



St Francis of Assisi Catholic Academy Trust

The very best Catholic education now and for generations to come

Presenting the Educational and Financial benefits of belonging to St. Francis of Assisi Catholic Academy Trust – as we complete our first two years as a Trust.

July 2023

J Durham (interim COO) and A Celano (CEO)

The information in this report comes from a series of interviews held between the COO and the Headteacher (Spring 2023), along with further updates agreed between the CEO and Heads in early June 2023. If you have any queries about this document, please contact a.celano@stfrancistrust.net





TRUST IMPACT

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St Joseph's
Catholic Primary



Sacred Heart
Catholic Primary School



St Augustine's
Catholic Primary School



St Joseph's
Catholic Primary School



St Thomas of Canterbury
Catholic Primary School



St Joseph's
Catholic Primary School



St Mary's
Catholic School



St Cross
Catholic Primary School



2021/22 (YEAR 1) BENEFITS – Trust Wide

1. Benefits for the children through our paired Trust projects:
 - Chaplaincy, including greater cohesion between school chaplaincy teams, connecting pupils across the schools to encourage their faith journey and service, creating a Trust prayer, holding Trust-wide chaplaincy liturgy, and the pupil design (competition) of St. Francis chaplaincy badge
 - Subject Leadership, including developing the effectiveness of curriculum and subject leadership in our schools through creating networks, collaboration and sharing of schemes and best practice, as well as monitoring, mapping and assessment
 - EYFS, including evaluation of the Early Years Curriculum and approach, spring term focus on early reading and phonics resourcing and approach, shared phonics purchasing, moderation & sharing good practice
 - Catholic Life, including the creation of a pupil designed Stations of the Cross booklet – one given to each child & family, designing & readying of the Franciscan Values Award for Early Years to Year 13 to launch in Sept 22
2. Full time availability and support of CFO on financial monitoring, budget setting, financial procedures
3. Weekly Trust workshops & bulletins, peer to peer support, & free weekly training for finance colleagues
4. Dedicated help for Heads on a range of financial matters
5. Two in-school support and compliance visits from Health and Safety experts at HCC, along with free support and advice from building consultants on matters arising and Headteacher support for interim risk control
6. Emergency support for a school with a serious critical incident
7. In-school visits from the Health and Safety Director
8. Health and Safety governor training
9. Support with GIAS and governance registration
10. In-school support, OFSTED prep and monitoring of Safeguarding governance from the Safeguarding Director
11. Monitoring of Safeguarding operation peer review
12. All internal and external audit fees covered, and all audit arrangements made with training given
13. Creation of a Trust-wide Headteacher-designed Headteacher Report, streamlining reporting across Trust and enabling Trust Reports and school to school support to be brokered

14. School to school support and sharing of best practice in EYFS, ECT visits and shared support, writing moderation, expectations on environment, schemes of work
15. Supporting 'advert to appointment' for two local boards appointing Headteachers
16. Headteacher support on a range of matters, incl. exclusions, abusive parents, behaviour, complaints & absence management
17. Headteacher wellbeing – conference, mini-retreat, a headteacher lunch, & regular team time off site to plan & share
18. Retention and development of Headteachers through opportunities: two Heads of School posts, and one Executive Headteacher appointment made
19. Supporting local Chairs with various procedures from allegations against staff to formal complaints
20. Sharing of wellbeing strategies between schools
21. Termly newsletter communicating Trust work and developments in schools
22. Creation of centralised Trust policies saving Heads and Boards creation and meeting time, incl. Admissions, Child Protection, H&S, Fire Aid, Discipline, Grievance, Complaints, Whistleblowing, Trips, Code of Conduct, Risk Management, Assets, Lettings, Visitors, Critical Incident, Financial Procedures, Recruitment, Flexible Working etc. (will include SEN & Pay by the end of the term)
23. Helping each school produce or update Risk Registers
24. Post CIF bid support on appeals and interim measures
25. Website audit and compliance checks



2022/23 (YEAR 2) BENEFITS – Trust Wide

In June 2023, each Headteacher was asked to rate their happiness / satisfaction with the decision to join the Trust.

On the scale of 0-10 (10 being most happy), all Headteachers completed the survey, scoring as follows:

The decision to join the Trust: 9.0;

Being happier in the Trust than being outside the Trust: 9.3.

TRUST IMPACT SCHOOL IMPROVEMENT	
Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> • Greater cohesion between school chaplaincy teams • Pupils connected across schools to encourage and share their faith journeys and service • Spiritually unified trust through the creation of a Trust prayer, Trust-wide liturgy and the St. Francis chaplaincy badge
Cross-school development of a pupil designed Stations of the Cross booklet	<ul style="list-style-type: none"> • Booklet shared with all families which supported the spiritual unification of schools across the Trust, as well as providing a family focus for prayer within each school
Design and preparation of a cross phase Franciscan Values Award for pupils from EYFS to Year 13	<ul style="list-style-type: none"> • Enhanced motivation of students to ‘live’ the values underpinning the Trust and be rewarded for doing so in age appropriate ways
EYFS: evaluation of curriculum and approach	<ul style="list-style-type: none"> • Evaluation resulted in clarity around areas for development centrally and across schools • Development of guidance and sharing of resources for an approach to early reading and phonics • Opportunities for cross-school moderation and sharing of best practice which will lead to improved outcomes for pupils • Financial benefit through shared phonics purchasing
Subject Leadership Networks	<ul style="list-style-type: none"> • History, Geography and Science SLs have an improved understanding of their role in the event of an Ofsted inspection leading to more positive outcomes • Opportunity for curriculum sharing improves the curriculum and assessment in all schools
Health and Safety Operational Network Meetings established	<ul style="list-style-type: none"> • Opportunities for site managers and SBMs to share ideas and best practice and feedback any issues to the central team • All schools have a shared understanding and clarity about the requirements and expectations of the Trust H and S policy and the actions they need to implement in order to secure the highest standards of H and S practice

	<ul style="list-style-type: none"> • CPD opportunities, e.g. use of Statlog
In-school support and compliance visits from HCC and H and S Director - experts organised for further support	<ul style="list-style-type: none"> • Reports identifying any issues and risk mitigations enable HTs to have clarity and security about the management of their school sites which has supported the identification of priorities for improvement, bid applications etc.
Statlog established as the system through which all site checks are undertaken and reported	<ul style="list-style-type: none"> • This has enabled site managers to be confident that their cycles for checking are robust and effective • Trust Executive are able to run regular monitoring reports for each school, identify any problems swiftly and make reports to the Trust Board about H and S across the Trust
Support with reviewing FRAs	<ul style="list-style-type: none"> • Schools setting up clear rolling spreadsheets, linked to RRs, with details of actions needed and undertaken
Health and safety governor training set up	<ul style="list-style-type: none"> • Increased understanding of governors about their roles and responsibilities
1:1 Meetings with HTs and SBMs re budgets	<ul style="list-style-type: none"> • HTs report increased knowledge and confidence which is enabling them to make prudent financial decisions
Trust contract procurement	<ul style="list-style-type: none"> • Savings made on Trust contracts including photocopier leases, school absence insurance and Herts supplies • Management of cleaning and catering tender process will result in a significantly improved service across the Trust
Weekly finance meetings established for all schools	<ul style="list-style-type: none"> • Increased knowledge through idea sharing and communication of ESFA and financial updates
Auditing Support provided to all schools	<ul style="list-style-type: none"> • Successful year end audit, TPS audit and internal audits delivered
Provision of helpdesk service for all schools	<ul style="list-style-type: none"> • Improved understanding through swift response to ad hoc finance queries
Provision of bespoke management account meetings	<ul style="list-style-type: none"> • Improved knowledge and understanding of school budget evidenced by school staff
Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> • School budgets increase income to support additional expenditure
Safeguarding Operational Meetings established	<ul style="list-style-type: none"> • Opportunities for HTs/DSLs to meet regularly to share best practice • Consistency of practice in accordance with the policies • CPD component of meetings has developed expertise in auditing different elements of practice, e.g. online safety • Trust Executive are able to monitor safeguarding practice in schools and report findings to Trust Board
Centralised Trust Inset for all schools	<p>Evaluations report that:</p> <ul style="list-style-type: none"> • 94% of participating teachers felt that their practice would be positively impacted through their participation in this event • The inset enabled a better understanding of the relevant curriculum endpoints and explicit teaching of skills in lessons • Subject leaders developed their leadership and ability to undertake robust self-evaluation

