

## **Bolton & Farnworth Church of England Primary Multi Academy Trust** **Strategic Plan 2017-2020**



The strategic plan shares and defines the vision of the Trust for the next 3 years, expanding on the strategic objectives.

### **Aims of the strategic plan**

1. Focus on quality teaching and our commitment to every learner, supporting an outstanding pastoral system rooted in mutually respectful relationships.
2. Strive for excellence in all areas of academy life by developing skills and knowledge of all our learners both inside and outside the classroom.
3. Ensure that the needs of the disadvantaged learners are met to improve their engagement, aspirations and social mobility.
4. Invest in developing world-class/ strong and effective leadership at all levels focusing on high achievement for all.

### **The strategic plan is developed in 7 sections**

Section 1 - Maintaining a clear vision

Section 2 - Sharing resources/ leadership development/ teaching & learning/ performance

Section 3 - Securing economies of scale

Section 4 - Strengthening Governance

Section 5 - Securing Financial strength

Section 6 - Personal development, behaviour and welfare

Section 7 - Recruitment and retention

The Trust will be recognised by the DFE as a high performing MAT with a clear vision for developing all academies in the

Trust

2017-2020

Lead	Actions to achieve	Expected Outcomes	Milestones	Cost	Monitoring	Evaluation	KPI
<b>Priority 1: Vision Statement and values completed in the light of local and national changes.</b>							
JP Trustees	<ul style="list-style-type: none"> <li>* The Trust's vision statement, values and ethos are written in consultation with all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>* Vision is well known by all stakeholders.</li> <li>* Trustees and Governors are able to clearly state the vision to other stakeholders.</li> <li>* School communities vote on logo and strapline for the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>* Vote for strapline completed by Feb 2017</li> <li>* Vote for Logo completed by April 2017</li> </ul>	<ul style="list-style-type: none"> <li>* 550 Hive to produce logo designs and letterhead once design is votes on.</li> </ul>	<ul style="list-style-type: none"> <li>* M.A.T. Leaders to present to Trustees March 2017</li> <li>* EP reports to Trustees</li> <li>* School SIP</li> </ul>		
<b>Priority 2: To further develop the Bolton and Farnworth Church of England Primary Multi Academy Trust communication system to strengthen stakeholder engagement and share the vision fully.</b>							
JP Trustees	<ul style="list-style-type: none"> <li>* To put in place a communication strategy that ensures that the Trust vision is fully shared.</li> <li>* Trust website is developed and operational.</li> </ul>	<ul style="list-style-type: none"> <li>* Half termly strategy meeting with senior staff in all schools.</li> <li>* Communication with staff is effective, leading to greater knowledge regarding Trust development.</li> <li>* Trust website is effective</li> </ul>	<ul style="list-style-type: none"> <li>* Termly evaluation leading into Executive Principal report</li> <li>* July 2017</li> </ul>	<ul style="list-style-type: none"> <li>* M.A.T. strategy meetings</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* School SIP</li> </ul>		
<b>Priority 3: To develop the next stage of the growth strategy for the Trust</b>							
JP JP NP	<ul style="list-style-type: none"> <li>* To build growth strategy and adapt plans in the light of additional schools joining the Trust.</li> <li>* Arrange visits to other Trusts for JP, JC &amp; NP</li> <li>* To continue to provide school to school support for St James CEP</li> </ul>	<ul style="list-style-type: none"> <li>* Clear expectation of what the Trust will look like if pupil numbers increase by Sept 2017/ 2018</li> <li>* Effective due diligence in place</li> <li>* Effective continual professional development packages are in place for all staff.</li> </ul>	<ul style="list-style-type: none"> <li>* Half termly review/ evaluation</li> </ul>	<ul style="list-style-type: none"> <li>* M.A.T. strategy meetings</li> <li>* Bids to support schools within the Trust</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* School SIP</li> </ul>		

**Priority 4: Develop relationships with external stakeholders such as the Local Authority, Manchester Diocese and other Trust's.**

JP	* Attend meetings/ keep lines of communication open with the local authority, diocese and other Trusts in response to provision and growth.	* All stakeholders involved in activities.	* Half termly review/ evaluation		* EP report to Trustees * Weekly meeting with EP and CofT * School SIP		
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## 2. Sharing Resources/ Trust Growth

2017-2020

The Trust will increase educational standards/ performance through sharing of resources

