

Our Lady Help of Christians Catholic Academy Trust



Strategic Plan

2023-26

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1. Introduction & Context

This is an exciting time for the Trust as we continue our journey of growth in the south of the Diocese of Shrewsbury, culminating in reaching our full capacity of 32 schools and colleges by 2030. Alongside our rapid growth we continue to strive for excellence in all our current settings, focussing on helping our people achieve the best possible educational and life outcomes for all our children and young people.

To reflect this, we have developed a strategic plan that is ambitious and wide ranging, whilst recognising the challenges that all our schools and colleges face in the current educational climate. Together with this plan we have separate strategies for school improvement and financial stability, all underpinned by the Scheme of Delegation. In addition all the settings within the Trust have their own development plans and individual priorities.

As of September 2023 Our Lady Help of Christians Catholic Academy Trust (OLHoC) consists of two 11-18 secondary schools and four primary schools based in Cheshire East and Cheshire West & Chester.

All Hallows Catholic College, Macclesfield, became a Voluntary Academy on 1 January 2013 and created a Trust, Holy Family of Nazareth.

St Alban's Catholic Primary, Macclesfield: Joined 1 March 2015

Saint Mary's Catholic Primary, Congleton: Joined 1 April 2015

St Paul's Catholic Primary, Poynton: Joined 1 March 2015

Christ the King RC & CE Primary School, Macclesfield: Joined April 2022

Ellesmere Port Catholic High School: Joined April 2023

The Trust was renamed as Our Lady Help of Christians on April 1st 2023 as part of the Diocese of Shrewsbury's academy strategy.

All the schools currently in OLHoC have joined under voluntary convertor arrangements. OLHOC is working with other schools to grow the Trust. This will enable a greater level of system led improvement, further collaboration between teachers and staff at all levels and better economies of scale which is vital in the current challenging financial climate in schools.

Schools on track to convert in the academic Year 2023-24 are:

St Joseph's RC Primary School, Winsford

Shrewsbury Cathedral School, Shrewsbury

St Patricks RC Primary School, Telford

The geographical footprint of the Trust can be viewed by [clicking here](#).

The Diocese of Shrewsbury academy strategy can be [viewed here](#).

2. Vision & Mission

***‘Meanwhile the child grew in maturity and he was filled with wisdom;
and God’s favour was with him.’ Luke 2:39-40***

Our Lady Help of Christians Catholic Academy Trust is a multi-academy trust in the Roman Catholic Diocese of Shrewsbury. It was in the context of family life in Nazareth that Jesus learned from Mary and Joseph about values and virtues, his community and his faith. Our ‘family of schools’ and our ‘schools as families’ provide a context where our young people can learn about

- Life sustaining values, virtues and aspirations
- Building a community of welcome
- A faith that helps us live with honourable purpose.

We are committed to the principle of working together for the Common Good for the future of our Catholic Schools. We provide an education for the whole person where our children are nurtured in character, wisdom and values, so that they can aspire not to have more but to be more and so make a positive difference in their communities and in God’s world.

Vision

We have a vision for Catholic education that goes beyond our individual schools and changes our perceptions from ‘my’ school, to ‘our’ schools. The Trust allows us to strengthen the work we all do together in providing a world class Catholic education for all the families within our localities and parishes.

Staff and governors work together to provide the best for our young people in all our schools throughout their education. The bonds formed between our schools enable a seamless faith learning journey of excellence in Christian education from the early years, through the key stages right the way through to the age of 18. The challenge for us all is how we can share our gifts and talents to ensure that education for all our children is outstandingly holistic as we seek to nurture and challenge our young people to become the best persons that God has created them to be.

The Trust is also working with the Diocese to implement their strategic plan that all schools within the Diocese will be within one of three CMATs by 2030.

Mission Statement

To provide an inspirational, outstanding Catholic education for all the children and young people in our schools.

Our ethos is driven by shared values, which are lived each day, as we strive for excellence in all areas of our work and cherish every person in our care.

