

# ASSISI CATHOLIC TRUST ACTION PLAN

2019 – 2020

During our first year as the Assisi Catholic Trust, everyone has worked hard to continue our journey as a group of Deanery based schools working together now as a multi academy trust bringing to fruition the Bishop's vision for Catholic schools in the Diocese of Brentwood. We are forging our way together in this new landscape and our journey is set to continue.

This action plan maps the following which will take shape over the next academic year:

1. Our Mission
2. Our Aims
3. Our organisation chart
4. Summary of achievements to date
5. Our plans for the future
6. Our self-evaluation

## 1. Our Mission

### Assisi Catholic Trust Mission Statement

*Our mission is to inspire the children in our care and that our schools place Christ and the teaching of the Catholic Church at the centre of all we do. We believe that every child has a right to educational excellence and we will strive together in partnership to ensure this happens.*

### Motto

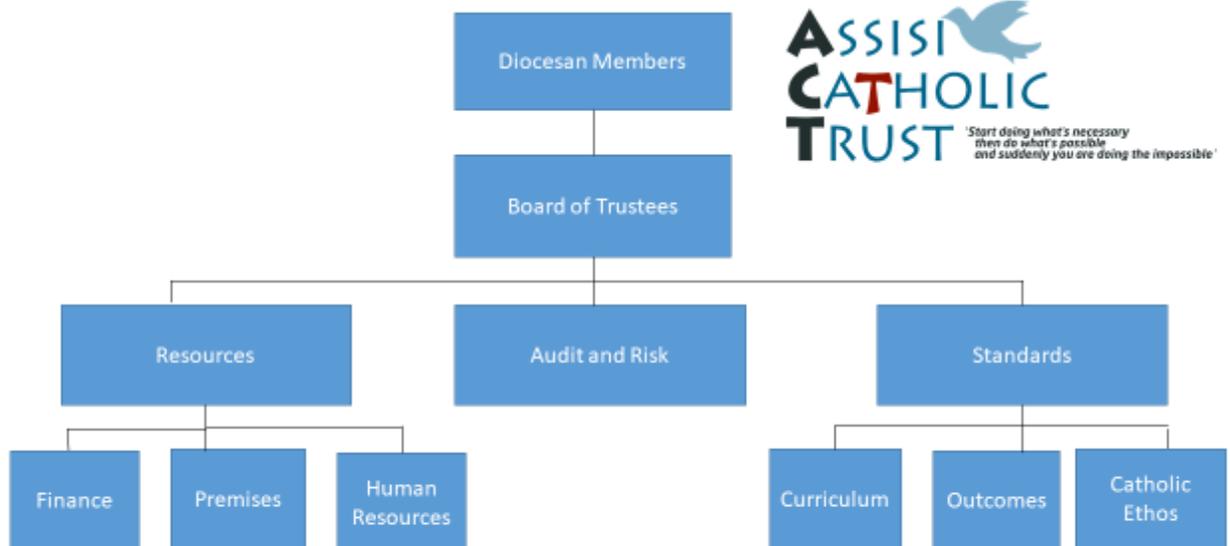
*'Start doing what is necessary, then do what's possible and suddenly you are doing the impossible'*

## 2. Our Aims

- To provide the children in our care with the best possible education within a caring and supportive Catholic ethos which underpins all our endeavours.
- We will support the spiritual, moral, social, cultural and physical development of each child, as well as maximising progress, achievement and attainment to ensure their intellectual growth and to fulfil their potential.
- We will celebrate, develop and enhance the Catholic life of our schools and ensure our distinctive Catholic ethos underpins all our work.
- We will work closely together and support each other as we drive towards excellence in all aspects of our children's education.
- We will share expertise, best practice and resources to ensure value for money.
- We will achieve economies of scale through commissioning of services and purchasing of resources.
- We will streamline services and provide them centrally and more cost-effectively.
- We will work together to find, develop and retain teachers, support staff and leaders.

- We will support and challenge our schools to ensure that every child is taught well throughout his/her school life.
- We will fulfil our mission in serving the poor and vulnerable.
- We will involve all our stakeholders in the life of our schools and enjoy good relationships with Parents, Parishes and our wider community
- We will treat everyone with dignity and respect and ensure everything we do is based on the values of the Gospel.