Lead	Actions to achieve	Expected Outcomes	Milestones	Cost	Monitoring	Evaluation	KPI
<b>Priority 1: Staff Deployment: Leadership development of staff/ career paths for aspirational leaders: Development of Trust staff</b>							
JP NP	<ul style="list-style-type: none"> <li>* Develop job descriptions for all Trust staff.</li> <li>* Development of new role Trust school improvement principal to work across all academies.</li> <li>* Clear leadership development, capacity building and career paths for aspiring leaders.</li> <li>* Teaching and learning in all academies is judged at least good.</li> <li>* All academy primary schools are above national average for expected progress at KS2 and value added top 25%</li> <li>* Gap between PPG and n on PPG is diminished in all academies.</li> </ul>	<ul style="list-style-type: none"> <li>* Job descriptions for Trust staff are written in consultation with HR.</li> <li>* Trust leadership succession planning shared with senior leaders, Governors and Trustees.</li> <li>* Teaching and learning is judged externally as at least good. All children in the Trust receive quality first teaching.</li> <li>* High achievement for PPG children in all schools.</li> </ul>	<ul style="list-style-type: none"> <li>* March 2017 EP share research at Trustee mtg</li> <li>* Job descriptions completed by July 2017</li> </ul>	<ul style="list-style-type: none"> <li>* Trust staff salaries</li> <li>-Executive Principal</li> <li>- Executive Business manager</li> <li>- School Improvement Principal</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustee working party.</li> <li>* School SIP</li> </ul>		
<b>Priority 2: Curriculum Projects: Develop a range of projects that encourage lifelong learning and high levels of performance.</b>							
JP NP	<ul style="list-style-type: none"> <li>* Provide engaging learning experiences that enable learners to achieve highly.</li> <li>* Develop curriculum projects that involve contributions from all academies in the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>* Development of Trust curriculum strategy group to plan joint projects and shared curriculum experiences, such as super learning weeks.</li> <li>* High achievement and aspirations of all pupils.</li> </ul>	<ul style="list-style-type: none"> <li>* Half termly M.A.T curriculum strategy meetings</li> </ul>	<ul style="list-style-type: none"> <li>* Staff release</li> <li>* Curriculum enrichment budgets.</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* School SIP</li> </ul>		
<b>Priority 3: Pupil Number Growth: Collaborative working to support new schools joining the Trust</b>							
JP NP	<ul style="list-style-type: none"> <li>* Development of CPD programmes utilizing expertise across the Trust and brokering in external providers.</li> <li>* Development of individual school support packages established where and when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>* Trust wide CPD programme developed for all levels of the workforce - NQT's, RQT's, middle leaders, senior leaders and Governors.</li> <li>* CPD programmes relating to curriculum development, leadership, teaching and learning.</li> </ul>	<ul style="list-style-type: none"> <li>NQT programme Sept 2016-2017</li> <li>CPD programmes Sept 2017</li> </ul>	<ul style="list-style-type: none"> <li>Staff release</li> <li>Training budgets</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* School SIP</li> </ul>		

### 3. Securing economies of scale

2017-2020

The Trust will strengthen central services to ensure we reduce annual operating costs

Lead	Actions to achieve	Expected Outcomes	Milestones	Cost	Monitoring	Evaluation	KPI
<b>Priority 1: To create a centralised procurement group to review SLA's/ contracts/ initiate bulk savings</b>							
JP JC	Group to meet regularly to create a detailed service level agreement contract and review plan illustrating all contracts when they are reviewed and provide any recommendations.	* all academies can identify savings in their core budgets by sharing procurement e.g. behaviour support, HR, grounds maintenance.	* April 2017 * April 2018		* EP report to Trustees * Weekly meeting with EP and CofT * Audit committee		
<b>Priority 2: Service Level Agreements offered for OPTIONAL centralised services and support to other MAT schools</b>							
JP JC	* To provide a range of OPTIONAL services for other academies within the Trust and externally.	* Daily rate of recharge to other schools. * CPD packages * School to school support * ECM HTPM/ SIP work/ T&L reviews	* July 2017 * Dec 2017 * April 2018	* ECM approx. £2,000 per school * Recharge rates * CPD package	* EP report to Trustees * Weekly meeting with EP and CofT * SIP		
<b>Priority 3: HR services are updates to provide internal MAT services</b>							
JP JC	* HR development plan created/ SLA across the Trust.	* Long term HR service is effective and fit for purpose.	* Sept 2018	* HR SLA's	* EP report to Trustees * Weekly meeting with EP and CofT * Audit committee		
<b>Priority 4: Business and operational systems meet the needs of all academies</b>							
JP JC	* To ensure that operational business systems are fit for purpose. * To provide a detailed action plan that responds to any areas of improvement raised at audit committee.	* High stakeholder satisfaction. * Audit reports for all academies and Trust are good or better.	* Feb 2017 * Dec 2017 * Regular RO visits * Interim audits	* Accountant/ auditor costs	* EP report to Trustees * Weekly meeting with EP and CofT * Audit committee		
<b>Priority 5: Bid for additional funding</b>							
JP JC	* To secure additional funding through capital bids and other funding streams. * Explore all funding options to enable Trust growth.	* Additional grant/ bid funding is secured.	* Dec 2016 * July 2017 * Dec 2017 * April 2018	* Training for staff to attend bids writing courses.	* EP report * Weekly meeting with EP and CofT * Audit committee		

