

SWIFT ACADEMIES

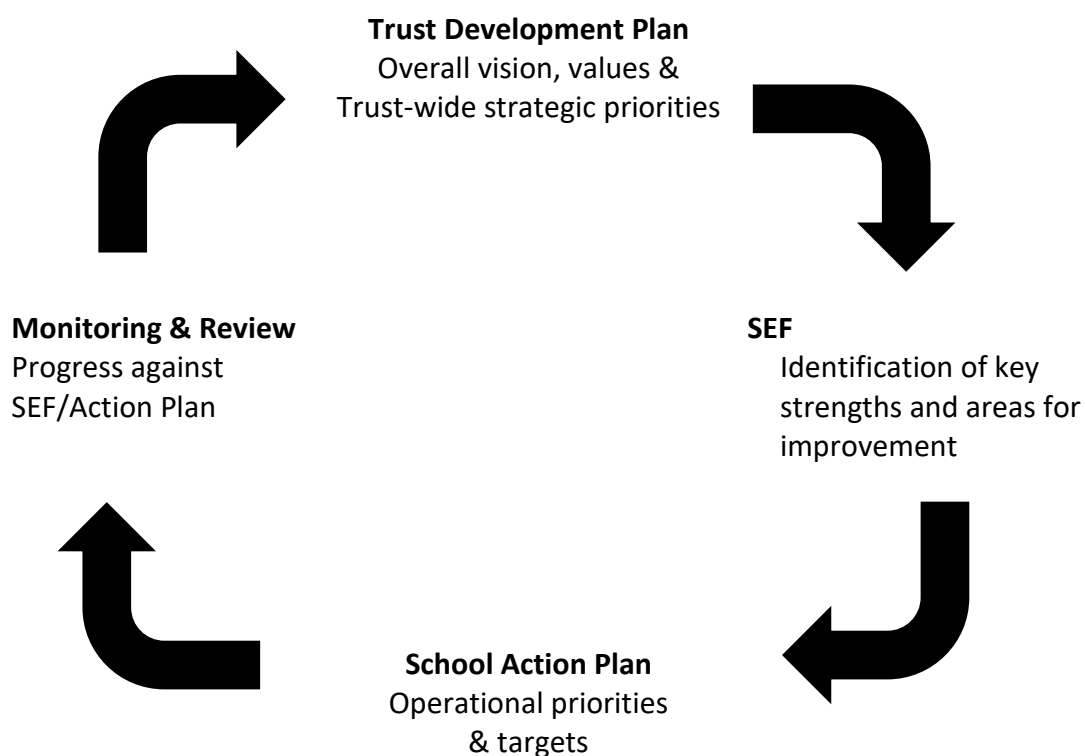
TRUST DEVELOPMENT PLAN 2021-2024

Accepted by:	Board of Trustees October 2018
Approving Body:	Board of Trustees
Review Cycle:	Termly
Last reviewed:	Autumn Term 2023
Date for next review:	Spring Term 2024

PURPOSE

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 its aims. 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. The Trust Development Plan sets out the Trust's overall vision, values and priorities for the year ahead. The diagram below describes how the plan is aligned to and drives the School Improvement Planning process for the Trust.

The priorities contained within this Plan will be reviewed annually.



THE INTENT OF THE CURRICULUM

We believe in the widest possible horizons for learning and aim to achieve the finest 2-16 education for all of our students.

The vision of SWIFT (Success, Will, Inspire, Future, Triumphs) Academies is that each child experiences excellence with care every day. The Trust is founded on deeply held principles that every child has the right to a first-class education and in order to achieve this: **Swift Academies provide a broad, balanced and challenging curriculum that ignites students' love of learning and successfully unlocks the true potential of each individual.**

We **ACHIEVE** this by providing an ambitious curriculum which:

- ✓ Interests and motivates, both through its content and its range of teaching and learning styles
- ✓ Enables students to develop substantive and disciplinary knowledge upon which they can build according to their interests and abilities
- ✓ Ensure students are seen as individuals and supported to achieve their potential by removing barriers to learning
- ✓ Allows students to make progress at a challenging pace and which also provides for the development of special aptitudes
- ✓ In addition to fulfilling national requirements, will also meet the broader needs of our children in an ever-changing world
- ✓ The provision and maintenance of an environment in which ALL students can achieve success, and where all students are valued and respected and extend the same value to others
- ✓ The development of a concept of learning as a desirable, life-long and enjoyable process

OUTCOMES

Outcome 1 – Our schools as centres of excellence

Our schools aim to be centres of excellence where every child and young person makes outstanding progress and is ready for the next stage in their education and lives. Our staff feel valued and can access opportunities for professional and career development and to share their skills and expertise across the Trust and with other schools.