	<ul style="list-style-type: none"> • Understanding of cultural capital was enhanced • The sharing of ideas for the most effective teaching of reading and vocabulary will lead to improved planning and consequently outcomes for students
Centralised interrogation of data through HT's reports	<ul style="list-style-type: none"> • Identification of respective strengths and areas for development have enabled schools to work together on curriculum planning, assessment and moderation. This will lead to improved outcomes for pupils • TB have clarity and understanding about the relative contexts and performance of trust schools and are able to hold executive leaders to account
Recruitment, retention and development of Headteachers and other senior leaders, e.g. Heads of School x 2, 1 substantive HT appointment, Executive Headteacher, Executive HT (Primary Lead), Leadership secondment	<ul style="list-style-type: none"> • Stability of staffing • Retention of experienced leaders • Growing our own leaders/succession planning • Improved capacity for school development/improvement foci
SENDCO Operational Committee Meetings established	<ul style="list-style-type: none"> • Best practice sharing and joint problem-solving enables all SENDCOs to improve their knowledge and skills • Provision of CPD related to a specific aspect of work, e.g. record keeping, EHCP applications etc. improves the quality of provision for the most vulnerable pupils
Website compliance	<ul style="list-style-type: none"> • Guidance on ESFA requirements for school websites • Checklist provided to all Academies to ensure they are fully compliant
Cyber security cover	<ul style="list-style-type: none"> • Clear guidance on the steps required to ensure RPA insurance cover is in place if a cyber-attack was to occur
Employment Tribunal advice	<ul style="list-style-type: none"> • Avoided costly tribunal and issue resolved
Supported applications for CIF bids	<ul style="list-style-type: none"> • £500k of funding granted for essential works which did not qualify for LCVAP and was not available prior to conversion which will provide adequate H and S and improved site provision • Further bids pending decision
Preparation for Ofsted Project <ul style="list-style-type: none"> • Trust funded support with an external consultant to conduct SG checks and 'deep dives' • COO support and review of key SDP/SiP/SEF documentation • Governor training led by trained inspector attended by Executive Team, Trust Directors, staff in schools and 22 governors 23.2.23 	<ul style="list-style-type: none"> • Recommendations identify areas for development and lead to improvement in practice • HTs and staff feel confident and well-prepared for their inspections • Supported schools receive clear feedback and recommendations. Process enhances the quality of the key documentation

Financial Management	<ul style="list-style-type: none"> As a result of being one-employer and the extra oversight from the CFO, two schools have been able to appoint a joint Finance Manager, thereby saving each school a proportion of a role that they had previously budgeted for as full time.
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TRUST IMPACT FINANCIAL MATTERS

The positive financial impact of conversion is substantial. In just 2 years the schools in our Trust have received **£1.72million** as a result of conversion to academy status. This figure is made up of the following sums.

Since conversion, i.e. within 5 terms, Trust schools have bid for and won approximately **£1.45million**.

These are bids which would not have been possible without conversion; bids can only be made by academies. Furthermore, the successful projects are ones which our Building Consultants believe would not have been successful under the previous VA scheme; the academy bid threshold is lower and awards projects that are lower-priority. Finally, as an academy, the building projects do not attract an unrecoverable VAT and therefore the work will go 20% further than they would have done as VA schools.

7 out of 8 schools have won bids: a figure far above the national average bid-success rate.

Other savings since conversion:

Savings:

Contract	Total saving	Saving per Academy
School absence insurance	£9,455	£1,182
Herts Full Stop	£2,222	£278
ESS Capita Sims	£16,661	£2,083
Photocopier lease	£290	£36
TPS audit	£5,500	£688
Interm IT services	£3,978	£497
CPOMs	£1,403	£175
Total	<u>£39,509</u>	£4,939

Two schools have appointed a joint Finance Manager and this has saved just over **£20,000** between the two schools.

Start-up grant:

In addition to these savings owing to negotiations between the executive, HCC & the legal team, discounts received on the conversion costs meant that the Academy had an unspent grant of £12,576.25 and the total savings across the group **were £104,682.**

HCC can no longer de-delegate (top-slice) funds from our schools, and this means approximately an extra **£112,500** has been received direct from government across our schools.



TRUST IMPACT – SCHOOL IMPROVEMENT
St. Thomas of Canterbury

Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> • Work with the chaplaincy team across the Trust will support St. Thomas of Canterbury’s support with Section 48 inspection preparation, particularly for the Catholic life element • Pupils connected across schools to encourage and share their faith journeys and service
Cross-school development of a pupil designed Stations of the Cross booklet	<ul style="list-style-type: none"> • This was a very special development for St. Thomas of Canterbury and has had a spiritually unifying effect of schools across the Trust. It has enhanced our community’s sense of being part of a larger whole
EYFS: evaluation of curriculum and approach	<ul style="list-style-type: none"> • The most recent EYFS ‘deep dive’ was very positive as the school have been able to quality assure its approach with other schools across the Trust • HfL have provided current information about EYFS best practice and development which will ensure St. Thomas of Canterbury is kept up-to-date • The work undertaken was helpful during the recent Ofsted inspection • Opportunities for cross-school moderation and sharing of best practice which will lead to the best outcomes for pupils
Subject Leadership Networks	<ul style="list-style-type: none"> • The networks have provided a very positive generic approach to leadership. As a small school, senior staff adopt a variety of leadership responsibilities and these networks enable St. Thomas’ leaders to manage this effectively and efficiently • History, Geography and Science SLs have an improved understanding of their roles which, in turn, provide the best learning experiences for children
Health and Safety Operational Network Meetings established	<ul style="list-style-type: none"> • Information from these meetings enable the site manager and Headteacher to quality assure the school’s H and S practice

	<ul style="list-style-type: none"> The opportunities for site managers to discuss ideas with their peer colleagues in other Trust schools has been helpful
In-school support and compliance visits from HCC and H and S Director - experts organised for further support	<ul style="list-style-type: none"> Reports identifying any issues and risk mitigations enable the Headteacher to have clarity and security about the management of the school sites which has supported the identification of priorities for improvement, bid applications etc.
Statlog established as the system through which all site checks are undertaken and reported	<ul style="list-style-type: none"> This has enabled the site manager to be confident that the cycle for H and S checks are robust and effective
Health and safety governor training set up	<ul style="list-style-type: none"> Increased understanding of governors about their roles and responsibilities
Complaints and Behaviour Support	<ul style="list-style-type: none"> The Headteacher and staff feel well-supported by the CEO. The school has increased its understanding of systems and processes related to these areas
1:1 Meetings with HTs and SBMs re budgets	<ul style="list-style-type: none"> HTs report increased knowledge and confidence which is enabling them to make prudent financial decisions
Trust contract procurement	<ul style="list-style-type: none"> Savings made on Trust contracts including photocopier leases, school absence insurance and Herts supplies will positively impact the school budget It is anticipated that the Trust management of a cleaning and catering tender process will result in cost savings
Weekly finance meetings established for all schools	<ul style="list-style-type: none"> Increased knowledge through idea sharing and communication of ESFA and financial updates
Provision of finance helpdesk service for all schools	<ul style="list-style-type: none"> Improved understanding through swift response to ad hoc finance queries
Provision of bespoke management account meetings	<ul style="list-style-type: none"> Improved knowledge and understanding of school budget evidenced by school staff
Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> School budget increased income
Safeguarding Operational Meetings established	<ul style="list-style-type: none"> The opportunity to meet with other HTs/DSLs regularly to share best practice is of benefit to all schools Following discussion with SLT, St Thomas' are now taking forward procurement of CPOMS Safe Staffing to further enhance safeguarding provision The CPD component of meetings has supported school to develop its expertise in auditing different elements of practice, e.g. online safety
Centralised Trust Inset for all schools	<ul style="list-style-type: none"> The Trust joint Inset Day in January 2023 has been particularly useful in further developing the knowledge and skills of the school's teachers. As a result, their practice will be positively impacted through their participation in this event
Centralised interrogation of data through HT's reports	<ul style="list-style-type: none"> Identification of respective strengths and areas for development have enabled

