



# Strategic Improvement Plan

## 2021-22

Mission Statement

*TBA*

# Strategic Improvement Plan 2021-22

## Introduction

Our Vision is to .....(to be added)

St John the Baptist Catholic Multi Academy Trust was founded in 2016 and currently comprises nine primary schools and one high school in Norfolk, Peterborough and Suffolk. Our schools are diverse, welcoming and compassionate faith-based communities, open to all and serving through partnership. Since our creation we have been on a journey of continual growth and improvement. As we grow in size, we gain more capacity and expertise across the Trust, which supports us collectively on our improvement journey.

Our growth and developments are underpinned and informed by our Catholic values and ethos. These values remain at the heart of everything we do, as we strive for the highest achievements within a culture of ambition. We champion the vulnerable and disadvantaged and seek to develop the whole child, equipping each one with the knowledge, skills and attitudes they need for lifelong learning to actively shape the world around them in a positive manner.

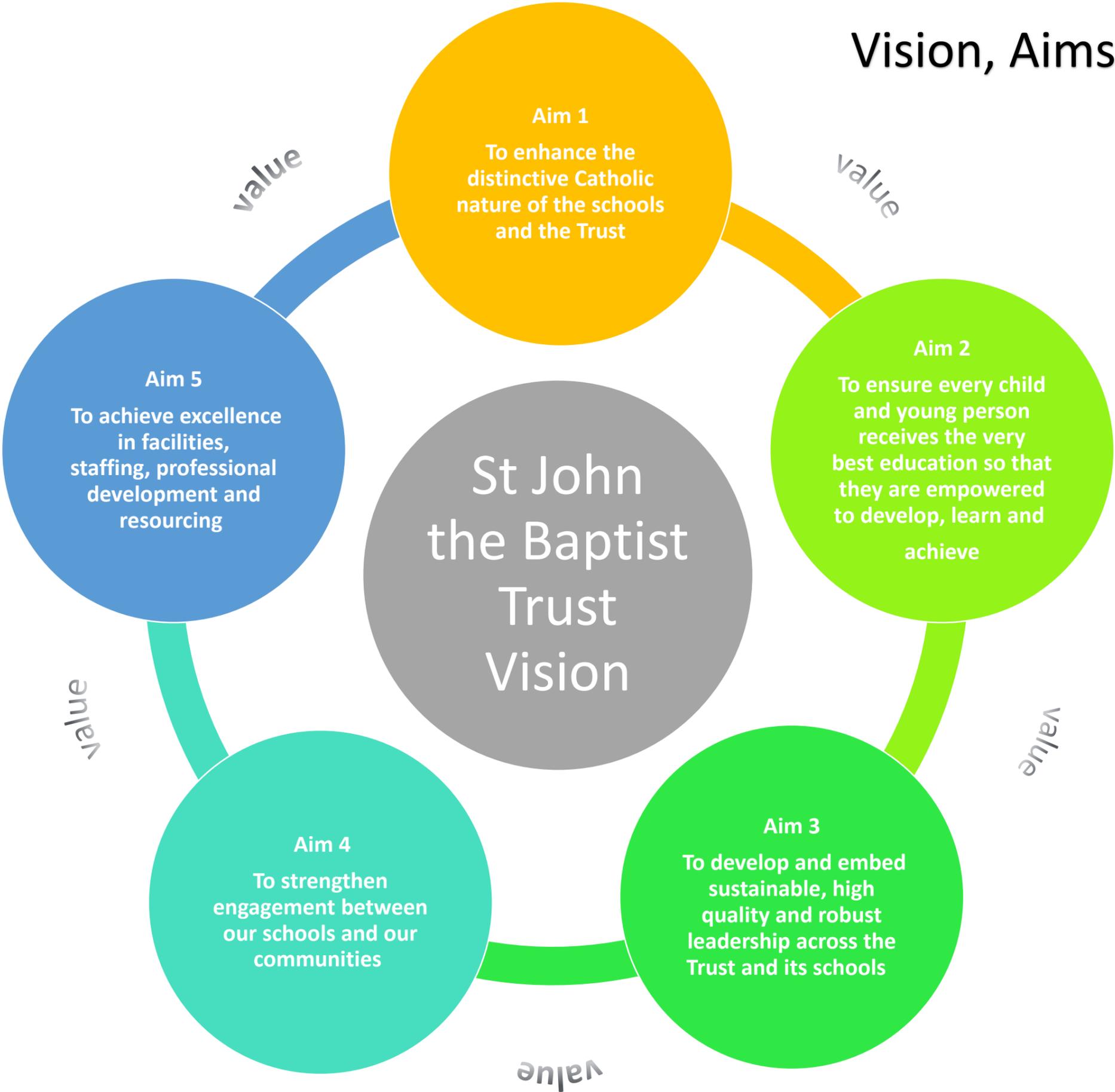
All of our schools have features which make them centres of expertise and excellence in different ways and we work hard to share these practices. We also value our diversity and the unique character and ethos of each school. We support schools in doing what is right for their community, encouraging evidence-informed innovation through autonomy and seeking to align those aspects of school improvement that have the greatest impact to make the most positive difference for the young people in our care.

