

St Bart's Multi-Academy Trust Development Plan 2018-19

This plan should be read in conjunction with the over arching CEO Vision Statement which outlines the key objectives for the Trust 2018-21

1. Standards and School Improvement				
Lead	Priority	Actions	Monitoring	Evaluation RAG
IH,LS,CB	To improve performance of category 4/3 schools to "Good" at the first inspection following conversion.	<ul style="list-style-type: none"> Academy Specific SBMAT Action Plans for all grade 3/4 schools. Review and set targets for improvement in outcomes for all academies. Targeted NLE days for schools requiring additional support. Provide bespoke training through the BTSA. Ensure that all school leaders are in receipt of coaching and mentoring support. 	<ul style="list-style-type: none"> Trust Officer Visits CEO monitoring visit. NLE/SLE support documents as per plan. CPD feedback. 	
IH,LS,CB	To improve the number of our schools in line with and above the national combined standard for RWM.	<ul style="list-style-type: none"> Review and set targets for improvement in outcomes for all academies. Ensure that formative assessment and data tracking processes are robust and accurate. Regularly review progress information with school leaders. Hold Principals to account for academy performance. 	<ul style="list-style-type: none"> Set and agree annual targets for attainment at all KS points. Termly data reviews. Regular Trust Officer Work Scrutinies to validate assessments. Trust Network moderation events to self-regulate judgements. 	
IH,LS,CB	To ensure that progress measures from KS1 to KS2 are in positive + values or at least in line with national across the Trust, to demonstrate clear value added.	<ul style="list-style-type: none"> Incorporate this measure into HT performance management. 	<ul style="list-style-type: none"> Use of DC-Pro data tool to estimate and track progress termly. Use FFT data analysis to predict and track progress of pupils. 	

2. Leadership and Personnel

Lead	Priority	• Actions	• Monitoring	Evaluation RAG
	To develop a clear succession planning strategy for the SBMAT Central Team.	<ul style="list-style-type: none"> • Executive Educators: MAT CEO Programme - Ambition School Leadership programme for Deputy CEO (IH). • Performance Management for Central staff identifies succession planning as an essential objective. • Develop the role of remuneration and HR committee. 	<ul style="list-style-type: none"> • Annual appraisal. • Interim appraisal meetings. • Trust committee minutes. 	
	To develop a clear Leadership Development Pathway for aspiring leaders.	<ul style="list-style-type: none"> • Principals and Vice Principals and selected (talent spotted) staff, participate in University of Worcester Development Programmes. • Executive Development Programme for Principals ready for expanding their role across the Trust. • BTSA Aspiring Leaders training for middle leaders. • Talent Map. 	<ul style="list-style-type: none"> • Feedback on training programmes. • Career Progression interviews based on talent mapping. 	
	To establish the Trust Learning Networks to support the school improvement strategy and the professional development of all staff.	<ul style="list-style-type: none"> • BTSA network provision for Trust schools. • Trust Inset Day taken as twilights 2018-19. 	<ul style="list-style-type: none"> • Network feedback documentation. • School Evaluation. • Staff CPD impact statements. 	

3. Governance

Lead	Priority	<ul style="list-style-type: none"> Actions 	<ul style="list-style-type: none"> Monitoring 	Evaluation RAG
	To further develop the SBMAT Trust Board to ensure the effective and professional governance of the organisation.	<ul style="list-style-type: none"> Trust agenda item what do they think they need to do? 	<ul style="list-style-type: none"> Trust minutes. Trust Actions summary document. Skills audit. Risk Assessment. 	
	To ensure that LGB's further develop their understanding and work within the roles and responsibilities set out in the approved Scheme of Delegation.	<ul style="list-style-type: none"> Clearly define the remit of LGB. Revisit and discuss the Scheme of Delegation as an agenda item. Ongoing CPD for Chairs in relation to the roles and responsibilities. 	<ul style="list-style-type: none"> Governor Minutes. Governor Action Documentation. SBMAT Chairs meetings. 	

4. Finance Operations and Sustainability

Lead	Priority	Actions	Monitoring	Evaluation RAG
	To develop centralised financial systems for all academies and improve efficiency and effectiveness.	<ul style="list-style-type: none"> • Increase capacity of central finance team to provide the expertise and personnel to manage the increase in MAT growth. • Appoint an Assistant Accounts Officer, Graduate Trainee and an Apprentice to boost backroom capacity. This will allow CFO to operate more strategically. • Develop cross MAT software and systems to facilitate centralisation. • Gradually restructure all financial operations into the central team. • Develop robust financial monitoring process. 	<ul style="list-style-type: none"> • Regular business management meetings between CEO, Deputy CEO and CFO. • Monthly reviews of school budget positions. • Termly school finance meetings between CFO, Principal and COG. 	
	Develop an effective and sustainable capital and estates management strategy.	<ul style="list-style-type: none"> • Implement the 0.5% capital development charge for 2018-19. • Action the condition improvement plan for 2018-19. • Complete condition surveys on all new MAT schools. • Develop a 5-year MAT condition overview. 		
	To begin the centralisation of all SLA's and the procurement of goods and services to achieve VFM.	<ul style="list-style-type: none"> • Establish an SLA database for the MAT. • Begin centralising all procurement contracts. • Continue to synchronise and merge SLA agreements to get VFM. • Establish a clear supplier list for all MAT schools. 		