	<p>schools to work together on curriculum planning, assessment and moderation. This will lead to enhanced learning experiences for pupils</p>
<p>Recruitment, retention and development of Headteachers and other senior leaders, e.g. Heads of School x 2, 1 substantive HT appointment, Executive Headteacher, Executive HT (Primary Lead), Leadership secondment</p>	<ul style="list-style-type: none"> • The increased and wider opportunities for development of school staff provided through Trust membership are welcomed by leaders and future leaders. Over time, this will support recruitment and enable the Trust's schools to 'grow' its own leaders
<p>SENDCO Operational Committee Meetings established</p>	<ul style="list-style-type: none"> • Best practice sharing and joint problem-solving enables the SENDCO to further improve their knowledge and skills • Provision of CPD related to a specific aspect of work, e.g. record keeping, EHCP applications etc. improves the quality of provision for the most vulnerable pupils
<p>Website compliance</p>	<ul style="list-style-type: none"> • Reassurance regarding ESFA requirements for school websites
<p>Cyber security cover</p>	<ul style="list-style-type: none"> • Clear guidance on the steps required to ensure RPA insurance cover is in place if a cyber-attack was to occur
<p>Preparation for Ofsted Project</p> <ul style="list-style-type: none"> • Trust funded support with an external consultant to conduct SG checks and 'deep dives' • COO support and review of key SDP/SiP/SEF documentation • Governor training led by trained inspector attended by Executive Team, Trust Directors, staff in schools and 22 governors 23.2.23 	<ul style="list-style-type: none"> • Recommendations supported the school's own self-evaluation process • The school was well-prepared for their inspection • Working with the Trust Executive enabled the school to review and refine the quality of the key documentation
<p>Banking</p>	<ul style="list-style-type: none"> • Free online banking with Lloyds for individual academies • Authorisation of payments provided by CFO as an additional layer of security • Implementation of dual approval bacs authorisation system for additional fraud prevention

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Two schools have appointed a joint Finance Manager and this has saved just over **£20,000** between the two schools.

Start-up grant:

In addition to these savings owing to negotiations between the executive, HCC & the legal team, discounts received on the conversion costs meant that the Academy had an unspent grant of £12,576.25 and the total savings across the group **were £104,682.**

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TRUST IMPACT SCHOOL IMPROVEMENT
St. Mary's Catholic School

Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> At St. Mary's this has been welcomed as it has led to greater cohesion between school chaplaincy teams
Cross-school development of a pupil designed Stations of the Cross booklet	<ul style="list-style-type: none"> Pupils at St Mary's have been connected with others across the Trust through the shared use of the booklet
Health and Safety Operational Network Meetings established	<ul style="list-style-type: none"> These meetings have provided valuable opportunities for the St. Mary's site manager who is very experienced to lead discussion and share his best practice and understanding of working with contractors with his counterparts in other Trust schools
In-school support and compliance visits from HCC and H and S Director - experts organised for further support	<ul style="list-style-type: none"> Reports identifying any issues and risk mitigations enable the HT to have clarity and security about the management of the school site which provide reassurance about what is working well and supports the identification of priorities for improvement, bid applications etc.
Use of Statlog	<ul style="list-style-type: none"> This has provided the site staff at St Mary's with complete confidence about their cycles for checking key aspects of H and S on site
Health and safety governor training set up	<ul style="list-style-type: none"> Increased understanding of governors about their roles and responsibilities
Trust contract procurement	<ul style="list-style-type: none"> Savings made on Trust contracts including photocopier leases, school absence insurance and Herts supplies Management of cleaning and catering tender process will result in a significantly improved service across the Trust
Weekly finance meetings established for all schools	<ul style="list-style-type: none"> Increased knowledge through idea sharing and communication of ESFA and financial updates
Auditing Support provided to all schools	<ul style="list-style-type: none"> Successful year end audit, TPS audit and internal audits delivered
Provision of helpdesk service for all schools	<ul style="list-style-type: none"> Improved understanding through swift response to ad hoc finance queries
Provision of bespoke management account meetings	<ul style="list-style-type: none"> Improved knowledge and understanding of school budget evidenced by school staff

CFO 1:1 Bespoke Support	<ul style="list-style-type: none"> The support and advice of the CFO will be useful in future budget setting and financial planning
Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> School budgets increase income to support additional expenditure
Safeguarding Operational Meetings established	<ul style="list-style-type: none"> Opportunities for HTs/DSLs to meet regularly to share best practice Consistency of practice in accordance with the policies CPD component of meetings has developed expertise in auditing different elements of practice, e.g. online safety ST. Mary's DS was able to further strengthen her leadership skills through the provision of Inset to other Trust DSLs Trust Executive are able to monitor safeguarding practice in schools and report findings to Trust Board
Centralised Trust Inset for all schools	<ul style="list-style-type: none"> Staff at St. Mary's were enabled to feel part of a larger organisation and the inset day dissolved any barriers there may have been between the secondary school and primary colleagues St Mary's teachers were able to develop their understanding of commonalities in professional practice and primary issues which will support curriculum planning St Mary's teachers were able to lead on a number of workshop sessions
Introduction of a common format for Trust Headteacher Reports	<ul style="list-style-type: none"> The new Headteacher of St. Mary's played a valuable part in the design of this format and reports that he is very happy with the final report which enables him to share the key information with governors at LGB meetings before it is sent to the COO for inclusion in the report to Trust Board. The design of the various sections of the form has enabled DHTs and AHTs to report on their areas of responsibility
Recruitment, retention and development of Headteachers and other senior leaders, e.g. Heads of School x 2, 1 substantive HT appointment, Executive Headteacher, Executive HT (Primary Lead), Leadership secondment	<ul style="list-style-type: none"> There was a seamless transition from the CEO's departure to the appointment of a substantive Headteacher The Trust has been able to provide Headteacher induction support from outside of the Trust; coaching and mentoring for the new Headteacher The reorganisation of the senior team prompted another DHT to undertake the NPQH programme and provided a range of staff to extend their knowledge, skills and experience through undertaking a range of different roles and providing them with opportunities to lead on different areas The re-organisation provided enhanced leadership development for an AHT who has been appointed as a DHT in another Catholic school

	<ul style="list-style-type: none"> 3 other middle leaders were provided with the opportunity to develop their leadership when they were appointed as Associate AHTs
Trust support with complex HR issues	<ul style="list-style-type: none"> The advice of the CEO was valuable in supporting a resolution of these issues
SENDCO Operational Committee Meetings established	<ul style="list-style-type: none"> Best practice sharing and joint problem-solving enables all SENDCOs to improve their knowledge and skills
Website compliance	<ul style="list-style-type: none"> Guidance on ESFA requirements for school websites Confidence that the school is fully compliant
Cyber security cover	<ul style="list-style-type: none"> Clear guidance on the steps required to ensure RPA insurance cover is in place if a cyber-attack was to occur
Preparation for Ofsted Project <ul style="list-style-type: none"> Trust funded support with an external consultant to conduct SG checks and 'deep dives' Governor training led by trained inspector attended by Executive Team, Trust Directors, staff in schools and 22 governors 23.2.23 	<ul style="list-style-type: none"> This support is viewed very positively by St Mary's and JL's 'deep dives' have led to informative recommendations which have helped us to identify areas for development HTs and staff feel confident and well-prepared for their inspections
Banking	<ul style="list-style-type: none"> Free online banking with Lloyds for individual academies Authorisation of payments provided by CFO as an additional layer of security Implementation of dual approval bacs authorisation system for additional fraud prevention
Support in absence of Finance Manager	<ul style="list-style-type: none"> Trust able to provide support to Academy during recruitment period of new Finance Manager CFO support offered to ensure assistance with finances provided during recruitment of new Finance Manager Owing to the presence of a CFO, the school was able to save on staffing costs by appointing a joint Finance Manager shared with another school (hitherto the school had budgeted for and needed a full time role)

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TRUST IMPACT – SCHOOL IMPROVEMENT
St. Joseph’s Waltham Cross

