"Start by doing what's necessary; then do what's possible;
and suddenly you are doing the impossible."

Trust Strategic Plan
2026 - 2029

This 3-year strategic plan for **Assisi Catholic Trust** outlines actionable milestones to drive spiritual, educational, and operational excellence from **2026 to 2029**.

Year 1 (2026–2027): Foundation and Standardisation					
Focus: Harmonising data systems, stabilising budgets, and embedding the Diocesan mission.					
Catholic Life & Mission	**Collaborative School Improvement**	**Workforce Development & Retention**	**Financial Resilience and Central Procurement**	**Estates Management and Sustainability**	**Strategic Governance and Growth**



Catholic Social Teaching and Personal Development are embedded within the lived experience of every school. RED implementation and embedding	Migrate all schools to a single, unified Management Information System (MIS) to ensure real-time tracking of attendance and behaviour. **Peer Reviews:** Initiate a formal bi-annual peer-review system where senior leaders audit quality of education across sister schools. **Ofsted Preparation** Build capacity and expertise in SEND and inclusion across all schools	**Common use of all HR Policies**	**Centralised Buying:** Move cleaning, estates and IT support contracts into a single, centrally managed trust procurement portfolio.	**Estates** **Baseline:** Complete a comprehensive asset condition survey across all sites to rank emergency building repairs. Build strategy from School Condition Survey reports to build 5 – 10-year plan and strategy for estates.	**Governance** **Check:** Audit all Local Governing Committees (LGCs) to ensure compliance with the updated Scheme of Delegation. Trust Board strengthened through targeted skills-based recruitment.
Year 2 (2027–2028): Collaboration and Optimization					
Focus: Scaling peer-to-peer school improvement, driving procurement savings, and reducing workload.					

Catholic Life & Mission	Collaborative School Improvement	Workforce Development & Retention	Financial Resilience and Central Procurement	Estates Management and Sustainability	Strategic Governance and Growth
Establish a trust-wide Chaplaincy Network to share resources across all primary and secondary academies.	**School Improvement:** Launch cross-trust Subject Networks for Core and EYFS leads to share best practices and lesson planning. Develop a shared Trust framework for digital citizenship and responsible technology use. Evaluate the provision for pupils with additional and complex needs to ensure staff and confident and strong inclusive practice is evidenced across all school	**Workload Reduction:** Standardise assessment calendars and reporting formats trust-wide to cut teacher administrative hours.	**Financial Control:** Support schools facing financial challenges through strategic planning, resource management and collaboration.	**Climate Action:** Implement targeted energy-saving retrofits (e.g., LED lighting, smart thermostats) as part of the Trust Climate Action Plan. Improved condition, compliance and utilisation of Trust buildings and facilities	Effective oversight of Trust estates and capital investment programmes.

Year 3 (2028–2029): Growth, Sustainability, and Innovation					
Focus: Executing targeted trust expansion, securing future leadership pipelines, and long-term capital stability.					
Catholic Life & Mission	**Collaborative School Improvement**	**Workforce Development & Retention**	**Financial Resilience and Central Procurement**	**Estates Management and Sustainability**	**Strategic Governance and Growth**
Community Impact: Evaluate the 3-year impact of parish-school links, showcasing improved sacramental participation and community engagement metrics.	Strengthen moderation and the sharing of effective practice across schools.	**Talent Pipeline:** Launch an internal "Assisi Catholic Leadership Pathway" to fast-track high-potential teachers into assistant and deputy headship roles.	**Financial control:** Develop Integrated Curriculum and Financial Planning (ICFP) to review every school's staffing model against funding allocations.	**Capital Investment:** review the asset plan and condition surveys to begin to respond to changes in need and ensure the estates upgrades can be funded by the multi-year central capital strategy.	**Strategic Growth:** Onboard targeted primary or secondary schools into the trust using a rigorous 6-month educational and financial due diligence framework.

A comprehensive strategy for Assisi Catholic Trust explicitly balances educational excellence with its primary mission: keeping Christ and the teachings of the Catholic Church at the centre of all operations. Operating in partnership with the Diocese of Brentwood, this strategy focuses on collaborative school improvement, structural resilience, and financial sustainability.
This strategic framework is designed to drive the trust forward over a multi-year horizon:



Pillar 1: Catholic Life and Diocesan Mission

- **Christ-Centred Operations:** Anchor all trust activities in the teachings of the Catholic Church to support the spiritual, moral, social, and cultural development of every child.
- **Parish Partnerships:** Strengthen active links with local parishes, the Diocese, and the wider community to deepen the collaborative impact of Catholic education.
- **Chaplaincy and Liturgy:** Harmonise shared liturgical experiences across all academies to form a cohesive spiritual collective.

Pillar 2: Collaborative School Improvement

- **Leadership Networks:** Scale cross-trust collaboration specifically targeted at middle and senior leaders, including SENDCos, Deputy Headteachers, EYFS leads, and Core Subject leads.
- **Peer-to-Peer Support:** Deploy a structured school-to-school peer review system where strong academies proactively mentor schools requiring improvement.
- **Intellectual Growth:** Standardize data-tracking systems across academies to identify attainment gaps early, maximizing progress and individual student potential.

Pillar 3: Workforce Development and Retention

- **Talent Pipelines:** Establish a unified trust-wide recruitment and retention strategy to train and develop high-calibre teachers, support staff, and future leaders.
- **Workload Mitigation:** Centralize administrative burdens—such as HR, payroll, and compliance—freeing school senior leadership teams to focus entirely on teaching and learning.
- **Continuous Professional Formation and Development (CPFD):** Offer bespoke Catholic leadership pathways across the Trust in collaboration with the Diocese to prepare internal candidates for Headship within the trust ecosystem.

Pillar 4: Financial Resilience and Central Procurement

- **Early Intervention:** Maintain a rigorous, centralized oversight of individual school budgets to flag and mitigate financial deficits well in advance.



- **Economies of Scale:** Expand the central procurement strategy to secure value-for-money goods, services, and software across the larger buying group.
- **Resource Optimization:** Implement Integrated Curriculum and Financial Planning (ICFP) to align school staffing models directly with funding realities.

Pillar 5: Estates Management and Sustainability

- **Condition Capital Planning:** Execute the trust's 5-year estates condition plan, prioritizing central capital expenditure for high-need infrastructure and building repairs.
- **Environmental Stewardship:** Operationalize the Assisi Catholic Trust Climate Action Plan to reduce carbon footprints and cut energy expenditures across all sites.
- **Safe Learning Environments:** Guarantee statutory compliance in health and safety, fire risk, and water hygiene through centralized auditing.

Pillar 6: Strategic Governance and Growth

- **Robust Due Diligence:** Evaluate the educational, cultural, and financial health of prospective expansion to school resource bases to explore collaboration with LA for ARBs.
- **Clear Accountability:** Enforce the Assisi Catholic Trust Scheme of Delegation, strictly defining the lines between the central Trust Board and Local Governing Committees (LGCs).
- **Risk Management:** Utilize the central Audit & Risk committee to systematically review risk registers, cybersecurity measures, and compliance frameworks every term.