Values

Our mission statement is underpinned by the following values

- Honourable Purpose; doing the right thing
- Respect: treating others as you would like to be treated
- Co-operation: working together
- Compassion: wanting to help someone in need
- Stewardship: looking after God's world for the future

Benefits

Being part of the OLHOC includes the following benefits:

- Belonging to a wider community, which brings everyone closer to Jesus Christ
- Access to support to maintain and develop improvement in teaching and learning
- Development of leaders and staff at all levels through collaborative working
- Increased range of CPD
- Opportunities for staff to experience and share in good practice in action
- Creation of additional capacity in leadership
- Opportunities to share in specialist staff
- Coaching and mentoring opportunities to further improve practice
- Systematic approach to School Improvement
- Opportunity to benefit from economy of scale in purchasing services and resources

3. Strategic Aims

Strategic Aim 1: Catholic Ethos

To further strengthen our schools as beacons of faith that engage with other OLHOC schools, their local parishes and the wider Catholic communion disseminating Christ's teachings.

Key Strategic Areas

- a. To further strengthen the Catholic distinctiveness of our schools.
- b. To ensure all staff, children and young people have opportunities to grow in their faith.
- c. To provide training opportunities for staff that support the Catholic life of our schools.
- d. To enhance the image and work of the Trust through communication, media and marketing.



Success Criteria 2023/24

- SC1. The spiritual development of children and young people is evident and recognised.
- SC2. Everybody in OLHOC supports the vision of Catholic education and what it looks like in practice.
- SC3. Staff, children and young people from come together for Mass, liturgies, celebrations and faith events and all young people will be given opportunities to lead their own acts of collective worship.
- SC4. Our vision and mission statement drive all key decisions across the OLHOC and within individual schools.
- SC5. All academies are judged to be at least good in the Diocesan Inspection.
- SC6. Increased offer of CCRS, Foundations in Faith and other appropriate programmes.
- SC7. Staff participate in training programmes to further develop their understanding of the faith.
- SC8. Stakeholders have a positive image of the Trust, its vision and achievements.

Strategic Aim 2: Quality of Education

To ensure our schools are centres of excellence in teaching and learning where every child and young person makes outstanding progress and is ready for the next stage in their education and lives.

Key Strategic Areas

- a. To improve standards in Reading, Writing and Mathematics so that year-on-year more pupils achieve and exceed age-related expectations, and progress exceeds that made by pupils with similar starting points.
- b. To ensure Progress 8 and Attainment 8 scores at KS4 show year on year improvement from current position with gaps in disadvantaged groups closing when compared to similar settings.
- c. To ensure all subjects at KS5 achieve + VA with ALPS 3.
- d. To secure high quality teaching and learning of a dynamic and broad curriculum which supports academic progress, emotional well-being and the development of independence and preparation for next steps.
- e. To identify effective practice in supporting the needs of pupils in receipt of pupil premium so that groups of risk of underachieving make good or better progress.
- f. To improve pupil attendance levels and reduce the number of persistent absentees.



Success Criteria 2023/24

- SC9. Positive progress scores at the end of KS2 in Reading, Writing and Maths.
- SC10. Y2 and Y6 Writing moderated across the primary schools.
- SC11. For schools to meet the national standards or better in Y1 phonics screening.
- SC12. KS4 progress 8/attainment 8 scores continue to improve above national and local averages.
- SC13. EBacc attainment shows year on year improvement from current position.
- SC14. Groups at risk of underachieving are progressing in line with others - achievement gaps are narrowing and continue to improve above national and local averages.
- SC15. All teaching is good or better in each school across all key stages and subjects.
- SC16. Curriculum intent reviewed annually.
- SC17. Overall and PA attendance figures in line or above national averages.

Strategic Aim 3: Leadership

To ensure high quality leadership and governance at Trust Board / Local Governing Board and individual school level.

Key Strategic Areas

- a. To develop a fully-functioning, high-level Trust Board that represents the full range of skills required.
- b. To embed high quality governance at Local Governing Board level, focused clearly on raising standards.
- c. To empower leaders, including senior and middle leaders to lead the improvement journey within and beyond their schools, holding others to account for outcomes.
- d. To secure retention of good staff and recruitment of high- quality staff.
- e. To ensure effective succession planning to secure high quality leaders across the Trust.