Priorities for The Year Ahead:

- ✓ To ensure Longfield Academy is focussed on achieving positive monitoring visits and by the next full Ofsted inspection the academy will have improved from the current Inadequate status. All issues that placed it in serious weaknesses will have been addressed and strategies will have been successfully implemented to secure a Good Ofsted grade for Quality of Education and Leadership in the next Ofsted visit.
- ✓ To ensure The Rydal Academy, builds on its Good Ofsted Judgement (December 2022) and implements strategies and structures to enable it to secure a Good/Outstanding judgement in all areas at the next Ofsted visit.
- ✓ To ensure Hurworth School, builds on its Good Ofsted Judgement (October 2022) and implements strategies and structures to enable it to secure a Good/Outstanding judgement in all areas at the next Ofsted visit.

- ✓ All students achieve high levels of progress leading to high attainment and enhanced social mobility
- ✓ The academic and wider curriculum; advice and guidance at all stages of education adds value to student's personal development
- ✓ Students educational experience leads to the development of skills to become positive, successful, resilient and caring citizens
- ✓ Ensure that safeguarding practices across the Trust are of an exemplary standard and are implemented accordingly
- ✓ Embed a programme of internal and external Quality Assurance to ensure that all schools within the Trust have systems and practices in place to support continued improvement
- ✓ Further develop and deliver a Trust model that meets the professional development needs of all staff within the Trust
- ✓ To build a body of positive, committed and valued staff
- ✓ To build a skilled, engaged and effective team for the governance of the Trust at all levels

Outcome 2 – Collaboration Within the Trust

Our students, parents/carers and staff feel they belong to a wider community and are supported to optimise their potential through access to extra-curricular activities and opportunities that promote their resilience and builds character.

- ✓ Further develop opportunities for school-to-school support allowing staff to share expertise and skills across the Trust
- ✓ Further develop a student entitlement for extra-curricular activities and opportunities that promote resilience and build character

Outcome 3 – Financial Stability, Quality of Learning Environment & Resources

Our schools provide safe, stimulating and aspirational environments where children and staff have access to the best resources.

To ensure effectiveness of financial strategic planning, reporting and budget setting.

Priorities for the Year Ahead:

- ✓ Compliance with the Master Funding Agreement and Academies Trust handbook
- ✓ Ensure strategies are in place to ensure any future development/growth of the Trust is based on the sound financial stability of Swift Academies moving forward
- ✓ Investigate and take advantage of all funding opportunities where applicable
- ✓ Further develop estates planning & strategies for each site in line with Head Teachers/Head of School Priorities
- ✓ Further develop a Trust-wide ICT strategy and programme of renewal bringing ICT hardware and software up to latest specifications and standards

Outcome 4 – Leadership, Governance & Resources

Our accountability and decision-making frameworks maximise value for money for the benefit of children and their families.

Priorities for the Year Ahead:

- ✓ Further develop and deliver a programme to meet the professional development needs of Governors and Directors

Outcome 5 – MAT Stability and Future Growth

Priorities for the Year Ahead:

- ✓ Secure the vision, values, ethos and direction of the Trust
- ✓ To explore, Trust Expansion working with the Trust Board to develop plans for Swift Academies over the coming years

MONITORING & REVIEW

This plan will be reviewed on an annual basis with new priorities identified for implementation Performance measures including those relating to student and parental satisfaction will be developed to monitor progress towards outcomes

TRUST DEVELOPMENT PLAN: ACTION PLAN

Outcome 1 - Our schools are centres of excellence in teaching and learning where every child and young person makes outstanding progress and is ready for the next stage in their education and lives Our staff feel valued and can access opportunities for professional and career development and to share their skills and expertise across the Trust and with other schools.

