



Our Lady of Walsingham Catholic Trust

Trust Strategic Development Plan for 2023 to 2026

Vision

Each of us is willed, each of us is loved, each of us is necessary”

Pope Francis, Laudato si, 65

Vocation

As a family of schools, we will work together in faith and love to fulfil the Church’s’ mission

Values

- Faith - everything we do is founded on Christ’s teachings
- Excellence - we strive to enable all to achieve more through education
- Service - we aim to live simply so that others can simply live
- Inclusion - we cherish everyone for who they are as the embodiment of God’s love
- Leadership - we encourage our young people to become active builders of a fraternal and peaceful world

Our Trust is central to delivering the Catholic mission of evangelisation. Our relationship with the Catholic Diocese of East Anglia is of fundamental importance, the manner and ways in which we work are in line with our Bishops desire for full academisation of the schools across the Diocese.

Purpose of the document

The Board of Directors is the key strategic decision-making body for the Trust and it is their role to set the overall strategic framework for the Multi-Academy Trust and to ensure all statutory duties are met. The Board is responsible for ensuring that there is a medium to long-term vision for its future and that there is a robust process in place for achieving this. This process must address the fundamental questions of where the organisation is now, where does it want to be in the future, and identify how it is going to get there. This Strategic Development Plan sets out the Trust's overall vision, our values and priorities for the year ahead. The outcomes contained within this Plan will be reviewed within the Directors meetings.

Founding Vision

Our Lady of Walsingham Catholic Multi-Academy Trust will deliver outstanding educational, spiritual and moral outcomes for all children regardless of their faith or backgrounds within an ethos based on full inclusion, high expectations, innovation, outstanding teaching and learning, and a relentless focus on the needs and potential of every child.

Our vision is that every school within the Trust has a reputation for excellence in their local communities and beyond.

The fundamental importance of the vision is still as important today as it was when the Trust was established however, the underlying principle from Pope Francis' Laudato Si encapsulates the forward vision of "Each of us is willed, each of us is loved, each of us is necessary".

Developing the person

Our curriculum, is designed to meet the needs of all the children in our schools and to prepare them for success in life, however and whatever that might mean to them as they grow and develop.

All learners in the Trust will have the opportunity to develop their talents to the full, in the recognition that they all have talents to offer and that although these talents are different, none is more important than another and all are needed in our ever changing world.

Catholic-rooted, child-centred

The Trust is a Catholic-based, child-centred Trust. We are founded on Catholic values which underpin every social, academic and pastoral relationship and the related behaviours which act as live witness to our Faith.

Inspired and supported by these values, we seek to develop the characteristics of effective learners in our children so that, whatever their future holds, they can approach this with character, confidence, resilience and a Christ-centred moral compass.

Priority 1. To enhance the distinctive Catholic nature of the Trust

Objective 1a: Our Gospel values and the teachings of the Catholic Church are at the heart of our ethos and underpin everything we do, guiding our decisions and the way we work, learn and grow together.

Embed the Trust mission statement, vision and values as lived out within all Trust schools and underpinning policies.
Cultivate and enhance the Catholic life of our schools through further development of ethos focused opportunities that meet the needs of our schools and the wider communities they serve.

Objective 1b: Work on further alignment with the Diocese to ensure the Catholic mission of central to our Trust

To align key development documentation including monitoring of Catholic Life across the Trust and other schools within the Diocese

Objective 1c: We achieve high levels of success and achievement in RE, ensuring high quality of provision informs other areas of the curriculum allowing celebration of its unique place within our curriculum.

Liaise closely with the diocese to ensure effective implementation of the new Curriculum Directory and RE Curriculum. Staff are supported to fully understand and deliver new expectations and curriculum models through access to relevant training.

Objective 1d: Support all staff as educators within Catholic schools and we ensure sustainable leadership across the Trust.

Foster and monitor opportunities for growth and development for Catholic leaders across our community of schools and implement CPD for non- Catholic teachers Trust wide to secure an inclusive environment where staff are empowered to deliver their best.

Priority 2. To ensure every child and young person receives the very best education so that they are empowered to develop, learn and achieve.

Objective 2a: Ensure there is a culture of high ambition, achievement and inclusion aligned with sustainable continuous improvement across the schools.

Develop a core of school improvement opportunities. Broaden Trust expertise by working collaboratively with cross trust and external associate colleagues. Maximise and procure opportunities for cross trust and school collaborative models of school improvement.

