

# Plymouth CAST



## Business Plan

November 2017 – August 2020 (v10)





The Trust has long held the vision that Plymouth CAST schools are where:

- Every parent would want their child educated;
- Every school sector employee would want to work;
- Children of all abilities and backgrounds flourish;
- All look to for good practice and innovation;
- Vulnerable educational institutions look for support;
- The gospel is preached at all times; where necessary, using words.

*(after St Francis)*

Plymouth CAST is a Catholic Trust therefore it is essential that the love of Christ for everyone is apparent in everything we do.

# Plymouth CAST Business Plan



To achieve these descriptors Plymouth CAST will need to overcome unprecedented challenges over the next few years.

This Business Plan, covering the period November 2017 to August 2020 sets out our core purpose and strategic priorities to meet those challenges. Stakeholders should not be in any doubt that the survival of the Trust is at stake if we fail to deliver.

The scale and scope of change will require utter and focused commitment across the Trust and all its Schools.

We will ensure that the Trust and all its schools transform successfully and deliver outstanding Catholic education. This will be evidenced by the constant search for excellence as part of our spiritual journey and the high quality care and education of the poor and disadvantaged pupils in our schools. We shall:

- Improve educational achievement so that all schools will be good or better by August 2019.
- Develop leadership, management and governance structures that will strategically support the educational and financial plans.
- Ensure financial stability and in doing so meet the requirements of our Financial Notice to Improve.
- Increase capacity and confidence in CAST through effective communication and supportive, focused staff development.
- Celebrate and promote the Catholicity of our schools.



Kate Griffin  
Interim Chief Executive

# Our Core Purpose and Strategic Objectives

We have reviewed our core purpose and strategic objectives to make sure they both reflect and support the vision for Plymouth CAST whilst ensuring long term sustainability in an environment of reduced public expenditure.

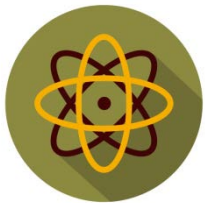
## Strategic Objectives:

We have identified the strategic objectives that will deliver our core purpose. Our objectives to August 2020 are:

Educational Achievement



Develop leadership, management & governance



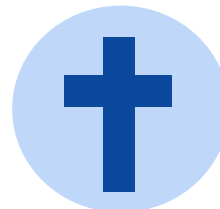
Ensure Financial Stability



Increase Confidence



Celebrate & promote Catholicity



## Core Purpose:

Plymouth CAST's core purpose is to provide outstanding education and learning in a safe environment where Catholic values are promoted and encouraged for the good of all



# Addressing the NSC's Concerns

## 1. Significant Cultural Shift

The principles underpinning Catholic Education are set out in Canon Law and these principles need to be evident within all CAST schools. A clear statement concerning these principles is being developed and will be included in the CAST Code of Conduct. A change management programme will then be designed to embed these values in our schools.

## 2. What does it mean to be a member of CAST

This will be defined in the Code of Conduct. This will be endorsed by the Bishop and parish priests will be involved in the roll out

## 3. Head Teacher requirement to support the Trust

The performance management programme introduced at the beginning of the Autumn term started the journey towards the changes required. This is being followed by Governor and Head Teacher training. Formal meetings and consultations are planned to continue as part of the process of winning hearts and minds. Ultimately, however, non-compliance will not be accepted.

## 4. School Improvement

Educational Achievement is covered at Page 6 – 8 inclusive.

## 5. Financial Management

Financial Stability is covered at Page 12 - 13 inclusive.

## 6. CEO Recruitment

This has been initiated with professional support at a national level. First interviews are planned in the next few months.

## 7. Structure

The initial consultation on a proposed hub structure was not well received. CAST is now working on governance proposals to support the leadership and management changes. A new hub structure will be developed around this once the other changes are agreed.

## 8. CES Support

Dialogue has opened with the CES to provide assistance on the longer term strategic issues related to being a Roman Catholic Trust.

