies Financial Handbook and all other legal requirements for academies ✓ Safeguarding is effective in all academies 	<ul style="list-style-type: none"> ✓ Christ is at the centre of all aspects of the life of the CMAT ✓ Every person has the opportunity to know the person of Jesus Christ and to grow uniquely in God’s love ✓ The teachings and mission of the Church are upheld, professed and lived out in their fullness 	<ul style="list-style-type: none"> ✓ All pupils attend an academy that is ‘at least as academically distinguished as that of other schools’ nationally (<i>Evidence – Inspection outcomes/DfE performance tables</i>)
<ul style="list-style-type: none"> ✓ All schools meet the requirements of the Budget Setting Strategy ✓ The financial integrity of the CMAT is robust ✓ The Trust is maintained as a going concern 		
<ul style="list-style-type: none"> ✓ Governance at all levels is highly effective 	<ul style="list-style-type: none"> ✓ People Strategy is being effectively delivered in-line with Diocesan vision 	

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SAI Provide effective financial management and governance, at all levels, to secure, protect and enrich the distinctiveness of Catholic education in the Diocese of Nottingham

Strategic Objectives

- I.1 Ensure the Trust is fully compliant with the Academies Financial Handbook and all other legal and contractual requirements for academies**
- I.2 Ensure safeguarding is effective and meets the legal requirements for academies**
- I.3 Ensure all academies meet the requirements of the Budget Setting Strategy**
- I.4 Improve the quality of the estate and infra-structure through strategic capital planning and investment**
- I.5 Strengthen and improve governance at all levels of the Trust so that the core functions of governance, as set out in the DfE Governance Handbook, are delivered effectively**

Strategic objectives	Operational objectives				
I.1 Ensure the Trust is fully compliant with the Academies Financial Handbook and all other legal and contractual requirements for academies	Action	Who	By When	Status	
	1. Commission an external review of the effectiveness of Board and its committees, including Local Governing Bodies, in holding executive and school leaders to account for compliance with legal requirements relating to academies	Chair	September 2020		
	2. Implement recommendations from external review	Board of Directors	October – December 2020		

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	<p>3. Strengthen the composition of the Audit and Risk Committee to ensure it undertakes its role effectively in identifying and mitigating risk, particularly in relation to legal compliance</p>	Chair	September 2020		
	<p>4. Retender internal audit provision in-line with the revised requirements of the AFH</p>	Senior Finance Manager	September 2020		
I.2 Ensure safeguarding is effective and meets the legal requirements for academies in-line with KCSiE and WT	Action		By When	Status	
	<p>1. Establish an annual cycle of safeguarding audits in all academies to ensure that safeguarding and child protection policies, procedures and training are effective and comply with the law at all times</p>	Trust Safeguarding Lead	September 2020		
	<p>2. Ensure an appropriate senior member of staff, from the leadership team of each academy is appointed to the role of designated safeguarding lead</p>	Trust Safeguarding Lead	September 2020		

3. Establish a schedule of DSL network meetings and safeguarding briefings to ensure DSL training is updated regularly in- line with the requirements of KCSiE 2020				
4. Ensure academies are working in effective partnership with the other agencies in order to keep children safe	Trust Safeguarding Lead	September 2020 – July 2021		
5. Ensure all new members of staff complete safeguarding training at the point of induction	HR Manager	September 2020-July 2021		
6. Review Safer Recruitment policies, procedures and training for school leaders and governors to ensure compliance with safer recruitment requirements	HR Manager	September – October 2020		
7. Ensure staff at all levels in each academy understand the Whistleblowing policy and how to raise concerns	Trust Safeguarding Lead	September 2020		
8. Audit safeguarding records at all academies in order to ensure they are kept securely and provide an accurate and	Trust Safeguarding Lead	September 2020		

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	robust communication trail				
	9. Embed the CMAT Alternative Provision Policy to ensure compliance with KCSIE 2020	Trust Safeguarding Lead	September 2020		
I.3 Ensure all academies meet the requirements of the Budget Setting Strategy	1. Undertake Integrated Curriculum and Financial Planning in relation to three academies (NCR/HUG and SBE) in order to ensure the academies are able to set an in-year balanced budget	CEO/Senior Finance Manager/ HR Manager	September – December 2020		
	2. Establish a regular review of projected pupil numbers via the Audit and Risk Committee	Chair of the Audit and Risk Committee	Half-termly: September 2020- July 2021		
	3. Deliver a targeted marketing strategy in academies where pupils numbers are below PAN and/ or are declining	Executive Assistant	September 2020- March 2021		
I.4 Improve the quality of the estate and infra-structure through strategic capital planning and investment	1. Ensure statutory compliance in relation to health and safety and that weekly, monthly and annual KPIs are met	Health and Safety/ Estates Lead	September 2020 – July 2021		
	2. Continue to identify and address condition issues	Health and Safety/ Estates Lead	September 2020		