Objective 2b: Trust will provide clear frameworks to help support and develop an inspiring, rich broad and balanced curriculum which is underpinned by evidence informed practice.

Develop a clearly defined and impactful strategy to maintain and improve the performance of Trust schools. Support the design and implementation of ambitious, well sequenced and knowledge rich curricula in all schools

Objective 2c: Champion the vulnerable and disadvantaged, reducing barriers to learning and focusing on reducing the gap between vulnerable pupils and others.

Develop a cross Trust SEND position to lead provision and further strengthen the culture of inclusion, supporting schools in delivering education that is high quality and inclusive

Objective 2d: Ensure robust evaluation procedures are in place and external scrutiny is welcomed to improve the outcomes.

Support a culture of continuous improvement in all schools through agreed Trust wide systems of self-evaluation, challenge, support and appropriate action.

Monitor outcomes for progress towards intended success criteria and agreed Key performance indicators

Peer to Peer and external reviews and evaluations are completed and evaluated outcomes feed into further areas of school improvement

Priority 3. To prioritise the development of all staff as a key resource for delivering the Trust vision.

Objective 3a: Prioritise the recruitment, development and retention of excellent staff in order to build capacity and implement a cohesive Trust – wide approach to high quality teaching and learning.

Robust and extensive CPD model developed annually which enables staff to build expertise through evidence based professional development

Objective 3b: Provide effective support for well-being and mental health of all pupils and adults within the organisation, including a commitment to ensuring children feel safe and valued and reducing unnecessary work load for staff

Develop clear staff charter aligned to values of the Trust and frame work for well-being support.

Objective 3b: Trust infrastructure provides high quality and sustainable learning environments for all

Implement a clear and agreed estates strategy for improvements and developments.

Priority 4. To strengthen partnerships and engagement across our schools and communities.

Objective 4a: Establish, develop and further grow key strategic partnerships between schools, Diocese, education providers, education departments and communities.

Provide partnership development across the Trust with strategic partners and stakeholders working to develop the highest opportunities for collaboration and support for the benefit of our learners and communities.

Objective 4b: Though collaborative and strategic partnership developments our networks will have benefit and uphold commitment to the common good, nurturing a community of mutual development and support for all and will assist in improving the standards across our schools.

Continue to develop effective and positive networks/partnerships across our trust and schools. Improve the level of engagement and links with other key stakeholders (for example St JTB and the Research School).

Priority 5. To achieve the Bishop's directive for Trust growth.

Objective 5a: To ensure the Catholic mission and directive of Trust growth as set out by the Bishop of East Anglia is delivered.

To work in close alignment with the Diocese and Schools Service to ensure all remaining schools not yet within the Trust are fully on board and within the Trust structure

Priority 1. To enhance the distinctive nature of the Catholic Trust				
Objective 1a: Gospel values and Teachings of the Catholic Church are at the heart of our ethos and at the heart of everything we do, guiding our decisions and the way we work, learn and grow together.				
Embed the Trust mission statement, vision and values as lived out within all Trust schools and underpinning policies.	Action	Lead	Date	Resource
	<ul style="list-style-type: none"> • Appoint lead for Catholic life across Trust • Complete audit of school practice • Plan and deliver Trust development day focusing on mission and ethos 	IS IS FV/IS/MB/CC/JB	1/9/23 26/9/23 Summer B 2024	Exec group Audit materials 1 X development day £x
Cultivate and enhance the Catholic life of our schools through further development of ethos focused opportunities that meet the needs of our schools and the wider communities they serve	<ul style="list-style-type: none"> • Commissioned bespoke training for new to Catholic schools staff – joint programme with StJtB • Put in place a working group to consider engagement of clergy with all schools and agree succession plan to secure Catholic life links with parishes • Actively encourage schools to be outward facing and engage with national programs (e.g. CAFOD Live Simply, UNICEF Rights Respecting School) in developing pupils engagement with parishes and wider community 	MBIT/CC FV/Fr SB/AS Exec group/ All HTS/ RE leads/Catholic life governors	Summer A 2024 Autumn A 2023 2023/24 ongoing	Course materials 3 x twilight sessions £450 Mtg time School/RE Development plans
Objective 1b: Work on further alignment with the Diocese to ensure the Catholic mission of central to our Trust				

