


Hoyland Common Academy Trust Multi Academy Trust Development Plan					September 2021 - July 2022				
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.	Key Priority	Implement/Deliver	Key Dates/ Milestones		Progress against priority	Impact/Sustain	Areas for development		
			Start Point	End Point					
School Improvement - To deliver a clear methodology for school improvement that ensures all schools deliver a high-quality education resulting in strong academic success	To ensure as a trust we continue to attain highly in measurable year groups and for all groups of children	<ul style="list-style-type: none"> <li>Completion of annual risk assessment for Academies</li> <li>Brokerage agreements implemented by Directors of T&amp;L and SEND</li> <li>Termly School evaluation review conducted by CEO and annual external review conducted by NLE/LOI</li> <li>Programme of moderation of Lesson observations, moderation challenge, Pupil premium meetings and environment audits completed by directors of teaching and learning.</li> <li>Key focus on brokerage agreements in relation to measurable year groups (Particularly KS1)</li> </ul>	09/21 09/21	09/21 09/21	Termly Termly				
	Trust wide documents are reviewed, fit for purpose and on HCAT leadership/T&L sharepoint	<ul style="list-style-type: none"> <li>Review of key curriculum and assessment docs.</li> <li>Develop consistent cross trust data docs</li> <li>Develop Music/SRE curriculum</li> <li>Review curriculum progression docs in line with guidance</li> </ul>	Aut 21 Aut 21 Aut 21 Aut 21	Sep 21 Sep 21 Sep 21 Sep 21					
	Ensure high quality leadership and delivery of foundation subjects,	<ul style="list-style-type: none"> <li>Network events for all year groups/subjects focusing on key priorities for trust</li> <li>Key focus on brokerage agreements in relation to foundation subject delivery and leadership</li> </ul>	Termly On going	Termly On going					
	Deliver high quality cross trust CPD	<ul style="list-style-type: none"> <li>Development of programme of cross trust CPD,</li> <li>Deliver CPD – focus on foundation subjects.</li> <li>Governor CPD programme in place</li> <li>HR CPD programme in place</li> <li>Aspirant leader programme – complete cohort 1, start cohort 2</li> </ul>	Termly Termly On going On going On going	Termly Termly On going On going On going					
Growth: Growing to enhance the sustainability of the Trust and	Review of trust level data to identify cross trust development priorities and to base risk assessment support rating	<ul style="list-style-type: none"> <li>Review of data identified Gaps from EYFS to Y1 due to covid</li> <li>KS1 as a priority overall</li> <li>GPS in KS2 –</li> <li>Use data analysis to support design of cross trust CPD</li> </ul>	Aut 21	Aut 21					

our ability to add value to the schools in the Trust.	Risk assessments completed and shared with Trustees/LGBs  Review of growth strategy in line with SoS Announcement in relation to strong families of schools.	<ul style="list-style-type: none"> <li>Review of Primary and Secondary risk assessments and current issues added.</li> <li>Risk assessments completed</li> <li>Risk assessment shared with school SLT and LGBs</li> <li>Application for Higham and Royston free school submitted</li> <li>Awaiting outcome of HTB for Higham</li> <li>Ongoing informal discussions with Schools across borough</li> <li>Continued support of schools via teaching schools and as part of the SI offer.</li> </ul>	Aut 21  Sep 21 Sep 21  Aut 21 On going On going	Aut 21  Sep 21 Sep 21  Aut 21 On going On going			
	Continuation of Weekly KIT and Monthly Head of School CPD sessions	<ul style="list-style-type: none"> <li>Annual planner of meetings in place for academic year</li> <li>Weekly kit meetings booked in,</li> <li>Monthly CPD sessions with HT in place</li> </ul>	Aut 21 On going On going	Jul 22 On going On going			
	Completion of PDRs for Heads of school and MAT SLT	<ul style="list-style-type: none"> <li>Annual calendar of Professional reviews in place.</li> <li>Completion of annual performance review for HT and Trust SLT</li> <li>Completion of pay progression reviews for all staff</li> </ul>	Aut 21 Sep 21  Sep 21	Aut 21 Oct 21  Oct 21			
To build a strong infrastructure Enabling school leaders to focus on their core educational purpose by delivering outstanding central services.	Development of Operations SER	<ul style="list-style-type: none"> <li>Framework in place to monitor and review operational aspects of school – including HR, Payroll, Finance and Safeguarding</li> </ul>	Aut 21	Aut 21			
	Annual website and safeguarding audits	<ul style="list-style-type: none"> <li>Ensure websites are up to date and consistent – consider specific admin in trust schools to ensure completion.</li> </ul>	Aut 21	Aut 21			
	Estates Strategy and Implementation	<ul style="list-style-type: none"> <li>Further development of Estates Programme for Buildings and Maintenance.</li> <li>Scheme of works to be devised and planned inline with funding available</li> <li>Bidding process to be established.</li> </ul>	On going On going On going	On going On going On going			
	Centralisation of functions	<ul style="list-style-type: none"> <li>Elements of contractual obligations to be centralised to ensure a streamlined and consistent approach across Trust</li> <li>ARBOR to be utilised to store key personnel documents – i.e. DBS, NS forms</li> <li>Development of Forms for contractual information.</li> <li>Streamlined PO approach</li> </ul>	On going On going On going On going	On going On going On going On going			
	Regularly evaluate and be mindful of risk.	<ul style="list-style-type: none"> <li>Termly monitoring of Risk Register across Trust to ensure changes to landscape and legislation are considered.</li> </ul>	Termly	Termly			
	Review of IT Strategy and Cybercrime.	<ul style="list-style-type: none"> <li>Review of current IT strategy and rolling programme of refresh</li> <li>Audit of current IT infrastructure</li> <li>Development of Cyber crime policy and practice</li> </ul>	Dec 21  Spring 22	Dec 21  Summer 22			
Strengthening Governance	Governance	<ul style="list-style-type: none"> <li>Appointment of Governance Admin Assistant</li> <li>Appointment of new Members / Trustees</li> <li>Continuation of CPD programme for Governors/Trustees</li> </ul>	Sep 21 TBC On going	Sep 21 TBC On going			

	Governance framework & Scheme of delegation	<ul style="list-style-type: none"><li>• Induction framework</li><li>• Continual update of Governor sharepoint</li></ul>					
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