1.1. Develop the work of the CBAT Teaching, Learning and Assessment Group to share best practise and widen opportunities.

1.2. Develop oracy as a fundamental skill from an early age

1.3. Deliver a high value Trust wide INSET day

1.4. Explore Google Classroom as a teaching tool in CWJS and BPS and for collaborate trust work on teaching, learning and assessment

1.5. Grow the CETA offer to support Trust and local demand, and the work of the Teaching Hubs

2.1 Increase capacity and efficiency savings through centralised services
2.2 Take a trust-wide approach to staffing and recruitment
2.3 Expand the central team to support growth without compromising budget
2.4 Establish a methodology for benchmarking the work of the trust
2.5 Work towards providing a robust and resilient centralised IT service
2.6 Implement recommendations of the governance review

SP1: Learning, teaching and assessment

SP2: 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
(Objectives in bold are common to the school improvement plans of all CBAT schools)

SP3: Community

SP4: Enterprise and growth

3.1 Use expertise within CBAT for a school improvement offer to other schools/trusts including through the DFE and LA

3.2 Covid 19 Catch up funds being deployed effectively to support pupils and close gaps

3.3 Develop a people strategy and employee value statement.

3.4 Take a trust wide view of staff professional learning and succession planning

3.5 Deliver a biennial Governors conference

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 free school opportunities and bid where appropriate
4.4 Build relationships with wider stakeholders with an interest in school development/ improvement to support CBAT academies
4.5 Develop website content to appeal to new schools

SP1: Learning, teaching and assessment

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
1.1 Develop the work of the CBAT Teaching, Learning and Assessment Group to share best practise and widen opportunities.						
EH/AK	• Develop collaboration in science including geology project, perfume chemistry and extending the reach of CWJS science award.	July 2022 Nov 2022	Joint planning of Science leading to the development of a cohesive curriculum across KS2 and KS3. Sharing expertise through staff training Delivery of workshops in all schools and sharing resources such as labs to develop practical work. Effective delivery of the'rocks' project and help with ethe evolution section of the syllabus	JD/CEO	Time for Science Leads Resources for practical work	
NL/HB	• Develop a primary outreach MFL offer including staff training and a primary language day	July 2022 Nov 2022	Leads for Languages work together to provide materials for delivery of KS2 and KS3 Development of Spanish by Sixth Form students attending school event. Primary languages day to develop student knowledge of different languages in preparation for transition	JD/CEO	Time for staff to devise and deliver training and outreach worke	
LB/CJ	• Developing the impact of action research on pedagogy across the trust	Ongoing	Projects and pedagogy from action research shared across the trust Principles and ways of delivery introduced into the pedagogy across classrooms and across whole school systems	JD/CEO	Time for sharing projects – attending framework sessions and INSET	
AR/JD	• Developing vertical portfolio of exemplar pupil work to support pupil, staff and parent transition expectations regarding independence, academic level, and social requirements	July 2022	Portfolio produced and shared with parents of Year 6 students. Year 7 students communicating with Year 6 Parents confident about the process and expectations set for students	JD/CEO	Time to develop and engage parents with the material Time for student to liaise	
JD	• A CBAT Teaching Framework describes a teaching expectation for the Trust	Sept 2022	Aspirations and expectations clearly outlined in a key document, used for induction, evaluation and coaching.	JD/CEO	Time to develop the material and liaise with partners	
JD	• Establish core subject leader groups to identify and develop any common threads in curricula e.g oracy in English (see 1.2 below)	Nov 2022	Developing transition beyond literacy and numeracy. Allowing other subject specialists to learn from each other and promote continuity through teachmeets	JD/CEO	Teachmeet time Learning walks to see the impact of the work	
1.2 Develop oracy as a fundamental skill from an early age						
SM/CW	• Create networks across CBAT schools to develop oracy activities	Dec 2022	Working party established. Training materials developed across trust. Training delivered to staff via recordings or live sessions. Evaluation of outcomes and impact	JD/CEO	Time to meet and devise,deliver and evaluate training materials.	
1.3 Deliver a high value Trust wide INSET day						
JD	• Joint inset delivered in academic year 2022/23 leading the way for annual event. • Content to be seen as high value and of relevance to all, enhancing the work of individual schools	Dec 2022	Training delivered that will engage all schools Opportunity to work with colleagues of different schools within and beyond CBAT	JD/CEO	Administrative support, time to plan and devise programme	

				Venue and catering	

1.4 Explore Google Classroom as a teaching tool in CWJS and BPS and for collaborate trust work on teaching, learning and assessment

CEO	• Faciltate review of Google Classroom at MS with CWJS and BPS - consider suitability for T&L • If suitable develop plan for staff training and roll out • Develop google access for leadership and staff teams to enable collaboratve work.	Dec 2022 Dec 2023 Dec 2022	Google Classroom being used by both schools to support learning if suitable. Collaborative trust wide work enabled through Google Classroom	CEO	Time: CEO, IT Team	