In 2020-21 our focus was on improving the curriculum, implemented by developing a shared understanding of excellent pedagogy across the Trust. We are proud of the way schools supported one another and rose to the challenges of keeping our communities safe and delivering high quality remote learning during the COVID pandemic. This focussed and responsive teaching, once schools reopened, has laid solid foundations to build upon in 2021-22.

Our Teaching School Hub bid was successful, and we have developed Trust Teaching & Learning, Performance Development and CPD strategies. Moving forward, these enable us to deepen our work in developing excellent staff, building capacity and implementing a cohesive Trust-wide approach to high quality teaching and learning in 2021-22, with the expectation of improved outcomes. We will continue to develop collaborative practices that will best enable us to be 'better together' and maximise the benefits from being part of a multi-academy Trust.

This Strategic Improvement Plan outlines how we plan to meet our central aims and achieve our aspirational Vision.

# Vision, Aims and Values



### 1. To enhance the distinctive Catholic nature of the schools and the Trust

Our Gospel values and the teachings of the Catholic Church are at the heart of our ethos and underpin everything we do, guiding our decisions and the way we work and learn together.

We achieve high levels of engagement and achievement in RE, ensuring the excellent quality of provision in RE matches and informs other areas of the curriculum, thus celebrating its unique place in the curriculum of a Catholic school.

Children and their families play a central role in the worship and Catholic Life of the schools and the Trust.

We support all staff in their roles as educators in Catholic schools and we ensure strong and sustainable Catholic leadership across the Trust.

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### 2. To ensure every child and young person receives the very best education so that they are empowered to develop, learn and achieve

There is a culture of ambition, high achievement and sustainable improvement across our Trust, with each school and young person aiming to develop their full potential within a caring and holistic view of education.

We take every opportunity to be innovative (evidence-informed) in our approach, drawing upon the very best practice in our schools and elsewhere so that the highest quality of teaching and learning is realised within the unique context of each school.

The Trust provides clear frameworks to help schools shape and develop an inspiring, rich, broad and balanced curriculum, underpinned by evidence-informed pedagogy and rooted in our Mission and Values.

We develop the whole child, equipping each one with the academic outcomes, moral compass and cultural capital they need to flourish as unique individuals and to shape the world around them as caring, responsible and active global citizens. Our pupils are taught to be learners for life, motivated, resilient and autonomous.

We champion the vulnerable and disadvantaged, breaking down barriers to learning and maintaining a sharp focus on eliminating the gap between vulnerable pupils and others.

We challenge inequality, promote inclusion and foster diversity in our practices, policies and curriculum.

We monitor and evaluate all pupils' learning, promote high aspirations and challenge underachievement.

We ensure there are robust self-evaluation procedures in place in all our schools and welcome external scrutiny.

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## What is our collective, non-negotiable ambition within these aims?

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### 5. To achieve excellence in facilities, staffing, professional development and resourcing

We plan and implement effective governance and operational structures that meet the needs of the Trust and create highly effective business support systems so that schools can focus on their own school improvement.