Activity	Impact	Year	Next steps
Chaplaincy project	<p>Prayer Badge ½ termly shared reflection</p> <p>Greater cohesion between school Chaplaincy teams Pupils connected across schools to encourage and share their faith journeys and service</p> <p>Spiritually unified trust through the creation of a Trust prayer, Trust-wide liturgy & the St. Francis chaplaincy badge.</p>	2021-ongoing	<ul style="list-style-type: none"> • Joint prayer opportunities in schools • Trust feast day celebration annually • Annual retreat day • Shared teams assemblies as schools
Stations of the cross booklet – developed by children, shared with all families	Booklet shared with families which supported the spiritual unification of schools across the Trust, as well as providing a family focus for prayer within each school	2021-22	
Franciscan values	Enhanced motivation of Students to ‘live’ the values underpinning the Trust & be rewarded for doing so in age appropriate ways	2022-23(Launched)	<ul style="list-style-type: none"> • CEO/COO or trustee visit to summer assemblies to celebrate winners this year • Franciscan values winners meeting and sharing – pupil voice on our websites
EYFS-Evaluation of curriculum and approach	<p>Evaluation resulted in clarity around areas for development centrally & across schools.</p> <p>Development of guidance & sharing of resources for an</p>	2021-onging	<ul style="list-style-type: none"> • Ongoing

	<p>approach to early reading & phonics</p> <p>Opportunities for cross-school moderation & sharing of best practice which will lead to improved outcomes for pupils</p> <p>Financial benefit through shared phonics purchasing.</p>		
Subject leadership net works	<p>Trust agreement on lesson visits and pro forma</p> <p>History, Geography & science SL's have an improved understanding of their role in the event of an Ofsted inspection leading to more positive outcomes</p> <p>Opportunities for curriculum sharing improves the curriculum & assessment in all schools</p>	2022-ongoing	<ul style="list-style-type: none"> • Ongoing
Trust Curriculum leadership day – shared inset	<p>Evaluations report that: 94% of participating teachers felt that their practise would be positively impacted through their participation in this event</p> <p>The inset enabled a better understanding of the relevant curriculum endpoints and explicit teaching of skills in lessons</p> <p>Subject leaders developed their leadership & ability to undertake robust self-evaluation</p> <p>Understanding of cultural capital was enhanced</p> <p>The sharing of ideas for the most effective teaching of reading & vocabulary will lead to</p>	2023	<ul style="list-style-type: none"> • Annually

	improved planning & consequently outcomes for students		
H&S termly operational meetings	<p>Opportunities for site managers & SBM's to share ideas & best practise feedback any issues to the central team</p> <p>All schools have a shared understanding & clarity about the requirements & expectations of the Trust H & S policy & the actions they need to implement in order to secure the highest standards of H&S practice</p> <p>CPD opportunities e.g use of Statlog</p>	2022-23-ongoing	<ul style="list-style-type: none"> • Ongoing
Safeguarding operational termly meetings	<p>Opportunities or HT/DSLs to meet regularly to share best practice</p> <p>Consistency of practice in accordance with the policies</p> <p>CPD component of meetings has developed expertise in auditing different elements of practice eg. Online safety</p> <p>Trust Executive are able to monitor safeguarding practise in schools & report findings to Trust Board</p>	2022-23-ongoing	<ul style="list-style-type: none"> • Ongoing
H&S compliance visits	<p>Reports identifying any issues and risk mitigations enable HT's to have clarity & security about the management of their school sites which has supported the identification of priorities for improvement, bid applications etc.</p>	2021-ongoing	<ul style="list-style-type: none"> • As necessary
Support reviewing FRA	<p>Schools setting up clear rolling spreadsheets, linked to RRs, with details of actions needed & undertaken</p>	2021-ongoing	<ul style="list-style-type: none"> • Ongoing
H&S Governor training	<p>Increased understanding of</p>	2022	<ul style="list-style-type: none"> • As necessary

	Governors about their roles and responsibilities		
1-1 budget meetings – SBM/HT	HT's report increased knowledge & confidence which is enabling them to make prudent financial decisions	2021-ongoing	<ul style="list-style-type: none"> Ongoing
Trust contract procurement Photocopying Insurance Herts direct Catering Cleaning	Savings made to Trust contracts including photocopier leases, school absence insurance Management of cleaning & catering tender process will result in a significantly improved service across the Trust	2022 2022 2022-23 2022-23 2022-23	<ul style="list-style-type: none"> Ongoing Arbor Phones Broadband
Weekly finance meetings	Increased knowledge through idea sharing & communication of ESFA and financial updates	2021-ongoing	<ul style="list-style-type: none"> Ongoing
Auditing support for schools	Successful year end audit, TPS audit & internal audits delivered	2022-ongoing	<ul style="list-style-type: none"> Ongoing
Helpdesk queries	Improved understanding through swift response to ad hoc finance queries	2022-ongoing	<ul style="list-style-type: none"> Ongoing
Management account meetings	Improved knowledge & understanding of school budget evidenced by school staff	2021-ongoing	<ul style="list-style-type: none"> Ongoing
Unspent conversion grant	School budgets increase income to support additional expenditure	2021-22	<ul style="list-style-type: none"> Included in financials
Centralised data analysis –HT reports	Identification of respective strengths & areas for development have enabled schools to work together on curriculum planning, assessment & moderation. This will lead to improved outcomes for pupils TB have clarity & understanding about the relative contexts & performance of trust schools & are able to hold executive leaders to account	2022-23	<ul style="list-style-type: none"> Ongoing

SENDco operational termly meeting	Best practise sharing & joint problem-solving enables all SENDCO's to improve their knowledge & skills Provision of CPD related to a specific aspect of work e.g. record keeping, EHCP applications etc. improves the quality of provision for the most vulnerable pupils	2022-23	<ul style="list-style-type: none"> • Ongoing
Website compliance	Guidance on ESFA requirements for school websites Checklist provided to all Academies to ensure they are fully compliant	2021-ongoing	<ul style="list-style-type: none"> • Ongoing
Risk register	Guidance on completing	2022-ongoing	<ul style="list-style-type: none"> • Ongoing
Safeguarding audits	Managing timescales Reviewing practice regularly	2022-ongoing	<ul style="list-style-type: none"> • Ongoing
Cyber security cover	Clear guidance on the steps required to ensure RPA insurance cover is in place if a cyber-attack was to occur	2022-ongoing	<ul style="list-style-type: none"> • Ongoing
Leadership opportunities – Executive head	Personal growth Securing Trust wide relationships Sharing good practice Shared expectations	2022-ongoing 2022	<ul style="list-style-type: none"> • Subject leader opportunities/projects • SBM opportunities
School to school moderation –ST J WC/H	Securing Trust wide relationships Sharing good practice Shared expectations	2022	<ul style="list-style-type: none"> • Ongoing for year groups and subjects • School to school as necessary
ECT support – ECT St J H visited ECT in St J WC	Securing Trust wide relationships Sharing good practice Shared expectations	2022	<ul style="list-style-type: none"> • Programme for ECT's across trust
School to school support – Maths –visit to St J H Visit from St C – EYFS Visit from St T C – SEN/Nurture ECT visited ECT in St A	Securing Trust wide relationships Sharing good practice Shared expectations	2022 2021-22 22-23 2022-23	<ul style="list-style-type: none"> • Ongoing as necessary with schools • Visit to St J H-EYFS outdoor area • Reading & Phonics-Visit to St T C
HR support – external advice – complaints	Support and advice	2022	<ul style="list-style-type: none"> • As necessary

CEO support for school and wellbeing HT			
Complaints support	Use of legal advice	2022-23 ongoing	<ul style="list-style-type: none"> As necessary
CIF application support	£500k of funding granted for essential works which did not qualify for LCVAP & was not available prior to conversion which will provide adequate H&S & improved site provision Further bids pending decision	2021-23	<ul style="list-style-type: none"> Ongoing
Ofsted prep Heads INSET Jeremy Loukes- Peter Coldwell visit COO support – SEF/SDP	Recommendations identify areas for development & lead to improvement in practise HTs & staff feel confident & well-prepared for their inspections Supported schools receive clear feedback and recommendations Process enhances the quality of the key decision	2023	<ul style="list-style-type: none"> Ongoing/as necessary
Moderating	Securing Trust wide relationships Sharing good practice Shared expectations	2023-ongoing	<ul style="list-style-type: none"> Ongoing Core subjects Year groups all subjects
Shared CPD	Maths Geography Science	2023	<ul style="list-style-type: none"> A plan throughout the year for aspects of shared CPD Offer for each school
Governor sharing /support for other schools – safeguarding –ST J H and St A	Securing Trust wide relationships Sharing good practice Shared expectations Support /knowledge sharing		<ul style="list-style-type: none"> As necessary
Senco supported St A Senco x2	Securing Trust wide relationships Sharing good practice Shared expectations Support /knowledge sharing		<ul style="list-style-type: none"> As necessary
Governor training – Safeguarding Ofsted	Securing Trust wide relationships Sharing good practice Shared expectations Support /knowledge sharing	2023	<ul style="list-style-type: none"> Further planned training

