

A FUTURE
FULL OF HOPE

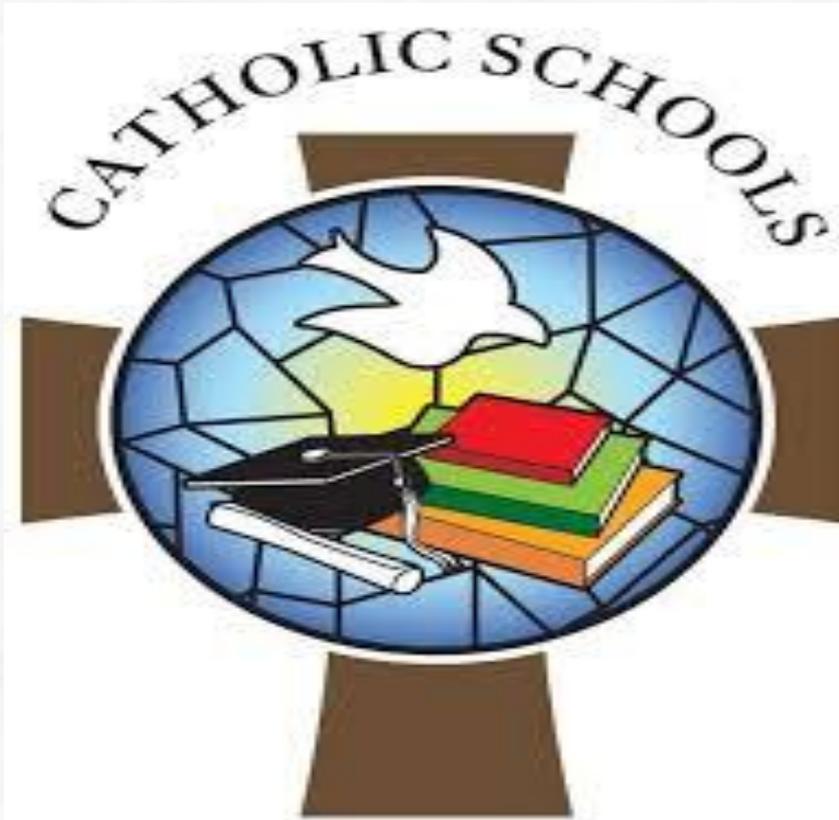


Diocesan Schools Strategy Launch

12 June 2019



Purpose of the Strategy



Ensure Catholic education is sustainable and remains true to its key principles for the generations of pupils now and yet to come.

Endangered Species



The High Brown Fritillary was once widespread in England and Wales but since the 1950s has undergone a dramatic decline. It is now reduced to around 50 sites where conservationists are working to save it from extinction.

Mission of Catholic Education

“Rapid changes in the educational landscape mean that we must be prepared to innovate and adapt, wherever appropriate, to fulfil our mission in Catholic education.”

Right Reverend Malcolm
McMahon



- Enable pupils to see the world through the lens of Catholicism
- Provide opportunities for an engagement with the faith
- Give service to the most vulnerable and disadvantaged to enable them to fulfil their potential and live life to the full

To guarantee the Mission

We need:

- High quality Catholic Leaders and teachers (Governors/SLT/RE)
- Good or better standards across all schools
- Finance - provide cost effective and value for money
- Support each other in times of need

Unity brings strength & protection

- All working to the same vision and supporting and challenging each other at all levels
- Reduces workload – not reinventing the wheel perhaps
- Provides greater degree of consistency
- Provides opportunities for staff development and succession planning
- Enables effective use of financial resources
- Ensures no school becomes isolated



2016 Directive

To work collaboratively in designated partnerships with the aim of creating MATs in line with the Government agenda



Approach taken to refresh strategy

- Working party established and met over 3 days - sessions led by an external facilitator
- Presentation of evidence related to current position within the diocese, across other dioceses and nationally including:
 - Leadership
 - Budgets
 - Ofsted judgements
- Recognition that schools are at different stages on the journey but there was an urgent need to address those schools that are providing inadequate education or are vulnerable
- Needs to be a collective responsibility across the diocese for all schools

Updated Diocesan Strategy

“All schools are to be in a Multi- Academy Trust (MAT) or academy ready by 2021 with academy ready meaning the point at which schools have completed sufficient preparation* to enable/facilitate formal commitment to the academy process when appropriate”

*informal due diligence

Academy Project Board

- A new Trustee sub-committee with delegated responsibility for approving all applications to go forward to establish MATs or Federations
- Membership still to be finalised but will consist of:
 - The Bishop
 - At least one Educational Trustee
 - Diocesan Chief Operating Officer
 - Director of Schools and Colleges
 - Schools Organisation Officer
 - A legal adviser
 - An external diocesan representative
- Board will remain in place until Trustees decide it is no-longer required or needs to be reviewed
- New Board is not linked to CCDEF

Movement towards MATs

For those schools seeking to move forward into a MAT structure:

- All applications must be submitted to the Academy Project Board for approval
- There will a suite of documents to be used for seeking approval which will consist of evidence related to:
 - consultation with other partnership members and the long term expansion of the MAT across the partnership
 - due diligence exercise
 - approval from governors
- Following approval from the Academy Project Board, applications will be submitted to the Regional Schools Commissioners Officer for final approval

Leadership including governance

- There will be five members of the each Multi-Academy Trust instead of the current three

They will consist of:

- The Bishop
 - 1 Educational Trustee
 - Director of Schools and Colleges
 - Chief Operating Officer
 - Chair of the Academy Trust
- Open and transparent recruitment processes will be applied for the foundation directors on the MAT Board, any CEO and executive positions and will be led by the Diocese
 - The Trust Board will not be a stakeholder model
 - A local governing body will be in place whereby there will be stakeholder representation

Next Steps

Statement of Intent (2016 document signed by all governing bodies which began the whole process of working collaboratively) to be updated to reflect the requirement to:

- Strengthen and maintain the Catholicity of our schools with a specific focus on looking at system leadership across schools to support the recruitment and retention of Catholic leaders and opportunities for professional development
- Collectively support and actively engage in ways to provide school to school support to improve outcomes
- Ensure action led meetings and impact evaluative reports on the work of the partnership that results in better outcomes for all schools

Next Steps

- Schools within each partnership to have an open debate, facilitated and supported by a diocesan officer, on the position of a partnership-based MAT as soon as possible in order to:
 - Have a clear declaration from schools as to when they may wish to enter the MAT or how they will ensure they are academy ready by 2021
 - Record clear compelling arguments as to why decisions on how to move forward have been made
 - Ensure alignment between all schools within the partnership of the agreed approach
 - Only some schools of the partnership may wish to proceed with a MAT structure initially, however it is paramount that the partnership continues to have effective collaboration
- Present a proposed partnership strategy to the Diocese

MAT Leadership Role

- The terminology for the post to be agreed and consistent across each MAT– options are CEO or Executive Leader.
- A diocesan agreed job description to be used across all MATs
- The expectation that a CEO or Executive Leader has a proven track record of being an effective headteacher and has effectively supported other school(s) in terms of school improvement
- The role will be a reserved post and therefore the postholder must be a practising Catholic.
- The post to be advertised either through a ring-fenced process within the MAT or nationally depending on the size and growth of the MAT

Securing the Future



To look back is helpful, and indeed necessary, to purify our memory, but to be fixated on the past, lingering over the memory of wrongs done and endured, and judging in merely human terms, can paralyse us and prevent us from living in the present.

Pope Francis

Political Agenda for Education



It is within our gift to secure the future of
Catholic education in the Diocese

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Questions