

Strategic Objectives 2025/26

1. Using the Trust to enhance and deliver the highest quality Catholic education in each school.



2. Supporting Leaders, especially in their role as leaders of Catholic Communities.

3. Improving School Finances to support enhanced experiences for pupils and staff.

4. Ensuring the full, wider community benefit from having their local school as part of the Trust.



5. To continue our work with the Secondary and Primary schools who have expressed an interest in joining our Trust.




Strategic Objective	What it will look like when it is achieved	Cost / Lead
<p>1. Using the Trust to enhance and deliver the highest quality Catholic education in each school.</p>	<p>a. The Trust central team and Executive deliver enhanced, more sustainable, enjoyable and valuable support and development for pupils, staff and leaders / governors, including:</p> <ul style="list-style-type: none"> i. Enhanced Improvement of High Quality Education through Executive and Headteacher collaboration on School Improvement Plans to benefit all pupils, parents and staff. ii. Improving the quality and capacity of SEN practice across all schools to meet increased demand and help staff to maximise available resources. iii. Workforce development and retention through modernising working practices including through flexible working and Trust-specific employee benefits to motivate the workforce. iv. Establishment of new central services (e.g. IT, H&S, HR etc.) to further enhance the ability of school staff to reduce admin and increase time spent on pupil-facing work. 	<p>Lead a & c: Deputy CEO.</p> <p>Lead: b: SEN Exec Lead & Deputy CEO.</p> <p>Lead d: CEO, CFO and Deputy CEO.</p> <p>Cost: Budget set for market-competitive salaries for new posts (iv), as well as existing posts (ii) and time on all objectives</p>





Strategic Objective	What it will look like when it is achieved	Cost / Lead
2. Supporting School Leaders, especially in their role as leaders of Catholic Communities.	<ul style="list-style-type: none">a. To develop new ways of supporting, resourcing and providing Headteachers with spiritual development opportunities that support their own Catholic leadership.b. To ensure that Heads continue to report that the value of being in the Trust is significant, including on matters of Catholic Liturgy, Leadership and Curriculum.c. To take our support of Heads to a new level – to receive self-evaluative feedback during the year that Heads’ wellbeing is improved and workloads are reduced, and that they are able to spend more time on pupil and staff-facing issues and less time on ‘admin’.d. To support aspiring leaders by providing development opportunities across our schools, and to help Governing bodies and Heads to appoint Catholic Heads and Deputies for posts that are or become vacant during the year.	Lead a-c: Deputy CEO. Lead d: CEO. Cost of HT Conference / Meets, adverts, and any new central posts to reduce workload (e.g. H&S Manager)



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<p>3. Improving School Finances to support enhanced experiences for pupils and staff</p>	<p>a. To continue to build on the current Trust Dividend (cash generated per £1 of Trust membership fee) of £2.11 so that the Trust can continue to increase the quality of resources, facilities and pupil-spend across our schools.</p> <p>b. To support Headteachers and Governing bodies by reviewing the current Trust requirement to balance budgets in year, specifically considering using our healthy Trust Surplus for specific strategic pupil/staff-benefitting operations in each school.</p> <p>c. To have implemented a Pupil Recruitment strategy in each school – supporting our schools to be full and therefore fully-funded.</p> 	<p>Lead: CFO, supported by Deputy CFO.</p> <p>Cost: CFO/dCEO time.</p>



Strategic Objective	What it will look like when it is achieved	Cost / Lead
4. Ensuring the full, wider community benefit from having their local school as a part of the Trust	<ul style="list-style-type: none"> a. To work with governors, parents, pupils, staff and the wider community to understand how the Trust already benefits their school. b. To work with governors, parents, pupils, staff and the wider community to understand how the Trust could further support the enhanced experience as a result of being a Trust school. 	<p>Lead: CEO and Deputy CEO.</p> <p>Cost: Executive time.</p>
5. To continue our work with the Secondary and Primary schools who have expressed an interest in joining our Trust	<ul style="list-style-type: none"> a. Local Governors of prospective schools receive the proposed Framework for joining our Trust and have the opportunity through meetings and documentary exchange across Autumn 2025/26 to ask all questions that they wish to ask. b. Consultations (parents, staff, unions, community) underway at the earliest opportunity (if not Autumn 2026, then Spring 2026), as advised by joining schools, with meetings in person to consider all points before final decisions are made. c. If schools continue with the journey to join the Trust: <ul style="list-style-type: none"> i. Schools that are ready to join submit an application at the earliest opportunity in 2025/26, with an internal target joining date set for September 2026 or January 2027. ii. Steering group of Heads, Governors, CEO & CAT Director appointed by Christmas 2026 and in place to start work by January 2026. iii. Due Dilligence work with all joining schools is complete by June 2026. iv. Work with DfE on Application queries complete by Summer 2026. v. Completion of legal, financial, administrative and operational preparations for joining are all complete by Summer 2026. 	<p>Lead: CEO.</p> <p>Cost: CEO, CFO and Headteacher time. Small further cost for materials / resources for meetings.</p>

