Assisi Catholic Trust Improvement Plan 2026-27 (Draft)

Vision: To ensure every child flourishes academically, spiritually and personally through excellent teaching, strong inclusion and a distinctly Catholic education.

Trust-Wide Strategic Outcomes

Outcome	Measure of Success
Excellence in Education	Improved outcomes in Writing, Reading, Phonics and EYFS across the Trust.
Exceptional Inclusion	Improved attainment, attendance and engagement of SEND and vulnerable pupils; reduction in suspensions.
Catholic Formation	CST and Personal Development evident in the lived experience of every school.
Strong Leadership & Governance	Highly effective leaders, Trustees and Local Governing Committees providing support, challenge and accountability.
Sustainable Stewardship	Financially resilient schools supported by strong estates management and community engagement.

Annual Trust Dashboard Measures: Attendance, Persistent Absence, Writing Outcomes, Reading Outcomes, Phonics Screening, EYFS GLD, Disadvantaged Progress, SEND Progress, Suspension Rates, Staff Retention, LGC Training Completion, Trustee Recruitment, Budget Compliance, and Estates Compliance.

Pillar 1: Catholic Life, Mission and Personal Development

Trust Priorities

- Embed Catholic Social Teaching (CST) coherently across all schools.
- Strengthen personal development provision and the formation of the "whole child".
- Expand opportunities for pupil leadership, service and wider enrichment.
- Develop a shared Trust framework for digital citizenship and responsible technology use.
- Strengthen pupil understanding of faith in action through service, stewardship and social justice.

Success Measures

- CST is explicitly planned, taught and evidenced in all schools.
- Consistent Personal Development offer across the Trust.
- Increased pupil participation in service, leadership and enrichment activities.
- Strong evidence of Catholic identity and mission in all schools.

Pillar 2: Quality of Education

Trust Priorities

Writing

- Improve writing outcomes, particularly for disadvantaged learners.
- Develop spelling, vocabulary and oracy as drivers of writing improvement.
- Strengthen moderation and the sharing of effective practice across schools.

Reading and Phonics

- Sustain strong phonics outcomes and accelerate improvement where required.
- Increase parental engagement with reading.
- Strengthen reading fluency, comprehension and reading for pleasure.

Early Years

- Improve EYFS outcomes and readiness for Year 1.
- Ensure equitable provision and strong support for EAL learners.
- Strengthen foundations in Reading, Writing and Mathematics.

Teaching and Learning

- Develop adaptive and responsive teaching.
- Strengthen assessment practices and the effective use of data.
- Improve progress for vulnerable learners.

Success Measures

- Increased attainment and progress in writing across all key stages.

- Phonics outcomes at or above national benchmarks.
- Improved EYFS GLD outcomes.
- Narrowing gaps for disadvantaged and vulnerable pupils.
- Consistently strong teaching across the Trust.

Pillar 3: Inclusion and Vulnerable Learners

Trust Priorities

- Build capacity and expertise in SEND and inclusion across all schools.
- Develop effective provision for pupils with complex needs and EHCPs.
- Strengthen support for vulnerable learners.
- Reduce suspensions and exclusions through early intervention.
- Develop our school-based inclusion hubs to share expertise and resources.
- Strengthen provision for pupils with Social, Emotional and Mental Health (SEMH) needs.

Success Measures

- Improved progress and outcomes for SEND pupils.
- Reduction in suspensions and exclusions.
- Increased staff confidence in meeting complex needs.
- Strong inclusive practice evident across all schools.
- Positive parental feedback regarding SEND support and provision.

Pillar 4: People, Leadership and Governance

Trust Priorities

- Develop leadership capacity at all levels through collaborative appraisal framework.

- Align professional development to Trust priorities.
- Strengthen governance effectiveness.
- Review and develop Local Governing Committees to ensure clarity of role, impact and accountability.
- Recruit, develop and retain high-quality governors with the skills required to support school improvement.
- Strengthen succession planning for school and Trust leadership roles.
- Promote collaborative school-to-school support and leadership development.

Success Measures

- Increased leadership pipeline across the Trust.
- Maintain strong staff retention and engagement.
- Effective Local Governing Committees providing robust support and challenge.
- Increased governor participation in training and development.
- Evidence of impactful school-to-school improvement support.
- Positive external validation of governance effectiveness.

Pillar 5: Community and Engagement

Trust Priorities

- Improve attendance where below National benchmarks.
- Strengthen parental engagement, particularly around reading and learning.
- Build strong relationships with alumni, parish and wider community stakeholders.
- Build alumni and community networks to enrich opportunities for pupils.

Success Measures

- Trust attendance above national averages.
- Increased parental engagement in school life and learning initiatives.
- Strong community engagement across all schools.

Pillar 6: Sustainability and Stewardship

Trust Priorities

- Support schools facing financial challenges through strategic planning, resource management and collaboration.
- Develop a Trust-wide estates strategy to ensure safe, sustainable and inspiring learning environments.
- Recruit Trustees with specialist expertise in estates management, capital projects, health and safety, and strategic asset planning.
- Strengthen long-term sustainability through effective stewardship of financial and physical resources.

Success Measures

- Financially sustainable schools with clear recovery plans where required.
- Effective oversight of Trust estates and capital investment programmes.
- Trustee Board strengthened through targeted skills-based recruitment.
- Improved condition, compliance and utilisation of Trust buildings and facilities.

Trust Strategic Outcomes 2026-27

1. **Leaders, governors and staff contribute to a sustainable culture of excellence and collaboration.**

1. Excellence in Education

Every school delivers strong outcomes in Writing, Reading, Maths, Phonics and EYFS. Outcomes improve across the Trust, with accelerated progress for disadvantaged and vulnerable pupils.

2. Exceptional Inclusion

Every child, including the most vulnerable, experiences exceptional inclusion and support. Every school delivers high-quality inclusive practice, supporting pupils with SEND and complex needs to flourish.

3. Formation of the Whole Child

Catholic Social Teaching and Personal Development are embedded within the lived experience of every school.

4. Strong Leadership and Governance

Leaders, Trustees and Local Governing Committees provide effective strategic leadership, challenge and accountability.

5. Sustainable Growth and Stewardship

Leaders, governors and staff contribute to a sustainable culture of excellence and collaboration.
The Trust strengthens its financial resilience, estates management and community partnerships to secure long-term sustainability and excellence.