



HCAT

# HCAT

## Strategic Development

### Three Year Plan



Educate

Empower

Inspire

2020  
2023



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Tom Banham - Chief Executive Officer

**“I am delighted to write the foreword to our 2020-23 Strategic Plan which is designed to express our vision and values and clarify the means by which we can achieve our aims.”**

## ▶ Welcome to HCAT

Hoyland Common Academy Trust (HCAT) was established in 2013 to continue to share the philosophy of collaboration developed by Hoyland Common Primary School and Tykes Teaching School Alliance, by continually supporting school improvement and contributing to the concept of system leadership.

**Our driver is a firm belief that collaboration is the best way to achieve this aim and we have generated evidence of success in our record to date.**

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## ▶ Our Philosophy

At HCAT, we firmly believe in schools having their own individuality underpinned by common principles. Member schools benefit from maintaining their own identity with access to shared best practice across a range of schools. This enables schools to focus on the key priorities of teaching and learning, whilst the Trust leads on financial and resource management and provides high quality support for school improvement. With the educational landscape changing at such an unprecedented rate, the Trust aims to work in collaboration to ensure that each school within HCAT continues to thrive, leading to improved educational outcomes for all its members.

This strategic plan outlines our aims and objectives and clarifies the services we offer to schools. Our local Governing Bodies retain autonomy within the parameters of our scheme of delegation but are expected to commit to the spirit of collaboration and generosity that characterises our Trust. We are determined to demonstrate that local schools, working together, can create the conditions for all our students, no matter what their starting point, to achieve the combination of skills, qualities, qualifications and aptitudes that will enable them to thrive in a complex world. We welcome scrutiny of our work and hope this strategic plan gives a flavour of our philosophy and ethos.

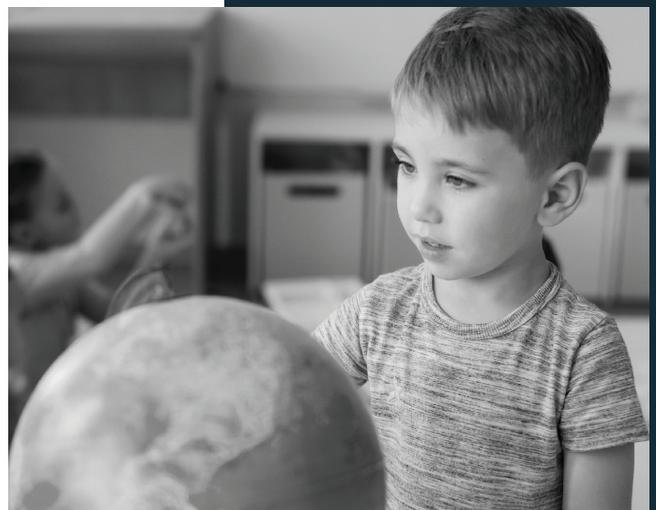
## A word from our Chair

Alan Richards - Chair

“As Chair of HCAT, I have been working with fellow Trustees to ensure that our Trust goes from strength to strength. This summary of our Strategic Plan outlines some of our ambitions for the future for our family of schools. No single document can fully capture the passion of our staff to achieve ‘even better’ outcomes for our children and I hope that this plan gives you some introduction to what we as a Trust, are doing to ensure that the children in our care are given the best possible life chances for their futures.”

## Our Vision

- To create a family of schools that will educate, empower and inspire generations of children through a network of support and collaboration.
- To develop schools that are recognised at a local, regional and national level as being at the cutting-edge of teaching and learning.
- Our schools will be the most forward thinking and innovative organisations within the communities that they serve, and all children will leave our care as well-rounded individuals who have achieved high levels of academic success and are well prepared for life in modern Britain.
- Every child in HCAT schools, without exception, will leave with the values, skills, qualities and aptitudes that will enable them to thrive in society, combined with the highest possible learning outcomes.
- Schools within our Trust will be the school of choice for their local community and the employer of choice for the best professionals.



# Our Values



Educate

Empower

Inspire

- To provide life changing experiences and opportunities that allow our children, regardless of their starting point or circumstances, to experience their own learning success. We will achieve this through the combination of high expectations, high quality professional development, caring for each individual child and innovative approaches to how we deliver our curriculum.

We will build a thriving community where challenge and accountability enables us to succeed on behalf of the children and families the Trust serves. Enjoyment of learning is fundamental; we will harness enthusiastically the power of a creative and diverse curriculum to raise attainment across the Trust schools. We will put the needs of our children at the heart of all of our decision making.

