

North West Surrey Catholic Education Trust

Business Plan

Introduction

After careful consideration and preliminary discussion with the Diocese, the governing bodies of the following schools have decided that they wish to convert to Academy status and to form a Catholic multi-academy trust - the North West Surrey Catholic Education Trust:

Primary schools:

- Cardinal Newman School, Hersham;
- Holy Family School, Addlestone;
- St Alban's School, Molesley;
- St Anne's School, Chertsey;
- St Augustine's School, Camberley;
- St Charles Borromeo School, Weybridge;
- St Hugh of Lincoln School, Woking

Secondary schools:

- Salesian School, Chertsey;
- St John the Baptist School, Woking

We anticipate that formal partnership as a multi-academy trust will offer significant benefits for our schools. The MAT will:

- formalise and strengthen existing partnership work with other Catholic schools which will enhance our catholicity, reinforce our shared values and promote a culture of openness and trust
- support and maintain Catholic education in north west Surrey for pupils from 4 to 18 years and ease primary to secondary school transition
- enable all schools both to access and to deliver peer-led school-to-school support, fostering an ethos of collective responsibility that will ensure the highest quality of provision and achievement across all MAT schools
- provide MAT-led professional development opportunities for staff to share expertise across the Trust schools, assisting with the retention of high quality staff and facilitating succession planning
- provide a structured framework and a pool of expertise from outstanding MAT member schools to support and strengthen any school that becomes vulnerable
- provide additional opportunities to share resources and facilities, developing a collaborative way of working and 'joined-up' provision for the benefit of all of our pupils and families
- remove the requirement to follow the National Curriculum, allowing for greater flexibility and creativity when planning the school curriculum.
- secure additional finance to invest in resources for our pupils and schools by providing access to funding that the LA would otherwise receive and spend on our behalf
- enable partner schools to access the Condition Improvement Fund which is only available to academies
- enable partner schools to respond more effectively to the budget pressures all schools are facing by securing economies of scale whilst retaining individual school autonomy

- reduce the impact of any future reduction in LA services by developing our own capacity to meet the needs of our pupils or commissioning our own specialist support services – for example, to support pupils with SEN
- facilitate better co-ordination of information and events, which will support parents with children in more than one school.

Mission Statement

The North West Surrey Catholic Education Trust fulfils the primary purpose of Catholic schools by providing and promoting excellent Catholic education, enabling everyone to reach their full potential in union with God. We are fulfilling this purpose more effectively by coming together as equal partners in a Catholic multi-academy trust, with Jesus Christ at the centre of our life, enabling each school to flourish and live out its Mission living our gospel values.

The North West Surrey Catholic Education Trust Board

As a charity and company limited by guarantee, the North West Surrey Catholic Education Trust is governed by a Board of Directors who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company. The Directors are accountable to external government agencies, including the Charity Commission and the Department for Education, for the quality of the education they provide and will put the necessary systems into place through which they can assure themselves of quality, safety and good practice. The Directors are also accountable to the Diocesan Academy Strategic Board of the Diocese of Arundel and Brighton and to Bishop Richard Moth to ensure that the academies are conducted as Catholic schools in accordance with the canon law and teachings of the Roman Catholic Church so that at all times the School may serve as a witness to the Catholic faith in Our Lord Jesus Christ.

The following interim Foundation Directors have been appointed to serve for an initial period of six months, after which the composition of the board will be reviewed to ensure that it provides the MAT with the optimal mix of required skills and experience.

Peter O'Brien (Chair)
 Fr Peter Andrew
 Rev Dr John Dickson
 Mirek Gliniecki
 Mike Harrington
 Carole Ann S Roycroft
 John B Wells

The Interim Board has been approved by the Diocese, subject to the following conditions:

1. Consent has been given for the Interim Board for six months, i.e. until the MAT opens in September;

2. Consent is conditional upon further discussions as to the appointment of permanent Directors after six months;
3. Upon appointment of a permanent Board, and in order to ensure a broader representation, a maximum of two Board members may come from the same school;
4. Upon appointment of a permanent Board, and in order to avoid any potential conflict of interests, Board members may not continue to serve on any of the Local Governing Bodies of the Schools in the MAT;
5. Further to point 4, relevant individuals will work with their governing bodies to identify replacements for Diocesan consideration and appointment with the view to Board members resigning from their governing bodies within six months of appointment to the permanent Board.