Headteacher report format	Useful format	2022-ongoing	<ul style="list-style-type: none"> • Ongoing review
Assessment overview and format	Useful format Ease of gathering information and once not in different formats	2022-23-to be agreed	<ul style="list-style-type: none"> • Agree the format and dates
Inter school netball and football	Pupil relationships Strength of relationships	2021-22 Planned for 2023	<ul style="list-style-type: none"> • Annually
Inter school hockey tournament			<ul style="list-style-type: none"> • Ongoing
Lent Charity – Westminster Catholic Children’s Society		2022-23	<ul style="list-style-type: none"> • A coordinated theme day to raise money for next year’s charity • Chaplaincy teams sharing this with trustees • Teams assembly celebrating our day and sharing experiences • Shared in Trust newsletter
Miscellaneous			Templates <ul style="list-style-type: none"> • SEF • SDP • Progress
			Pupil trust sharing
			Pupil trust opportunities
			Teacher year group clusters
			PPG link cluster
			RE – directory/scheme/curriculum/assessment – across trust
			Development of termly trust newsletter -subject spotlight -training spotlight Pupil group/voice Events /activities -World book day/charity
			CPD – monthly spotlight sharing –via teams or in person - Put out the schedule –whoever wants to attend in each school can e.g. Diversity across the curriculum Great representation project Little Wandles
Banking			Free online banking with Lloyds for individual academies Authorisation of payments provided by CFO as an additional layer of security. Implementation of dual approval bac authorisation system for additional fraud prevention

TRUST IMPACT FINANCIAL MATTERS

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Since conversion, i.e. within 5 terms, Trust schools have bid for and won approximately **£1.45million**.

These are bids which would not have been possible without conversion; bids can only be made by academies. Furthermore, the successful projects are ones which our Building Consultants believe would not have been successful under the previous VA scheme; the academy bid threshold is lower and awards projects that are lower-priority. Finally, as an academy, the building projects do not attract an unrecoverable VAT and therefore the work will go 20% further than they would have done as VA schools.

7 out of 8 schools have won bids: a figure far above the national average bid-success rate.

Other savings since conversion:

Savings:

Contract	Total saving	Saving per Academy
School absence insurance	£9,455	£1,182
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CPOMs	£1,403	£175
Total	<u>£39,509</u>	£4,939

Two schools have appointed a joint Finance Manager and this has saved just over **£20,000** between the two schools.

Start-up grant:

In addition to these savings owing to negotiations between the executive, HCC & the legal team, discounts received on the conversion costs meant that the Academy had an unspent grant of £12,576.25 and the total savings across the group **were £104,682.**

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TRUST IMPACT – SCHOOL IMPROVEMENT

St Joseph’s Hertford

Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> • We feel we are a spiritually unified trust through the creation of a Trust prayer, Trust-wide liturgy and the St. Francis chaplaincy badge • The project has given the HT a structure for developing a strong chaplaincy team with links across the Trust
Annual Retreat Day	<ul style="list-style-type: none"> • HT felt this was a very positive Trust-wide event which enabled him to fulfil his mission for collective worship
Cross-school development of a pupil-designed Stations of the Cross booklet	<ul style="list-style-type: none"> • At Hertford, this enabled the HT and staff to share our mission with children and parents across the schools. Our pupils benefited from feeling very involved in this process
Design and preparation of a cross phase Franciscan Values Award for pupils from EYFS to Year 13	<ul style="list-style-type: none"> • This has very much supported the school with living their Franciscan values and developing the children’s understanding of them
EYFS: evaluation of curriculum and approach	<ul style="list-style-type: none"> • The HT reports that this work has had a massive impact on reception and Nursery teachers who have been brought up-to-date with best practice in this area and has enabled them to forge strong professional links with other practitioners. The impact of this has been extremely positive in improving the quality of practice in these areas at St. Joseph’s • Opportunities for cross-school moderation and sharing of best practice which will lead to improved outcomes for pupils
Subject Leadership Networks	<ul style="list-style-type: none"> • History, Geography and Science SLs have an improved understanding of their role in the event of an Ofsted inspection leading to more positive outcomes • SLs will develop professionally as a result of being part of a collegiate, professional group which, in turn, will enhance our curriculum practice and the quality of education in school
Health and Safety Operational Network Meetings established	<ul style="list-style-type: none"> • These meetings have provided the site manager to share ideas and best practice and feedback any issues to the HT

	<ul style="list-style-type: none"> • We have a clear understanding and clarity about the requirements and expectations of the Trust H and S policy and the actions we need to implement in order to secure the highest standards of H and S practice • CPD opportunities, e.g. use of Statlog
In-school support and compliance visits from HCC and H and S Director - experts organised for further support	<ul style="list-style-type: none"> • This support has provided the new Headteacher and its governors with reassurance and a clear action plan for future works
Statlog established as the system through which all site checks are undertaken and reported	<ul style="list-style-type: none"> • This has enabled the HT and site manager to be confident that their cycles for checking are robust and effective
Support with reviewing FRAs	<ul style="list-style-type: none"> • The Headteacher has found the support of the COO and the joint work undertaken to be enormously valuable in assessing progress with recommended actions, identifying priorities for future action and determining plans to undertake necessary works. In addition, the support of the Trust with other premises issues. temporary boilers etc. has been welcomed by the HT as it has enabled him to focus on the core business of providing the highest quality learning experiences for the children at Hertford
1:1 Meetings with HTs and SBMs re budgets	<ul style="list-style-type: none"> • We have increased our knowledge and confidence which enables us to make prudent financial decisions
Trust contract procurement	<ul style="list-style-type: none"> • Savings made on Trust contracts including photocopier leases, school absence insurance and Herts supplies • Management of cleaning and catering tender process will result in a significantly improved service across the Trust
Weekly finance meetings established for all schools	<ul style="list-style-type: none"> • This has been really helpful for the new Office Manager who feels very well-supported and has been able to develop a supportive network of colleagues undertaking similar roles across the Trust • Increased knowledge through idea sharing and communication of ESFA and financial updates
Provision of finance helpdesk service for all schools	<ul style="list-style-type: none"> • This service has increased confidence about our finances given the changing educational landscape and reports have supported our governors' understanding of the school's finances
Provision of bespoke management account meetings	<ul style="list-style-type: none"> • Meetings with the CFO have enabled us to develop our knowledge and understanding. The appointment of the new TFM is welcomed as it will further enhance the financial efficiency of our school over time

Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> • An increase in our school budget increased income to support additional expenditure
Safeguarding Operational Meetings established	<ul style="list-style-type: none"> • These opportunities for HTs/DSLs to meet regularly to share best practice have been invaluable in developing knowledge • The CPD component of meetings has developed expertise in auditing different elements of practice, e.g. online safety • Information from these meetings is shared and supports governors on the LGB with their roles and responsibilities
Centralised Trust Inset for all schools	<ul style="list-style-type: none"> • This was hugely beneficial to the teachers at St. Joseph's. The main speaker and workshop sessions supported our SDP objectives and enabled us to implement new ideas back in school • The Inset led to the professional development of teachers who were leading workshops for colleagues in other schools. • Evaluations report that: <ul style="list-style-type: none"> - 94% of participating teachers felt that their practice would be positively impacted through their participation in this event - The inset enabled a better understanding of the relevant curriculum endpoints and explicit teaching of skills in lessons - Subject leaders developed their leadership and ability to undertake robust self-evaluation - Understanding of cultural capital was enhanced - The sharing of ideas for the most effective teaching of reading and vocabulary will lead to improved planning and consequently outcomes for students
Centralised interrogation of data through HT's reports	<ul style="list-style-type: none"> • Identification of respective strengths and areas for development has supported the school's own self-evaluation and reporting to governors
Recruitment, retention and development of Headteachers and other senior leaders, e.g. Heads of School x 2, 1 substantive HT appointment, Executive Headteacher, Executive HT (Primary Lead), Leadership secondment	<ul style="list-style-type: none"> • Having access to a very experienced Executive Headteacher within the Trust has supported the new headteacher in a range of areas
SENDCO Operational Committee Meetings established	<ul style="list-style-type: none"> • It has been beneficial for our self-evaluation to work with peer colleagues to discuss SEND provision development • Provision of CPD related to a specific aspect of work, e.g. record keeping, EHCP applications etc. will improve the quality of provision for the most vulnerable pupils
Website compliance	<ul style="list-style-type: none"> • Having this undertaken by the CFO and receiving clear feedback about compliance