OUR SCHOOLS AS CENTRES OF EXCELLENCE					
Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
To ensure Longfield Academy is focussed on achieving positive monitoring visits and by the next full Ofsted inspection the academy will have improved from the current inadequate status. All issues that placed it in serious weaknesses will have been addressed and strategies will have been successfully implemented to secure a Good Ofsted grade for the quality of education and leadership in the next Ofsted visit	<p>Ensure the IP is fit for purpose and impact is monitored regularly</p> <p>Ensure that Line Management has rigour and all leaders are held accountable</p> <p>Embed all strategies in the IP and monitor impact.</p> <p>Develop and embed a Quality Assurance programme that aligns with the Ofsted framework in order to provide evidence of impact</p> <p>Develop collaboration with a range of other Academy Trusts and schools to build capacity</p> <p>In partnership with Directors, Governors, CEO and CFO liaise with Regional Director and ESFA</p>	CEO/Head Teacher	September 2023 to August 2024	Longfield Academy moves from its current Inadequate Ofsted judgement and secures a minimum of a Good grading for the quality of education and leadership at the next Ofsted visit	<p>IP is in place and monitored regularly through Head Teacher reports every half term</p> <p>Appraisal Policy approved in Autumn Term 2023</p> <p>Staffing structure and JD's reviewed on a regular basis.</p> <p>Work undertaken with the Education Exchange, NELT and ALP</p> <p>Hurworth School and other external sources approached to support capacity building</p> <p>Meetings taken place with Regional Director and ESFA</p> <p>Ofsted Monitoring visits (February 2023 and October 2023) were positive.</p>

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
To ensure The Rydal Academy, builds upon its Good Ofsted judgement (December 2022) and implements strategies and structures to enable it to secure a Good/outstanding judgement in all areas at the next Ofsted visit	<p>Ensure the IP is fit for purpose and impact is monitored regularly</p> <p>Ensure that Line Management has rigour and all leaders are held accountable</p> <p>Embed all strategies in the IP and monitor impact</p>	CEO/Head Teacher	September 2023 to August 2024	The Rydal Academy secures a Good/Outstanding grade in all areas at the next Ofsted visit.	<p>IP is in place and monitored regularly</p> <p>Appraisal Policy approved in Autumn Term 2023</p> <p>Staffing structure and JD's reviewed on a regular basis.</p>

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
To ensure Hurworth School, builds on its Good Ofsted Judgement (October 2022) and implements strategies and structures to enable it to secure a Good/Outstanding judgement in all areas at the next Ofsted visit	Ensure the IP is fit for purpose and impact is monitored regularly	CEO/Head Teacher	September 2023 to August 2024	Hurworth School secures a Good/Outstanding grade in all areas at the next Ofsted visit	IP is in place and monitored regularly
	Ensure that Line Management has rigour and all leaders are held accountable				Appraisal Policy approved in Autumn Term 2023
	Embed all strategies in the IP and monitor impact				Staffing structure and JD's reviewed on a regular basis.
	Implement a robust quality assurance process which demonstrates impact and whole school improvement				Appointed a new AP for Quality of Education
	Develop staff at all levels through CPD and Appraisal Process				

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
All students achieve high levels of progress leading to high attainment and enhanced social mobility	<p>To ensure that an ambitious curriculum model is supported by Quality First Teaching in order to ensure that all student groups optimise their potential</p> <p>Framework for SEF/IP's developed and monitored via internal and external Quality Assurance</p>	<p>ELT</p> <p>Trust Groups - Curriculum Development, Assessment, SRE/PSHE/PD, Reading/Phonics, Transition, SEN etc.</p>	September 2023 to August 2024	External data shows that student outcomes are improving over time	<p>IP's in place and monitored as a minimum termly by LGB's and Directors</p> <p>Target setting and tracking systems reviewed/in place</p> <p>Impact of IP's monitored by curriculum leads, SMT, Governor Monitoring Visits, LGB/Director meetings: external QA via representatives from Education Exchange, NELT and ALP at Longfield</p>
All students achieve high levels of progress leading to high attainment and enhanced social mobility	<p>Establish and embed effective Target Setting, Tracking, Intervention and Monitoring systems</p> <p>Development of staff knowledge of exam board criteria and encourage staff to become examiners where appropriate</p>	<p>Head Teachers/Heads of School</p> <p>Trust Assessment Group</p>	September 2023 to August 2024	Target Setting, Tracking, Intervention and Monitoring systems are embedded and have impact on student performance	<p>Target setting and tracking systems reviewed, implemented and embedded at Longfield and Hurworth</p> <p>National Tutoring Funding utilised across the Trust</p> <p>Transition Group share practice across phases</p> <p>Trust Assessment Group share practice across phases</p>

