



Our Lady of Walsingham Catholic Trust

Trust Strategic Development Plan for 2023 to 2026

Vision

Each of us is willed, each of us is loved, each of us is necessary”

Pope Francis, Laudato si, 65

Vocation

As a family of schools, we will work together in faith and love to fulfil the Church’s’ mission

Values

- Faith - everything we do is founded on Christ’s teachings
- Excellence - we strive to enable all to achieve more through education
- Service - we aim to live simply so that others can simply live
- Inclusion - we cherish everyone for who they are as the embodiment of God’s love
- Leadership - we encourage our young people to become active builders of a fraternal and peaceful world

Our Trust is central to delivering the Catholic mission of evangelisation. Our relationship with the Catholic Diocese of East Anglia is of fundamental importance, the manner and ways in which we work are in line with our Bishops desire for full academisation of the schools across the Diocese.

Purpose of the document

The Board of Directors is the key strategic decision-making body for the Trust and it is their role to set the overall strategic framework for the Multi-Academy Trust and to ensure all statutory duties are met. The Board is responsible for ensuring that there is a medium to long-term vision for its future and that there is a robust process in place for achieving this. This process must address the fundamental questions of where the organisation is now, where does it want to be in the future, and identify how it is going to get there. This Strategic Development Plan sets out the Trust's overall vision, our values and priorities for the year ahead. The outcomes contained within this Plan will be reviewed within the Directors meetings.

Founding Vision

Our Lady of Walsingham Catholic Multi-Academy Trust will deliver outstanding educational, spiritual and moral outcomes for all children regardless of their faith or backgrounds within an ethos based on full inclusion, high expectations, innovation, outstanding teaching and learning, and a relentless focus on the needs and potential of every child.

Our vision is that every school within the Trust has a reputation for excellence in their local communities and beyond.

The fundamental importance of the vision is still as important today as it was when the Trust was established however, the underlying principle from Pope Francis' Laudato Si encapsulates the forward vision of "Each of us is willed, each of us is loved, each of us is necessary".

Developing the person

Our curriculum, is designed to meet the needs of all the children in our schools and to prepare them for success in life, however and whatever that might mean to them as they grow and develop.

All learners in the Trust will have the opportunity to develop their talents to the full, in the recognition that they all have talents to offer and that although these talents are different, none is more important than another and all are needed in our ever changing world.

Catholic-rooted, child-centred

The Trust is a Catholic-based, child-centred Trust. We are founded on Catholic values which underpin every social, academic and pastoral relationship and the related behaviours which act as live witness to our Faith.

Inspired and supported by these values, we seek to develop the characteristics of effective learners in our children so that, whatever their future holds, they can approach this with character, confidence, resilience and a Christ-centred moral compass.

Priority 1. To enhance the distinctive Catholic nature of the Trust

Objective 1a: 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, learn and grow together.

Embed the Trust mission statement, vision and values as lived out within all Trust schools and underpinning policies.
Cultivate and enhance the Catholic life of our schools through further development of ethos focused opportunities that meet the needs of our schools and the wider communities they serve.

Objective 1b: Work on further alignment with the Diocese to ensure the Catholic mission of central to our Trust

To align key development documentation including monitoring of Catholic Life across the Trust and other schools within the Diocese

Objective 1c: We achieve high levels of success and achievement in RE, ensuring high quality of provision informs other areas of the curriculum allowing celebration of its unique place within our curriculum.

Liaise closely with the diocese to ensure effective implementation of the new Curriculum Directory and RE Curriculum. Staff are supported to fully understand and deliver new expectations and curriculum models through access to relevant training.

Objective 1d: Support all staff as educators within Catholic schools and we ensure sustainable leadership across the Trust.

Foster and monitor opportunities for growth and development for Catholic leaders across our community of schools and implement CPD for non- Catholic teachers Trust wide to secure an inclusive environment where staff are empowered to deliver their best.

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

Objective 2a: Ensure there is a culture of high ambition, achievement and inclusion aligned with sustainable continuous improvement across the schools.

Develop a core of school improvement opportunities. Broaden Trust expertise by working collaboratively with cross trust and external associate colleagues. Maximise and procure opportunities for cross trust and school collaborative models of school improvement.

Objective 2b: Trust will provide clear frameworks to help support and develop an inspiring, rich broad and balanced curriculum which is underpinned by evidence informed practice.