#### 4. Strengthening Governance

2017-2020

The Trust will be recognised by Ofsted as having outstanding Governance across all academies by sharing experience

Lead	Actions to achieve	Expected Outcomes	Milestones	Cost	Monitoring	Evaluation	KPI
<b>Priority 1: To provide training for Governors across the MAT</b>							
JP	<ul style="list-style-type: none"> <li>* Provide training for Trustees.</li> <li>* Provide training for local Governing bodies.</li> <li>* Audit of skills and training plan developed.</li> </ul>	<ul style="list-style-type: none"> <li>* Stronger Governance achieved in all academy schools.</li> <li>* Governor Mark achieved in all academy schools.</li> <li>* Training plan in place.</li> </ul>	<ul style="list-style-type: none"> <li>* Sept 2017 training plan developed for academic year 2017-18</li> </ul>	<ul style="list-style-type: none"> <li>* Governor Mark accreditation.</li> <li>* External review of Governance if appropriate.</li> <li>* Materials for in house bespoke training.</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* School SIP through T&amp;L reviews</li> </ul>		
<b>Priority 2: Ensure Quality Assurance Systems are robust</b>							
JP NP	<ul style="list-style-type: none"> <li>* All academies in the Trust to carry out an external teaching and learning review every year.</li> <li>* External SIAMS review carried out by all church academies every year.</li> <li>* External PPG reviews/ safeguarding reviews every 2 years.</li> </ul>	<ul style="list-style-type: none"> <li>* Action plans following a T&amp;L review developed and reported to LGB.</li> <li>* All academies move to/ secure Good and outstanding.</li> </ul>	<ul style="list-style-type: none"> <li>* Monitoring annual plan for each academy.</li> <li>* CPD packages</li> </ul>	<ul style="list-style-type: none"> <li>* External reviews through ECM approx. £2,000</li> <li>* External reviews through consultancy.</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* School SIP (other consultants) through T&amp;L reviews</li> </ul>		
<b>Priority 3: Ensure all Statutory Policies are updates</b>							
JP	<ul style="list-style-type: none"> <li>* Statutory policies are up to date/ approved by LGB or Trustees and displayed on all academy websites.</li> <li>* Trust website is compliant and effective.</li> </ul>	<ul style="list-style-type: none"> <li>* All academy websites and Trust website is statutorily compliant.</li> </ul>	<ul style="list-style-type: none"> <li>* July 2017</li> </ul>	<ul style="list-style-type: none"> <li>* Trust website development £2,000</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> </ul>		
<b>Priority 4: To increase the accessibility of Governors papers and Governor communications</b>							
JP	<ul style="list-style-type: none"> <li>* Work with Governor services to create a portal for Governors and Trustees to ensure all documentation can be shared and easily accessed.</li> </ul>	<ul style="list-style-type: none"> <li>* All Governors/ Trustees and external agencies can access information regarding LGB and Trustee meetings in a consistent way.</li> </ul>	<ul style="list-style-type: none"> <li>* July 2018</li> </ul>		<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> </ul>		

**Priority 5: To ensure Trustee meetings focus on strategic matters**

JP	<ul style="list-style-type: none"> <li>* Further develop Executive Principal/ Executive Business Manager and Trust School Improvement Principal through appropriate research and CPD.</li> <li>* Trustee meeting deal with strategic and future development issues.</li> </ul>	<ul style="list-style-type: none"> <li>* Trustee meetings are strategic in nature.</li> </ul>	* Sept 2017		<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		
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## 5. Securing Financial Strength

**2017-2020**

The Trust will be recognised by the EFA as financially strong with balanced budgets and strong reserves so that on-going levels of staffing/ developments and projects can ne implemented and sustained.