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
The academic and wider curriculum; advice and guidance at all stages of education adds value to student's personal development	<p>Provision is made for collaboration between phases on curriculum development</p> <p>School Improvement Partner (SIP) at Longfield has a focus all aspects of improvement</p> <p>Adherence to Gatsby Benchmarks and ensure Baker Clause is met</p> <p>Development of beyond the academic day opportunities/enrichment activities for all students</p>	<p>ELT</p> <p>Trust SRE/PSHE/ Group</p> <p>Trust Transition Group</p>	September 2023 to August 2024	Academies ensure the curriculum is broad and balanced	<p>Curriculum reviewed in each academy 2022/23</p> <p>Trust Curriculum Development Group meet regularly</p> <p>SIP engaged at Longfield from 2023/24 academic year with a focus on Personal Development in December.</p>
Students educational experience leads to the development of skills to become positive, successful, resilient and caring citizens	<p>Student voice is prioritised and a whole school programme of Personal Development is implemented</p> <p>SRE curriculum reviewed and good practise shared across the Trust</p>	<p>ELT</p> <p>Trust SRE/PSHE/ Group</p>	September 2023 to August 2024	Personal Development programme has required Impact with Swift students being active and well respected in the community	<p>Personal Development programme reviewed, and implemented in each academy</p> <p>School Council/Pupil Voice established in each academy</p>

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Ensure that safeguarding practices across the Trust are of an exemplary standard and are implemented accordingly	<p>To implement a common, robust safeguarding policy within schools across the Trust</p> <p>To work with external support (Clennel) to ensure new information and initiatives are implemented</p> <p>To work with the Local Authority to ensure we comply fully with the Working Together agenda</p>	Trust Safeguarding Group	September 2023 to August 2024	<p>Safeguarding Policies are reviewed and updated in line with the recently updated Keeping Children Safe in Education Guidance.</p> <p>All employees, Governors and Directors attend annual safeguarding training.</p> <p>A central register is held for Governors, Directors and employees & volunteers.</p>	<p>All existing employees, Governors & Directors accessed Level 1 Safeguarding Training annually.</p> <p>Independent Safeguarding Audits and Action Plans completed annually.</p> <p>Darlington Safeguarding Partnership Biennial Audit completed by all Trust schools</p> <p>Trust Safeguarding Group meet regularly. Safer Recruitment training is reviewed annually and one member of trained staff sits on interview panels for new appointments</p>

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Embed a programme of internal and external Quality Assurance to ensure that all schools within the Trust have systems and practices in place to support continued improvement	<p>SIP programme in place to Quality Assure Longfield</p> <p>SIP termly Quality Assures Longfield Academy's progress against IP Action Plan, SEF, School Targets etc</p> <p>Standardised Head of School/Head Teacher Reports/EDP reports/SEF/IP issued to LGB/Director meetings</p> <p>Each academy within the Trust has published its own internal quality assurance programme</p>	Chief Executive Officer (CEO)	September 2023 to August 2024	<p>Termly visits and SIP reports produced for LGB and Directors for Longfield Academy</p> <p>Internal quality assurance programme, devised and embedded in each academy</p>	<p>SIP secured for termly visits at Longfield Academy's</p> <p>Additional support secured from Education Exchange, NELT, Sedgefield Community School and ALP</p> <p>Termly Head of School/Head Teacher reports issued to LGB/Standards and Boards of Directors. Longfield update governors every half term on key areas</p>

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Further develop and deliver a Trust model that meets the professional development needs of all staff within the Trust	<p>Trust Appraisal Policy developed and implemented across the Trust</p> <p>Curriculum Development group to identify a provider for individual remote CPD.</p> <p>Staff from across the Trust supported to access NQP's</p> <p>Staff supported in developmental roles working with other providers (ITT, ECT, LA)</p>	ELT	September 2023 to August 2024	<p>All employees have Appraisal Targets and appropriate CPD to allow them to develop and enhance the performance of the schools within the Trust</p> <p>Head Teachers/Heads of School endeavour to have succession plans in place for key roles in the academies</p>	<p>Trust Appraisal Policy reviewed and approved by Directors October 2023</p> <p>Staff accessing NPQS in 23/24: 4 x Hurworth, x2 Longfield, 5 x Rydal</p> <p>Staff supporting in roles for: Schools North East (SBM), Durham University (ITT), Tees Valley Teaching Hub (ECT)</p>

