



BISHOP HOGARTH
Catholic Education Trust

Christ at the centre, **Children** at the heart



STRATEGIC PLAN
2022/2025

VERSION 10/23



BISHOP HOGARTH
Catholic Education Trust

Bishop Hogarth Catholic Education Trust
is based in the south of
Hexham and Newcastle Diocese
across four local authorities.

We reached our target size of **35 schools**,
serving children from ages 4-19 years,
in the summer of 2022.

As one of the four education trusts in the Diocese of
Hexham and Newcastle our mission is to **support and fulfil**
the mission of the Catholic Church.

*“The mission of schools is to develop a sense of truth,
of what is good and beautiful. And this occurs through a
rich path made up of many ingredients.”*

Pope Francis - Address to Italian School Teachers 10 May 2014

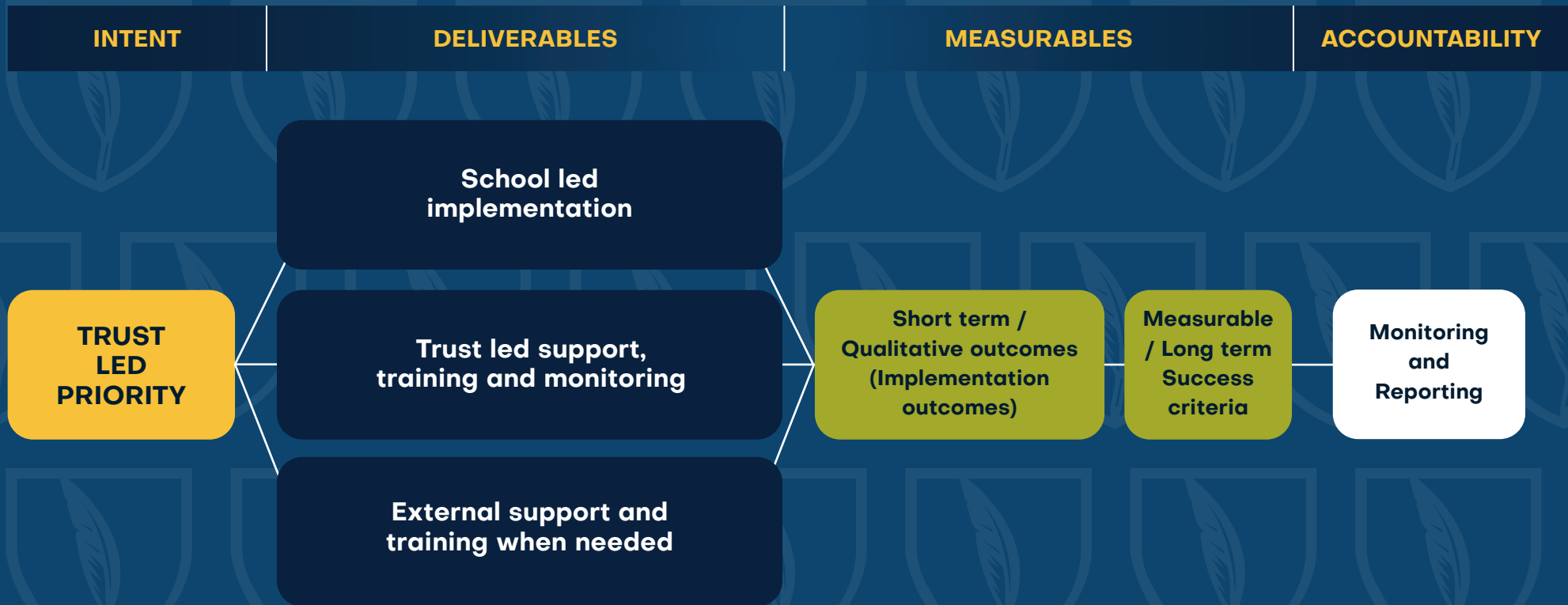
CONDITIONS OF CHANGE



BHCET ascribes to the conditions of change model [below]. We recognise that achieving high quality educational provision requires clear and coherent systems, that are delivered in an environment that also supports agency, creativity, and innovation. And we have seen sustained and effective improvement by adopting this working model.



TRUST STRATEGIC MODEL FOR IMPROVEMENT



The Trust model for improvement and sustained high standards is based on the Education Endowment Fund logic model. It follows the 'Putting Evidence to Work' principles:

- To work together to establish agreed priorities for improvement based on factual evidence and clarity of vision.
- To implement evidence-based support and training at school and Trust level.
- To recognise change as it happens and to report both qualitative and quantitative impact to key stakeholders.



OUR VISION

Our Catholic ethos and support for one another as a family of schools drives all that we do. Our mission is guided by a collective culture and vision where:

‘Our schools are places of excellence – providing service and witness to children, their families, and the wider Catholic community. By adding value as a family of schools, we will enrich the learning and experience of all our young people so they may achieve their full potential.’