	3. Ensure capital projects are delivered on time and on budget	Health and Safety/ Estates Lead	September 2020- August 2021		
I.5 Strengthen and improve governance at all levels of the Trust so that the core functions of governance, as set out in the DfE Governance Handbook, are delivered effectively	1. Ensure that governors at all levels of the organisation are aligned to the vision of the organisation, understand their responsibilities and are equipped to undertake their role in offering challenge and support to school and executive leaders	Chair/Governance Lead	September 2020		
	2. Review how well governance at all levels holds executive and school leaders to account for the educational performance of the organisation and compliance with legal and contractual requirements relating to academies, including Canon Law	Chair/ Governance Lead	September 2020		
	3. Establish a network of Link Safeguarding Governors through which training and updates are delivered	Chair/Governance Lead	September – December 2020		

	<p>4. Improve how the Board evaluates the work of Local Governing Bodies and in particular how it reassures itself that safeguarding is being monitored regularly and robustly</p>	<p>Chair/ Governance Lead</p>		
	<p>3. Engage with a School Financial Management Adviser (SFMA) to</p> <ul style="list-style-type: none"> i. evaluate the financial performance of the organisation and in particular, to evaluate how effectively the Pupil Premium Grant is being spent, and ii. to evaluate the capacity of the Trust to re-invest reserves to support school improvement iii. review budget setting strategy, and in particular the academies contribution to the central team and assess 	<p>CEO/Senior Finance Manager</p>	<p>September- October 2020</p>	

	options including GAG pooling.				
	4. Undertake a review of the Trust’s school improvement strategy , including the executive team structure, in order to ensure that it is fit for purpose and has the capacity to deliver improvement at scale	CEO/DPS	September 2020		

SA2 Develop, nurture and support a work force who live out our Catholic ethos, values and virtues and establish the Trust as an employer of choice

Strategic Objectives

2.1 Ensure the Catholic mission and values of the Trust are both celebrated and reflected in the culture of our schools

2.2 Ensure the effective delivery of the Diocesan HR Strategy

Strategic objectives	Operational objectives				
	Action	Who	By When	Status	
2.1 Ensure the Catholic mission	I. Ensure each academy has a clear vision statement that is rooted in	CEO			

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and values of the Trust are both celebrated and reflected in the culture of our schools	the mission of the Catholic Church, reflects the core purpose of Catholic schools and is aligned with the vision statement of the CMAT				
	2. Work with school leaders to secure an organisational culture that is structured around semi-autonomous teams, strong bonds between co-workers, common goals and the Catholic tradition.	CEO			
	3. Ensure each academy develops further their links with home, school and parish	DPS			
2.2 Ensure the effective delivery of the Diocesan HR Strategy	1. Implement process improvement to streamline workflows and HR processes	HR Manager			
	2. Further develop the Trust's approach to employee engagement and customer feedback to enable continuous improvement	HR Manager			
	3. Implement a Service Level Agreement with academes with clearly defined roles and responsibilities	HR Manager			
	4. Provide support to schools to manage staff attendance and support the well-being of employees	HR Manager			

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SA3 Provide all pupils with high quality, inclusive and authentically Catholic education to enable them to reach their full God-given potential

Strategic Objectives

3.1 Deepen the Catholic mission of academies

3.2 Ensure that all academies are providing a Good or Outstanding quality of education

3.3 Improve school leadership at all levels

Strategic objectives	Operational objectives				
	Action	Who	By When	Status	
3.1 Deepen the Catholic mission of academies	1. See objective 2.1 above	CEO	September – December 2020		
	2. Ensure leaders, governors promote, monitor and evaluate the quality of provision for the Catholic Life with the result that it is at least good	DPS	DCI window		
3.2 Ensure that all academies are providing Good or Outstanding quality of education	1. Ensure that all academies have a rigorous COVID recovery plan in place and that this is monitored and reviewed regularly throughout the year	DPS	September 2020		

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	2. Implement a risk based approach to supporting school improvement, ensuring academies receive appropriate and timely support and intervention	DPS	September 2020		(Refer to the School Improvement Offer September 2020)
	3. Develop a Teaching and Learning Steering Group to devise a Trust-wide teaching, learning and assessment policy	DPS			
	4. Further develop how the Trust monitors and evaluates school data to ensure swift and timely intervention where necessary	DPS			
3.3 Improve school leadership at all levels	1. Plan and deliver a sustained programme of induction and safeguarding training for new and inexperienced leaders	DPS			
	2. Embed new headteacher handover process, including statutory safeguarding documentation	DPS			
	2. Use HR policies (Appraisal and Capability) to address leadership concerns swiftly and decisively	CEO/HR Manager			
	3. Develop a mentoring programme for new leaders or where there are leadership concerns	CEO			

	4. Further increase the number of SLEs and LLEs to undertake school to school support and support as part of the Trust's school improvement offer	DPS			
	5 Review and embed recruitment processes for appointment to TLR, Senior Leadership and Headship posts to ensure that successful candidates meet the threshold required for school improvement across all DCI and Ofsted strands	CEO/ HR Manager	September – December 2020		
	6. Audit uptake of NPQ, NASENCO, CCRS and Higher Education qualifications, as well as system leaders (SLE/LLE/NLE/NLG), to identify strengths and address gaps across the Trust	DPS	September – December 2020		
	7. Review staffing structures of all academies to ensure that TLR and Senior Leadership structures are suitable for purpose and cost effective	CEO/ Senior Finance Officer/ HR Manager	September – December 2020		