Success Criteria 2023/24

- SC20. The OLHOC Board is recognised as being high-performing and has the full trust of the Diocese, Regional Schools Commissioner, and the academies to lead the organisation forward.
- SC21. The new Articles of Association and Scheme of Delegation are well understood and implemented.
- SC22. The Trust Board and LGBs are at full complement with attendance levels at meetings 85% or above.
- SC23. Leadership, including governance, is judged through our own systems and by inspectors to be good and outstanding in each academy.
- SC24. Local Governing Boards demonstrate clearly through their minutes and monitoring role, that they provide appropriate challenge and are clearly focused on raising standards in teaching and learning.
- SC25. Substantive leadership at senior level and well-developed middle leaders, are demonstrating strong progress in each academy as evidenced by board meeting reports.
- SC26. All on-going safeguarding, health and safety, HR and legal responsibilities continue to be met.
- SC27. Retention of good staff is strong; all vacancies are filled.
- SC28. Well-being survey data demonstrates a positive picture in each academy.

Strategic Aim 4: Growth and Sustainability

To ensure that all OLHOC resources are well used, maintained, and managed to ensure improvement, capacity and growth for the future.

Key Strategic Areas

- a. To explore opportunities for growth.
- b. To develop the structure of the organisation.
- c. To deliver a strong financial plan.
- d. To ensure that physical resources, buildings equipment and IT infrastructures are fit for purpose, secure and accessible.



Success Criteria 2023/24

- SC29. OLHOC has grown to include at least one more school.
- SC30. Full and timely submission of Annual Reports to Companies House.
- SC31. Financial forecasts indicate a stable budget position going forward, with no deficits corporately or in individual academies.
- SC32. Physical resources - buildings, equipment, and IT infrastructure are maintained and developed in such a way as to provide secure and accessible service.
- SC33. Robust plans are in place for individual academies to establish a stable budget.

Key Performance Indicators:

- Each academy will be judged at least good by Ofsted.
- All teaching and learning will be engaging and effective.
- All groups of pupils will make good or better progress from their starting points.
- Strong leadership at all levels will maintain sustained and substantial improvement.
- Quality CPD and career opportunities will attract and retain the best staff.
- The Trust will provide good value for money and comply with all statutory regulations.

PART TWO
Annual Plan 2023-24

Strategic Aim 1: Catholic Ethos

Accountable To:

To further strengthen our schools as beacons of faith that engage with other OLHOC schools, their local parishes and the wider Catholic communion disseminating Christ's teachings.

LGBs
OLHOC Board
Shrewsbury Diocese

a. To further strengthen the Catholic distinctiveness of our schools.

Actions	People	Target	Success
<ul style="list-style-type: none"> Ensure regular monitoring of the Catholic life, Religious Education and Collective Worship to secure the highest standards. Attend update training and complete self-evaluation for the new framework for Diocesan inspections. Make full use of the provision of training and support from the diocese. Ensure everybody is aware of the vision and approach for Catholic Education. Focus on Catholic ethos as part of the Performance Appraisal for all including Associate Staff. 	Heads, SLT, RE Leads Heads, SLT, RE Leads Heads, SLT Heads Heads	On-going On-going On-going On-going	SC2 SC4 SC5 SC7

b. To ensure all staff and children have opportunities to grow in their faith.

Actions	People	Target	Success
<ul style="list-style-type: none"> Provide opportunities for staff to enhance their understanding of the Catholic vision for education. Provide high quality learning opportunities to help pupils develop spiritually and grow in their faith. Create opportunities for our schools to come together for Mass, liturgies, celebrations and faith events. Promote a values-driven approach to sport and PE enhancing the physical, emotional and spiritual growth of young people for the benefit of all. 	Heads, SLT, CEO RE Leads, Chaplain, All Staff Chaplain Head of PE / Primary PE Co-ordinator	Summer'21 on-going on-going on-going	SC1 SC3 SC7

c. To provide training opportunities for staff that supports the Catholic life of our schools.

Actions	People	Target	Success
<ul style="list-style-type: none"> Enable staff to complete CCRS modules / Foundations in Faith programme as appropriate. Make full use of the provision of training and support from the diocese. Organise annual training which focuses on Catholic life of our schools. 	Heads, SLT Heads, SLT Chaplain, CEO	on-going on-going on-going	SC6 SC7

d. To enhance the image and work of the Trust.

