

- 1.1. Develop Google Classroom as a teaching tool in CWJS and BPS and for collaborate trust work on teaching, learning and assessment
- 1.2. Develop oracy as a fundamental skill from an early age
- 1.3. Create vertical teams for subject leaders for school reviews and training
- 1.4. Adapt learning, teaching & assessment in light of COVID-19 including incorporating new methods developed through remote learning
- 1.5. Developing agility in classroom IT to support blended learning

SP1: Learning, teaching and assessment

- 2.1 Increase capacity and efficiency savings through centralised services
- 2.2 Take a trust-wide approach to staffing and recruitment
- 2.3 Establish a methodology for benchmarking the work of the trust
- 2.4 Work towards providing a robust and resilient centralised IT service

SP2: Develop financial and operational strength

Cotswold Beacon Academy Trust

A thriving partnership of schools that work together to generate and celebrate success and to create opportunities for our students and staff that raise aspirations and inspire excellence

SP3: Community

- 3.1 Widen community exposure to CBAT through marketing, publicity and events
- 3.2 Communicate more regularly with school parent bodies
- 3.3 Develop collaborative pastoral and SEND provision across primaries
- 3.4 COVID-19 Operational adaptations for each school in place following government guidelines.

SP4: Enterprise and growth

- 4.1 Bid for additional funds to improve facilities for students and staff
- 4.2 Identify potential CBAT partners and facilitate growth of the trust where appropriate
- 4.3 Identify growth opportunities and bid/negotiate where appropriate
- 4.4 Build relationships with Local Authorities
- 4.5 Build relationships with wider stakeholders with an interest in school development/ improvement to support CBAT academies
- 4.6 Develop website content to appeal to new schools
- 4.7 Use expertise within CBAT for a school improvement offer to other schools

SP1: Learning, teaching and assessment

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
1.1 Develop Google Classroom as a teaching tool in CWJS and BPS and for collaborate trust work on teaching, learning and assessment						
CEO	<ul style="list-style-type: none"> Bring CWJS and BPS IT systems under the management of CBAT (see 2.4) Provision use of Google Classroom with CWJS and BPS and complete staff training. 	Oct 2020 Nov 2020	Google Classroom being used used by both schools to support in school, blended and remote learning. Collaborative trust wide work enabled through Google Classroom	CEO	Time: CEO, IT Team	
1.2 Develop oracy as a fundamental skill from an early age						
CEO	<ul style="list-style-type: none"> Train primary lead (CWJS) through Voice21 Create networks across CBAT schools to develop oracy activities 	July 2021 July 2021	Oracy is a key part of primary delivery at CWJS and a growing element in BPS. Links are created with Oracy at MS including debating and public speaking.	CEO	Time: CBAT Staff	
1.3 Create vertical teams for subject leaders for school reviews and training						
LB	<ul style="list-style-type: none"> Set up core subject led vertical teams across the 3 schools. (English, Maths & Science). Set up team meetings 3 times per year and report back to heads and the trust. Work flow includes sharing best practise, Ofsted, national developments, cross school training 	Dec 2020 Dec 2020 July 2021	Vertical core teams in place and reporting into HTs. Work flow includes sharing best practise, Ofsted, national developments, cross school training.	CEO	Some supply cost for cover.	
LB	<ul style="list-style-type: none"> Set up a curriculum vertical review team (CVRT) across BPS & CWJS with three meetings per year and report back to heads and the trust. Work flow includes curriculum provision post COVID -19, termly moderation highlighting strengths, priorities and training required across the trust. Consider extending to foundation subjects as appropriate 	Dec 2020 July 2021	CVRT in place and reporting back to HT and Trust. Creates a set of skilled staff that can be deployed across the trust to support existing, new colleagues or whole school provision – succession planning in place across the trust. Reports by CVRT identify that all schools provide their pupils with a broad and in depth curriculum.	CEO	Some supply cost for cover.	SLs to network via Zoom and for both of us to perform a deep dive in reading at each other's schools in Autumn 2
1.4 Adapt learning, teaching & assessment in light of COVID-19 including incorporating new methods developed through remote learning						
CEO	<ul style="list-style-type: none"> HTs to review experiences of remote learning with their senior teams and each other Share best practise and relevance to ongoing teaching Implement in school and share outcomes 	July 2021	CBAT schools have retained elements of practice developed through lockdown to enhance current provision.	CEO/Trustees	Time: CEO	
1.5 Developing agility in classroom IT to support blended learning						
CEO	<ul style="list-style-type: none"> Identify resources to support blended learning Implement for use 	Oct 2020	Blended learning enabled in all school and agile to cope with a variety of COVID related scenarios	CEO/Trustees/FD	Time: CEO + HTs Costs: Purchasing resources including IT	