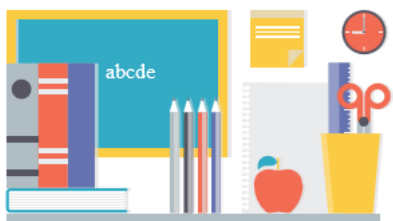


# Educational Achievement

**Improve educational achievement so that all our schools will be good or better by August 2019**

**Responsibility – Head of School Improvement:**

- Ensure that there is a clear understanding throughout the trust that the responsibility for school improvement lies with the principals, their SLTs and the local governing boards.
- Hold head teachers to account in line with performance objectives to achieve CAST's educational improvement and financial management targets; particularly in relation to teaching standards, curriculum design, timetable and resources.
- Ensure that Head Teachers and Governors are made aware of the changes in the roles and responsibilities of the school improvement officers and their powers of intervention.
- Establish the culture of continuous improvement for all the schools in CAST, with targeted interventions as needed.



# Educational Achievement Success Criteria



	Deliverable	Success Criteria	Owner	Completion Date
1	Ensure all schools are good or better by August 2019	Internal CAST evaluations of effectiveness confirm schools are good. This is verified by Ofsted	HSI	August 2019
2	Continue to focus on statutory safeguarding of all children in our Schools and introduce a universal monitoring and reporting system for safeguarding.	Universal service provider for Trust Safeguarding Monitoring by July 2018	COO	July 2018
3	To develop and implement a trust-wide tiered school improvement model	Systems and processes for leadership, governance, teaching, learning and checking pupils' progress are consistent across CAST schools	HSI	Circulated November 2017. Impact reviewed half termly thereafter
4	To improve the quality of teaching and learning	Consistent approaches to improving teaching ensure all teacher meet pupils' learning needs well so they make good or better progress	HSI	Expectations circulated November 2017. Half termly reviews thereafter
5	To improve pupils' outcomes for all groups	Pupil outcomes across CAST are at least in line with national. No groups do not perform well	HSI	Summer 2018 results in line with targets
6	To improve leadership across CAST schools	School leaders and governors accurately assess their school's effectiveness and identify the right priorities for improvement. School improvement processes are effective and result in schools being good.	CEO	SEFs are agreed by SIOs and match Ofsted judgements as inspections occur

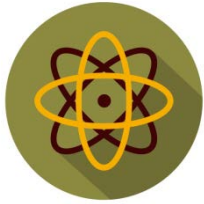


# Educational Achievement Success Criteria



	Deliverable	Success Criteria	Owner	Completion Date
7	To develop potential leaders	School leaders develop teachers into positions of responsibility in line with the CAST model. Through effective succession planning, all school leaders are effective and Catholic.	CEO	1 <sup>st</sup> cohort training completed July 2018. (Future training builds upon this cohort's experience )
8	Establish common assessment and Trust wide moderation to verify standards in all our Primary Schools and both Secondaries.	Assessment is accurate and data collection demonstrates pupils are making good progress.	HSI	Target tracker implemented September 2017
9	Ensure the learning needs of our most disadvantaged pupils are met so they make as much progress as others	Disadvantaged pupils catch up their peers.	HSI	Summer results 2018 demonstrate narrowing of the gap.
10	Hold head teachers to account in line with the Standards of Excellence for Headteacher	Head teachers are effective and are held to account for the quality of education and care they provide. Analysis of performance management reviews indicate that HTs are meeting targets set in line with standards	CEO	July 2018
11	Quality assure school improvement support and challenge to ensure it is effective and bringing better outcomes	Challenge and support is high quality and robust, resulting in good or better schools.	CEO	Report for Directors in July 2018 indicates improved outcomes
12	Facilitate and agree how schools will work collaboratively to support each other and the trust	All at CAST work together to achieve the best for our pupils.	HSI	Head teacher reference group formed Nov 2017. Full programme introduced by Summer 2018





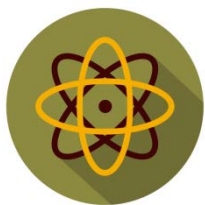
# Develop Leadership, Management and Governance



**Develop leadership, management and governance structures that will support the educational and financial plans.**

## **Responsibility - CEO**

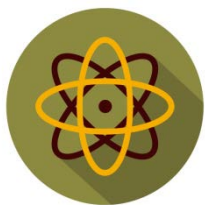
- Support the Board to appoint a substantive CEO and ensure an effective handover.
- Recommend to the Board appropriate governance structures that are designed for the context of CAST.
- Ensure that the skills required for effective governance are identified and set out as a role specification that informs the recruitment and appointment of people to the board and local governing boards.
- Ensure the Board receives management information in a standardised and easily accessible format which enables understanding and comparison of the performance of schools across CAST.
- Ensure that there is no duplication between the roles of executive trust leaders and local governing bodies in holding individual school leadership to account.



