

Good Shepherd Trust Strategic Plan

September 2015- August 2018

Strategic Intent	Focus	Target			Process 2015-16	Success Criteria	Progress (RAG)
		2015-16	2016-17	2017-18			
<p>PARTNERSHIPS</p> <p>Responsibility: Chief Executive</p> <p>Resource / Partners/ Funding: Funding to be neutral, designed to be of mutual benefit to GST and partners</p> <p>Deadline:</p>	<p>To develop partnerships between schools in the Trust which capitalises on skills and talent</p>	<p>To have agreed the focus of each school's responsibility</p> <p>To have an agreed list of actions for each school Headteacher</p> <p>To explore the pooling of governor expertise</p>	<p>To have an annual programme of inter-trust school to school support, which focuses on the skills and talents of individuals within individual schools</p> <p>To develop 'expert governors'</p>	<p>To have a comprehensive menu of support and training package provided by each school in the Trust</p>	<p>To introduce the concept of 'school responsibility' at the Autumn Term headteachers' meeting and establish agreement for the concept and its parameters</p> <p>To introduce the first menu of responsibility by April, 2016</p> <p>To establish a programme of support and CPD from constituent Trust schools by July 2016</p> <p>Introduce Chairs of LGB meetings which would explore talent and expertise</p>	<p>Menu and programme of support in place by 1 September 2016</p>	

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	<p>To establish partnerships between schools so that cost savings can be made by 'pooling' of resources</p> <p>To establish partnerships between other trusts and organisations in support of GST schools</p> <p>To develop further partnership arrangements with constituent Local Authority partners to facilitate academy transfer and support</p>	<p>To explore with Directors and constituent schools the concept of sharing resources particularly those relating to operational support (e.g. finance)</p> <p>To establish a process which will enable all support functions to be reviewed as vacancies arise</p>	<p>To publish protocols for recruitment of support staff to capitalise upon existing talent in Trust schools whilst giving financial savings</p>		<p>To present paper to Directors (April 2016) on rationale and process of Trust wide school based support staff</p> <p>Explore possibility with targeted staff (April 2016)</p>	<p>Directors' decision minuted and shared Paper to individual schools published (June 2016)</p>	

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CHRISTIAN DISTINCTIVENESS <u>Responsibility:</u> Chief Executive Operationally: Jane Whittington <u>Resource / Partners/ Funding:</u> Time (RE/CD officer) Conference Venue: £2000.00 <u>Deadline:</u>	To establish and embed strong links between the school and church community; local and wider.	All schools to have completed the schools and church links self-evaluation tool by July 16	Schools and parishes to work on the agreed joint area for development.	Schools and parishes to work on the agreed joint area for development	Self- evaluation tool introduced July 2015. Schools Officer to tool has been used and set up meetings with school and parish to discuss findings	All school have completed self-evaluation and identified at least one area for development annually 16-.18	
		All schools to have one area for development or joint working agreed with the parish for the following academic year.	School to take part in the diocesan Flock Project for church schools and parishes	School to have a Prayer Space in their school	A focus on Open the Book and Prayer Spaces at the GST Heads conference with presentation from The Holme Prayer Spaces and Open the Book.	Schools to have explored and if suitable set up Open The Book assemblies and Prayer Space by July 18	
	To develop a range of styles of collective worship and prayer within the schools	Schools and parishes to be actively considering the use of "Open the book" Collective worship	Schools to start using "Open the Book" collective worship regularly in their school	Schools to have a Prayer Space in their school	RE subject leaders to be invited to separate support meeting February 16 Norwich SMSC self-evaluation to be	Schools to have a pupil collective worship committee or	

	<p>To develop a distinctively Christian approach to the curriculum</p>	<p>To adopt and embed the new RE guidelines and enquiry based approach to learning in RE.</p> <p>Schools to review their SMSC provision using the Diocese of Norwich self-evaluation tool</p>	<p>Schools to share good practice how they have implemented the RE guidelines</p> <p>Schools to include a Pause Day or develop an existing pause day.</p>	<p>Schools to share another example of good practice how they have implemented the RE guidelines</p> <p>Schools to share an example of innovative SMSC with the other GST schools at a conference.</p>	<p>introduced at GST headteacher conference. (2016)</p> <p>Ensure that HTs get the opportunity to tour other schools when attending meetings or set up specific visits to do so.</p> <p>Include developing the distinctively Christian learning environment in conversation with schools office.</p>	<p>similar by July 18</p> <p>RE subject leader support to show that schools have fully implemented the new Re guidelines by September 2017</p> <p>Schools to have completed the Norwich SMSC self-evaluation July 2016</p> <p>Ofsted and SIAMS to judge RE and SMSC as good or better July 18</p>	
	<p>To establish a distinctively Christian learning environment in GST schools.</p>	<p>Schools to visit one another to gather ideas about the Christian learning environment for use in their own school.</p> <p>Schools to create an action plan for</p>	<p>Schools to develop their Christian learning environment with a focus on outside areas.</p>	<p>Schools to share an example of an innovative aspect of their learning environment with the other GST schools at a conference.</p>		<p>Ofsted and SIAMS to judge the learning environment as good or better July 2018</p> <p>GST schools to be proud of</p>	