### 3. Organisation Chart



### 4. Assisi Catholic Trust ... Achievements to date

#### Standards

- Support package for all teachers who need to improve, bespoke training for individual schools and coaching for individuals needing support
- All schools using common data tracking systems
- Termly data collection across MAT
- Evaluation, review and development of curriculum across MAT
- Year groups working together with reps from each school
- Maths, literacy, ICT and RE groups working together with reps from each school
- Joint moderation
- Support provided for school in difficulties

#### Finance

- Business Managers part of an integrated and supportive team which meet on a half termly basis
- Internal Audit processes in place

- All schools are supported in budget development
- Clean audit
- Support for finance teams in schools provided centrally
- Appointment of new Chief Financial Officer
- We work with other similar MATs to share expertise and benchmark

### **Central Services provided**

- Human Resources
- Health and Safety training and support
- Heads' performance management is carried out by the Trust in conjunction with Local Governors
- Network management for schools who require it
- Financial support
- Recruitment support

### **Buildings**

- Building Condition Surveys are completed for all schools
- 5-year plan for works and capital expenditure developed
- All high priority condition, and Health and Safety work to be completed.
- Schools to be audited to ensure statutory compliance and paperwork in place.
- All premises-staff trained on Health and Safety
- Specialist contractors have been employed to assist the schools with statutory maintenance and inspections, eg, heating, fire alarms and security.
- We have a pool of preferred suppliers and contractors

### **Catholic Ethos**

- Joint Liturgies
- Joint sporting events
- Proactive recruitment of Catholic teachers
- Audit of provision of the Catholic life of our schools
- Free support for Catholic schools in difficulty
- Assisi Feast Day Mass
- National Headteacher Retreat
- Diocesan training for leaders and governors

### **Expansion**

- Mandate to expand Assisi Catholic Trust to include all South East Essex Catholic Schools
- Central resources expansion plan to meet growth needs
- Set expectations that all MAT schools are contributors/ centres of excellence as well as beneficiaries
- Targeted expansion programme to ensure stability and maintenance of present services
- We have permanent Trustees who have the full skill sets needed

## **5. Our plans for the future. It's September 2020....**

### **Staffing**

1. All our schools are fully staffed
2. There is a consistent programme of work for all Local Governing Committees
3. There is a succession plan in place for Headteachers
4. We provide training for LGCs and make use of Diocesan, local and national training
5. There is a proactive system of recruitment for all our schools
6. There is a training programme and CPD opportunities for every member of staff who works for us

### **Standards**

7. All schools are at least good in Ofsted terms and in Section 48 and aiming for outstanding
8. Achievement and progress meet the criteria for good/outstanding in all schools
9. There is a seamless system of transfer and access to data across the MAT
10. All progress measures are above zero in every school
11. Schools all work together to share expertise to raise standards.
12. There is outstanding pastoral care in all our schools
13. There are no 'inadequate' teachers in any of our schools
14. A bespoke plan is in place for all teachers requiring improvement

### **Buildings**

15. The high priority work has been identified by the condition survey
16. There is a 5 year condition plan in place for the MAT
17. There is a regular maintenance programme in place that is overseen centrally
18. There is a strategic property plan in place in conjunction with the Diocese
19. All our schools are audited and compliant with legislation
20. We have consistent Health and Safety practice across our schools
21. We constantly look for opportunities to use our buildings as a source of revenue

### **Centralised Services**

22. There are a common set of policies across all schools
23. There is a central procurement for as many services as possible, eg, IT, Audit, payroll, risk assessment, statutory testing
24. We will have a robust central procurement strategy
25. As many services as possible are organised centrally
26. Data is collected and monitored centrally with all schools using the same system
27. School to school support is co-ordinated centrally

### **Finance**

28. We have sound reserves
29. All schools are able to set and keep to budget

30. There is a 3 year financial plan for the MAT
31. No school is in deficit
32. There is a costed development plan for all schools
33. There are transparent financial processes in which the Heads and Governors have confidence
34. We achieve a clean audit
35. There are identifiable economies of scale through central purchasing
36. Heads' and Governors' feedback indicates that the central services provide value for money
37. We have a robust overview of all schools and act early to prevent any school having financial difficulties
38. We provide benchmarking information for all our schools to support their financial planning
39. We have found ways to generate income
40. We are working towards the running of finance centrally for all schools

### **Catholic Ethos**

41. All our schools are full
42. All our schools are good or outstanding in Section 48
43. We will have good links with our Parishes, Diocese and local community
44. We will provide training opportunities that support the Catholic life of the school
45. We identify and develop Catholic leaders and Governors so that each school can maintain a vibrant Catholic life
46. We proactively find and recruit Catholic teachers and leaders
47. Feedback from our stakeholders supports the work we are doing as Catholic schools

### **External Relations**

48. We have positive relationships with the Diocese of Brentwood, the Trustees, the Local Authorities, the local community, Teaching School Alliances and the Parishes and other Deanery schools
49. We have procured a range of goods and services
50. We have found ways to generate income
51. We have supported schools in difficulty

### **Expansion**

52. We have reviewed the MAT structure/ membership in line with MAT growth
53. An additional Trustee has been appointed for 2020/21
54. We have a robust integration plan to ensure ongoing stability of the MAT
55. Our growth strategy ensures financial stability of the future of the MAT