



Strategic Improvement Plan

2019-2022

Message from CEO and Chair of Trust

As we enter Year Two, we embark upon a hugely important time in the life of the St Ralph Sherwin Catholic Multi-Academy Trust, building on what has been achieved in our first year to refine the vision of where we wish to be three years from now.

As CEO and Chair, we understand the huge responsibility placed upon us to ensure that every child and young person benefits from the work that we do across our Trust. We feel both humbled and privileged to have been chosen to lead the Trust and are dedicated to preserving and developing Catholic education in the areas served by our academies, providing the highest quality of education for every child and young person we serve.

This Strategic Plan document explains the direction we are taking over the next three years. Our vision brings us together as one community, broadening our thinking from 'my' one academy to 'our' many academies. Working together, each academy will benefit educationally from sharing the expertise we have internally throughout the Trust, as well as from the external services procured and provided centrally. Every academy will be both a receiver and a giver of support.

By strengthening the links between secondary and primary phases, the Catholic education we provide will constantly improve as we strive to do our best for the pupils and families we serve. Our aspiration is that what is seen today as pockets of best practice will in future come to be known as common practice across all our academies.

Our Trust will be a dynamic entity, which will grow and adapt to enhance the lives of those who are working and learning within it, responding to the needs of our community and guided by the Catholic principles upon which our academies and Trust are founded.

We very much look forward to working together with you to achieve what is set out within this plan.

Sean McClafferty
CEO
St Ralph Sherwin Catholic Multi Academy Trust

Jacqueline Rodden
Chair

September 2019



St Ralph Sherwin

Catholic Multi Academy Trust

Our Vision

'A Catholic family of schools providing service and witness to children, their families and communities - stronger together, united in faith and working as one to enrich the learning experience of our young people, so that all can fulfil their God-given potential'

Our Mission

'Inspired by the life, message and example of Jesus Christ'

Our Core Values

Keeping Jesus Christ at the centre: We hold this as central in all we do, including curriculum, spiritual growth and how we treat and develop our staff.

Educating the whole person: We recognise that each individual is made in God's image. Pupils are cherished for who they are as much as for what they achieve; all achievements are celebrated.

Focused on Achievement for all: We provide the very best learning, delivered by teachers who are supported to deliver their best every day for our children and young people.

Supporting the common good: We work collaboratively and are committed to working in partnership within the CMAT and with our wider communities so that all are enriched from our work.

Welcoming and stimulating learning environments: Our schools are happy, safe, caring and inclusive places for all, placing gospel values at the heart of all we do.

Our Academies

Primary

All Saints' CVA, Glossop *	St John Fisher CVA, Derby
Christ the King CVA, Alfreton	St Joseph's CVA, Derby
English Martyrs' CVA, Long Eaton	St Joseph's CVA, Matlock
Holy Rosary CVA, Burton	St Margaret's CVA, Gamesley *
St Alban's CVA, Derby	St Mary's CVA, Derby
St Anne's CVA, Buxton	St Mary's CVA, Glossop
St Charles' CVA, Hadfield	St Mary's CVA, Marple Bridge
St Edward's CA, Swadlincote	St Mary's CVA, New Mills
St Elizabeth's CVA, Belper	St Thomas' CVA, Ilkeston
St George's CVA, Derby	The Priory CVA, Eastwood

* Federation of All Saints and St Margaret's

Secondary

Blessed Robert Sutton CVA, Burton	St Philip Howard CVA, Glossop
St Thomas More CVA, Buxton	Saint Benedict CVA, Derby
Saint John Houghton CVA, Ilkeston	



Our Vision for Spiritual and Faith Formation within the St Ralph Sherwin Catholic Multi Academy Trust

As a Catholic Multi Academy Trust we play an active part in ensuring the Diocese of Nottingham's pastoral priority for children and young people is achieved within all our schools.