- We respect and value our staff and encourage their development. We respect the thoughts, feelings and ambitions of every member of our team, and we respect the differences of others and promote equality, understanding and tolerance.
- We are positive about the future and growth of HCAT and what this will look like for our Trust, our schools, our staff and our children. This positivity means we are resilient and face any challenges head on, determined to achieve success in all that we do.

**As a charitable Trust, our Board ensures that it complies with charity and company law requirements. In accordance with Academy requirements, the Trust follows the Articles of Association prescribed by the DFE.**

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The Articles of Association and The Scheme of Delegation can be found on the HCAT website at: [www.hcacademytrust.education](http://www.hcacademytrust.education)

**HCAT was established on the basis of two principles:**

- School improvement
- Moral purpose.

Management charges are applied in order to enable the Trust to operate effectively and efficiently, and develop a service that is valued by schools and has the contingency to manage risk. The current management charge is 5% of an academy's GAG income. The management charge is reviewed annually by the Board, following reviews of the service from the CEO and Trust Lead Officers. These decisions are made in conjunction with appraisal of the Trust's Risk Register, which highlights the key threats in respect of growth versus capacity and the impact on standards.



## ► **Leadership and Governance**

The Board of HCAT has two core functions, which is to set the strategic direction of the organisation and ensure financial probity.

As a Multi Academy Trust, the Board of HCAT is responsible for all the academies within the Trust. We do this by delegating functions to the Local Governing Body of each academy through a Scheme of Delegation. Our Scheme of Delegation clarifies the responsibilities and accountability at every level of the organisation. It clarifies the levels of authorisation placed upon the numerous tiers of the Trust Structure, including the CEO and Local Governing Bodies.

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## ► **Local Governing Bodies**

The Board believes that best results will be achieved when each academy's Local Governing Body is given a level of responsibility appropriate to its specific circumstances.

Where an academy is in an Ofsted category, there will be close supervision by HCAT through its CEO and COO. For Local Governing Bodies to carry out their role effectively governors must be:

- Prepared and equipped to take their responsibilities seriously.
- Acknowledged by the lead professionals in the academies and accountable to the Trust Board.
- Supported by the appropriate authorities in that task
- Willing and able to monitor and review their own performance.

**We would expect that the core business of each Local Governing Body to be:**

- Reviewing and monitoring the School Improvement Plan.
- Monitoring and reviewing progress and attainment.
- Ensuring that the budget agreed by the Trust is on track and money is spent well through financial accountability.
- Reviewing and monitoring the curriculum.

# ▶ HCAT Strategic Plan 2020 / 2023

## A three year priority

As a Multi Academy Trust we have clear strategic aims which are founded in our visions and values. The Strategic Plan 2020-2023 outlines the goals and targets of HCAT over the next three years to ensure that as a Trust, the public, parents and all stakeholders have confidence in our approach.

### The Strategic Plan

- Shares and defines the vision of the Trust for the next three years.
- Expands on the Trust's strategic objectives.
- Defines the key goals and performance measures that will demonstrate our successes and the success of the individual academies.
- Explains how we will track opportunities and risks in a continually changing environment.
- Builds upon the individual academy successes already achieved.

Underpinning the Strategic Plan will be an Operational Development Plan along with financial budget forecasts and the individual school improvement plans. These plans will be tracked and audited through the year.

HCAT has chosen to focus on two important principles, these being all academies working towards an Ofsted grading of outstanding and this being achieved at pace. It has carefully worked on embedding systems and processes in order to have the solid foundations upon which it can take the next steps in its growth.



## Key Strategic Objectives

### Key Objective 1 - School Improvement

To deliver a clear methodology for school improvement that ensures all schools deliver a high-quality education resulting in strong academic success.

We will:

- Embed the HCAT vision and values in to the day to day operations of each school, ensuring our children are ready for the next stage of their education.
- Raise attainment and improve progression by ensuring that there is a rigorous and robust programme of Quality Assurance that helps to support teachers and leaders, build expertise and capacity and raise standards in our academies to deliver positive outcomes for pupils.
- Implement a CPD Programme for our academies that will ensure that our staff have the right skills to further raise standards, deliver high quality teaching and learning and disseminate best practice to ensure rapid improvement.
- Support excellent standards of teaching and learning to ensure that our academies provide the very best teaching, in order to promote and provide high quality learning for our children and young people and ensure there is support in place for teachers to achieve this and make a difference to our pupils.
- Concentrate on the well being of everyone in our communities, by working with stakeholders to develop and implement policies and practice to improve the well being of staff, students and families.



## Key Objective 2 - Growth

Growing to enhance the sustainability of the Trust and our ability to add value to the schools in the Trust.