Develop a clearly defined and impactful strategy to maintain and improve the performance of Trust schools. Support the design and implementation of ambitious, well sequenced and knowledge rich curricula in all schools

Objective 2c: Champion the vulnerable and disadvantaged, reducing barriers to learning and focusing on reducing the gap between vulnerable pupils and others.

Develop a cross Trust SEND position to lead provision and further strengthen the culture of inclusion, supporting schools in delivering education that is high quality and inclusive

Objective 2d: Ensure robust evaluation procedures are in place and external scrutiny is welcomed to improve the outcomes.

Support a culture of continuous improvement in all schools through agreed Trust wide systems of self-evaluation, challenge, support and appropriate action.

Monitor outcomes for progress towards intended success criteria and agreed Key performance indicators

Peer to Peer and external reviews and evaluations are completed and evaluated outcomes feed into further areas of school improvement

Priority 3. To prioritise the development of all staff as a key resource for delivering the Trust vision.

Objective 3a: 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.

Robust and extensive CPD model developed annually which enables staff to build expertise through evidence based professional development

Objective 3b: Provide effective support for well-being and mental health of all pupils and adults within the organisation, including a commitment to ensuring children feel safe and valued and reducing unnecessary work load for staff

Develop clear staff charter aligned to values of the Trust and frame work for well being support.

Objective 3b: Trust infrastructure provides high quality and sustainable learning environments for all

Implement a clear and agreed estates strategy for improvements and developments.

Priority 4. To strengthen partnerships and engagement across our schools and communities.

Objective 4a: Establish, develop and further grow key strategic partnerships between schools, Diocese, education providers, education departments and communities.

Provide partnership development across the Trust with strategic partners and stakeholders working to develop the highest opportunities for collaboration and support for the benefit of our learners and communities.

Objective 4b: Though collaborative and strategic partnership developments our networks will have benefit and uphold commitment to the common good, nurturing a community of mutual development and support for all and will assist in improving the standards across our schools.

Continue to develop effective and positive networks/partnerships across our trust and schools. improve the level of engagement and links with other key stakeholders (for example St JTB and the Research School).

Priority 5. To achieve the Bishops directive for Trust growth.

Objective 5a: To ensure the Catholic mission and directive of Trust growth as set out by the Bishop of East Anglia is delivered.

To work in close alignment with the Diocese and Schools Service to ensure all remaining schools not yet within the Trust are fully onboard and within the Trust structure.

Priority 1. To enhance the distinctive nature of the Catholic Trust				
Objective 1a: Gospel values and Teachings of the Catholic Church are at the heart of our ethos and at the heart of everything we do, guiding our decisions and the way we work, learn and grow together.				
Embed the Trust mission statement, vision and values as lived out within all Trust schools and underpinning policies.	Action	Lead	Date	Resource
	<ul style="list-style-type: none"> • Directors Agenda to reflect updated Trust vision statement • Cascade Trust prayer to all schools • Vision statement cascaded to all Trust Heads • RE shared training day timetable to allow time for vision launch • Hold Trust Spirituality day • Agree and disseminate Trust staff induction information • Review current scheme of delegation and feedback to Diocese 	JMcC 24/9/24 FV/CC/PM/ secondary Chaplains/Primary RE leads/all primary teaching staff FV including admin support Exec group including admin support Exec group/DV/AS	December 2024 Autumn B 6/1/24 Easter 2025 Spring B 2025 Autumn 2025	Board mtg Prayer Cards £450 Walsingham Shrine £600 OLOW induction information/checklists Staff induction Policy OLOW& schools websites Scheme of Delegation

Cultivate and enhance the Catholic life of our schools through further development of ethos focused opportunities that meet the needs of our schools and the wider communities they serve	<ul style="list-style-type: none"> • Continue to work with the Diocese to promote and attract suitably skilled high quality candidates to work with Trust schools • Develop Trust specific People Strategy • Continue to ensure schools are outward facing and engage with wide range of national and international programs and initiatives in developing pupils engagement with parishes and wider community 	<p>FV/ RCDEA</p> <p>Exec group, HR consultancy Exec group/All HRs, / Chaplaincy teams/ PD leads</p>	<p>Throughout 24/25</p> <p>Spring B 2025 Autumn A 2024 ongoing</p>	<p>Diocesan and Trust/ school communications</p> <p>Consultancy Day Rate</p> <p>School/RE/PD and extracurricular development plans</p>
Objective 1b: Work on further alignment with the Diocese to ensure the Catholic mission of central to our Trust				