Lead	Actions to achieve	Expected Outcomes	Milestones	Cost	Monitoring	Evaluation	KPI
<b>Priority 1: Provide greater guidance and challenge for budget setting for individual academies</b>							
JC JP	Develop KPI budget targets for each academy which encourages strong financial accountability	Surpluses are generated to maintain financial stability Individual academies having the agreed level of reserves	Reviewed half Termly		Trustee mtgs Audit Committee		
<b>Priority 2: Respond to fairer funding National Formula</b>							
JC	To prepare each academy for the potential impact of the National Funding Formula	Response provided on behalf of B&F MAT to the DfE consultation leading to improved funding	Reviewed half Termly		Trustee mtgs Audit Committee		
<b>Priority 3: Strengthen the three-year budget planning for Bolton and Farnworth Church of England Primary Multi Academy Trust</b>							
JC	Use of school business manager's toolkit software to model all budget costs and model future budgets	Long-term financial planning is effective	Reviewed Termly	£600 per school	Trustee mtgs Audit Committee		
<b>Priority 4: To increase the accessibility of Governors papers and Governor communications</b>							
JC JP	To develop a detailed financial business plan for MAT developments To provide a detailed action plan that responds to any areas for improvement raised at the Audit Committee	Overall financial strength can be maintained in future years	Reviewed half Termly		Trustee mtgs Audit Committee		
<b>Priority 5: To ensure Trustee meetings focus on strategic matters</b>							
JP JC	To ensure that the capital projects are completed on time and on budget To work with Architects to develop future bids To develop a Risk Register	Capital budgets completed on time and fit for purpose	Reviewed Termly  Nov 2016		Trustee mtgs Audit Committee		

## 6. Personal Development, Behaviour and Welfare

**2017-2020**

The Trust will be judged by Ofsted to have outstanding personal development, behaviour and welfare in our academies

Lead	Actions to achieve	Expected Outcomes	Milestones	Cost	Monitoring	Evaluation	KPI
<b>Priority 1: To maintain and further develop as caring ethos and environment that is safe, positive behaviour and attitudes for learning and upholds the Christian Foundation of the Trust</b>							
JP NP	<ul style="list-style-type: none"> <li>* Develop ethos/ worship etc. groups in all academies.</li> <li>* Development of M.A.T. leaders in all academies.</li> <li>* Development of Junior Leadership Team leaders across the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>* High levels of pupil engagement/ pupil voice.</li> <li>* Trust wide working of these groups.</li> <li>* Ethos Saturday school open to all children across the Trust.</li> <li>* Pupils feel safe.</li> <li>* Pupil's attitudes and behaviour are judged as outstanding in all academies.</li> </ul>	<ul style="list-style-type: none"> <li>* July 2017</li> <li>* Dec 2017</li> <li>* April 2017</li> <li>* Individual school teaching and learning reviews.</li> </ul>	<ul style="list-style-type: none"> <li>* Ethos budget in each academy.</li> <li>* Transport &amp; materials</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> <li>* Governors</li> </ul>		
<b>Priority 2: Overall attendance in all Academies to be above national average</b>							
JP NP	<ul style="list-style-type: none"> <li>* Collaborative working of learning mentors across the Trust.</li> <li>* Further develop and refine attendance procedures across the Trust.</li> <li>* Appointment of Trust pastoral lead.</li> </ul>	<ul style="list-style-type: none"> <li>* Attendance in all academies in the Trust is 95% or above</li> <li>* Pastoral lead impact on learning mentors in all academy schools.</li> <li>* Pastoral lead impact on safeguarding, pastoral, attendance and welfare systems in all academies.</li> </ul>	<ul style="list-style-type: none"> <li>* Appointment Sept 2019</li> </ul>	<ul style="list-style-type: none"> <li>* Salary of new role</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		
<b>Priority 3: Persistent absence to be below national averages for all academies</b>							
<b>The level of fixed term and permanent exclusions to be below national averages for all academies</b>							
JP NP	<ul style="list-style-type: none"> <li>* Collaborative working of learning mentors across the Trust.</li> <li>* Targeted family development plan to improve persistent absence.</li> <li>* Trust-wide behaviour support through external provider.</li> </ul>	<ul style="list-style-type: none"> <li>* Families targeted for intervention to improve persistent absence.</li> <li>* Persistent absence is below national for all academies.</li> <li>* Impact of external behaviour support on the level of fixed term/ permanent exclusions. Level is below the national average.</li> </ul>	<ul style="list-style-type: none"> <li>* Half termly review</li> </ul>	<ul style="list-style-type: none"> <li>* Aspire SLA across the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		