<p>To align key development documentation including monitoring of Catholic Life across the Trust and other schools within the Diocese</p>	<ul style="list-style-type: none"> • Work alongside Diocese to evaluate outcomes of pilot CES matrix (Monitoring Catholic life) • Implement outcomes at school level • Thereafter developed across schools • Plan and deliver training as needed to successfully embed • Share school CSEDs to identify excellent practice and disseminate key strengths more widely 	<p>FV/IS/AS</p> <p>IS/all HTs/All RE Leads</p> <p>IS and Diocesan interim leads CC/ PM</p> <p>All HTS/ RE leaders</p>	<p>8/12/23</p> <p>16/9/23</p> <p>From Spring A 2024</p> <p>From Spring A 2024</p> <p>Autumn A 2023 ongoing</p>	<p>CES documentation</p> <p>Allocated time</p> <p>School CPD schedules</p> <p>Draft CSEDs OLOW RE network mtgs HOG mtgs</p>
<p>Objective 1c: We achieve high levels of success and achievement in RE, ensuring high quality of provision informs other areas of the curriculum allowing celebration of its unique place within our curriculum</p>				
<p>Liaise closely with the diocese to ensure effective implementation of the new Curriculum Directory and RE Curriculum.</p>	<ul style="list-style-type: none"> • Release identified staff to Diocesan working Party • Facilitate secondment to interim Diocesan Primary Advisor role • Deliver cross Trust/Diocesan RED implementation plan 	<p>CC/PM</p> <p>CC/SB/PM</p> <p>All HTS/RE leaders/ teachers</p>	<p>Throughout 2023/24</p> <p>Throughout 2023/24</p>	<p>Agreed plan Cross Trust/Diocesan working party Implementation document Heads/ RE leaders training sessions</p>

	<ul style="list-style-type: none"> • Work with Diocese and StJtB to organise development session as part of Heads Pilgrimage 	Exec Group/AS	Summer A 2024	Planning time
Staff are supported to fully understand and deliver new expectations and curriculum models through access to relevant training	<ul style="list-style-type: none"> • Schools identify training needs created by expectations of teaching and learning in new curriculum • All schools prioritise relevant and high quality RE CPD which meets individual/whole staff areas of development, including increased expectations of subject knowledge 	All HTS/RE leaders/ teachers All HTS/RE leaders/ teachers	Autumn term 2023 onwards Throughout 2023/34	RED Implementation timeline Termly school CPD programmes Diocesan training days OLOW RE network mtgs
Objective 1d: We support all staff as educators within Catholic schools and we ensure sustainable leadership across the Trust.				
Foster and monitor opportunities for growth and development for Catholic leaders across our community of schools and implement CPD for non- Catholic teachers Trust wide to secure an inclusive environment where staff are empowered to deliver their best.	<ul style="list-style-type: none"> • Support access to accredited, high quality national programmes of leadership development • Promote awareness and take up of DCCRS/ CCRS through remote learning offer • Create Trust wide overview of current leadership learning engagement • Develop leadership succession plan 	All HTS CC/All HTS/CPD leaders CC Exec Group/AS	Throughout 2023/24 Throughout 2023/24 Throughout 2023/24 Summer 2024	NPQ programme suite (joint CES/CoE delivery offer), Ambition Institute, MBIT,DCRS, online CCRS (John Hope University) Reports to Board

Priority 2. To ensure every child and young person receives the very best education so that they are empowered to develop, learn and achieve.				
Objective 2a: Ensure there is a culture of high ambition, achievement and inclusion aligned with sustainable continuous improvement across the schools.				
Develop a core of school improvement opportunities. Broaden Trust expertise by working collaboratively with cross trust and external associate colleagues.	<ul style="list-style-type: none"> Construct annual Trust improvement offer for primary schools using internal and external resources Develop network of high quality professional expertise through external associates Deliver all universal and targeted school improvement activities Evaluate impact of school improvement activities in meeting school and Trust improvement priorities Transition all schools to long term (3 year) planning model to secure strategic overview Quality assure primary school improvement plans to reflect Trust and schools vision including achievement of national FFT benchmarks for pupil achievement 	<p>CC</p> <p>FV/CC</p> <p>CC/All HTs/ senior leaders Exec Team/All HTs</p> <p>CC/All HTs</p> <p>CC/All primary HTs</p> <p>CC/All primary HTs</p>	<p>1/9/23</p> <p>1/9/23 ongoing Throughout year Termly</p> <p>By 1/9/24</p> <p>Autumn A annually</p>	<p>OLOW School Improvement Overview 23/24 Associate day rate £x to £x</p> <p>School SEFS PIL visit reports Board reports and minutes OLOW template</p> <p>SIPs Board reports and minutes PIL visits</p>
Maximise and procure opportunities for cross trust and school collaborative models of school improvement.	<ul style="list-style-type: none"> Increase central Trust capacity to deliver school improvement through recruitment of: Teaching & Learning Lead 	<p>FV/CC</p> <p>JB/All HTs/Subject leaders</p>	<p>1/9/23</p> <p>1/9/23</p>	<p>JDS/person specs</p> <p>0.2 FTE L</p> <p>Network group handbook</p>