	has enabled the HT to sustain a focus on the quality of education in school
Supported applications for CIF bids	<ul style="list-style-type: none"> • Further bids pending decision from the ESFA
Preparation for Ofsted Project <ul style="list-style-type: none"> • Trust funded support with an external consultant to conduct SG checks and 'deep dives' • Support and advice session led by another Trust Primary HT • Governor training led by trained inspector attended by Executive Team, Trust Directors, staff in schools and 22 governors 23.2.23 	<ul style="list-style-type: none"> • These checks will be helpful in identifying what's working well and areas for development enabling the HT and staff to feel confident and well-prepared for the forthcoming inspection • The support from a peer Headteacher who has just experienced an Ofsted inspection has enabled staff to 'see' and experience the process of inspection. This has increased confidence as so few of the staff in school have previously experienced an inspection • Governors prepared and confident about their roles in an inspection
Moderation Days led by experienced Year 2 and Year 6 assessors	<ul style="list-style-type: none"> • Y2 and Y6 teachers have been able to undertake detailed professional conversations with colleagues which have secured accurate judgements for our pupils
Support and advice with governance	<ul style="list-style-type: none"> • The support received from the CEO will enable St. Joseph's to secure and develop an experienced Board for the future
Banking	<ul style="list-style-type: none"> • Free online banking with Lloyds for individual academies • Authorisation of payments provided by CFO as an additional layer of security • Implementation of dual approval bacs authorisation system for additional fraud prevention

TRUST IMPACT FINANCIAL MATTERS

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Total	£39,509	£4,939

Two schools have appointed a joint Finance Manager and this has saved just over **£20,000** between the two schools.

Start-up grant:

In addition to these savings owing to negotiations between the executive, HCC & the legal team, discounts received on the conversion costs meant that the Academy had an unspent grant of £12,576.25 and the total savings across the group **were £104,682.**

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TRUST IMPACT – SCHOOL IMPROVEMENT

St. Joseph’s, Bishops Stortford

Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> • For St. Joseph’s, this has led to greater cohesion between chaplaincy teams across the Trust • Pupils are connected with other Trust schools to encourage and share their faith journeys and service • Trust schools are spiritually unified trust through the creation of a Trust prayer, Trust-wide liturgy and the St. Francis chaplaincy badge
Cross-school development of a pupil designed Stations of the Cross booklet	<ul style="list-style-type: none"> • The booklet supported a family focus for prayer within school and St Joseph’s will be using this again this year
EYFS: evaluation of curriculum and approach	<ul style="list-style-type: none"> • St Joseph’s staff attending these meetings regularly which were particularly useful in developing confidence and validating good practice • Opportunities for cross-school moderation and sharing of best practice will further enhance the provision for pupils
Subject Leadership Networks	<ul style="list-style-type: none"> • The establishment of networks has provided excellent opportunities for St Joseph’s teachers to lead on these, supporting development in other Trust schools • The trialling of a Trust-wide model for peer to peer observations has engaged teachers in a robust and reflective way
Health and Safety Operational Network Meetings established	<ul style="list-style-type: none"> • Statlog is now up and running which provides a clear schedule of reminders for checking essential H and S elements of the site
In-school support and compliance visits from HCC and H and S Director - experts organised for further support	<ul style="list-style-type: none"> • Reports identifying any issues and risk mitigations enable HT to have clarity and security about the management of the school site. This helpful expert advice has supported the identification of priorities for improvement, bid applications etc.
Support with reviewing FRAs	<ul style="list-style-type: none"> • School is able to set up clear action plan, linked to RR, with details of actions needed and progress with completion

Health and safety governor training set up	<ul style="list-style-type: none"> • Increased understanding of governors about their roles and responsibilities
1:1 Meetings with HTs and SBMs re budgets	<ul style="list-style-type: none"> • These meetings provide useful opportunities to discuss and share a wide range of issues and share an agreed way forward, e.g. setting of meal price, OH which supports the school to make prudent financial decisions
Trust contract procurement	<ul style="list-style-type: none"> • Savings made on Trust contracts including photocopier leases, school absence insurance and Herts supplies • Management of cleaning and catering tender process will result in a significantly improved service across the Trust
Weekly finance meetings established for all schools	<ul style="list-style-type: none"> • School have gained increased knowledge through idea sharing and communication of ESFA and financial updates
Provision of finance helpdesk service for all schools	<ul style="list-style-type: none"> • Improved understanding through swift response to ad hoc finance queries
Provision of bespoke management account meetings	<ul style="list-style-type: none"> • The CFO's availability has been very helpful leading to improved knowledge and understanding of financial issues post-academisation
Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> • School budget increased income to support additional expenditure
Safeguarding Operational Meetings established	<ul style="list-style-type: none"> • The opportunity to meet and share practice with other HTs/DSLs across the full range of schools has supported the development of expertise in auditing different elements of practice, e.g. online safety
Centralised Trust Inset for all schools	<ul style="list-style-type: none"> • Staff at St Joseph's very much enjoyed meeting and working alongside their colleagues and counterparts in the other Trust schools • The programme met the needs of the participating schools and there was a shared sense of vision and commitment arising as a result of this day • Subject leaders developed their leadership and ability to undertake robust self-evaluation • Understanding of cultural capital was enhanced
Centralised interrogation of data through HT's reports	<ul style="list-style-type: none"> • Identification of respective strengths and areas for development have enabled schools to work together on curriculum planning, assessment and moderation. This will lead to improved outcomes for pupils • TB have clarity and understanding about the relative contexts and performance of trust schools and are able to hold executive leaders to account

Recruitment, retention and development of Headteachers and other senior leaders, e.g. Heads of School x 2, 1 substantive HT appointment, Executive Headteacher, Executive HT (Primary Lead), Leadership secondment	<ul style="list-style-type: none"> Improved capacity for school development/improvement focii
SENDCO Operational Committee Meetings established	<ul style="list-style-type: none"> Best practice sharing and joint problem-solving enabled SENDCO to improve their knowledge and skills Provision of CPD related to a specific aspect of work, e.g. record keeping, EHCP applications etc. improves the quality of provision for the most vulnerable pupils
Website compliance	<ul style="list-style-type: none"> Guidance on ESFA requirements for school websites Checklist provided to all Academies to ensure they are fully compliant
Cyber security cover	<ul style="list-style-type: none"> Clear guidance on the steps required to ensure RPA insurance cover is in place if a cyber-attack was to occur
HR Support	<ul style="list-style-type: none"> Confidence in managing a more complex sickness issue
Preparation for Ofsted Project <ul style="list-style-type: none"> Trust funded support with an external consultant to conduct SG checks and 'deep dives' 	<ul style="list-style-type: none"> HT able to lead peer HT colleagues with effective guidance and support with upcoming inspections Mutual support provided with the new Framework has enabled all schools to move forwards with increased confidence The recommendations have supported other Trust schools to identify areas for development and lead to improvement in practice
Banking & Finance	<ul style="list-style-type: none"> Free online banking with Lloyds for individual academies Authorisation of payments provided by CFO as an additional layer of security Owing to the presence of a CFO, the school was able to save on staffing costs by appointing a joint Finance Manager shared with another school

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TRUST IMPACT – SCHOOL IMPROVEMENT
St Cross

Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> St Cross' children having very much enjoyed seeing and sharing their faith journeys. The retreat at St Edmund's planned for 16th May 2023 will provide spiritual cohesion and connection across the trust as children and teachers join together in prayer and reflection
Cross-school development of a pupil designed Stations of the Cross booklet	<ul style="list-style-type: none"> The impact of the booklet has been very positive, not just on supporting children's faith development at St Cross, but also on parents, instilling a real sense of community arising from the parental liturgy and parents' use of this with their children
Design and preparation of a cross phase Franciscan Values Award for pupils from EYFS to Year 13	<ul style="list-style-type: none"> St Cross children have loved this award and it is very much respected within the school community. It has been developed with a focus on kindness and has been welcomed and celebrated by parents of children at the school
EYFS: evaluation of curriculum and approach	<ul style="list-style-type: none"> Work across the Trust on EYFS has enabled the St Cross team to liaise with professionals in other schools and identify some very positive next steps for development. These wider professional links will, over time, provide a range of opportunities for teachers to further develop the very best practice Development of guidance and sharing of resources for an approach to early reading and phonics Opportunities for cross-school moderation and sharing of best practice which will lead to improved outcomes for pupils Financial benefit through shared phonics purchasing
Subject Leadership Networks	<ul style="list-style-type: none"> Subject Leaders have increased in confidence and have been able to organise and undertake peer to peer observations to share their ideas about curriculum delivery and assessment practice