This priority is: *'To enable young people to discover their personal relationship with the Lord, an openness to the guidance of the Holy Spirit and their role within the life of their parish or chaplaincy.'*

Catholic Schools play an important part in the Church's mission of bringing the Gospel to all people. As a Trust we commit to supporting all pupils and staff along their journey of faith from Encounter to Discipleship and then to Missionary Discipleship:

- We will seek to provide opportunities for all to encounter God's unconditional love for them, revealed to us in the life, death, and resurrection of Jesus Christ to free us from our sins.
- We will empower each person to respond to this life changing love by helping them to form a personal relationship with the Lord and His Church, becoming disciples who seek to follow Christ more dearly each day.
- We will encourage everyone who responds to the call of discipleship to have an openness to the inspiration and guidance of God's Holy Spirit in their lives, so that they will wish to share with others the difference that knowing God makes to their lives.

The St Ralph Sherwin Catholic Multi Academy Trust recognises that all people are created in the image and likeness of God and are called into the eternal communion of love between the Father, the Son and the Holy Spirit.

Strategic Aim 1: Mission and Ethos

Through our Catholic faith, promote the academic, spiritual, emotional and social growth of the individual child and young person

OBJECTIVES

- 1.1 To provide effective chaplaincy support across all our schools
- 1.2 To ensure strong links between school and parish
- 1.3 To ensure all academies are well prepared for the DCI (Diocesan Canonical Inspection)
- 1.4 To enable schools to participate in the wider life of the Trust and the Diocese
- 1.5 To provide opportunities for all pupils and staff to deepen and explore their faith and Christ's call for them in their lives
- 1.6 To ensure that Religious Education is a high priority core subject in schools



Strategic Aim 2: Teaching, Learning and Assessment

To ensure that all our academies provide the very best teaching in order to promote and provide high quality learning for all our children and young people and ensuring that there is support in place for teachers to achieve this

OBJECTIVES

- 2.1 To implement a CPD programme that ensures that all our staff have the right skills to raise standards further, deliver good teaching and learning and disseminate good practice to ensure rapid improvement
- 2.2 To secure high quality teaching and learning
- 2.3 To ensure every academy has a relevant, rich and broad curriculum
- 2.4 To ensure that all vulnerable groups make at least good progress

Strategic Aim 3: Academy Improvement

To establish a self-sustaining, system-led, collaborative approach to improvement that enables rapid improvement where required

OBJECTIVES

- 3.1 To establish a self-sustaining, system-led collaborative approach to improvement that enables rapid improvement when required
- 3.2 To develop school-to-school support for leadership
- 3.3 To build effective links to outstanding providers outside of the Trust to support continuing improvement
- 3.4 To ensure all schools operate effective quality assurance and self evaluation
- 3.5 To ensure that all schools have effective development planning leading to improvement
- 3.6 To enhance the Trust's ability to develop the next generation of school leaders in both phases



Strategic Aim 4: Leadership and Governance

To ensure high quality leadership and governance at Trust Board, Local Governing Body and individual academy level

OBJECTIVES

- 4.1 To ensure that governance is effective at Trust and Academy levels, with a broad range of skills and able to hold the Executive Team to account for the performance of each academy and the Trust as a whole
- 4.2 To ensure that Local Governing Bodies are engaged and operating as effective sub-committees of the Trust Board, able to hold their academy's senior leadership to account for the performance of their academy
- 4.3 To ensure that a Trust-wide policy structure is in place which supports the aims of the Trust as well as ensuring compliance with regulatory requirements
- 4.4 To ensure that the Trust has a marketing and communication plan over the coming 3-5 years, based on our core values and purpose, focused both externally and internally as we establish our presence as a new organisation
- 4.5 To ensure a collaborative, challenging and professional environment where leaders are confident to lead the improvement journey within and beyond their own academies
- 4.6 To ensure safeguarding systems are robust

Strategic Aim 5: Business Support Services

To ensure that the Trust has business support arrangements which are efficient and deliver value for money across all its operations

OBJECTIVES

- 5.1 To develop a structure that is responsive to changing needs
- 5.2 To maintain measured and systematic growth (HR)
- 5.3 To deliver high quality services to academies (Estates)
- 5.4 To deliver a strong financial plan that secures a sustainable future
- 5.5 To ensure that IT systems support and enhance Trust provision across all services
- 5.6 To establish efficient and customer focussed recruitment, employee relations, HR advice and administration that meets the needs of the organisation