# Leadership and Governance Success Criteria



	Deliverable	Success Criteria	Owner	Completion Date
1	Appoint a substantive CEO ensuring an effective handover.	Effective CEO appointed	CEO	December 2017 (March 2018 if no December shortlist)
2	Agree governance structures that are designed for the context of CAST.	New articles agreed by the Members and Scheme of Delegation approved and implemented	Board	December 2017
3	Complete a review of organisational design to establish clearer accountability and responsibility. This may require the closure or merger of some schools.	Clear accountability and responsibility established. Detailed business plan available to support discussions with Diocese and other stakeholders regarding mergers and/or closures	DSC/CEO	April 2018
4	Publish a revised Scheme of Delegation to support governance of chosen organisational design	Scheme agreed by Board and discussed individually with each school to ensure their understanding of the changes	CEO and Board	April 2018
5	Ensure that the skills required for effective governance are identified and set out as a role specification that informs the recruitment and appointment of people to the Board and Local Governing Bodies.	Role specifications agreed and circulated. Skills audits of individual LGBs and Board demonstrate all have a suitable range of skills	Board and Members	Circulation December 2017. Audits completed April 2018



# Leadership and Governance Success Criteria



	Deliverable	Success Criteria	Owner	Completion Date
6	Ensure the Board receives management information in a standardised and easily accessible format which enables comparison of the performance of schools across CAST.	Board meetings timed and focussed. Management information standardised and comparable.	CEO/ DSC/Board	January 2018
7	Ensure that there is no duplication between the roles of executive trust leaders and local governing bodies in holding individual school leadership to account.	New Scheme of delegation sets out roles and responsibilities clearly. Letter sent to all Governing Bodies and Head teachers is acknowledged and guidance implemented	CEO	Final acceptance by April 2018
8	Consult internally to develop a coherent strategy between our Secondary Schools for application of Progress 8 and Analysing School Performance (replacement for Raise Online).	Agreed strategy adopted and shown to be fit for purpose	HSI	Strategy January 2018 Results August 2018
9	Introduce an estate wide facilities management system by Sep 2018	Cloud based reporting and tracking tool in place across all schools	COO	September 2018
10	Develop a Trust Wide ICT strategy to improve specification across our schools	Strategy published and resourced in line with 3 year budget plan	COO	Strategy published and agreed April 2018



# Ensure Financial Stability



**To ensure a financially sustainable Roman Catholic Multi Academy Trust that can deliver defined educational outcomes efficiently and effectively and in doing so meet the requirements of the Financial Notice to Improve issued in September 2017.**

## **Responsibility: CFO**

- Improve financial planning, management and control across the Trust.
- Revise 2017 – 2018 budgets to bring into line with Board requirements to set a balanced budget for 2018-2019.
- Through the development of fully costed recovery plans deliver financial improvement across the Trust, bringing the Trust back into balance by 2019.



# Financial Stability Success Criteria



	Deliverable	Success Criteria	Owner	Completion date
1	Comply fully with the Financial Notice to Improve and complete the actions in the 2017 Financial Management Review.	Deliver a cumulative surplus by end 2020 Externally audited evidence of effective financial management	CEO	December 2020
2	Ensure school budgets are set at no more than 97% of income by August 2020.	Steady progress to % surplus position by 2020	CFO	August 2020
3	Ensure staffing costs are no more than 80% of total income by August 2020. We will set a target of 75% in order to guarantee delivery of 80%.	Pay costs average 80% of total income by 2020	CFO	August 2020
4	Complete rollout of the new financial management system, Access Dimensions.	Externally audited evidence that the new finance system is fully functional and providing effective financial oversight at Trust and school level.	CFO	December 2018
5	Improve pupil numbers across all schools to secure General Annual Grant (GAG) Income. In September 2017 the Trust had more than 10% spare capacity.	Significant income increase by 2020	CEO supported by HSI	September 2020
6	Maximise leverage of Trust buying power and reduce cost to serve in back office and shared services	3 % reduction in costs non-staff expenditure	COO	September 2018