		developing the learning environment				their distinctively Christian Character July 16	
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<p>QUALITY ASSURANCE AND IMPROVEMENT</p> <p>Responsibility: Chief Executive</p> <p>Resource / Partners/ Funding:</p> <p>Monitoring visits : £10 000 HTAPM: £3900 Attached Consultant: £25 000 MRE meetings: £6 500</p> <p>Deadline:</p>	<p>To ensure all schools have robust processes for monitoring and evaluating school effectiveness</p>	<p>Reaffirm the process of ‘replicated Section 8’ monitoring by commissioned Ofsted inspector</p> <p>Develop a ‘validated self-evaluation’ process for all schools which are good or better</p> <p>Develop the Headteacher Performance Management process to include external advice from</p>	<p>Develop school to school support for all GST schools to include: SLT Middle Leaders All staff</p> <p>Each academy to have a lead role in core activity e.g. SEND, Assessment etc.</p> <p>Develop a systematic and forensic analysis of data annually by Attached Consultant using both</p>	<p>Review of the effectiveness of all Trust schools through: Ofsted Data Analysis Focused monitoring visits reporting to GST Board</p> <p>Action plan for further development to be approved.</p>	<p>Letter to go to all headteachers and Chairs of LGBs in September 2015</p> <p>Validated Self-Evaluation process to be sent to ‘good or better’ schools by the end of September 2015</p> <p>Validated self-evaluation to be started in all schools by 23 October, 2015 and completed by December 2015</p> <p>Appointment of experienced HTAPM external adviser to be completed by 1 September, 2015</p>	<p>Replicated S8 reaffirmed September 2015</p> <p>Validated Self-Evaluation introduced September 2015, completed December 2015</p> <p>External Adviser for HTAPM introduced from September 2015, evaluated by December 2015</p>	

		<p>an independent adviser</p> <p>Ensure an attached consultant carries out the role of both monitoring and support</p> <p>Reaffirm the Monitoring, Review and Evaluation meetings for all sponsored academies</p>	national and locally held data.		<p>New HTAPM process. Focused support for attached consultant by 30 November, 2015</p> <p>MRE meetings to be reaffirmed by letter.</p>	<p>Process to be completed by 31 December, 2015</p> <p>Appraisal and support confirmed by 30 November, 2015</p> <p>MRE reaffirmed by October 2015 by 23 October, 2015</p>	
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COMMUNICATION	Improving communication to build the awareness and brand of GST	<p>Raise awareness of staff and parents/carers over the academic year</p> <p>Develop the 'public face' of the Trust</p>	<p>Ensuring publication of cross-school activities e.g. 'Bizschool'</p> <p>Further development of 'Good News' stories</p>		<p>Letters to staff and parents/carers from CEX outlining successes and future plans for development</p> <p>Introduce termly newsletter with good news stories from schools</p>	<p>Letters to staff on 1 September, 2015</p> <p>Letters to parents/carers on 3 September, 2015</p> <p>First newsletter by end of</p>	

<p><u>Responsibility:</u> Chief Executive</p> <p>Operational: Communications Consultant Operations Officer</p> <p><u>Resource / Partners/ Funding:</u> Consultant fees: £8 000</p> <p><u>Deadline:</u></p>		<p>Develop the 'brand' through ensuring consistent GST branding across all schools.</p>	<p>Ensuring Website is effective.</p> <p>Introduction of Governor and Headteacher meeting to share good practice and to celebrate the successes</p>		<p>Communications consultant to be engaged to co-ordinate stories and produce the text/photographs</p> <p>Develop the Website so that it becomes user friendly and more functional</p> <p>Guidance for schools to ensure that the GST brand is consistently applied</p> <p>Introduction of GST awards for learners</p>	<p>Autumn Term 2015</p> <p>Consultant to be engaged by 23 October, 2015</p> <p>Work begins 1 October, 2015</p> <p>Guidance to be issued by 31 December, 2015</p> <p>Schools notified of introduction by 1 April, 2016</p>	
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<p>BUILDINGS</p> <p>Responsibility: Chief Executive</p> <p>Maintenance of School Buildings: The condition of the GST estate of school buildings should be improving year-on-year</p>	<p>Maintaining and improving the condition of the GST estate.</p> <p>The condition of each school within the GST assessed and the ability to address condition needs through CIF bids prioritised in accordance with the EFA criteria for 2016/17 et seq.</p>	<p>All LGBs to have a <i>developing</i> understanding of how school maintenance is funded.</p> <p>All schools to have an up-to-date condition survey.</p> <p>All LGBs to have access to the Property Data Survey.</p> <p>All LGBs to have sought advice from their SBO and appointed a competent property consultant.</p> <p>All LGBs to be applying the procedures for gaining authorisation for a building project.</p>	<p>All LGBs to have a <i>good</i> understanding of how school maintenance is funded</p> <p>All schools to be preparing a planned maintenance programme for items to be paid for from the GAG and DFC</p> <p>All LGBs to have a plan to keep their condition survey up to date.</p> <p>All LGBs to have a developing sustainable relationship with their property consultant.</p>	<p>All LGBs to have updated their condition survey.</p> <p>All schools joining the GST in 2017-18 to fulfil the 2015-16 targets.</p> <p>All other schools continuing to meet the 2015-16 and 2016-17 targets not listed above as appropriate.</p>	<p>LGB appoints property consultant (DHP, Flowitt, Synergy, WYG etc.).</p> <p>LGB agree what to bid for based on advice from School Buildings Officer (SBO) appointed by GST under PSAA and their property consultant.</p> <p>Property consultant puts together supporting information to include extracts from Condition Survey, photographs, specialist reports, quotes etc. and may also draft sections of text for the bid by end November.</p> <p>SBO reviews information and strength of bid; addresses any</p>	<p>All bids submitted by EFA deadline.</p> <p>50% of CIF bids successful.</p> <p>All building projects properly approved and administered.</p> <p>No condition surveys more than 4 years old as at 31st March 2018.</p>	<p>All LGBs to have a <i>developing</i> understanding of how school maintenance is funded.</p> <p>All schools to have an up-to-date condition survey.</p> <p>All LGBs to have access to the Property Data Survey.</p> <p>All LGBs to have sought advice from their SBO and appointed a competent property consultant.</p> <p>All LGBs to be applying the procedures for gaining</p>