	<ul style="list-style-type: none"> Relaunch network groups with focus on subject leader CPD and curriculum impact in schools Deliver cross Trust/ Diocesan secondary project 	FV/KP/AS	1/9/23 ongoing	Release for SLs (termly) Working protocol
Objective 2b: Trust will provide clear frameworks to help support and develop an inspiring, rich broad and balanced curriculum which is underpinned by evidence informed practice.				
Develop a clearly defined and impactful strategy to maintain and improve the performance of Trust schools.	<ul style="list-style-type: none"> Co- construct a Trust wide model of effective teaching and learning as a basis of the model of continuous school improvement Build shared understanding of agreed model/language of teaching and learning in supporting ongoing development of quality first teaching Ensure Trust and school led teaching and learning CPD aligns with wider Trust approach to pedagogy 	<p>Exec group Research school All HTS</p> <p>Exec group/All Heads/T&L leads</p> <p>CC/JB /All Heads/T&L leads</p>	<p>Spring A 2024</p> <p>Summer A 2024 ongoing</p> <p>Summer A 2024 ongoing</p>	EEF guidance Evidence informed pedagogy research Exec and HOG meetings, T& L networks
Support the design and implementation of ambitious, well sequenced and knowledge rich curricula in all schools	<ul style="list-style-type: none"> School improvement plans prioritise the need for ongoing review of curriculum domains Significant planned changes in curriculum models at local level are discussed with Trust/peer network 	<p>All HTs</p> <p>All HTS/Exec Group/ CC/Secondary leads/ All HTs</p>	<p>Autumn A 2023 ongoing</p> <p>Spring A 2024</p>	School improvement plans /SEFs PIL visits/ HOG mtgs (internal)

	<ul style="list-style-type: none"> Agree shared systems of formative assessment to support clearer focus on curriculum impact and outcomes 			Primary heads mtgs/ HOG mtgs (internal)
Objective 2c: Champion the vulnerable and disadvantaged, reducing barriers to learning and focusing on reducing the gap between vulnerable pupils and others.				
Develop a cross Trust SEND position to lead provision and further strengthen the culture of inclusion, supporting schools in delivering education that is high quality and inclusive	<ul style="list-style-type: none"> Agree recruitment pack for newly created OLOW SEND lead role Advertise and appoint to post Complete Trust induction to include initial supported visit to all schools Agree reporting lines with SCHOOLS/SEND lead/Trust Executive and Board 	FV/CC CC/ SEND lead FV/SEND lead/Board	20.9.23 Autumn B 2023 From 1/1/24 Spring A 2024 onwards	JD/person spec TES/EPM Board panel 0.5FTE L Recording format 9s) Board minutes
Objective 2d: Ensure robust evaluation procedures are in place and external scrutiny is welcomed to improve the outcomes.				
Support a culture of continuous improvement in all schools through agreed Trust wide systems of self-evaluation, challenge, support and appropriate action	<ul style="list-style-type: none"> Pupil premium / disadvantaged pupil review is completed annually and outcomes acted upon and reflected in statutory strategic planning Universal school improvement offer includes opportunities for all schools to access external quality assurance, specifically in relation to quality of education and safeguarding 	All HTS/SENcos/CC/Secondary lead CC/ secondary lead/All HTS/ contracted associates	Throughout 23/24 Throughout 23/24	Review template 0.5 days Visit schedule overview (Quality of Education, SEND. Safeguarding) 2 day review £