	<ul style="list-style-type: none"> History, Geography and Science SLs have an improved understanding of their role in the event of an Ofsted inspection leading to more positive outcomes
Health and Safety Operational Network Meetings established	<ul style="list-style-type: none"> These meetings have been very useful to St Cross in providing an additional layer of reassurance regarding the H and S checks which need to be carried out in all schools. The St Cross Site Manager has been provided with opportunities to share ideas and best practice and feedback any issues to the central team There is an increased sense of professional pride as a result of this forum
In-school support and compliance visits from HCC and H and S Director - experts organised for further support	<ul style="list-style-type: none"> Reports have been helpful in identifying any areas for review
Statlog established as the system through which all site checks are undertaken and reported	<ul style="list-style-type: none"> This has enabled the Site Manager to be confident that his cycles for checking are robust and effective
Health and safety governor training set up	<ul style="list-style-type: none"> Increased understanding of governors about their roles and responsibilities
Trust contract procurement and appointment of TFM	<ul style="list-style-type: none"> Savings made on Trust contracts including photocopier leases, school absence insurance and Herts supplies Management of cleaning and catering tender process will result in a significantly improved service across the Trust The appointment of a Trust Finance Manager will build capacity and in time, potentially lead to greater procurement savings
Weekly finance meetings established for all schools	<ul style="list-style-type: none"> The front office staff have been enabled to develop a mutually supportive network which has had a very positive impact on front office efficiency Increased knowledge through idea sharing and communication of ESFA and financial updates
Auditing Support provided to all schools and 1:1 meetings with CFO Appointment of TFM	<ul style="list-style-type: none"> Very useful financial support has increased Awareness and understanding of audit requirements has increased to ensure processes are robust
Provision of finance helpdesk service for all schools	<ul style="list-style-type: none"> Improved understanding through swift response to ad hoc finance queries
Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> School budget increased income to support additional expenditure
Safeguarding Operational Meetings established	<ul style="list-style-type: none"> These opportunities for HTs/DSLs to meet regularly to share best practice and undertake CPD has ensured confidence about the implementation of the statutory requirements of KCSIE
Centralised Trust Inset for all schools	<ul style="list-style-type: none"> Subject leaders were energised and excited by the professional conversations and links they were able to forge with their counterparts in other Trust schools about

	<p>the key messages of this INSET session. As a result, they brought back a number of ideas to implement at St Cross</p>
Centralised interrogation of data through HT's reports	<ul style="list-style-type: none"> The RAG rating exercise completed termly has been useful in supporting reporting to the LGB
SENDCO Operational Committee Meetings established	<ul style="list-style-type: none"> The St Cross SENDCO has led these sessions, providing her with a valuable opportunity for further professional development The exploration of 'Provision Mapping' and the agreement to request trust-wide procurement will benefit all of our SENDCOs and SEND children
HR support and advice	<ul style="list-style-type: none"> This has been invaluable in ensuring compliance with legislation and regulations
Supported applications for CIF bids	<ul style="list-style-type: none"> This has been extremely beneficial in securing funding for St Cross which will enable essential works to take place and improve our site Successful CIF bid totalling £283,004.20. CIF is funding only Academies can apply for and was not available as a VA school
<p>Preparation for Ofsted Project</p> <ul style="list-style-type: none"> Trust funded support with an external consultant to conduct SG checks and 'deep dives' Governor training led by trained inspector attended by Executive Team, Trust Directors, staff in schools and 22 governors 23.2.23 	<ul style="list-style-type: none"> Having the opportunity to hear from and work with other HTs who have recently experienced an Ofsted inspection has led to the implementation of processes at St Cross to capture areas for the pre-Ofsted call documentation The session for governors enabled them to increase their knowledge and understanding and be in receipt of up-to-date messages. This means that they can move towards inspection with increased confidence The provision of consultancy support will further enhance our preparation for inspection
Banking	<ul style="list-style-type: none"> Free online banking with Lloyds for individual academies Authorisation of payments provided by CFO as an additional layer of security Implementation of dual approval bacs authorisation system for additional fraud prevention

TRUST IMPACT FINANCIAL MATTERS

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Since conversion, i.e. within 5 terms, Trust schools have bid for and won approximately **£1.45million**.

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7 out of 8 schools have won bids: a figure far above the national average bid-success rate.

Other savings since conversion:

Savings:

Contract	Total saving	Saving per Academy
School absence insurance	£9,455	£1,182
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Interm IT services	£3,978	£497
CPOMs	£1,403	£175
Total	<u>£39,509</u>	£4,939

Two schools have appointed a joint Finance Manager and this has saved just over **£20,000** between the two schools.

Start-up grant:

In addition to these savings owing to negotiations between the executive, HCC & the legal team, discounts received on the conversion costs meant that the Academy had an unspent grant of £12,576.25 and the total savings across the group **were £104,682.**

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TRUST IMPACT – SCHOOL IMPROVEMENT

St. Augustine's

Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> Working on the project based on Catholic Life and collating criteria for the Franciscan Values Award and the Stations of the Cross booklet has embedded a sense of belonging within our CAT. These projects enabled all schools to do things together. The FA slide is used in assembly every week which has reinforced the values for everyone present. Our children are very proud to be a part of this and they view the award as high status and are motivated by it
Design and preparation of a cross phase Franciscan Values Award for pupils from EYFS to Year 13	<ul style="list-style-type: none"> This has very much supported the school with living out their Franciscan values and developing the children's understanding of them
Subject Leadership Networks	<ul style="list-style-type: none"> History, Geography and Science SLs have an improved understanding of their role in the event of an Ofsted inspection leading to more positive outcomes Valuable information has been disseminated to all of the staff in school Subject leaders develop professionally as a result of these opportunities to share best practice
<p>Preparation for Ofsted Project</p> <ul style="list-style-type: none"> Trust funded support with an external consultant to conduct SG checks and 'deep dives' Peer Headteacher-led information session <ul style="list-style-type: none"> Governor training led by trained inspector attended by Executive Team, Trust Directors, staff in schools and 22 governors 23.2.23 	<ul style="list-style-type: none"> The allocation of time to receive bespoke support from an external consultant has been a real benefit to St Augustine's who are due an Ofsted in June 2023 The timely session organised by a peer headteacher, the resources which have been shared (PPt) and the time which has been made available out of school to focus on this has been exceptionally valued. As a result, the headteacher has been able to provide high quality, current advice and guidance to staff

<p>Health and Safety Operational Network Meetings established</p>	<ul style="list-style-type: none"> • The site manager has found these very useful in supporting him to have a clear understanding of the requirements and expectations of the Trust H and S policy. He is proud of his achievements and the work he does here for school and he has welcomed the opportunity to share practice with his peer colleagues and not feel that he is working in isolation • There is now a shared understanding and clarity about the requirements and expectations
<p>Safeguarding Operational Meetings established</p>	<ul style="list-style-type: none"> • We are kept very well-informed about legislation and current issues in safeguarding • These meetings have provided us with extremely useful information and resources for dissemination with staff • The auditing guidance and structure in the Safeguarding Annual Planner has provided reassurance of a rigorous approach to safeguarding
<p>Support and Advice with key documentation: SiP/SEF</p>	<ul style="list-style-type: none"> • Working with the Trust Executive enabled the school to review and refine the quality of the key documentation
<p>Centralised Trust Inset for all schools</p>	<ul style="list-style-type: none"> • This was 'hugely beneficial' as the content supported our curriculum • The inset enabled a better understanding of the relevant curriculum endpoints and explicit teaching of skills in lessons and we have completed endpoints for all of our subjects as a result of our attendance and the expertise sharing which took place • All of St Augustine's teachers have shared the intelligence they gained from attendance at the varied workshops with one another • Subject leaders developed their leadership and ability to undertake robust self-evaluation • Understanding of cultural capital was enhanced
<p>In-school support and compliance visits from HCC and H and S Director - experts organised for further support</p>	<ul style="list-style-type: none"> • The reports commissioned by the Trust were exceptionally helpful in enabling us to set up a H and S Action Plan, progress against which is monitored by the Health and safety governor on a termly basis
<p>Statlog established as the system through which all site checks are undertaken and reported</p>	<ul style="list-style-type: none"> • This has enabled the HT and site manager to be confident that their cycles for checking are robust and effective
<p>Support with reviewing FRAs</p>	<ul style="list-style-type: none"> • The COO's support and advice with H and S matters across school has been invaluable. It has been useful to have 2 sets of eyes on FRA recommendations, progress with actions, priorities for works to be undertaken etc. • The support provided by the trust with temporary boilers and premises issues has enabled HT security so that the key focus in school remains the children and their learning