Actions	People	Target	Success
<ul style="list-style-type: none"> Communicate regularly to all stakeholders about the Trust's progress towards its vision. Publish a OLHOC termly newsletter celebrating the achievements of the different schools. Further improve Trust new website to reflect successes at Trust and school level. 	CEO CEO CEO/ IT Team	on-going on-going on-going	SC8

Monitoring / Evaluation

Progress will be monitored and evaluated by the following means:

- CEO report to the OLHOC Board on Catholic Life & Mission across all our schools and colleges.
- Headteacher reports to LGBs (new format with specific lines of enquiry), Trust and Academy Data Reports
- On-going reports received from SIP
- OFSTED inspection reports; Diocesan inspection reports.

Key Questions

- How does the Trust reflect the Gospel values and its mission?
- Do our policies reflect the Gospel values and teachings of the Church?
- What outward signs and expressions of the teachings of Christ and the Church are visible in our academies?
- Does the RE curriculum support the ethos and values of our academies and the needs of our children and young people?
- Is RE in each of our academies adequately resourced in terms of budget share, quality teaching staff and appropriate time on the curriculum?
- How is progress and achievement in RE and faith development communicated to parents and carers?
- Do the extra-curricular activities offered develop the moral, social, spiritual physical and academic dimensions of children and young people?
- Do we engage with local and global charities that reach out in solidarity and support to the marginalised?
- Are there regular acts of Christian prayer, worship, sacramental celebrations and opportunity for retreats. Do we reflect the Church year?
- Do we recognise and celebrate the achievements and successes of all our children and young people?
- Is there a sacred space / chapel available to each community?

Strategic Aim 2: Quality of Education

To ensure our schools are centres of excellence in teaching and learning where every child and young person makes outstanding progress and is ready for the next stage in their education and lives.

Accountable To:

LGBs
Trust Board
Standards
and Ethics
Committee

a. To improve standards in Reading, Writing and Mathematics in primary schools so that year-on-year more pupils achieve and exceed age-related expectations, and progress exceeds that made by pupils with similar starting points.

Actions	People	Target	Success
<ul style="list-style-type: none"> Continue to develop teaching and resources of mathematics, sharing good practice across the schools in the Trust. 	Senior and Middle Leaders	on-going	SC9 SC10 SC11
<ul style="list-style-type: none"> Continue to develop best practice in phonics teaching. 	Senior and Middle Leaders	on-going	
<ul style="list-style-type: none"> Ensure consistency in assessment of RWM. 	Senior and Middle Leaders	on-going	
<ul style="list-style-type: none"> Share best practice on strategies used to maximise progress in Reading. 	Senior and Middle Leaders	Summer'21	

b. To ensure Progress 8 and Attainment 8 scores at KS4 show year on year improvement from current position with gaps in disadvantaged groups closing when compared to others.

Actions	People	Target	Success
<ul style="list-style-type: none"> Implement subject tracking meetings, with a common agenda to increase consistency across departments. 	Senior and Middle Leaders	on-going	SC12 SC14
<ul style="list-style-type: none"> Effective use of relevant data by teachers in the classroom. 	Senior and Middle Leaders	on-going	
<ul style="list-style-type: none"> Establish a support system for Pupil Premium students which addresses strands on academic performance, personal development, parental engagement and aspiration. 	SLT and Pupil Premium Champion	On-going	

c. To ensure all subjects at KS5 achieve + VA with ALPS 3.

Actions	People	Target	Success
<ul style="list-style-type: none"> Monitor and quality assure teaching, learning and assessment of all subjects. 	Senior and Middle Leaders	on-going	SC13 SC14
<ul style="list-style-type: none"> Focus on new BTEC and subjects currently below ALPS 3 or those showing an inconsistent pattern of achievement. 	Senior and Middle Leaders	on-going	
<ul style="list-style-type: none"> Share successful intervention strategies. 	Middle Leaders and Academic Mentor	on-going	
<ul style="list-style-type: none"> Support and use intervention strategies for students who are underachieving. 	Academic Mentor	on-going	

d. To secure high-quality teaching and learning of a dynamic and broad curriculum which supports academic progress, emotional well-being and the development of independence and preparation for next steps.