OUR SCHOOLS AS CENTRES OF EXCELLENCE

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
To endeavour to build a body of positive, committed and valued staff	Annual review of Well Being policy to ensure continual evolvement to address the needs, where possible, of the national picture	Trust Staff Well Being Group	September 2023 to August 2024	Staff refer to Trust well Being policy and reference it as a positive reason from joining or continuing to work within the Trust	Trust Staff Well Being Policy in place
Build a skilled, engaged and effective team for the governance of the Trust at all levels	Regular internal and external training is provided for Governors and Trustees on Trust specific processes, systems and structures. Specific roles are allocated to all Governors and Trustees Regular programmes of Governor monitoring visits are scheduled	Trust Governance & Policy Officer ELT	September 2023 to August 2024	Skills Audits enables the Board and LGB's to recruit skilled professionals capable of fulfilling appropriate roles The delegated authority is clear and Board and LGB's understand their roles and responsibilities	Scheme of Delegation reviewed and updated termly Skills Audits completed in Spring and Autumn Term 2022 and Autumn Term 2023 Appointment of Trust Governance & Policy Officer in Spring Term 2023 Termly MAT Development sessions agenda informed by skills audit

Outcome 2 - Collaboration within the Trust

Our students, parents/carers and staff feel they belong to a wider community and are supported to optimise their personal potential through access to extra-curricular activities and opportunities that promote their resilience and builds character

COLLABORATION WITHIN THE TRUST					
Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Further develop opportunities for school-to-school support allowing staff to share expertise and skills across the Trust	Identification of shared opportunities for CPD and curriculum & resource planning to strengthen further the quality of teaching and learning and its impact on students' progress.	ELT	September 2023 to August 2024	Quality of teaching and learning improves and as a result outcomes for students increase	<p>Commonality of KS4 exam boards; align the remaining exam boards in each secondary school to support collaboration</p> <p>Regular meetings take place with staff across the Trust E.g. Trust Social Media Group, Staff Well Being, Attendance, Reading & Phonics, SRE/PSHE/PD, MAT Development, Safeguarding, Curriculum Design, Transition, SEN, Assessment Group etc Representatives from each school in the Trust meet on at least a termly basis to share good practice and work on trust wide projects and initiatives Feedback by the Lead Member of each respective group is provided to the ELT</p> <p>Central Team meet weekly to ensure Trust and individual school improvement projects are prioritised, sharing good practise</p> <p>Head Teachers meet to share good practise</p>

COLLABORATION WITHIN THE TRUST

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Further develop for school-to-school support allowing staff to share expertise and skills across the Trust	Identification of shared opportunities for CPD and curriculum & resource planning to strengthen further the quality of teaching and learning and its impact on students' progress	ELT	September 2023 to August 2024	Quality of teaching and learning improves and outcomes for students increase	Trust CPD joint planning Site Teams across all 3 schools work collaboratively and share knowledge/expertise to tackle issues

Outcome 3 - Financial Stability, Quality of Learning Environment & Resources

Our schools provide safe, stimulating and aspirational environments where children and staff have access to the best resources

FINANCIAL STABILITY, QUALITY OF LEARNING ENVIRONMENT & RESOURCES					
Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Compliance with the Master Funding Agreement (MFA) and Academies Trust Handbook	Accounting Officer to meet Financial Director fortnightly to ensure checks are in place Ensure financial software is fit for purpose and reporting	CEO/Chief Finance Officer (CFO)	September 2023 to August 2024	Compliance with MFA and Academies Trust Handbook outlined to Finance Group	External financial support sourced Annual updates for the Academies Trust Handbook are reviewed and implemented, Directors are informed of these.