		All LGBS to be applying the procedures for contracting building works. All LGBs to be applying the procedures for authorising payment of invoices.	All schools joining the GST in 2016-17 to fulfil the 2015-16 targets. All other schools continuing to meet the 2015-16 targets not listed above.		weakness and shortcomings and drafts bid. Draft bid circulated to LGB and GST for comment. Bid submitted to EFA before deadline.		authorisation for a building project. All LGBS to be applying the procedures for contracting building works. All LGBs to be applying the procedures for authorising payment of invoices.
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GOVERNANCE Responsibility: Chief Executive LGB Resource / Partners/ Funding: Funding to be neutral, designed to	To access high quality support, advice and training in order for LGBs to fully understand their role, know their core strategic functions, and are up to date in governance issues. Provide a holistic service to LGB in order to prepare them to meet the challenges	To establish a holistic programme of monitoring the work of LGBs Review and further develop a comprehensive training programme to meet the needs of all LGBs Programmed meeting structure	Invite a select group of governors who will provide a mentoring/ coaching programme for new governors or to new governing bodies Develop the 'expert	Establish a "Think Tank" with HTs and CsoG in partnership with the GST Introduce identified local governors to lead and share good practice to highlight and improve Best Value	Autumn Term Invitation to all GBs to attend a meeting to help shape the future and share GST strategic vision Establish monitoring programme by attending LGB meetings and 1:1 meetings with individual Chairs.	75%+ attendance at all training sessions. Half termly newsletter to all LGBs with brief updates on national and local issues (2015-6)	

<p>be of mutual benefit to GST and partners</p> <p>Deadline:</p>	<p>and provide support and advice to help drive up school standards</p>	<p>with CoGs and GST to shape the way forward.</p>	<p>governor' programme</p>		<p>Regular articles from all LGBs to be published in newsletter</p> <p>Termly meetings with CoGs chaired by Chief Exec.</p> <p>Termly events with identified governors to share best practice.</p>	<p>100% attendance of Chairs at all joint meetings.</p> <p>GST programme of monitoring GB performance (2015-16)</p>	
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<p>DEVELOPING THE PEOPLE</p> <p>Responsibility:</p> <p>Chief Executive</p> <p>Operationally: Carol Nicholls</p> <p>Resources: £30,000.00 (venues and generic training)</p>	<p>To develop the skills and talents of all people in The Trust through robust performance management arrangements, targeted CPD and capitalising on development opportunities (such as secondments)</p>	<p>All academies to have developed a needs analysis to identify the support and challenge needed to ensure all staff have appropriate personal development programmes.</p> <p>GST to have arranged through Guildford Diocese Education and appropriate partners</p>	<p>A comprehensive CPD package for all staff will be available.</p> <p>All senior post vacancies (ML and senior including School Business Managers) to be subject to development opportunities in light of any</p>	<p>A succession strategy across all schools in The Trust will provide opportunities to develop the talents of all staff.</p>	<p>Staff needs analysis will be introduced to headteachers in January as an integral part of their performance management.</p> <p>Guildford Diocese Education will draw up a menu which fits the needs of staff and draw up proposals for further development and training for GST approval.</p>		

		<p>a menu of support for targeted groups.</p> <p>Attached consultants to include staff personal development as part of their support programme.</p> <p>SLT forums to be established with termly focus (HT, DHT, AHT) and then developed to Middle Leaders.</p> <p>School Business Managers to be further developed in line with current practice.</p>	vacancies in Trust schools.		Attached consultants will be briefed and will include personal staff development as part of their programme of visits.		
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