We prioritise the recruitment, development and retention of excellent staff in order to build capacity and implement a cohesive Trust-wide approach to high quality teaching and learning.

We use robust and effective staff appraisal systems and tailored continuing professional development for improving professional practice, based on the identified needs of staff, individual schools and the Trust.

We seek to provide effective support for the mental health and wellbeing of pupils and adults in the Trust, including a commitment to ensuring children feel safe and valued and reducing unnecessary workload for staff.

We oversee, monitor and implement strong financial controls and achieve best value, including making good use of opportunities for efficiencies of scale in purchasing.

We invest our funding wisely to secure high quality resources and facilities that enable pupils and staff to thrive within highly productive learning environments and achieve excellent outcomes.

We are informed by the spirit of Laudato Si' to encourage all of our staff and young people to become responsible stewards of God's creation.

### 4. To strengthen engagement between our schools and our communities

Our schools are diverse, dynamic, welcoming and compassionate faith-based communities, open to all.

We establish and grow positive relationships and flourishing partnerships between our schools, parents, parishes and local communities.

Through our collaborative networks and work beyond the Trust we uphold commitment to the common good, nurturing a community of mutual support to benefit all and to drive up standards across the Trust and elsewhere.

We serve through partnerships reaching out to other schools to explore new approaches, develop best practice and provide support.

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### 3. To develop and embed sustainable, high quality and robust leadership across the Trust and its schools

School leaders create ambitious visions for their schools, aligned with the Trust Vision, and drive them forward in order to create exciting, distinctive and high-performing schools.

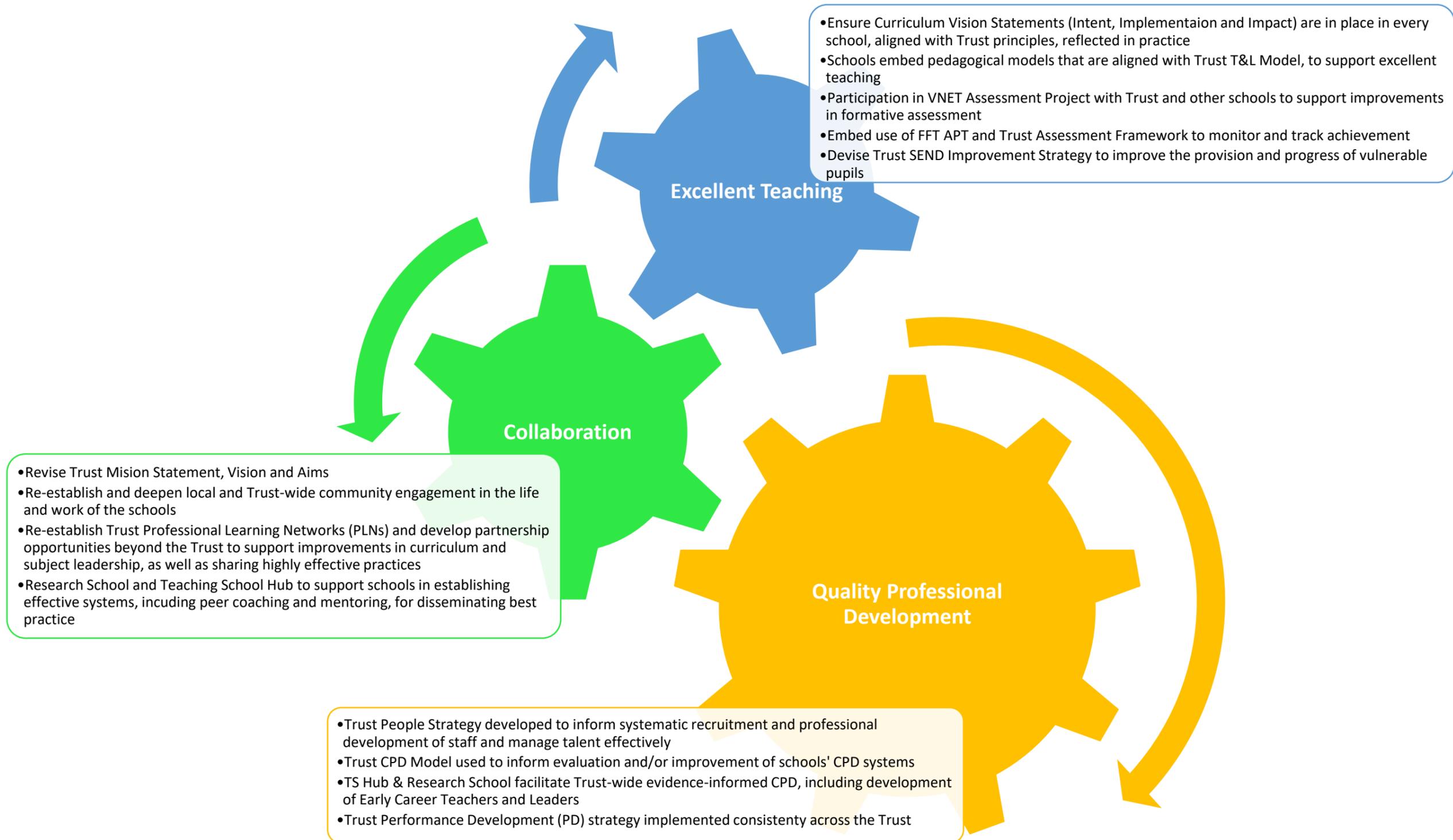
While we work as one body valuing all contributions, our Directors, Diocese and Local Governing Bodies provide high quality strategic support and challenge for school leaders to enable them to realise their distinctive vision and priorities.