When we consider growing our MAT the discussion always goes back to our values, our vision and what we want to achieve as a multi-academy trust. Our ambition isn't to have hundreds of schools; this simply becomes unmanageable.

**We:**

- Are committed to measured and responsible growth and will share the 'HCAT' offer as widely as possible to benefit children in our extended community.
- Forge and maintain excellent relationships with other local schools who may, in the future, choose to join us. We are helping our schools to grow together by strengthening school to school support within the Trust.



- Our strategy is for growth with care, ensuring the Trust has the capacity to meet the needs of each new academy in terms of support, challenge and leadership without compromising the core purpose of any existing academy within the Trust.
- Board members recognise each academy will have its own unique context and will therefore consider requests to join on a case by case basis. The context of the academy, including its effectiveness and size will shape future growth.
- The growth strategy will be reviewed as each new academy joins.



## Our Aim

### We will:

- Become a more digitally efficient organisation and have implemented plans to provide better support for our children and staff through technology, so making cooperation easier and allowing connectivity and stability across the Trust.
- Hope to achieve and maintain a 5% reserve across the Trust and at each school, to ensure that the Trust is recognised by the ESFA as financially secure with effective financial management.
- Ensure that all financial returns are submitted on time to the relevant funding agencies and complete monthly management reports that are shared with key stakeholders in a timely fashion.

## Key Objective 3 - To build a strong infrastructure

**Enabling school leaders to focus on their core educational purpose by delivering outstanding central services.**

### We will:

- Monitor this and continually work to enhance the services we offer.
- Regularly evaluate and be mindful of risk. To manage this we need to be reflective, evaluative and be realistic.
- Be honest and open and focus on risks in advance.
- Manage risks rather than avoid them so that we can remain competitive and innovative in all that we do for those that we serve.
- Become a more digitally efficient organisation and have implemented plans to provide better support for our children and staff through technology, so making cooperation easier and allowing connectivity and stability across the Trust.

## Key Objective 4 - Strengthening Governance

To strengthen governance in all schools to ensure that all statutory information is provided to ensure wise decisions are taken at all levels based on evidence.

We will:

- Ensure a comprehensive governance framework that supports clear roles and responsibilities is implemented. Having a robust accountability framework enables us to continue to work strategically towards the Trust's objectives.
- Work, in conjunction with Trustees and Local Governors, to enhance the scheme of delegation, and also provide a training programme that develops the skills and experience of our Trustees and Governors.

The Nolan Principles of Public Service are applied at all levels of Governance and we are working towards a full complement of Governors at each school, who regularly attend and have the appropriate skills and experience to undertake their defined roles.



### ▶ HCAT Schools



Hoyland  
Common  
Primary  
School

Ward  
Green  
Primary  
School

Worsbrough  
Common  
Primary  
School

Mapplewell  
Primary  
School

Horizon  
Community  
College

## Become part of our family of schools

The list below highlights just some areas where shared governance and collaborative working could secure an improved educational experience for the schools we serve:

- **Collaboration for better learning**  
Teachers sharing best practice in teaching strategies, pedagogy, curriculum design and resources.
- **Staff development**  
Further opportunities for staff development, networking and promotion, quality bespoke training.
- **Finance**  
Financial expertise and support, greater purchasing power for contracts meaning cost savings through economies of scale.
- **Human Resources**  
Sharing expertise, resources and best practice throughout all aspects of the schools' operations.
- **School improvement structures**  
Local 'school-to-school' improvement is a concept that our Trust is committed to, and we feel strongly that it is the best way to develop outstanding schools for our local communities. HCAT will develop schools' capacity to improve, and will provide excellent learning opportunities for all staff.
- **Governance arrangements**  
A MAT model will continue to strengthen full stakeholder accountability in the governance of individual academies.



## ▶ Work in partnership with us

Hoyland Common Primary School made the decision to become an academy in order to protect our commitment to education.

This moral purpose continues to be at the heart of the HCAT model. We believe it is vital that all schools in our partnerships continue to be attended by students from our local communities.



We have a robust and secure system of local governance – that will continue to lead strategically in the development of individual academies. This work is underpinned by principles of the Trust supported by the Board of Trustees and members.

Working in partnership develops the skills and professionalism of all staff, providing academies with development opportunities that will help them to retain the excellent expertise that they already have at both a teaching and leadership level. This means there will always be a significant investment in high quality professional development across the Trust.

The educational landscape is changing and, more than ever, educational establishments can benefit from joint partnerships and collaboration with HCAT in order to continue to be challenged and to improve.



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# HCCAT



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