In assessing the suitability of applicants for the position of MAT Director, their ability to bring to the Trust their expertise in the fields of human relations, legal, business and finance as well as relevant education experience was taken into account, as outlined in the table overleaf.

Procedure for filling vacancies on the Academy Trust Board

Applications for the position of interim Foundation Director exceeded the number of places available which has enabled us to select the most appropriate candidates to meet the needs of the set-up phase. As demonstrated by the skills table overleaf, the Board has particular expertise in school governance and financial management but would benefit from additional legal and premises management experience. In recruiting to fill future vacancies and permanent positions at the end of the six-month interim period, we will be inviting applications from a wider skills base using agencies such as Schools One Stop Shop (SGOSS) and by public adverts and through parishes for potential Directors who can bring these particular skills to the Board.

Headteacher governors

All heads and chairs will serve on the H&C forum for the first six months so that we can evaluate the effectiveness of this approach

Board of Governors: Skills and experience

Name of MAT Board Director	Financial and risk planning and management	Leadership of education/school governance	Legal expertise	Expertise in premises management/surveying/related skills	Marketing	HR	Business acumen and strategic planning	Expertise in school data analysis
Peter O'Brien (Chair)	1	2	3	2	2	2	2	2
Fr Peter Andrew	1	2	1	1	2	2	2	2
Rev Dr John Dickson	2	1	3	3	2	2	3	1
Mirek Gliniecki	1	1	3	3	1	2	1	1
Mike Harrington	3	2	3	3	3	1	2	2
Carole Ann S Roycroft	1	1	3	3	2	1	1	1
John B Wells	1	1	2	3	3	2	1/2	2

Key: Levels of proficiency:

- 1: Expert
- 2: Proficient
- 3: Limited

Proposals for the growth of the Cluster Multi Academy Trust

As nine schools have already expressed an interest in joining the North West Surrey Catholic Education Trust, we will concentrate our efforts on supporting the growth of the MAT through these schools, rather than encouraging other schools to join at this early stage of the MAT's operation.

Proposed executive leadership of the Cluster Multi Academy Trust

North West Surrey Catholic Education Trust – Executive Leadership

Chief Accounting Officer	Ani Magill, National Leader of Education
Chief Financial Officer	Nicola Kenworthy, ACA (Associate of the Institute of Chartered Accountants in England & Wales).
Administrator	Lucia Davies

Details of the financial arrangements

All schools have agreed to make an initial partnership contribution of £77 per pupil, this being the ESG general funding rate for mainstream academies in the 2016 to 2017 financial year. Work is commencing now to identify areas where further savings can be made and activities centralised, thereby saving costs locally. The need for development of a contingency fund has been recognised by all schools and further work will take place on this once final budgets for next financial year have been developed. Funding letters have been received this week so we would expect to have clearer view on this in the next six weeks.

Research is underway to identify the most suitable software provider and presentations from companies are in the diary to take place during the next two weeks. Some discussion on the provision of payroll facilities and auditors has taken place and this is ongoing. We expect to finalise these within the next six weeks.

Details of any additional school improvement support (if needed), over and above what might be available within the Schools making the application.

In recognition of their outstanding teaching and learning provision, coupled with the support that they provide to other local schools, both secondary partner schools are designated Teaching Schools and School-centred Initial Teacher Training institutions with a long history of supporting schools in difficulty at both secondary and primary level. For example, the head of SJB has taken over 5 other schools that require rapid improvement. They are also one of only 32 NCETM Maths Hubs nationally providing a range of maths CPD and support to primary and secondary colleagues. All of this experience means that they are particularly well placed to deliver a full programme of school improvement to schools across the MAT.

With respect to leadership training, both secondary schools are licensed to deliver the suite of NCTL modular leadership programmes which cover all stages from NPQML to NPQH. They also have an excellent record of training future leaders with nineteen members of SJB staff having been successful in securing headteacher positions over the last 18 years.

Primary partner schools also have a strong record of providing peer-led support to disseminate best practice and foster innovation, based on a shared moral purpose and underpinned by a learning culture of collaboration. For example, headteachers Alison Walsh, Jill Keany and Martin Brannigan have all carried out school-to-school support in the past two years on behalf of the Diocese, LAs and Surrey County council. We will also leverage the skills of the MAT directors and LGB governors to enhance the school improvement offer, drawing upon the expertise outlined in the table on page 5 of this business plan.

In summary, in view of the range and excellence of the school improvement support that the schools across the MAT can provide, we do not envisage being obliged to source additional provision from outside the Trust.