# Increase Confidence



**Increase capacity and confidence in CAST through effective communication and focused staff development to win hearts and minds:**

## **Responsibility - CEO**

- Share the business plan with stakeholders and ensure their understanding of the current challenges and the way we will move forward.
- Identify areas of weakness in local governing boards through systematic skills' audits and address them.
- Implement CPD systems and processes that promote the ongoing development and progression of individual staff members and teams.
- Identify, grow and develop staff to take on positions of responsibility and leadership in readiness to work in schools across CAST.
- Manage communication processes so that parents, staff and governors receive consistent, timely, useful information.





# Increasing Confidence Success Criteria



	Deliverable	Success Criteria	Owner	Completion Date
1	Increase capacity and confidence in CAST through effective communication and supportive, focused staff development:	80% positive returns to questionnaires Nov '17 100% by July 2018	CEO	July 2018
2	Create a shared strategic plan, which takes account of current challenges and identifies the way forward	Head Teachers and Local GBs comply with requirements of the plan	CEO supported by SMT	September 2018
3	Manage communication processes so that parents, staff and governors receive consistent, timely, useful information, and requests for actions are planned to take account of other pressures.	Implement a document workflow system and shared electronic collaborative working environment (e.g. SharePoint).	COO	September 2018
4	Systematic skills audits to identify weaknesses in Governance	Governor training evaluations demonstrate training relevant and helpful. Subsequent audits more positive. 1 <sup>st</sup> audit November 2017, 2 <sup>nd</sup> audit November 2018	HSI supported by COO	1 <sup>st</sup> November 2017 2 <sup>nd</sup> November 2018
5	Implement systems and processes that promote the ongoing development and progression of individuals and teams	Systems introduced and high participation rates	HSI	Review August 2018
6	Identify, grow and develop staff to take on positions of responsibility and leadership in readiness to work in schools across CAST	All invited take part in leadership development courses and when vacancies occur there are well qualified applicants from within CAST	CEO	Analysis of appointments August 2018 and then annually



# Celebrate and Promote Catholicity

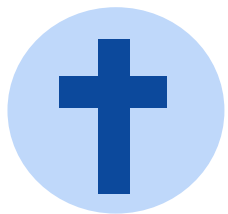


## Celebrate and promote the Catholicity of our schools:

### Responsibility - CEO

- Develop links between schools and parishes so that CAST and Plymouth Diocese are intrinsically interwoven.
- Encourage and support parents and carers, who are the primary educators of their children, through engagement in joint school and parish activities.
- Adopt a code of conduct for CAST and all its member schools, together with supporting policies, that meets external legal regulatory requirements and sets out the required Catholic values, behaviours and religious requirements.
- Establish and implement systems for identifying and developing effective Catholic leaders.





# Catholicity Success Criteria



	Deliverable	Success Criteria	Owner	Completion Date
1	Develop links between schools and parishes so that CAST and Plymouth Diocese are more closely interwoven.	Closer links evidenced by : Increased number of priests on LGBs Priests visiting the school(s) in their parish more regularly – SIOs to check. DSC gives regular report to the Council of Priests	CEO	September 2018
2	Encourage the dynamic between school, home and Church.	Register of activity established and monitored. Examples of good practice shared via newsletter	HSI	December 2018
3	Develop a code of conduct for CAST and all its member schools, together with supporting policies, that meets external legal regulatory requirements and sets out the required Catholic values, behaviours and religious requirements.	Code, circulated, discussed and accepted by LGBs as evidenced by minutes of their meetings	CEO	July 2018
4	Implement systems for identifying and developing effective Catholic leaders	Head Teacher Steering Group and peer mentoring reports lists of potential leaders. Bespoke development programmes introduced and evaluated	CEO	Identification July 2018 First Programme completed August 2019