Weekly finance meetings established for all schools and 1:1 bespoke management account meetings	<ul style="list-style-type: none"> • These meetings have been very helpful in developing even greater understanding of some of the financial issues for the academy. Our SBM has professionally developed from the training she has received from the CFO in a particular area • Increased knowledge through idea sharing and communication of ESFA and financial updates
Trust contract procurement	<ul style="list-style-type: none"> • Savings made on Trust contracts including photocopier leases and Herts supplies. • Management of cleaning and catering tender process will hopefully result in additional savings
Auditing Support provided to all schools	<ul style="list-style-type: none"> • This support has enabled us to have increased confidence regarding our finances and it has helped with supporting governors understanding of our finances
Provision of finance helpdesk service for all schools	<ul style="list-style-type: none"> • Improved understanding through swift response to ad hoc finance queries
Support with CIF Bld	<ul style="list-style-type: none"> • The CFO and COO have supported with the bid, contracts and plans for next steps. As this was a previously unknown process this has supported understanding for future applications • Successful CIF bid totalling £160,584.80. CIF is funding only Academies can apply for and was not available as a VA school
Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> • Start-up grant not fully spent therefore remainder was made available into Academy budget
Advice for complex complaint	<ul style="list-style-type: none"> • The support and advice provided by the COO to the CoG and HT was very helpful
SENDCO Operational Committee Meetings established	<ul style="list-style-type: none"> • Sharing of current best practice benefits our SENDCO and children • Provision of CPD related to a specific aspect of work, e.g. record keeping, EHCP applications etc. improves the quality of provision for the most vulnerable pupils
Moderation Days	<ul style="list-style-type: none"> • Moderating judgements across the Trust with trained assessors will positively impact the security of assessment and ensure that Y6 and Y2 teachers are absolutely confident in their judgements
Banking	<ul style="list-style-type: none"> • Free online banking with Lloyds for individual academies • Authorisation of payments provided by CFO as an additional layer of security • Implementation of dual approval bacs authorisation system for additional fraud prevention

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TRUST IMPACT – SCHOOL IMPROVEMENT

Sacred Heart School

Activity	Impact
Chaplaincy Paired Project	<ul style="list-style-type: none"> The chaplaincy project has enabled SHS to build upon links that were being forged with other Trust schools enabling them to become connected across schools to share their faith journeys
Cross-school development of a pupil designed Stations of the Cross booklet	<ul style="list-style-type: none"> This booklet has provided SHS with the opportunity to cement the understanding of belonging to a wider group of trust schools through the sharing of faith
EYFS: evaluation of curriculum and approach	<ul style="list-style-type: none"> Work on EYFS has provided positive opportunities for SHS staff to build collegiate relationships with other schools so that best practice can be shared
Subject Leadership Networks	<ul style="list-style-type: none"> The SL networks have been useful in providing valuable opportunities for SHS staff to further develop broader leadership skills
Health and Safety Operational Network Meetings established	<ul style="list-style-type: none"> The meetings enable site managers and SBMs to share ideas and best practice and feedback any issues to the central team
Support with HR and personnel	<ul style="list-style-type: none"> The external support provided by the Trust Executive has led to increased confidence in dealing with more challenging and complex issues. This increased confidence has fast tracked the School's progress leading to better and faster outcomes for all concerned
In-school support and compliance visits from HCC and H and S Director - experts organised for further support	<ul style="list-style-type: none"> Reports identifying any issues and risk mitigations enable the HT to have clarity and security about the management of their school site
Support with reviewing FRAs	<ul style="list-style-type: none"> An additional layer of quality assurance from the COO has been helpful
Health and safety governor training set up	<ul style="list-style-type: none"> Increased understanding of governors about their roles and responsibilities

Trust contract procurement	<ul style="list-style-type: none"> • Savings made on Trust contracts including Interim, CPOMS, school absence insurance and Herts supplies • Saving of 50% licence fee on Sims contract for 3 years. Also fixed annual increase well below inflation. Confirmed VA contract costs would have been higher without Trust input • Management of catering tender process will result in a significantly improved service across the Trust
Weekly finance meetings established for all schools	<ul style="list-style-type: none"> • The front office staff have been enabled to develop a mutually supportive network which has had a very positive impact on front office efficiency • Increased knowledge through idea sharing and communication of ESFA and financial updates
Auditing Support provided to all schools	<ul style="list-style-type: none"> • Very useful financial support has increased. • Awareness and understanding of audit requirements has increased to ensure processes are robust
Provision of finance helpdesk service for all schools	<ul style="list-style-type: none"> • Improved understanding through swift response to ad hoc finance queries
Identification and receipt of unspent start up grant	<ul style="list-style-type: none"> • School budget increased income to support additional expenditure
Safeguarding Operational Meetings established	<ul style="list-style-type: none"> • Opportunities for HTs/DSLs to meet regularly to share best practice • The CPD component of meetings has developed expertise in auditing different elements of practice, e.g. online safety
Centralised Trust Inset for all schools	<ul style="list-style-type: none"> • Subject leaders developed their leadership and ability to undertake robust self-evaluation • Understanding of cultural capital was enhanced • The sharing of ideas for the most effective teaching of reading and vocabulary will lead to improved planning and consequently outcomes for students
Recruitment, retention and development of Headteachers and other senior leaders, e.g. Heads of School x 2, 1 substantive HT appointment, Executive Headteacher, Executive HT (Primary Lead), Leadership secondment	<ul style="list-style-type: none"> • Sacred Heart is benefitting from the placement of an Acting Deputy Head, one day per week, to support their excellent provision in EYFS: • The impact of the project is manifold: sharing of indoor and outdoor provision between schools; improving planning and assessment; delivery of a parental workshop re EYFS; specific OFSTED preparation; modelling sessions on writing development; focus on 'spotting and closing gaps' in writing; and delivery of intervention

SENDCO Operational Committee Meetings established	<ul style="list-style-type: none"> • Best practice sharing and joint problem-solving will enable the SENDCO to improve their knowledge and skills
Website compliance	<ul style="list-style-type: none"> • Guidance on ESFA requirements ensures school compliance
Cyber security cover	<ul style="list-style-type: none"> • Clear guidance is available on the steps required to ensure RPA insurance cover is in place if a cyber-attack was to occur
Preparation for Ofsted Project <ul style="list-style-type: none"> • Trust funded support with an external consultant to conduct SG checks and 'deep dives' • Internal support from other Trust HTs • Governor training led by trained inspector attended by Executive Team, Trust Directors, staff in schools and 22 governors 23.2.23 	<ul style="list-style-type: none"> • The information sharing provided by the Trust HT who has recently experienced an inspection has been useful in helping us to identify areas for action • HT, staff and governors at SHS feel confident and well prepared for their inspections • Trust provision of an OFSTED Inspector plus Headteacher with OFSTED experience being made available to the school for a day visit and subsequent report writing for school consideration and action • Headteacher Conference, January 2023, provided Heads with a day away for team planning re OFSTED preparation
Secondment to create role of Acting Associate Deputy	<ul style="list-style-type: none"> • Provision of Leadership project for Early Years Writing to raise the profile, opportunity and achievement of writing in the EY Cohort • Seconded project support for the School
Banking	<ul style="list-style-type: none"> • Free online banking with Lloyds for individual academies • Authorisation of payments provided by CFO as an additional layer of security • Implementation of dual approval bacs authorisation system for additional fraud prevention

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