“Catholic schools evangelise culture because they address the deepest questions about what it is to be human and live in society. They open pupils’ minds to the transcendent dimension of life and the reality of God revealed in Jesus Christ. The Catholic school enables each child to develop their God-given gifts in order to engage in building a better society which is characterised by justice, truth and love.”

Hexham and Newcastle Diocese Education





OUR VALUES

Our strong moral purpose and gospel values underpin everything the Trust and our schools do. The following values are promoted and are underpinned by excellence in teaching and learning:

- Ensuring that children and young people remain at the heart of all that we do.
- Narrowing the gap and providing equality of opportunity for all, through our inclusive environment and community.
- Fulfilling potential through virtue education.
- Promoting sustainability and the stewardship of resources.
- Contributing to our wider communities.
- Supporting and developing our workforce, to become an employer of choice.

Our decision making is built on the foundations of Catholic Social Teaching. As a community committed to providing Catholic education of the highest quality, we believe that 'Solidarity,' 'Subsidiarity' and 'The Common Good' are fundamental values that add value to our schools and community.

"Catholic schools, which always strive to join their work of education with the explicit proclamation of the Gospel, are a most valuable resource for the evangelisation of culture"

Pope Francis – Evengelli Gaudium 2013-134





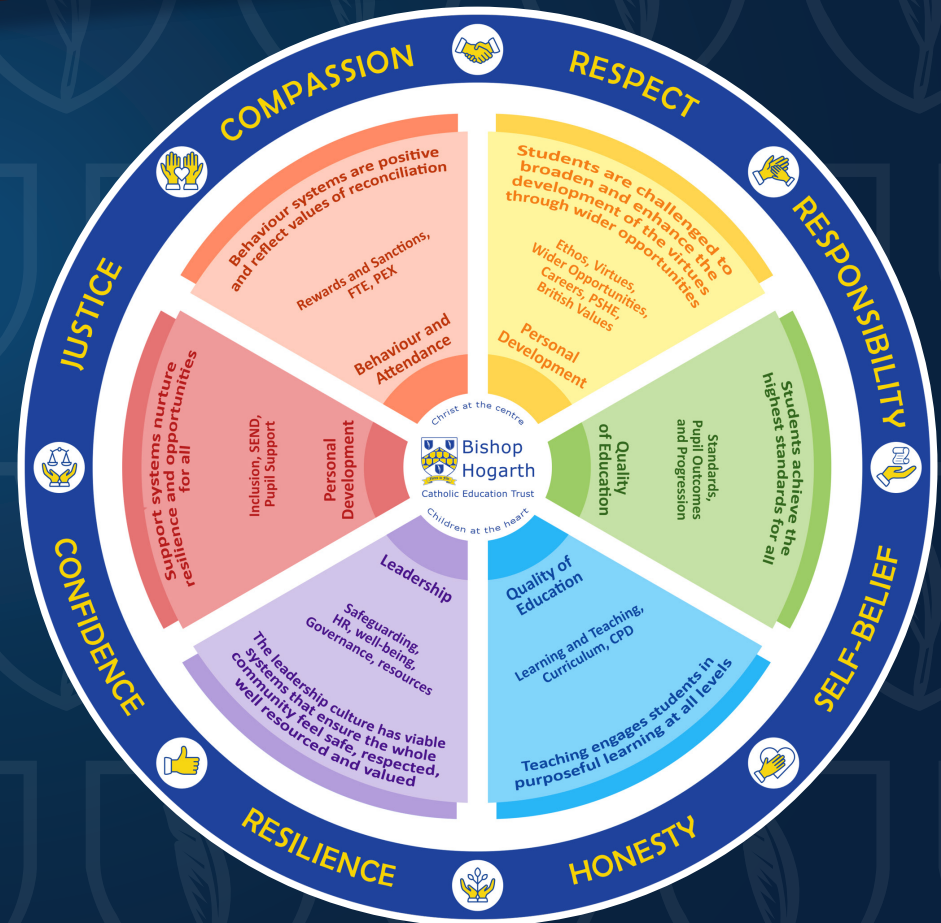
OUR VIRTUES

We are committed to providing culture, opportunities, and high-quality experiences to our students. We develop their character by modelling, teaching and shaping the Virtues of:

- Justice and Compassion
- Honesty and Responsibility
- Respect and Self belief
- Confidence and Resilience

Through the principles of Virtue Theory, our students will nurture and develop these balanced virtues as a 'golden mean.' Through their interactions and experiences with staff, their peers, and the wider community, they will exercise and develop the Virtues to positively contribute to society and live a happy and fulfilled life.