Actions	People	Target	Success
<ul style="list-style-type: none"> Continue to develop a broad, balanced and exciting curriculum which meets the needs of each school (Intent). Further develop skills and subject knowledge in the teaching and assessment of Core and Foundation Subjects (Implementation). Continue to promote a common language for teaching and learning in all schools through TEEP. Triangulate self-evaluation data with outcomes – external quality assurance of school-based evaluation (Impact). 	<p>Senior and Middle Leaders</p> <p>Senior and Middle Leaders</p> <p>Senior and Middle Leaders</p> <p>Senior and Middle Leaders</p> <p>Senior and Middle Leaders</p>	<p>on-going</p> <p>on-going</p> <p>on-going</p> <p>on-going</p> <p>on-going</p>	<p>SC15</p> <p>SC16</p>

e. To identify effective practice in supporting the needs of pupils in receipt of pupil premium so that groups at risk of underachieving make good or better progress as required.

Actions	People	Target	Success
<ul style="list-style-type: none"> Share best practice on strategies used to maximise progress. Ensure that Pupil Premium strategies are in place and that they clearly focus on closing the gaps for children eligible for funding. Use data to track the progress of key groups at school level and across the Trust. Ensure support staff are well utilised. Closely monitor the attendance of vulnerable groups to identify potential concerns and intervene as appropriate. Focus the appraisal of Teaching Assistants on progress and outcomes for children and young people and meeting of TA standards. 	<p>PP Lead</p> <p>PP Lead, All Staff</p> <p>PP Lead, Senior and Middle Leaders</p> <p>SLT</p> <p>SLT Lead, PP Lead, Attendance Officer</p> <p>SLT Lead, SENCO</p>	<p>on-going</p> <p>on-going</p> <p>on-going</p> <p>on-going</p> <p>on-going</p> <p>on-going</p>	<p>SC14</p>

f. To improve pupil attendance levels and reduce the number of persistent absentees.

Actions	People	Target	Success
<ul style="list-style-type: none"> Review policy and practice across the Trust in relation to attendance. Employ Education Welfare Officer to work across the Trust Hold regular attendance management meetings to review the impact of the strategies being used and to review vulnerable children's attendance and children's attendance below 90%. Continue to emphasise the importance of attendance and punctuality through a continued focus and regular communication with parents, reward systems etc. 	<p>SLT Lead</p> <p>CEO</p> <p>Senior and Middle Leaders</p> <p>Senior and Middle Leaders</p>	<p>Sept 23</p> <p>Sept 23</p> <p>on-going</p> <p>on-going</p>	<p>SC17</p>

Monitoring / Evaluation

Progress will be monitored and evaluated by the following means:

- Combined Standards Report to the OLHOC Board
- Submission of evaluation statements to CEO
- Headteacher reports to LGBs (new format with specific lines of enquiry)
- Monitoring reports from School Improvement Partner
- Funding bids and monitoring reports for School-to-School support
- OFSTED inspection reports.

Key Questions

- What is our vision of excellent education in terms of the approach to the curriculum and teaching and learning and what does it look like in practice?
- How do we support and improve our academies to deliver our shared vision for excellent education?
- Do we have a clear understanding of the needs of our children and young people (i.e. SEND, pupil premium, EAL etc.)?
- Do we have a strong understanding of data and evidenced based research to inform improvement priorities for each academy?
- Are the principles which underpin our approach to teaching and learning visible and understood by all?
- Do we have clear expectations and systems for a well-ordered environment in each academy and address the needs of children and young people with behaviour issues?
- Is there a coherent approach to evaluating the impact of specific pedagogies and interventions within our Trust?
- How do we maintain oversight of the Trust plans and schools' risk assessments for all pupils returning to school from September?
- How are we defining the 'recovery phase' – is this the next academic year?
- What are our priority actions for the 'recovery phase' and how as a Board can we monitor and evaluate this?
- What level of reporting can we expect from Senior Leaders, that is reasonable and proportionate, given all the extra demands on them?

Strategic Aim 3: Leadership

To ensure high quality leadership and governance at OLHOC Board, Local Governing Board and academy level.