<p>To align key development documentation including monitoring of Catholic Life across the Trust and other schools within the Diocese</p>	<ul style="list-style-type: none"> • Continue to embed national RED and Prayer & Liturgy document expectations in all schools • Work alongside Diocese to evaluate outcomes of pilot CES matrix (Monitoring Catholic life) • Fully engage with Diocesan Secondary Project RE thematic thread • Share best practice T/L outcomes across Trust secondaries • Provide appropriate support and challenge to schools awaiting Sec 48 inspection to ensure all ambitious self-evaluation grades are achieved 	<p>FV/IS/AS</p> <p>IS/MB</p> <p>IS and Diocesan interim leads IS/MB/RE leaders and school chaplains</p> <p>Exec group/ All HTS/ RE leads/Catholic life governors/ Diocesan & CSI support</p>	<p>Autumn A ongoing</p> <p>Throughout 24/25</p> <p>Autumn A 2025 ongoing</p> <p>Throughout 24/25</p> <p>Autumn A 2024 ongoing</p>	<p>CES documentation Prayer & Liturgy and RE policies Matrix</p> <p>Meeting schedules, agendas and minutes</p> <p>OLOW RE network Diocesan leadership PD (including RE) Peer review networks and NoVs</p>
<p>Objective 1c: We achieve high levels of success and achievement in RE, ensuring high quality of provision informs other areas of the curriculum allowing celebration of its unique place within our curriculum</p>				

<p>Liaise closely with the Diocese to ensure effective implementation of the new Curriculum Directory and RE Curriculum.</p>	<ul style="list-style-type: none"> • Continue to release identified staff to Diocesan Primary working Party • Facilitate 2nd year secondment to interim Diocesan Primary Advisor role and training and development of Trust CSI • Deliver cross Trust/Diocesan RED implementation plan (Year 2) • Share and moderate school CSEDs to identify excellent practice and disseminate key strengths more widely • Create Trust specific prayer books (Primary/Secondary versions) to support expectations of national Liturgy documentation • Individual prayer books are a daily feature of all schools' Catholic life 	<p>CC/PM</p> <p>Phoebe M/ school based CSI inspectors</p> <p>All HTS/RE leaders/ teachers</p> <p>Exec Group/RE leaders/ RE network/Chaplaincy Teams</p> <p>All HTs/RE leaders/staff</p>	<p>Throughout 2024/25</p> <p>Throughout 2024/25</p> <p>Summer A 2024 and throughout 24/25</p> <p>Autumn B 2024 ongoing</p>	<p>Cross Trust/Diocesan implementation plan</p> <p>Working party agenda and minutes</p> <p>Allocated release time</p> <p>Day supply rate</p> <p>Heads/ RE leaders training sessions</p> <p>Planning time</p> <p>Prayer books</p> <p>Production costs</p>
<p>Objective 1d: We support all staff as educators within Catholic schools and we ensure sustainable leadership across the Trust.</p>				
<p>Foster and monitor opportunities for growth and development for Catholic leaders across our community of schools and implement CPD for non- Catholic teachers Trust wide to secure an</p>	<ul style="list-style-type: none"> • Support access to accredited, high quality national programmes of leadership development • Promote awareness and take up of DCCRS/ CCRS through remote learning offer • Appraisal cycle/regularly review meetings are used to identify individual staff aspirations/align where possible with Trust priorities and pathways to meet development needs 	<p>Exec group, All HTS</p> <p>CC/All HTS/CPD leaders</p> <p>Exec group/All HTs/line managers</p>	<p>Throughout 2024/25</p> <p>Throughout 2024/25</p> <p>Throughout 2024/25</p>	<p>NPQ programme suite (joint CES/CoE delivery offer where possible), MBIT,DCRS, online CCRS (John Hope University), St Mary's University, Diocesan portal</p>