	<ul style="list-style-type: none"> Pre- Ofsted inspection reviews completed in all schools in inspection window 	CC/Trust Contacted associates/ identified HTs	17-18 /10/24	
Monitor outcomes for progress towards intended success criteria and agreed Key performance indicators	<ul style="list-style-type: none"> Use Trust Strategic improvement plan priorities to inform KPIs in amended Board reporting format Mirror changes in reporting at local level in written Heads' Reports to LGBs 	FV/KT CC/HTs/ clerks	Spring term 2024	OLOW/school improvement plans Reports to Board/LGBs Minutes
Peer to Peer and external reviews and evaluations are completed and evaluated outcomes feed into further areas of school improvement	<ul style="list-style-type: none"> Agree an overview of planned peer to peer challenge and support opportunities using a triad model and linked to agreed school improvement priorities Quality of education reviews are completed in all schools 	All HTs/ identified school senior leaders CC/ Secondary lead/ All HTs	1/11/23 ongoing through Spring and Summer terms 2024 Autumn A 2023 Summer A 2024	Review documentation 1 x 3 days series of review 1 x associate day £ Agendas Summary reports
Priority 3. To prioritise the development of all staff as a key resource for delivering the Trust vision.				
Objective 3a: Prioritise the recruitment, development and retention of excellent staff in order to build capacity and implement a cohesive Trust – wide approach to high quality teaching and learning.				
Robust and extensive CPD model developed annually which enables	<ul style="list-style-type: none"> Secure alignment in leaders' understanding of high quality and relevant CPD 	CC/All HTS/ school CPD leaders	Autumn B 2023 onwards	T/L networks Exec/ school

staff to build expertise through evidence based professional development	<ul style="list-style-type: none"> • Develop a Trust wide approach to CPD entitlement within Trust staff charter • Pilot inclusion of agreed development focused objective in all staff annual cycle of appraisal 	<p>Exec Group/All HTs</p> <p>CC/identified pilot school</p>	<p>Spring 2024</p> <p>Autumn A 2023</p>	<p>leadership groups</p> <p>EEF CPD materials</p> <p>Blue Sky software</p>
Objective 3b: Provide effective support for well-being and mental health of all pupils and adults within the organisation, including a commitment to ensuring children feel safe and valued and reducing unnecessary work load for staff				
Develop clear staff charter aligned to values of the Trust and frame work for well-being support.	<ul style="list-style-type: none"> • Audit schools' current well-being offers against and beyond the DfE education charter to identify excellent practice • Establish cross Trust welling forum to develop schools' strategy within OLOW staff Charter • Launch Trust charter to begin to align practice consistently across all schools • Keep staff wellbeing under review as standing item in all Trust/LGB/SLT/staff meeting agendas 	<p>Exec group/All HTS</p> <p>Staff group reps</p> <p>Exec group/All HTs</p> <p>Exec group/All HTs</p>	<p>Spring A 2024</p> <p>Spring B 2024</p> <p>Summer 2024 onwards</p> <p>Autumn B 2023 onwards</p>	<p>Audit materials</p> <p>DfE wellbeing resources</p> <p>Forum mtg times</p> <p>Trust Charter</p> <p>Agendas/Minutes</p>
Objective 3c: Trust infrastructure provides high quality and sustainable learning environments for all				

<p>Implementing a clear and agreed estates strategy for improvements and developments</p>	<ul style="list-style-type: none"> • The delivery plan outlined in the Trust Estates strategy is understood and implemented • Classroom learning environments are planned and maintained in line with evidence informed research on effective learning 	<p>RS/RD/ all HTS and all HTS</p> <p>CC/all HTS/all teaching staff</p>	<p>Throughout 2023/24</p> <p>Throughout 2023/24</p>	<p>Estates strategy</p> <p>SCA funding allocation</p> <p>Identified research resources</p>
<p>Outcome 4. To strengthen partnerships and engagement across our schools and communities.</p>				
<p>Objective 4a: Establish, develop and further grow key strategic partnerships between schools, Diocese, education providers, education departments and communities.</p>				
<p>Provide partnership development across the Trust with strategic partners and stakeholders working to develop the highest opportunities for collaboration and support for the benefit of our learners and communities.</p>	<ul style="list-style-type: none"> • Support development of cross diocesan and trusts working practice <p>Exemplified through secondary project – to expand further in line with key partners.</p> <ul style="list-style-type: none"> • Support networks for further/higher education for access and provision opportunities • Establish network of best practice for clergy within our schools – closely aligned with developing network of chaplains • Regular meetings with StJtB/Diocese to foster improved recruitment, development and procurement across the sector • Clear communications with the Regional Director for school/trust growth 	<p>FV/Diocese</p> <p>Exec</p> <p>FV/Fr Simon</p> <p>FV/AS/KP/Bishop</p> <p>FV</p>	<p>From Autumn A 2023</p> <p>Spring 2024</p> <p>From Sept 2023</p> <p>From Sept 2023</p> <p>From Sept 2023</p>	<p>Additional capacity from StJtB – Daily rate.</p> <p>Mtg time</p> <p>Mtg time</p> <p>Mtg time</p> <p>None required</p>