Accountable To:

LGBs
OLHOC Board

a. To develop a fully-functioning, high-level Trust Board that represents the full range of skills required.

Actions	People	Target	Success
<ul style="list-style-type: none"> Identify practical ways in which to strengthen the link between the Trust Board, the academies and LGBs. Review terms of reference for Trust Board committees to ensure fitness for purpose and impact. Review Articles of Association. Develop a clear programme of training for Board members corporately and individually. Identify and induct new Board Directors to help develop their confidence and understanding of their role. 	CEO CEO, Chair of Trust CEO, Chair of Trust CEO, Chair of Trust CEO, Chair of Trust	On-going Annual Spring 24 Autumn 23 On-going	SC20 SC21 SC22 SC26
<ul style="list-style-type: none"> Carry out an annual self-review of the Board's performance to include attendance, expertise, membership and impact on outcomes. 	CEO, Chair of Trust	Summer'24	
<ul style="list-style-type: none"> Ensure that all safeguarding, HR, health and safety and well-being requirements of pupils and staff are met. 	Heads	Annual	

b. To embed high quality governance at Local Governing Board level, focused clearly on raising standards.

Actions	People	Target	Success
<ul style="list-style-type: none"> Create opportunities for Chairs of LGB to meet and share best practice. Develop succession planning for LGB Chairs and Vice-Chairs and identify recruitment needs, particularly for Foundation Governors. Ensure each LGB is represented at the annual Shrewsbury Diocese Governor Conference and termly Governor briefings. Provide an annual training session for Governors. Conduct a skills audit for each LGB and identify potential gaps to be filled when recruiting new governors. Ensure compliance in all aspects of GDPR so that robust systems are in place to minimise risk. New headteacher report formats developed to include specific questions for LGBs. 	Chairs of LGB, CEO LGB, Chair of LGB LGB, Chair of LGB CEO Chair of LGB Heads, LGB CEO/Heads	Bi-annually On-going on-going Bi-annually Summer 24 on-going Autumn 23	SC24

c. To empower leaders including senior and middle leaders to lead the improvement journey within and beyond their schools, holding others to account for outcomes.

Actions	People	Target	Success
<ul style="list-style-type: none"> Create opportunities for shared professional learning for Headteachers and Senior Leaders across the schools. Share and compare self-evaluation policies to establish a common framework which enables benchmarking between schools. Ensure the appraisal process identifies areas for personal / professional development and support for Heads. Work with middle leaders to ensure growing capacity and succession planning, ensuring dynamic provision which is responsive to need. Develop shared expectations and standardised approaches to monitoring and reporting. Provide support where needed based on clear evidence informed theory. 	OLHOC Heads Strategy Group Heads Strategy Group Chair of LGB SDP Heads, SLT CEO, Heads Heads Strategy Group, CEO	On-going on-going on-going on-going on-going	SC25

d. To secure retention of good staff and recruitment of high-quality staff.

Actions	People	Target	Success
<ul style="list-style-type: none"> Identify staff well-being opportunities and share ideas across schools. Provide opportunities for all staff which may include seconded placements across OLHOC. Identify potential leaders and provide appropriate support. Appoint HR & People Manager across the Trust Hold workshops and training for staff well being 	Heads Strategy Group, Heads, CEO Heads, SLT CEO HR Lead	on-going on-going on-going Autumn 23 On-going	SC27 SC28

e. To ensure effective succession planning to secure high quality leaders across the Trust.

Actions	People	Target	Success
<ul style="list-style-type: none"> Offer training to staff at all levels through a coaching and mentoring approach but particularly at middle leadership level. Support the development of staff to promote and strengthen Catholic Leadership. Deploy aspiring middle and senior leaders strategically supporting them with formal development programmes. To develop a talent identification matrix across all settings 	SLT Senior and Middle Leaders Senior and Middle Leaders CEO/HR Lead	on-going on-going on-going Spring 24	SC23 SC25

Monitoring / Evaluation

Progress will be monitored and evaluated by the following means:

- CEO reports to OLHOC Board
- Headteacher Reports to LGBs (new format with specific lines of enquiry),
- LGB minutes
- Ofsted Inspection reports.