inclusive environment where staff are empowered to deliver their best.	<ul style="list-style-type: none"> Central Trust and senior leaders continue to prioritise opportunities for staff at all levels to access relevant high quality training CPD engagement and achievement is regularly highlighted in Trust newsletter 	<p>Exec group/All HTs /SLTs</p> <p>Exec group including admin support</p>	Throughout 24/25	<p>Reports to Board</p> <p>Trust newsletter</p>
Priority 2. To ensure every child and young person receives the very best education so that they are empowered to develop, learn and achieve.				
Objective 2a: Ensure there is a culture of high ambition, achievement and inclusion aligned with sustainable continuous improvement across the schools.				
Develop a core of school improvement opportunities. Broaden Trust expertise by working collaboratively with cross trust and external associate colleagues.	PRIMARY <ul style="list-style-type: none"> Evaluate and update annual Trust improvement offer for primary schools to ensure it continues to be responsive to individual school needs Deliver all universal and targeted school improvement activities Continue to develop collaborative professional network of external expertise Develop Headteacher report template (Primary) to include executive summary Quality assure primary school improvement plans (3 and 1 year) to ensure reflect Trust and schools vision and ambition building on recent Ofsted grades Set and secure higher predictions of pupil achievement in line with FFT benchmarks Organise timetable of triad Primary peer reviews 	<p>CC/JB/CaC</p> <p>CC/All Primary HTs</p> <p>CC/All HTs/senior leaders Exec group/All HTs</p> <p>CC/All primary HTs</p> <p>CC/All primary HTs</p> <p>CC/All primary HTs CC/JB /all Primary HTs/SJtB</p>	<p>1/9/24</p> <p>1/9/24 ongoing throughout year Termly</p> <p>5/9/24</p> <p>By 25/9/24</p> <p>Autumn A 2024 2024/25 ongoing</p>	<p>OLOW School Improvement 24/25 offer</p> <p>PIL visit agenda/NoVs</p> <p>Primary HT Teams area</p> <p>Seconded 0.2 FTE T/L Lead</p> <p>Associate day rate</p> <p>HT & Exec summary report to LGBs</p> <p>Board reports and minutes</p> <p>OLOW template</p> <p>SIPs</p> <p>School SEFS</p> <p>24/25 predictions overview</p> <p>FFT Peer review Notes of Visit</p>

	<u>SECONDARY</u>			
Maximise and procure opportunities for cross trust and school collaborative models of school improvement.	<ul style="list-style-type: none"> Evaluate 23/24 feedback from network groups and adjust as needed to further increase curriculum impact and opportunities for subject leader development Contribute expert reviewers to cross Trust/ Diocesan secondary project areas of study: History, Maths & Computing Thematic groups: Heads of 6th Form, SENCos, Music for Collective Worship Share development plans and identify any areas for collaborative practice Coordinate a joint strategy for excellence in secondary teaching and learning 	JB/CC/All HTs/Subject leaders FV/KP/AS All group participants MB/IS MB/IS	12.9.24 2024/25 ongoing November 2024 December 2024	23/24 feedback and evaluation Network group handbook Release for SLs (termly) Working protocols School development plans Board reports Mtg time CEO visits
Objective 2b: Trust will provide clear frameworks to help support and develop an inspiring, rich broad and balanced curriculum which is underpinned by evidence informed practice.				
Develop a clearly defined and impactful strategy to maintain and improve the performance of Trust schools.	PRIMARY <ul style="list-style-type: none"> Co- construct a Trust wide model of effective teaching and learning as a basis of the model of continuous school improvement Align Primary T/L model with structures already in place in Trust Secondaries 	Exec group All HTS/working party Exec group/All Heads/T&L leads	Autumn B 2024 ongoing Spring A 2025 ongoing	EEF guidance Evidence informed pedagogy research

	<ul style="list-style-type: none"> • Build shared understanding of agreed model/language of teaching and learning in supporting ongoing development of quality first teaching –securing understanding of pedagogies underlying curriculum planning and delivery • Ensure Trust and school led teaching and learning CPD consolidates and further develops wider agreed Trust approach to pedagogy • Review teaching staff induction processes to ensure reflects shared Trust approaches to T/L <p>SECONDARY</p> <ul style="list-style-type: none"> • Develop increasingly standardised approach to Governance reports (LGB and Board) • Facilitate regular opportunities for peer engagement with outstanding secondary peer group 	<p>CC/JB /All Heads/T&L network leads/ school curriculum leads</p> <p>Exec group , CPD leads</p> <p>Exec group</p> <p>MB/IS</p> <p>RH/Diocesan secondary group</p>	<p>Summer 2025 ongoing</p>	<p>Exec and HOG meetings, T& L networks TLS and Board mtg OLOW primary model document</p> <p>School CPD schedules</p> <p>OLOW T/L foundation documents OLOW Staff induction materials</p> <p>Board and LGB papers and minutes</p>
Support the design and implementation of ambitious, well sequenced and knowledge rich curricula in all primary schools	<ul style="list-style-type: none"> • Review curriculum offers of on boarding primaries as part of educational diligence • School improvement plans prioritise the need for ongoing review of curriculum domains • Significant planned changes in curriculum models at local level are discussed with Trust/peer network 	<p>All HTs</p> <p>All HTS/Exec Group/ CC/Secondary leads/ All HTs</p>	<p>Autumn 2024 ongoing</p> <p>Spring A 2024</p>	<p>School improvement plans /SEFs PIL visits/ HOG mtgs (internal) Primary heads mtgs/ HOG mtgs (internal)</p>