FINANCIAL STABILITY, QUALITY OF LEARNING ENVIRONMENT & RESOURCES

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Ensure strategies are in place to ensure any future development/growth of the Trust is based on the sound financial stability of Swift Academies moving forward	<p>To work with the CFO, TBM & Directors to ensure that the Trust is financially stable; a monthly management accounts pack produced and shared with Board of Directors and Head Teacher/Head of School and Governor with responsibility for Finance of each respective school; this will include a summary of income and expenditure against budget forecasts, detailing any material variances and explanations in trends</p> <p>To work with the ELT and Directors on the actions outlined in the Trust Development Plan; and to report back to Board of Directors on a termly basis on progress towards the identified priorities within it</p> <p>To ensure that any funding opportunities are rigorously pursued and high quality applications submitted</p> <p>To ensure that the Trust Contracts Register is up to date, regularly reviewed and the Trust take every opportunity to review services and contracts, where possible amalgamate them into Trust contracts and ensure value for money</p> <p>To ensure that financial procedures and systems are rigorous, robust and consistent across all schools within the Trust</p>	CEO/CFO / Trust Business Manager (TBM)	September 2023 to August 2024	The Board of Directors receive monthly reports and information on the financial position of the Trust & as a result the Trust and the schools within it hold "healthy reserves"	<p>Monthly management accounts pack produced and shared with the Board of Directors and Head Teacher/Head of School and Governor with responsibility for Finance of each respective school</p> <p>Contract register for each Academy and the Trust in place and is reviewed regularly</p> <p>CFO/TBM/TICT and key staff meet monthly to review contracts register and ensure best value sought for all agreements</p> <p>Each Academy has its own Risk Register; as does the Trust, which mitigates risk</p>

FINANCIAL STABILITY, QUALITY OF LEARNING ENVIRONMENT & RESOURCES					
Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Investigate and take advantage of all funding opportunities where applicable	Investigate funding opportunities to determine i) growth, ii) liability iii) risks and iv) opportunities Meet with ESFA representatives to determine capital grant opportunities for individual schools/academies	CEO/CFO/ TBM	September 2023 to August 2024	Funding streams accessed	<p>Successful CIF bids for 2017/18 & 2019/20 2020/2021 & 2021/22 and 2022/2023; MDIF in 2017/18</p> <p>CIF bids for 2021/22 submitted in January 2021, with 3 successful bids announced in June 2021 and completed in August 2021</p> <p>CIF Bids for 2022/2023 were submitted in February 2022 and following successful appeal funding secured for one large project at Longfield Academy, works will be completed between July 2023- July 2024.</p> <p>CIF Bids for 2023/2024 were submitted in December 2022</p> <p>CIF Bids for 2024/2025 are to be planned and submitted in December 2023.</p> <p>Risk Registers for each school and Trust approved initially in Autumn Term 2018 and are standing items on LGB & Director termly meeting agendas, these are reviewed and updated accordingly.</p> <p>Trust maximises CIF funding opportunity by ensuring maximum number of two CIF applications per school are submitted for each round</p>

FINANCIAL STABILITY, QUALITY OF LEARNING ENVIRONMENT & RESOURCES					
Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Further develop estates planning & strategies for each site in line with Head teachers/Head of School Priorities	<p>The production of an Estates Strategy by reviewing and incorporating the following for each school within the Trust: -</p> <p>Site Plans Facilities Management Files SLA/Contracts Condition Surveys Health & Safety Audits Health & Safety meetings Premises staff monthly meetings</p>	TBM	September 2023 to August 2024	Production of an Estates Strategy that prioritises needs across Trust schools	<p>Facilities files for each site in place</p> <p>Initial condition surveys were completed at all Trust schools throughout 2019-2020</p> <p>The second round of Condition Surveys at Rydal & Hurworth were undertaken in Summer term 2022, Longfield Academy's next survey is expected in 2024</p> <p>Estates Planning & Strategy are discussed, reviewed and updated with Head Teacher's/Heads of School on regular basis</p> <p>An over-arching Business Continuity Strategy had also been developed for the Trust and published on the Trust website</p> <p>A program of scheduled meetings has been devised and implemented for Health & Safety & Premises' Teams</p> <p>Online facilities management task lists implemented in all schools to ensure premises teams work efficiently, priorities are reviewed regularly to ensure they meet Head teacher/Head of School priorities also.</p>

