

Trust Strategy

Purpose

This document sets out a Strategy for the BWCAT, for consultation. The purpose of the strategy is to set a clear direction for the Trust, in order to guide, drive and align all the activities of the Trust and deepen the Trust's solidarity – its shared ethos and identity, sense of common purpose, and habits of mutual support.

Method

The Strategy follows the format recommended by the National Governance Association (NGA): the long term/permanent mission of the Trust; a short and practical vision for the next 3 years; 5 or 6 'improvement priorities' needed to implement the vision. It has been developed by a working group of trust directors, chairs of academy councils and headteachers.

Mission

Working together as a true family of schools to offer the best possible high quality Catholic education, enabling the spiritual, moral, intellectual and personal development and well-being of all our pupils, to help sustain high quality Catholic education for families within our area.

Vision for 2022

- We are a trust of 17 schools or more, including at least 2 secondary schools;
- We have a strongly held and demonstrable common identity and purpose as a Catholic family of schools that collaborate closely, communicate effectively and inclusively, share, and support each other;
- All our schools are securely 'good' or 'outstanding' on both OFSTED rating and S48;
- We are making continual progress in raising educational outcomes across all our pupils;
- We have effective and efficient systems across the Trust that support our educational performance, fulfil all our legal obligations and make best use of our resources;
- We are financially sound and sustainable, through effective financial management at every level and a continuing stream of efficiencies and income increases;
- We will invest in the development of staff at all levels, through the strategic use of professional development and collaboration.
- Governors at Trust and Academy Council are enabled to focus on strategic direction of the Trust, and effective succession planning.

Improvement Priorities

1. Expanding the Trust to include all the schools in our family, and developing its structure and systems, including appointing an executive leader for the Trust responsible to the Trust Board.
2. Progressing St Stephen's to 'Good' and increasing our capacity to raise educational standards and the Catholic life of the school.
3. Deepening and strengthening the Trust's solidarity as a 'family' of schools, through: shared principles, attitudes and behaviours; professional processes, operational plans, communications and systems; and clear lines of accountability and responsibility through an executive leader to the Trust Board.
4. Resolving our immediate financial issues, and driving hard as a whole trust together for continuing improvements in our costs and income.
5. Enabling the Trust Board and Academy Councils to focus on strategic governance, including holding the Trust's central team and school leaders to account for performance and leading the development of the Trust's 'family' ethos and maintaining the balance of solidarity with subsidiarity.