

**Hoyland Common Academy Trust
Multi Academy Trust Development Plan**

**September 2020 - July
2021**



Improvement Priority: To ensure HCAT develops as a multi academy trust and meets all its statutory obligations

Success Criteria HCAT meets all its statutory obligations as a multi academy trust. The quality of education in all school in the multi academy trust improves and outcome for pupils continues to improve.

Development Area / Strategic Objective.	Actions/Inputs	Lead	Key Dates/Milestones		Self-Evaluation	Review/Outputs	Impact	Areas for development
			Start Point	End Point				
					Outputs (Based on the 10 effective characteristics of Successful Multi Academy Trusts) See SEF for specific detail		Data/evidence that shows the action has been met. How will the data/evidence be captured?	To be completed July 2021
<p>To ensure that schools across the trust provide a high quality of education to all pupils –</p> <p>Objective One – School Improvement – To deliver a clear methodology for school improvement that ensures all schools deliver a high-quality education resulting in strong academic success.</p>	<ul style="list-style-type: none"> Development of consistent approaches to teaching and learning across the trust with a focus on foundation subject leadership Support with development of recovery curriculums Completion of annual risk assessment for Academies and Associate MAT members Brokerage agreements implemented by Directors of T&L and SEND Network events for all year groups/subjects focusing on key priorities for trust Termly School evaluation review conducted by CEO and annual external review conducted by NLE/LOI Programme of moderation of Lesson observations, moderation challenge, Pupil premium meetings and environment audits completed by directors of teaching and learning. 	<p>CEO, D of T&L</p> <p>CEO, D of T&L</p> <p>CEO</p> <p>CEO, D of T&L</p> <p>D of T&L</p> <p>Central Team</p> <p>D of T&L & SLTs</p>	<p>Sept 20</p> <p>Sept 20</p> <p>Sept 20</p> <p>Sept 20</p> <p>Sept 20</p> <p>Termly</p> <p>Termly</p>	<p>July 21</p> <p>July 21</p> <p>Sept 20</p> <p>July 21</p> <p>July 21</p>	<p>Overall Performance - Embedding - The Trust outcomes for young people in terms of the progress they are making from KS1 to 2 or KS2 to 4 are above national averages in more than half of the academies in the Trust</p> <p>Step 7 - The Trust's school improvement strategy balances the generic needs of the schools with the facilitation of smaller learning communities of teaching leaders who develop coaching groups with colleagues needing help</p>			
<p>There is a robust and strategic approach to</p>	<ul style="list-style-type: none"> Annual monitoring cycle in place. Review of trust level data to identify cross trust development priorities 	<p>CEO, D of T&L</p> <p>CEO</p>	<p>Ongoing</p> <p>Sept 20</p>	<p>Jan 21</p>	<p>Step 1 - Embedding - The academy can provide some evidence that through their delivery of their academy-based plan at least</p>			

<p>school improvement</p> <p>Objective One – School Improvement – To deliver a clear methodology for school improvement that ensures all schools deliver a high-quality education resulting in strong academic success.</p>	<p>and to base risk assessment support rating</p> <ul style="list-style-type: none"> Provision of CPD and support to school based on risk assessment outcomes Risk assessments completed and shared with Trustees/LGBs Monthly heads of school meetings and weekly school KIT meetings. Brokerage agreements for all schools in place and reviewed termly Completion of website audits. Annual Safeguarding audit Completion of PDRs for Heads of school and MAT SLT 	<p>CEO D of T&L</p> <p>CEO</p> <p>CEO / COO</p> <p>CEO D of T&L</p> <p>COO</p> <p>COO</p> <p>CEO</p>			<p>2-3 of the Trust priorities are also being delivered</p> <p>Step 3 - Embedding - The Trust has ensured that there is a pattern of consistent practice that is now recognised as more efficient than each academy working independently. Academies are suggesting new areas of common working practice of their own for the Trust</p> <p>Step 6 – Embedding - The school improvement strategy is sustaining improved performance and standards are rising and improvement is rapid. The self-evaluation of the academies is maturing so that they have greater ownership of their own requirements and make more bespoke support demands of the Trust</p>			
<p>The strategic development of the trust is supported by highly effective governance at all levels</p> <p>Objective Four – Strengthening governance at all schools to ensure that all statutory information is provided to ensure wise decisions are taken at all levels based on evidence.</p>	<ul style="list-style-type: none"> Continue to develop the role of Trustee Link to allow clarity and sharing across the schools within the Trust at both Governor and Trust Board level to prevent over reliance of information shared by officers. Offer Governor CPD and ensure it meets the needs at all levels of governance and highlights any changes in the education landscape and addresses any gaps in understanding Embed the role of the Finance and Resources Committee and Audit Committee Comprehensive and up to date Governance Arrangements in place on both Companies house and Edubase. - https://get-information-schools.service.gov.uk/Groups/Group/Details/16375 	<p>CEO / CoT</p> <p>CEO / Various</p> <p>COO</p> <p>COO</p>			<p>Step 2 - Embedding - The Chair of Board and the CEO hold the Principals and the chairs of academy boards to account. There is a collective responsibility for standards across the Trust. Performance across the academies is not as strong as it is at senior level where it is excellent</p> <p>Step 4 – Developing - There is a MAT board where the distinction between the role of members and directors is clear. A skills audit has enabled the board to recruit skilled professionals capable of fulfilling their roles. There is clarity in terms of the roles of both boards but the structure is at an early stage of development. The values of the organisation are driven by the uniqueness of the schools not the Trust</p>			
<p>Finance and compliance –</p> <p>Objective Three – Build a strong infrastructure in the Multi</p>	<ul style="list-style-type: none"> Continued high quality Finance support both across Trust and in Local Authority Maintained Schools. Monitoring and evaluation of Trust Schools with monthly Management 	<p>COO</p>			<p>Step 5 – Embedding - There are strong internal systems of audit that have improved over time and are now highly effective. A well-qualified central team ensures that the trust operates well as a single business.</p>			