Priority 4: To develop Christian distinctiveness of the MAT							
JP	<ul style="list-style-type: none"> <li>* Appointment of Trust chaplain.</li> <li>* Support from Executive Principal Trust-wide training and development.</li> </ul>	<ul style="list-style-type: none"> <li>* All church academy schools have at least been judged good at the last SIAMS inspection.</li> <li>* Training for all staff workforce.</li> <li>* Commitment to the Christian Leadership programme.</li> </ul>	<ul style="list-style-type: none"> <li>* Appointment of Trust chaplain Sept 2019</li> <li>* Annual SIAMS review.</li> <li>* SIAMS inspection every 5 years.</li> <li>* Bishop Bridgeman SIAMS January 2017</li> <li>* St James SIAMS March 2017</li> </ul>	<ul style="list-style-type: none"> <li>* Salary for chaplain £15k - £25k</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		
NP							

## 7. Recruitment and Retention

2017-2020

The Trust will be the school of choice for pupils, parents and employees

Lead	Actions to achieve	Expected Outcomes	Milestones	Cost	Monitoring	Notes	KPI
<b>Priority 1: All academies to be full or over subscribed in all year groups</b>							
JP	<ul style="list-style-type: none"> <li>* Clear communication to all school communities.</li> <li>* All academies carry out own admissions.</li> <li>* Working group developed in each school to market each academy.</li> </ul>	<ul style="list-style-type: none"> <li>* All academies are full in all year groups.</li> <li>* Use of social media and other platforms to market each academy and showcase the work.</li> </ul>	* Termly review	* Publicity costs	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		
<b>Priority 2: All academies to have a full staffing structure in September of each year</b>							
JP School Principals	<ul style="list-style-type: none"> <li>* Trust staffing structure is clear and communicated to all stakeholders.</li> <li>* Individual academies carry out succession planning.</li> <li>* All academies have a fully staffed staffing structure in place each September.</li> </ul>	<ul style="list-style-type: none"> <li>* Clear line management within the Trust and within each academy.</li> <li>* Clear succession planning in place, career paths identified for aspiring leaders.</li> <li>* All academies fully staffed.</li> </ul>	Sep 2017 Sept 2018 Sept 2019 Sept 2020	<ul style="list-style-type: none"> <li>* Trust staff salaries</li> <li>* Individual academy staffing budgets</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		
<b>Priority 3: Clear MAT staffing structure and career paths for aspiring leaders Opportunity for SLE development across the MAT</b>							
JP NP	<ul style="list-style-type: none"> <li>* Trust staffing structure is clear and communicated to all stakeholders.</li> <li>* Development of Trust-wide CDP programmes.</li> <li>* Commitment to leadership development within the Trust and external provision NPQML/ NPQSL/ NPQH</li> </ul>	<ul style="list-style-type: none"> <li>* Sharing of best practice.</li> <li>* Rigorous CPD offer within the Trust and externally.</li> <li>* Through school-to-school support provide opportunities for SLE development work.</li> </ul>	Termly reviews Sep 2017 Sept 2018 Sept 2019 Sept 2020	<ul style="list-style-type: none"> <li>* Training packages</li> <li>* Daily recharge</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		
<b>Priority 4: The number of staff leaving due to retirement and promotion is greater than all other reasons for leaving the Trust's employment</b>							
JP NP	<ul style="list-style-type: none"> <li>* Investment in staff development, training and career progression.</li> <li>* Commitment to staff health and well being.</li> </ul>	<ul style="list-style-type: none"> <li>* High staff moral in all academies.</li> <li>* Career development paths within the Trust.</li> </ul>	Termly review	<ul style="list-style-type: none"> <li>* Training &amp; CPD packages</li> <li>* Daily recharge</li> </ul>	<ul style="list-style-type: none"> <li>* EP report to Trustees</li> <li>* Weekly meeting with EP and CofT</li> <li>* Trustees</li> </ul>		