Outcome 5. To achieve the Bishops directive for Trust growth.				
Objective 5a: To ensure the Catholic mission and directive of Trust growth as set out by the Bishop of East Anglia is delivered.				
<p>To work in close alignment with the Diocese and Schools Service to ensure all remaining schools not yet within the Trust are fully on board and within the Trust structure.</p>	<ul style="list-style-type: none"> • Clear and supportive engagement with schools yet to join which must be supported by the Diocese to enable full academisation of schools • Team developed to support due diligence for Trust • Positive relations with external agencies to support the growth 	<p>FV/AS/Directors</p> <p>FV/COO</p> <p>FV/COO</p>	<p>Ongoing</p> <p>Established September 2023 onwards</p>	<p>None required</p> <p>Winkworth Sherwood (Funded)</p>

CST Review of Governance Recommendations - Key Area – Strategic Development			Lead and Resource	Date
Action point (s)	Reference	Recommended actions		
1	3.1 3.7 6.2	Directors should review the vision statement for the Trust to describe the future Trust they aspire to and set collaboration and partnership at its core.	Board and meeting agendas Trust vision Paper from Exec lead on Catholic life	February 2024
2	3.2 4.4 4.10 5.4 5.15	Directors should identify dedicated time to develop a new strategic plan. Objectives need to be linked to a strategic set of KPIs. Directors should consider using the new DfE Academy Trust Quality Descriptors to measure the impact of the plan on an annual basis.	Exec updated OLOW Strategic Improvement plan 2023-2026 Board meetings, agendas and minutes DfE Academy trust Quality Descriptors (July 2023)	Autumn A 2023
3	3.3	Directors should ensure that a growth strategy plan is established as a priority. (Possibly in partnership with the St. John the Baptist Catholic Multi Academy Trust)	Strategy for growth developed by Trust Exec along with Diocese and St. John the Baptist CMAT	Summer B 2023
4	3.4 5.7 5.8 5.13 6.1 6.6	The Governance Professional, Chairs and CEO should further develop the annual programme and agenda cycle to ensure strategic reporting and accountability (including risk management) features at the start of every meeting, with business items to follow.	Clerk to Board and CEO Board & LGB Chairs Annual OLOW calendar scheduling meetings & allocation of key/standing agenda items, including risk register	Spring A 2024

		An annual plan should also be developed for Local Governing Boards.		
5	3.5	The CEO should review the format of his report with the Directors to ensure it is reporting against the strategic plan.	New format adopted	Autumn A 2023
6	3.5 3.10 3.14 4.4 5.8 5.13 6.4	Directors should work with the Executive to establish a standard front page and executive summary content that clarifies the required information they need and what is expected from them concerning decisions needed.	Standardised format to be agreed with Exec	Summer A 2024
7	3.11	Directors should seek all opportunities to work with the John the Baptist Catholic Multi Academy Trust to help build capacity at the centre of the Trust.	Initial exploratory meetings Regular ongoing reviews and meeting	Summer A/B 2023 Autumn A onwards
8	3.14 4.7	Directors should review how risk is assessed and how this drives the strategic decision-making for the Trust and links Board and Local Governance risk assessments. Directors should also consider adding the term Risk to the committee title to comply fully with the Academy Trust Handbook.	Risk register reviewed by Exec Prior to Board and committee meetings Format of Risk register to be evaluated and improved to a more effective working and strategic document for Board GovernorHub Agendas and minutes Clerk to Board	Ongoing Spring A Spring 2024 onwards

14	5.6	Directors should consider introducing a Code of Conduct and Role Descriptors to help all tiers of governance understand their role and function within a Multi-Academy Trust.	OLOW Code of Conduct for all staff & volunteers in place Code of Conduct (CES versions : Board and LGB) under review for adoption	Summer A 2023 Spring A 2024
15	5.5 6.1 6.6 6.7	Directors should consider a role for a Lead Governance Professional, possibly in partnership with the other Catholic Multi Academy Trust, which the external consultant initially supports.	Under Board review Funding for proposed post	
16	5.9 6.8	Directors should review the role of Link Directors to ensure they are meeting statutory requirements and that the links aid communication and accountability processes.	Under Board review Models of good practice in other MATS/CMATs	Spring B 2024