FINANCIAL STABILITY, QUALITY OF LEARNING ENVIRONMENT & RESOURCES

Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Further develop a Trust wide ICT strategy and programme of renewal bringing ICT hardware and software up to latest specifications and Standards and Security.	<p>To review, update and publish an audit of the current Trust ICT provision</p> <p>To further develop and review the action plan outlining the Trust ICT Strategy in the short, medium and long term</p> <p>Improve ICT systems and infrastructure to meet needs of the Trust</p> <p>Ensure Trust infrastructure and Security Systems are compliant with the industry recommended best practises, following DFE and NCSC recommendations with means to improve and maintain a high level of staff awareness and training in regards to cybersecurity.</p> <p>To endeavour to provide access to support off-site working for SEN/disadvantaged learners</p>	Trust ICT Manager	September 2023 to August 2024	<p>Audit and Action Plan approved for implementation by Board of Directors and is periodically reviewed</p> <p>All Trust systems and infrastructure are consistent and standardised across all sites and are NCSC (National Centre of Cyber Security) compliant and in line with DFE guidelines</p>	<p>ICT classroom audits produced</p> <p>Trust IT Development plan is a “live document” and is reviewed with ELT on a regular basis</p> <p>Trust IT staff working across all schools in Trust on a rota basis.</p> <p>Trust wide asset system developed and live Asset system used as baseline for replacement and upgrade strategy</p> <p>Trust Infrastructure has been replaced to meet the DFE standard “Meeting digital and technology standards in schools and colleges”. In the following areas, Wireless networks, and Network switching.</p> <p>Areas that have been refreshed, now meet the Networking cabling standards where possible.</p> <p>A new Configuration Manager Solution has been rolled out across the Trust to ensure that all the desktop Computers are kept up to date with the required updates from Microsoft.</p>

Outcome 4 – Leadership, Governance & Resources

Our accountability and decision-making frameworks maximise value for money for the benefit of children and their families

LEADERSHIP, GOVERNANCE & RESOURCES					
Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
Further develop and deliver a programme to meet the professional development needs of Governors and Directors	<p>Allocation of lead specialisms to Governors/Directors in accordance with SOD</p> <p>Reporting mechanisms standardised across the Trust</p> <p>Access to appropriate and relevant CPD with specific reference to challenge and support</p> <p>Termly LGB/ Directors/ Members Events</p> <p>NGA Audits completed annually</p>	CEO	September 2023 to August 2024	<p>Feedback from LGB/Directors states that CPD needs are effectively met</p> <p>Reporting recommendations standardised across the Trust in accordance with the guidance issued in “Understanding your Data” (June 2018)</p> <p>Governors/Directors/ Members access to appropriate and relevant CPD with specific reference to challenge and support</p>	<p>Professional Governance Training and Development offer sourced</p> <p>Trust Governance and Policy Officer appointed in Spring Term 2023</p> <p>NGA Skills audit of LGB/Directors/ Members completed in Autumn Terms 2018 & 2019; and Spring Term 2022 & Autumn Term 2022</p> <p>Further skills audit to be conducted in Autumn 2023</p> <p>A program of CPD implemented subject to audit feedback via termly MAT Development Group meetings</p> <p>Governor Monitoring Forms standardised across the Trust and feedback provided for each Governor visit</p> <p>LGB/Directors/Members & Chairs & Vice Chairs meetings take place termly</p> <p>Trust membership of NGA commenced in March 2023</p>

Outcome 5 – MAT Stability and Future Growth

MAT STABILITY AND FUTURE GROWTH					
Priority	Tasks/Actions	Staff Responsible	Timescale	Success Criteria	Progress to Date
To explore Trust expansion working with the Trust Board to develop plans for Swift Academies over the coming years	<p>To have item as a standing item on Board of Directors meetings and to produce a verbal/written report as and when appropriate</p> <p>To meet with Regional Director/representatives from the team on a regular basis</p> <p>To work with interested parties to develop/grow Swift Academies and to report back to Board of Directors on a regular basis with regard to any possible expansion of the Trust</p>	CEO	September 2023 to August 2024	The Board of Directors receive regular reports and information on the possible expansion of SWIFT Academies and make informed decisions on the future direction of the Trust	In April 2023 the respective Board of Directors from both Swift and Queen Elizabeth VI Form College resolved to commence the process of the “coming together” of both organisations, subject to Head Teacher Board approval, formal consultation and due diligence processes all being concluded satisfactorily in the Spring Term 2024.