1.5 Grow the CETA offer to support Trust and local demand, and the work of the Teaching Hubs

JD	• Develop a programme of CETA teachmeets with CBAT school involvement • Widen the reach of the CBAT primary ITT offer • Offer aspirant leaders programme to augment NPQs • TA training activities to support staff across the trust • Develop mental health training	July 2023	Improved colloaboration of schools. Greater work with Cheltenham Schools and beyond. Practical courses to support leadership opportunities. Mental Health training provided for secondary and primary schools. Upskilling of TAs	JD/CEO	Time, teaching school co-ordinator, structures in place for developing ITT	

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						
CFOO/ CEO	• Continuous review of model for centralised services building capacity where required as agreed by Trustees • Consider a range of centralised services, e.g., Hr, facilities 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: CFOO, CEO	
2.2 Take a trust wide approach to staffing and recruitment						
CEO/ CFOO	• For each appointment made at CBAT schools consider economies of scale and the wider needs of the trust	Ongoing	Appointments are made considering any opportunities for the trust	CEO/CFOO/Trustees	Time: CFOO, CEO HR traded service	
2.3 Establish a methodology for benchmarking the work of the trust						
CFOO	• Review benchmarking tools available to Trust and agree reporting schedule to Trustees	Dec 2022	Trustees and HT's able to use benchmarking data to inform strategic decisions of Trust	CEO/CFOO/Trustees	Time; CFOO, TFM	
2.4 Work towards providing a robust and resilient centralised IT service						
CFOO	• Develop staffing and resources • Develop IT service level agreements for the schools • Create a trust wide IT development plan linked to budget	Aug 2022 Jan 2023 July 2023	Centralised IT support is established and provided a good service to CBAT schools.	CEO/Trustees	Time: CFOO Costs to create capacity	
2.5 Implement recommendations of the governance review						
CEO	• Work towards implementing agreed recommendation form governance review	July 2024	Improved governance	Trustees	Time: CEO	

SP3: Community					
Lead	**Action**	**Milestones**	**Expected Outcomes**	**Monitoring**	**Resources**	**Evaluation/RAG**
3.1 Use expertise within CBAT for a school improvement offer to other schools/trusts including through the DFE and LA						
CEO	• Work with the LA to support school improvement delivery • Continue to support the DfE TSI programme • Identify skills within schools and deploy to school support	Ongoing	Trust expertise is being used effectively for a wide range of internal and external school and Trust support	Trustees	Time: CEO, HTs	
3.2 Covid 19 Catch up funds being deployed effectively to support pupils and close gaps						
HTs/	• Ensure that plans for deployment of catch-up finds are	Ongoing and	Students feel well supported and Covid gaps	CEO	Time: CEO	

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
SDBs	evidenced based and effective and are monitored for impact.	July 2022	have closed or are closing			

3.3 Develop a people strategy and employee value statement

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
BD/ CEO	• Involve school leaders and governors in development of strategy and statement • Strategy and statements are developed and reviewed prior to adoption	May 2022 Dec 2022	A CBAT people strategy and employee value statement has been developed with stakeholders and are published	Trustees	Time: BD and CEO	

3.4 Take a trust wide view of staff professional learning and succession planning

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
CEO	• Work with HTs to review staff across the Trust and plan CPD to support individual aspiration • Review capacity for succession and develop staff accordingly	Jun 2022 Ongoing	Staff benefit from high quality CPD, and the trust have clear line of site of staff development and succession planning.	Trustees	Time: CEO, CFOO, HTs	

3.4 Deliver a biennial Governors conference

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
CEO/ Clerk	• Deliver a biennial Governors conference with first conference in May 2022	May 2022 and May 2024	Conference delivered and well reviewed	Trustees	Time: CEO, Clerk	

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

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
CFOO / CEO/ HTs	• HTs and Exec Officers to identify key projects for schools • Consultant visits to schools as required • 2 CIF bids per school submitted in each round	Annually	Condition Improvement Fund (CIF) Bids submitted by the deadline. Additional grant income is secured.	CEO/Trustees	Time: CFOO, CEO, HTs, Oms	

4.2 Identify potential CBAT partners and facilitate growth of the trust where appropriate

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
CEO	• 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 free school opportunities and bid where appropriate

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
CEO	• Identify free school opportunities and meet appropriate bodies as necessary • Agree next steps with trustees • Apply if appropriate	Ongoing	Opportunities are identified, discussed with Trustees and decisions made	CEO/Trustees	Time: CEO, CFOO	

4.4 Build relationships with wider stakeholders with an interest in school development/improvement to support CBAT academies

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
CEO	• 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

Lead	Action	Milestones	Expected Outcomes	Monitoring	Resources	Evaluation/RAG
CEO	• 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	