<p>Academy Trust – Enabling school leaders to focus on their core educational purpose by delivering outstanding central services.</p>	<p>Accounts presented to the Chair each month and Trust Board 6 times per annum and shared with Chairs of LGB - https://www.gov.uk/government/publications/academy-trust-financial-management-good-practice-guides/academy-trust-management-accounting</p> <ul style="list-style-type: none"> Comprehensive Risk Register devised across Trust and individualised at each School Level in line with guidance issued by HM Treasury - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/815635/Orange_Book_Management_of_Risk.pdf Ensure that HCAT adheres to the academies financial handbook https://assets.publishing.service.gov.uk/media/5f4754ac8fa8f5362e74ba76/Academies_Financial_Handbook_2020.pdf including introduction of DFE standardised coding structure for academies To achieve and maintain a 5% reserve across the Trust and at each school to ensure that the Trust is recognised by the ESFA as financially secure with effective financial management 	<p>CEO / COO / D of F</p> <p>COO</p> <p>CEO / COO</p> <p>COO</p>			<p>External audit has identified no significant areas of improvement</p> <p>Step 8 – Embedding - The Board risk register is used to drive all improvement priorities and is the framework for agenda setting across the Trust. Each academy has its own Register which indicates the risks that are linked to their academy as well as the ways in which board risks are mitigated</p>			
<p>Central services and MAT development - Objective 1 - Ensuring that the Trust has business arrangements in place that are efficient and effective and enables it to deliver on its commitments to grow and deliver value for money across the Trust.</p>	<ul style="list-style-type: none"> H&S - The responsibilities arising from operating schools and other educational settings mean that health and safety issues assume supreme importance for the Trust. Estate Management - ensure that we are creating an efficient, fit for purpose and sustainable estate for all the Schools within the HCAT Umbrella. Completion of condition surveys for all schools (Non PFI) to be able to develop sustainable estates development plan. https://www.gov.uk/guidance/good-estate-management-for-schools/the-fundamentals-of-good-estate-management 	<p>D of O</p> <p>D of O</p>			<p>Step 9 – Developing - The Trust has a talent management programme that supports and develops talented teachers and leaders and equips them to work effectively across the Trust in different academies and roles. These blend CPD opportunities with wider leadership experience</p> <p>Step 10 – Leading - The Trust has a Teaching School Alliance, NLE, NLG and SLE who provide support across the Trust but also to schools beyond the Trust. The Trust is a key part of the regional system leadership capacity to improve standards for all and works to support and challenges new and experienced MATs</p>			

	<ul style="list-style-type: none"> • Strategic Human Resources – Ensure consistent policy, process and systems across trust allowing leaders to be kept informed about current or new legislation. • Provision of high quality operational and proactive HR support to schools across the trust. • Embedding of the new Management Information System that supports school leadership • Creation and implementation of Job Descriptions across all roles within the trust. • Continued Weekly Central Team meeting to allow sharing of information across the Trust with all parties, at a school level. • To deliver a systems led approach to supporting schools beyond the trust. 	<p>D of HR</p> <p>D of HR, HR Man</p> <p>COO, CEO</p> <p>D of HR</p> <p>COO</p> <p>D of TS CEO</p>						
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<http://www.woldsteachingalliance.org.uk/wp-content/uploads/2016/01/6.5-10-Characteristics-Evaluation-for-Successful-MATS.pdf>