Accountability, quality assurance and, above all, impact is ensured through a clear thread from Local Governing Bodies to the Executive Team and the Board of Directors.

We seek out and replicate excellent practice in leadership, developing collaboration to stimulate innovative approaches, share best practice and coordinate focused professional development.

We provide development opportunities for leaders at the different stages of their career so that we can nurture a sustainable leadership model across the Trust.

# Key Implementation Priorities for 2021-22



# How will we achieve these aims 2021-2022? (summary doc\*)

Key Performance Indicators	Key Implementation Strategies for 2021-22	How will we know if we have been successful?
<b>1. To enhance the distinctive Catholic nature of the schools and the Trust</b>		
Our Gospel values and the teachings of the Catholic Church are at the heart of our ethos and underpin everything we do, guiding our decisions and the way we work and learn together.	<b>Revise the Trust Mission Statement, Vision, Values and logo together to reflect a common ethos across the Trust.</b>	All stakeholders will have a strong sense of belonging to a wider Catholic community beyond their school (Trust wide). The Trust vision and values will inform and permeate all policies and practices across the Trust.
We achieve high levels of success and achievement in RE, ensuring high quality of provision in RE matches and informs other areas of the curriculum, thus celebrating its unique place in the curriculum of a Catholic school.	<b>Re-establish termly Trust RE Professional Learning Network (PLNs) to devise and implement a Trust RE action plan.</b>	Section 48/IMVs (or schools' RE SEFs) confirm the high levels of achievement and the quality of provision for Religious Education and of Catholic Life of the schools is at least good.
<b>2. To ensure every child and young person receives the very best education so that they are empowered to develop, learn and achieve</b>		
There is a culture of ambition, high achievement and sustainable improvement across our Trust, with each school and young person aiming to develop their full potential within a caring and holistic view of education.	<b>Improve formative assessment across the Trust through collaboration in VNET Assessment project – (see Trust Assessment Implementation Plan). <a href="#">HYPERLINK</a></b>	Consistent and accurate formative assessment practices leading to actionable feedback for pupils and highly responsive teaching, enables pupils to make excellent progress. Return to expected levels of progress and attainment by end of the year.
We take every opportunity to be innovative (evidence-informed) in our approach, drawing upon the very best practice in our schools and elsewhere so that the highest quality of teaching and learning is realised within the unique context of each school.	<b>Each school to devise (or refine) its pedagogical model and embed in practice.</b> <b>Re-establish subject PLNs to support curriculum improvement across the Trust and develop peer coaching at all levels to share best practice.</b>	Every school has a Pedagogical Model in place that aligns with the principles of the MAT T&L Model, and which supports the effective implementation of the curriculum, empowering and supporting teachers to excel. Collaborative peer support and challenge spreads best practice and innovation and supports school improvement.
The Trust provides clear frameworks to help schools shape and develop an inspiring, rich, broad and balanced curriculum, underpinned by evidence-informed pedagogy and rooted in our Mission and Values.	<b>All schools to ensure Curriculum Vision Statements (Intent, Implementation &amp; Impact), are embedded in practice, underpinned by clear curriculum drivers and coherent long- and medium-term curriculum plans.</b> <b>Trust Curriculum PLNs to focus on transition between key stages and/or phases.</b>	Every school's curriculum is relevant to the school's context, equips children with the cultural capital they need to thrive and aligns with Trust curriculum design principles. Leaders at all levels consistently articulate the school's vision for the curriculum. Coherently sequenced, ambitious and progressive curriculum provision in the Trust so that pupils are well prepared for the next stage of their education.