SP2: Develop financial and operational strength

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
2.1 Increase capacity and efficiency savings through centralised services						
FD/ CEO	<ul style="list-style-type: none"> Continuous review of model for centralised services building capacity where required as agreed by Trustees Consider a trust-wide Facilities Administrator role Consider other centralised services, e.g. appeals, SEF review, Gov support, critical review 	Ongoing	Centralised services are developing in line with Trust growth and are providing key services	CEO/Trustees	Time: FD, CEO	
2.2 Take a trust wide approach to staffing and recruitment						
CEO/ FD	<ul style="list-style-type: none"> For each appointment made at CBAT schools consider economies of scale and the wider needs of the trust 	Ongoing	Appointments are made taking into account any opportunities for the trust	CEO/FD/Trustees	Time: FD, CEO HR traded service	
2.3 Establish a methodology for benchmarking the work of the trust						
FD	<ul style="list-style-type: none"> Review benchmarking tools available to Trust and agree reporting schedule to Trustees 	Dec 2019	Trustees and HT's able to use benchmarking data to inform strategic decisions of Trust	CEO/FD/Trustees	Time; FD, TFM	
2.4 Work towards providing a robust and resilient centralised IT service						
FD	<ul style="list-style-type: none"> Stop contract with external provide Bring CWJS and BPS IT systems under the management of CBAT Develop staffing and resources to enable efficient managed service 	Aug 2020 Sept 2020 April 2021	Centralised IT support is established and provided a good service to CBAT schools.	CEO/Trustees	Time: FD Costs to create capacity	

SP3: Community

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
3.1 Widen community exposure to CBAT through marketing, publicity and events						
CEO	<ul style="list-style-type: none"> Further develop CBAT website to showcase benefits of joining the trust Increase use of social media to celebrate the work of CBAT 	Jul 2020	Website provides clear evidence of benefits of CBAT. CBAT has a growing presence on social media	Trustees	Time: CEO, HTs	
3.2 Communicate more regularly with school parent bodies						
CEO/ CoT	<ul style="list-style-type: none"> Build on the more regular trust communication used through COVID to establish more regular contact with CBAT parents and carers Create contact with chairs of school PTA/PSA 	July 2020	School parents feel a greater connection with CBAT	HTs	Time: CEO	
3.3 Develop collaborative pastoral and SEND provision across primaries						
HTs	<ul style="list-style-type: none"> Investigate models for delivering a local pastoral hub to support the wider community of schools Establish way to share elements of pastoral provision and SEND between CBAT primary school Identify and initiate Joint training 	July 2021 Dec 2020 Dec 2020	Provision is being shared, increasing impact and efficiency	CEO	Time: HTs	
3.4 COVID-19 Operational adaptations for each school in place following government guidelines						
CEO	<ul style="list-style-type: none"> Review government guidance and put plans in place for partial and full opening as the situation changes SDB to approve and recommend opening to Trustees Situation monitored and risk analysis kept live. 	Aug 2020 Aug 2020 Ongoing	Schools are full open for September 1 st with a live risk analysis and agility to react to changing circumstances	Trustees	Time: CEO, FD, HTs	

SP4: Enterprise and Growth

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
4.1 Bid for additional funds to improve facilities for students and staff						
FD/ CEO/ HTs	<ul style="list-style-type: none"> HTs and Exec Officers to identify key projects for schools Consultant visits to schools as required 2 CIF bids per school submitted in the next round 	Nov 2020 Dec 2020	Condition Improvement Fund (CIF) Bids submitted by the deadline. Additional grant income is secured.	CEO/Trustees	Time: FD, CEO, HTs, SBMs	
4.2 Identify potential CBAT partners and facilitate growth of the trust where appropriate						
CEO	<ul style="list-style-type: none"> Stay alert to, and create, opportunities to talk to other schools about CBAT Work with the Diocese to offer sponsorship of schools 	Ongoing	CBAT is known as a proactive Trust that supports partners and seeks growth in a sustainable way	CEO/Trustees	Time: CEO Cost to change Articles and Funding Agreement	
4.3 Identify growth opportunities and bid/negotiate where appropriate						
CEO	<ul style="list-style-type: none"> Identify free school opportunities and meet appropriate bodies as necessary Attend regional/national briefings to explore priorities Agree next steps with trustees Apply if appropriate 	Ongoing	Opportunities are identified, discussed with Trustees and decisions made	CEO/Trustees	Time: CEO, FD	
CEO/ FD	<ul style="list-style-type: none"> Identify opportunities for growth of CBAT beyond additional school e.g. traded services, Teaching School Hubs Continue SRMA work 	Ongoing	The trust has impact beyond its own school	Trustees	Time: CEO, FD	
4.4 Build relationships with Local Authorities						
CEO/ FD	<ul style="list-style-type: none"> Develop relationship with LAs, notable Glos, South Glos, Wiltshire 	Ongoing	Opportunities are identified, meetings held, discussed with Trustees and decisions made	CEO/Trustees	Time: CEO	
4.5 Build relationships with wider stakeholders with an interest in school development/improvement to support CBAT academies						
CEO	<ul style="list-style-type: none"> Identify stakeholders and approach to arrange meetings 	Ongoing	Opportunities are identified, meetings held, discussed with Trustees and decisions made	CEO/Trustees	Time: CEO	
4.6 Develop website content to appeal to new schools						
CEO	<ul style="list-style-type: none"> Review and update website content to increase potential appeal to schools 	Ongoing	Website is a vehicle for attracting other schools to make contact	CEO/Trustees	Time: CEO	
4.7 Use expertise within CBAT for a school improvement offer to other schools						
CEO	<ul style="list-style-type: none"> Identify and exploit opportunities to use colleagues within CBAT to support our own staff and schools (also see 1.3) 	Ongoing	Opportunities develop future leaders and enable succession planning	CEO/Trustees	Time: CEO	