	<ul style="list-style-type: none"> Primary Assessment Working Party shared systems of formative assessment to support clearer ongoing adaptations 			
Objective 2c: Champion the vulnerable and disadvantaged, reducing barriers to learning and focusing on reducing the gap between vulnerable pupils and others.				
Continue to develop cross Trust SEND lead role to further strengthen the culture of inclusion, supporting schools in delivering education that is high quality and inclusive	<ul style="list-style-type: none"> Trust SEND lead provides improved level of strategic oversight for Board monitoring Develop and disseminate Trust wide SEND offer All school have agreed allocation of SEND lead time reflective of need and clearly understood prioritisation of resources All school SENCOs are able to access high quality support and guidance on all matters relating to SEND/disadvantage Trust SENCOs and wider staff access relevant high quality training which supports them in delivering their individual school SEND action plan Plan and deliver OLOW SEND Conference 	CaCl CaCl/ School SENCOs Ca Cl/CC/ HTs/SENCOs CaCl/ School SENCOs CaCl/ School SENCOs CaCl/ /Exec group including Admin/Trust and other East of England SENCOs	Autumn A 2024 ongoing Summer B 2025	SEND exec reports to Board, OLOW SEND plan OLOW SEND offer Termly SEND network meetings agendas & minutes SENCO notes of visit £800
Objective 2d: Ensure robust evaluation procedures are in place and external scrutiny is welcomed to improve the outcomes.				
Support a culture of continuous improvement in all schools through agreed Trust wide	<ul style="list-style-type: none"> Pupil premium / disadvantaged pupil review continues to be completed annually and outcomes acted upon and reflected in statutory strategic planning 	All HTs/SENCOs/CC/Secondary lead	Throughout 23/24	Review template 0.5 days Visit schedule overview (Quality of

systems of self-evaluation, challenge, support and appropriate action	<ul style="list-style-type: none"> Universal school improvement offer includes opportunities for all schools to access external quality assurance, specifically in relation to quality of education and safeguarding Pre- Ofsted inspection reviews completed in identified schools in inspection window 	CC/ secondary lead/All HTS/ contracted associates CC/Trust Contacted associates/ identified HTs	Throughout 23/24 17-18 /10/24	Education, SEND. Safeguarding) 2 day review £
Evaluated outcomes of internal external systems of review feed into further areas of Trust and school improvement	<ul style="list-style-type: none"> Agree an overview of planned peer to peer challenge and support opportunities using a triad model and linked to agreed school improvement priorities Engagement with Diocesan secondary schools programme Quality of education reviews are completed in all schools with Ofsted inspections scheduled for 24/25 	All HTs/ identified school senior leaders CC/ Secondary leaders/ All HTs	ongoing throughout 24/25	Review documentation 1 x associate day £ Agendas Executive summary reports
Priority 3. To prioritise the development of all staff as a key resource for delivering the Trust vision.				
Objective 3a: 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.				
Robust and extensive CPD model developed annually which enables staff to	<ul style="list-style-type: none"> Cascade breadth of range of potential CPD entitlement within Trust staff charter Ensure all staff appraisal supports identification and access to relevant professional development 	CC/All HTS/ school CPD leaders Exec group/All HTs	Autumn B 2025 onwards Appraisal/review points 24/25	OLOW Staff Charter EEF CPD materials