We champion the vulnerable and disadvantaged, breaking down barriers to learning and maintaining a sharp focus on narrowing the gap between vulnerable pupils and others.	<b>Trust SENDCo to complete SEND reviews that inform a Trust SEND Implementation Plan. <a href="#">HYPERLNK</a></b>	Schools will be supported to improve provision for vulnerable pupils so that they are enabled to make good progress from their starting points.
We monitor and evaluate all pupils' learning, promote high aspirations and challenge underachievement.	<b>Schools to diagnose gaps and implement strategies to accelerate progress to pre-COVID achievement.</b> <b>Embed use of FFT and Trust Assessment Framework to set ambitious targets, monitor and track achievement.</b>	Ambitious targets are for all pupils are met. Effective sharing / analysis of data demonstrates improvements, as well as informing sharing of effective practice across the Trust, targeted support and CPD.
<b>3. To develop and embed sustainable, high quality and robust leadership across the Trust and its schools</b>		
We seek out and replicate excellent practice in leadership, developing collaboration to stimulate innovative approaches, share best practice and coordinate focused professional development.	<b>Embed effective collaborative practice at all levels, including networks, peer reviews and coaching, to broaden knowledge of strengths and development needs across the Trust</b> <b>Improve subject leadership.</b>	All leadership groups within the Trust will have a deep and accurate working understanding of the strengths and development needs across the schools, maximising the impact of strategic improvement work.
We provide development opportunities for leaders at the different stages of their career so that we can nurture a sustainable leadership model across the Trust.	<b>Implement Trust People Strategy, including Staff Charter, Wellbeing and Talent Management Plans.</b>	Leaders at all levels are being well developed, supported and challenged so that they are empowered to support improvements across the Trust and develop themselves professionally.
<b>4. To strengthen engagement between our schools and our communities</b>		
We establish and grow positive relationships and flourishing partnerships between our schools, parents, parishes and local communities.	<b>Re-establish and deepen local and Trust-wide community engagement in the life and work of the schools</b> <b>Develop deeper effective working partnership across all Trust schools, e.g. re-establish Trust Professional Learning Networks, and other partnerships and engagement work</b>	All members of our Trust communities will feel valued and respected within their school and as part of a bigger Trust organisation. A culture of mutual support and desire to protect the common good with run as a golden thread throughout all aspects of the life and work of the schools and the Trust.
<b>5. To achieve excellence in facilities, staffing, professional development and resourcing</b>		
We use robust and effective staff appraisal systems and tailored continuing professional development for improving professional practice, based on the identified needs of staff, individual schools and the Trust.	<b>Implement robust Trust Performance Development and coherent CPD strategies (including TS Hub offer) consistently across the Trust, as part of a coherent People Strategy</b>	Effective recruitment and development of staff builds capacity and supports a cohesive approach to Trust-wide improvement, leading to greater consistency of excellent practice.

For detail, including other ongoing improvements, please read the full SJB Trust and Improvement Development Plan 2021-22 ([ADD hyperlink](#))