Key Questions

- Do we all, directors and staff share the vision and approach, and does it inform and drive decision making across all levels in our Trust?
- Is there a clear system for identifying who the best leaders and staff are and which academies have strengths in specific phases or subjects?
- Are system leaders and lead practitioners being used strategically to support other schools, model good practice and coach their peers across the Trust?
- Do we assess which partnerships and networks make the greatest impact in terms of improvement?
- Have we a clear approach to recruiting staff at all levels. Do staff seek to join the Trust?
- What is our strategy for developing staff throughout their careers?
- Do we have a common model for appraising staff and identifying priorities for development?
- Is there a succession planning and talent management strategy across the Trust, supported by formal development programmes?

Strategic Aim 4: Growth and Sustainability

To ensure that all OLHOC resources are well used, maintained and managed, to ensure improvement, capacity and growth for the future

Accountable To:
Finance and Resources
Committee
OLHOC Board

a. To explore opportunities for growth.

Actions	People	Target	Success
<ul style="list-style-type: none"> Work in partnership with the Diocese and RSC to identify the most appropriate way forward in terms of growth. 	Heads Strategy Group, CEO	on-going	SC29
<ul style="list-style-type: none"> Conduct a thorough due diligence process for any schools wishing to join OLHOC. 	CFO, CEO	on-going	
<ul style="list-style-type: none"> Provide guidance and support to LGBs who are investigating converting to academy status. 	CEO, CFO	on-going	

b. To develop the structure of the organisation including the development of a premises and IT strategic plan

Actions	People	Target	Success
<ul style="list-style-type: none"> Review finance and reporting systems to ensure fitness for purpose and efficiency seeking harmonisation of systems. 	CFO	on-going	SC32
<ul style="list-style-type: none"> Strengthen common resourcing and secure better financial value. 	CFO	on-going	
<ul style="list-style-type: none"> Review staffing and support at all levels, centrally and within schools to ensure value for money. 	Heads, CFO, Finance Staff, HR Lead	on-going	
<ul style="list-style-type: none"> Conduct a premises survey for each school and plan for areas in need of development, identifying where savings and improvements can be made. 	CFO, Site Managers, Finance & Business Staff	Summer 24	
<ul style="list-style-type: none"> Conduct an IT survey for each school and plan for areas in need of development, identifying where savings and improvements can be made. 	CFO, IT Managers, Finance & Business Staff	Summer 24	

c. To deliver a strong financial plan.

Actions	People	Target	Success
<ul style="list-style-type: none"> Deliver on the 2023/24 budget, identifying savings and better value for money where possible. 	CFO, Heads, Finance & Business Staff	on-going	SC30 SC31 SC33
<ul style="list-style-type: none"> Plan for financial challenges in future years' budgets – staffing costs and effective use of resources – to ensure the medium / long term financial viability of the Trust. 	CFO, Heads, Finance & Business Staff	on-going	
<ul style="list-style-type: none"> Work closely with any school in potential deficit situation to plan for avoidance or recovery. 	CFO, Heads, Finance & Business Staff	on-going	
<ul style="list-style-type: none"> Implement new financial and payroll system across the Trust 	CFO, Heads, Finance & Business Staff	Autumn 23	
<ul style="list-style-type: none"> Use benchmarking and monitoring data more effectively to support schools with financial planning. 	CFO, Heads, Finance & Business Staff	on-going	
<ul style="list-style-type: none"> Apply for grant funding for specific projects. 	CFO, Heads, Finance & Business Staff	on-going	

<ul style="list-style-type: none"> ▪ Move to a position where OLHOC is financially secure with appropriate levels of contingency. ▪ Enhance the system for planning and overseeing capital projects 	CFO, Heads, Finance & Business Staff CFO, Heads, Finance & Business Staff	on-going	
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Monitoring / Evaluation

Progress will be monitored and evaluated by the following means:

- CFO report to OLHOC Board
- Finance Reports to OLHOC Board & Finance and Resources Committee
- Internal and external audit visits
- Regional Schools Commissioner and Education and Skills Funding Agency.

Key Questions

- Do we have clear systems and processes to diagnose the needs of potential new joiners and ensure they quickly get the support they need?
- Do we know how to provide support and challenge to stronger and outstanding schools?