build expertise through evidence based professional development	<ul style="list-style-type: none"> • Compile live CPD resources of relevant, high quality training routes and providers 	Exec group, including Admin support	Spring A onwards	Blue Sky software and appraisal records Database
Objective 3b: Provide effective support for wellbeing, mental health and safeguarding of all pupils and adults within the organisation, including a commitment to ensuring children and young people feel safe and valued and reducing unnecessary work load for staff				
Staff have the skills and training to support their own and others wellbeing (including pupils)	<ul style="list-style-type: none"> • OLOW staff charter is used as working document to promote awareness of staff well-being • Keep staff wellbeing under review as standing item in all Trust/LGB/SLT/staff meeting agendas • All Trust Staff access annual wellbeing survey • Evaluated outcomes are used to inform future strategic wellbeing actions • Employees Assistance resources are regularly refreshed and visible in all schools • Enhance capacity of mental health support school leads through centrally funded training • Engage with Thrive accredited Level 4 apprenticeship programme 	<p>Exec group/All HTS</p> <p>Staff group reps</p> <p>Exec group/All HTs</p> <p>Exec group, including admin support /All HTS</p> <p>All HTs</p> <p>Identified teaching and pastoral support staff/SENcos</p>	<p>Autumn B 2024 ongoing Spring B 2025</p> <p>Summer A 2025 ongoing Throughout 24/25</p> <p>Autumn 2024</p> <p>Autumn B 2024 Spring 2025 cohorts</p>	<p>Trust Charter</p> <p>DfE wellbeing resources Trust survey (adapted DfE version to include Catholic ethos focus)</p> <p>Health Assured</p> <p>DfE accredited training DfE funded training Thrive Apprenticeship fund</p>
Ensure robust safeguarding systems and processes beyond	<ul style="list-style-type: none"> • DSLs prioritise attendance at Trust network meetings and complete all agreed identified actions 	<p>All DSLs</p> <p>All DSLs/CC</p>	Termly throughput 24/25	DSL network meeting agendas and action notes Report template

compliance are securely in place and safeguarding culture prioritises children and young people's welfare	<ul style="list-style-type: none"> Agreed Trust safeguarding report is presented to LGBS & Board Calendar of internal and external safeguarding key actions and quality assurance activities (including training) is agreed and actioned 	Exec group/All HTS/ all DSLs	Autumn B 2025 onwards Spring A 2025onwards	OLOW safeguarding calendar
Objective 3c: Trust infrastructure provides high quality and sustainable learning environments for all				
Implementing a clear and agreed estates strategy for improvements and developments	<ul style="list-style-type: none"> The delivery plan outlined in the Trust Estates strategy is understood and implemented Introduce a Trust wide CAFM (Computer Aided Facilities Management) system to enhance efficiency and visibility of estates compliance and activities Review Trust IT Strategy including infrastructure arrangements to better support Teaching and Learning. 	RS/RD/ all HTS and all HTS RS/identified school leads RS/Exec group	Throughout 2024/24 Phased throughout 24/25 (St Alban's HS by end Autumn 2024) Autumn B 2024/Spring A 2025	Estates strategy SCA funding allocation Identified research resources Identified CAMF software Strategy document
Outcome 4. To strengthen partnerships and engagement across our schools and communities.				
Objective 4a: Establish, develop and further grow key strategic partnerships between schools, Diocese, education providers, education departments and communities.				
Provide partnership development across the Trust	<ul style="list-style-type: none"> Support development of cross diocesan and trusts working practice as exemplified through secondary project – to expand further in line with key partners. 	FV/Diocese	Throughout 2024/25 Spring 2024	Additional capacity from StJtB – Daily rate.

with strategic partners and stakeholders working to develop the highest opportunities for collaboration and support for the benefit of our learners and communities.	<ul style="list-style-type: none"> Review of best practice for clergy within our schools – closely aligned with developing network of chaplains Regular meetings with StJtB/Diocese to foster improved recruitment, development and procurement across the sector Clear and regular communications with the Regional Director for school/trust growth Continue to be outward facing and seek/secure opportunities to improve Trust offer (e.g. wrap around funding, nursery provision, alternative provision) 	<p>Exec/school chaplaincy teams/RE leaders</p> <p>FV/AS/StJtB/Bishop</p> <p>FV</p> <p>Exec Group</p>	<p>Throughout 24/25</p> <p>Throughout 24/25</p> <p>Throughout 24/25</p>	<p>Mtg time</p> <p>Mtg time</p> <p>Mtg time</p> <p>Application/bid writing capacity</p>
Outcome 5. To achieve the Bishops directive for Trust growth.				
Objective 5a: To ensure the Catholic mission and directive of Trust growth as set out by the Bishop of East Anglia is delivered.				
To work in close alignment with the Diocese and Schools Service to ensure all remaining schools not yet within the Trust are fully onboard and within the Trust structure.	<ul style="list-style-type: none"> Clear and supportive engagement with schools yet to join which must be supported by the Diocese to enable full academisation of schools Positive relations with external agencies to support the planned growth plan Raise awareness of crucial timelines for conversion application process, including access to DfE funding Complete financial and quality of education due diligence exercises 	<p>FV/AS/Directors/individual School Heads/LGBs</p> <p>FV/RS/DfE</p> <p>FV/RS</p> <p>RS/CC</p>	Ongoing	<p>Mtgs</p> <p>Identified professional agencies and support services</p> <p>DD reports to Board, meeting minutes</p>

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