"I came so that they may have life and have it to the full"
Jn 10:10





BISHOP HOGARTH
Catholic Education Trust

#Connected

We are **One Trust**; a connected community of school leaders, teachers and support staff fulfilling the mission of the church by providing flourishing educational communities for the families and children in our care.

Through a **connected** community we can fulfil our commitment to Catholic Social Teaching.

AS A CONNECTED COMMUNITY WE WILL PROVIDE:

Excellence in our quality of education, wider opportunities, and pupil outcomes.

Efficient systems in schools and across the Trust that ensure educational investment with financial viability and minimal impact on the environment.

Engagement with all stakeholders to work together, in solidarity, to create a supportive, vibrant and flourishing Trust.



PLANNING & REVIEW CYCLE

This is a three-year strategic plan, built on the EEF implementation planning framework. The 'Active Ingredients' are the levers of change, that will be 'different' through this change management. The 'Measurables' will be recognised in the short and medium term through the 'Implementation Outcomes' and the 'Success Criteria' will be assessed at the end of the academic year.

Monitoring and evaluation of progress will be assessed as follows:

Red:

Developing - where an intended strand has either not yet started or has not met any of its success criteria but remains open.

Green:

Sustaining - where an intended strand has been completed and meets most or all elements of the success criteria.

Amber:

Embedding - where an intended strand has been initiated and some of the outcomes or success criteria have been met.

Purple:

Discard - where the context or the priority behind the initiative has changed and the strand is no longer relevant.



TRUST PRIORITIES

2022/25

1. To have an **unrelenting drive to ensure disadvantaged pupils attain the highest possible outcomes** by improving the consistency of evidence-led quality education across the Trust, so that all schools are striving to be excellent.
2. To ensure that all children have an exceptional curriculum from **Early Years Foundation to KS5**.
3. To be at the forefront of Catholic leadership culture. BHCET will aim to develop the Catholic leaders of the future through the principles of Catholic Social Teaching. These will include.
 - a. **Virtues, Virtue Theory and character development.**
 - b. **Catholic Social Teaching**, Subsidiarity, Solidarity and the Common Good .
 - c. **Global Leadership**, developing a national and international dimension to our Trust offer.
4. To provide the support structures of **Finance, Estates, HR, IT and Communications**. These are essential to being efficient and effective in serving school needs.
5. To have **ongoing investment in high quality learning environments**, addressing 'condition' and 'educational improvements'.
6. To minimise the impact the Trust has on the **environment**, ensuring the Trust follows the principles of **sustainability**.
7. To identify and systematically address **recruitment, retention, workload and staff well-being** issues by aiming to be the employer of choice.



TRUST DEVELOPMENT FOCUS

2023/24

1. School Improvement:

a) Following the disruption due to the pandemic, we will continue to improve attendance, behaviour and further develop a greater consistency around implementation of the curriculum intent.

Improved teaching and learning will be measured through the outcomes of **SEND and Pupil Premium Children**.

b) **EYFS** will be a focus through consolidating the strategies for fluency in early reading and maths, and measured through improvements in GLD.

c) The central focus for improving academic outcomes is a challenging well sequenced curriculum. We will continue to review and develop the Trust curriculum to be suitable for Y1-Y9 in an outstanding Catholic Trust.

2. Governance: The importance of challenge and strategic direction is imperative to continuous improvement.

a) Provide training to ensure that governors feel supported and up to date with current educational thinking, so that they can direct challenge in a focused, supportive, and constructive manner.

b) **Quality Assurance both internal and external** through self-audit, benchmarking and external focused objectivity.

3. Leadership: The fundamental basis for a successful Trust is strong leadership and shared knowledge. With the national shortage in Catholic school leaders, we will continue to identify and develop emerging leaders, creating leadership capacity from within the Trust and seek to attract Catholic leaders from further afield.

4. Information Technology: To develop a coherent IT strategy that includes the tendering for and implementation of a Trust wide school management system, cyber security, and equity of access, where purposeful, for all staff.

5. Finance: In the current economic climate, we will review and develop strategies for making efficiency savings through closer in-school financial controls and through more effective procurement and **management accounts**.

6. Estates: We will ensure all pupils and staff have the highest quality learning environment possible through a clear and transparent estates strategy. We will manage our facilities effectively using School Condition Allocation [SCA] and reserves whilst maintaining strong financial security.

7. Human Resources: We will work to develop high quality internal HR processes and services, while striving to become an employer of choice.

8. Communications and Public Relations: We will support our schools to increase enrolment and communications through a suite of marketing, media, and communication products and services, including bespoke campaigns.

“This educational mission entails the ongoing development of the entire potential of every person. It seeks to promote the well-being and freedom of every person, which shape the daily life of a Catholic school as a community in which faith is expressed and shared through every aspect of its activity.”

Statement from Catholic Bishops’ Conference of England and Wales
May 2000



BISHOP HOGARTH
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