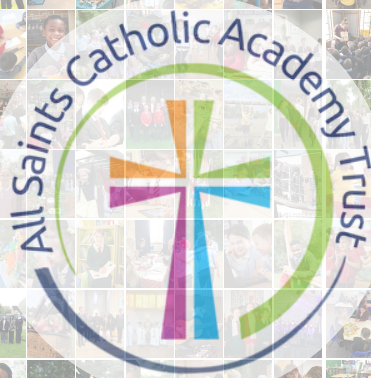




**ALL SAINTS
CATHOLIC
ACADEMY
TRUST**
2030 DEVELOPMENT
GOALS



‘Therefore, since we have been justified by faith, we have peace with God through our Lord Jesus Christ. Through him we have also obtained access by faith into this grace in which we stand, and we rejoice in hope of the glory of God. Not only that, but we rejoice in our sufferings, knowing that suffering produces endurance, and endurance produces character, and character produces hope, and hope does not put us to shame, because God’s love has been poured into our hearts through the Holy Spirit who has been given to us.’

Romans 5:1-5





Foreword

A catholic plan

What a lot has happened in the past five years! In September 2020, our Trust comprised of only four schools. Although the All Saints Catholic Academy Trust had formed eight years earlier, St Joan of Arc Catholic School had only welcomed into ASCAT the three primary schools, St John's, Divine Saviour and Holy Rood, that would form the beginnings of our multi-academy Trust in May 2019. Founded around a vision to provide an 'Outstanding Catholic Education for All', our family of schools has grown significantly to the point at which, in September 2025 we are a Trust of two secondary schools, ten primary schools, one Infant School and one Junior school - fourteen schools in total! In line with the Diocese of Westminster's Academy Strategy, we continue to work with Voluntary Aided Schools, across South West Hertfordshire and Barnet, to explore the opportunities and benefits of joining the ASCAT family. We know that that fourteen schools is not our final destination.

In September 2020, we were blissfully unaware that we were mere months away from the Covid-19 pandemic and everything that this entailed for our country, our schools, our students, their families and our staff. It is a salient reminder that we can never be sure of what lies around the corner. The children born during the pandemic are starting to arrive in our schools as Nursery and Reception children, whilst those for whom the end of the primary career was so marked by home learning, remote classes, 'bubbles' and isolation, will be taking their GCSEs this coming summer (2026).

Over the past five years we have had four Prime Ministers - there have been seven secretaries of state for education during the same time period, a change of Monarch and more recently a new Pope. This five year period has also sadly seen war and armed conflict in so many parts of the world including Ukraine, Israel, Palestine, Ethiopia, Syria, Afghanistan, Yemen and Myanmar. That is a significant amount of change, in an increasingly troubled world, in the life time of even our youngest pupils in the Trust. We are also of course only too aware of the significant pressures that much of this has placed on their families as well, with a cost-of-living-crisis causing daily struggles for many. On top of this is a changing social contract, post covid - the place and the position of the school within a local community and wider society that is seemingly constantly being rewritten and revaluated by all stakeholders.

Against a challenging backdrop we are proud to nail our colours to the mast and set forth our development goals for the next 5 years, taking the Trust to the turn of the decade. Given how much the world has changed and the unpredictable events have shaped our world over the past five years, this is no mean feat! As the quote from St Paul's Letter to the Romans, on the previous page, tells us though, we find peace in God through Christ Jesus and know that his plans for us are not unsurmountable. Through challenges we endure, by enduring we develop our character and it is this same character we build together that will provide hope. Hope for our students, for their families, for our staff, our local communities and our wider world.

CEO
All Saints
Catholic Academy Trust



The ASCAT 2030 Goals



As a Trust we have identified eight key areas of focus for this coming period :

- Catholic Life and Mission
- Quality of Education
- Inclusion by Design
- The Stewardship of Resources
- People and Culture
- Civic Partnerships
- Growth and Maturation
- The Stewardship of God's Creation

Each area has been assigned a saint, whose life, testimony and example will help us to frame our ambitions in each area and whose intercession we will pray for.



For each of the eight areas, a short summary statement reflects how wish to be able to talk about our Trust, our achievements and our successes at the turn of the decade. This is the ultimate test by which we hold our selves accountable for the delivery of our goals.

Our Trust Development Strategy has three distinct strands that support the delivery of our 2030 goals:

- The *catholic* plan - a universal five year plan, detailing our 2030 goals and the milestones within in these
- The *solidarity* plan - a one year plan for each of our hubs that identifies common, collaborative actions that will support the delivery of the 2030 goals for the local schools and community within the academic year
- The *praxis* plan - a one year plan for each of our schools and Trust directorates that identified actions toward the delivery of the 2030 goals within any given academic year,





Catholic Life and Mission

St Augustine of Hippo *pray for us*

Development Goal: A high quality, authentically Catholic education for every child and young person that enables them to flourish into the person God created them to be

Development Actions:

- Revisiting ASCAT vision and values. What will a Catholic child/ young person/ family require from a Catholic education in the 2030's? How do our vision and values adjust to reflect this?
- The realisation of the ASCAT youth ministry model across all ASCAT hubs
- Greater collaboration between the Trust/ Schools/ Parishes through the ASCAT Youth Ministry Team
- Planned opportunities for all student to benefit from collaborative experiences that reinforce the Trust's Catholic identity
- A tangible legacy from the Jubilee of Hope – hopeful schools creating hopeful staff, students and families by influencing matters of wellbeing, financial hardship and wider social action
- The principles of Catholic Social Teaching are embedded deeply and demonstrably in the culture and operations of the Trust
- A consistent, high quality extra-curricular and extended school offer in all schools that is supportive and aspirational for all students whilst and provides additional childcare opportunities within the Catholic school context for our families

Development Milestones

Short Term (1 year)

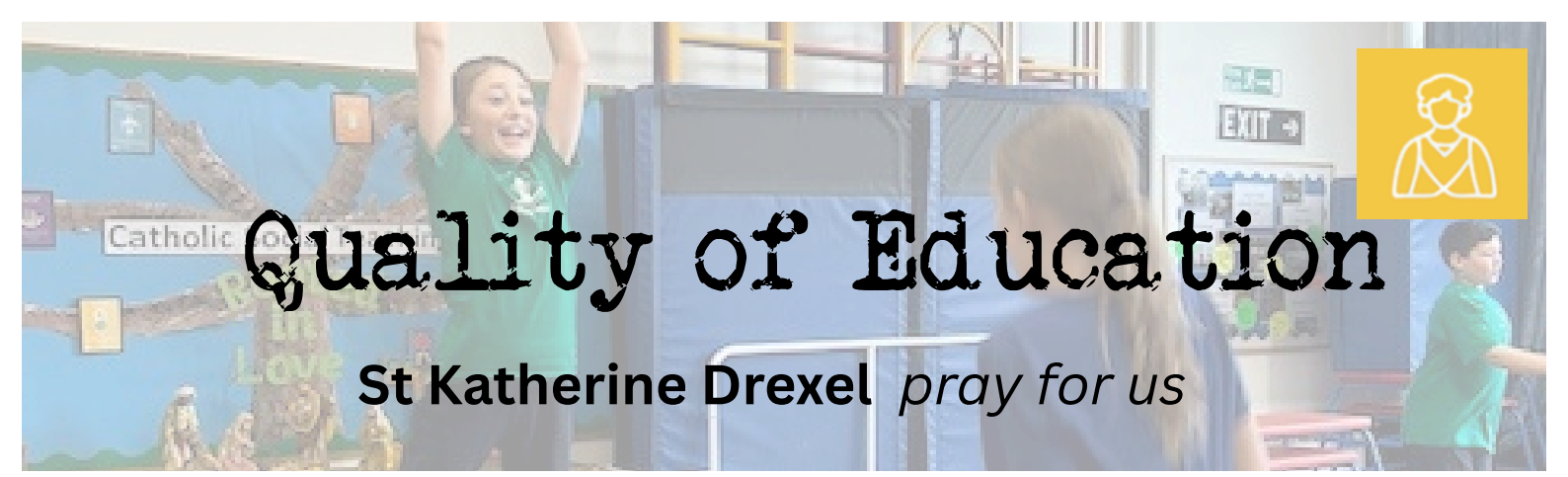
- Establish clear pathway of progression for ASCAT Youth Ministry teams
- Additional recruitment into the ASCAT Youth Ministry Team to ensure consistency of presence across the Trust
- Supporting a high standard of prayer and liturgy through the creation and publishing of a Trust resources, materials and planning support
- Consultation and rewriting of Trust mission and vision statements

Medium Term (2-3 years)

- A robust formation programme for Youth Ministry team utilising house capacity as well as external and accredited external partnerships
- The realisation of a sufficient Hope Fund to begin to provide tangible support to schools and families
- Trust supported relationships with local agencies that will foster Catholic Social Teaching principles in action in our communities

Long Term (4-5 years)

- A fully staffed youth ministry provision able to serve all ASCAT school equitably and reliably
- A model of Youth Ministry that expands outside of the ASCAT footprint to serve the Diocese and wider Catholic school sector
- ASCAT Youth Ministry Team supporting sustainable parish based youth ministries and catechesis



Quality of Education

St Katherine Drexel *pray for us*

Development Goal: That our schools are successfully ambitious for all pupils to succeed academically no matter the challenges and barriers they may face.

Development Actions:

- Development of an 'in-house' ASCAT school improvement function with Primary and Secondary and Sixth Form specialist leaders
- A consistent approach toward a high quality and successful Sixth Form offer across all ASCAT Secondary Schools
- Internal and external Quality Assurance that supports schools' accurate self-evaluation and development planning
- The identification and establishing of lead practitioners across the Trust
- Clear ASCAT curricular 'Entitlement' mapped for all students across a 3-18 journey
- Further secondment and recruitment opportunities within the Trust to support a balance of talents across Trust schools

Development Milestones

Short Term (1 year)

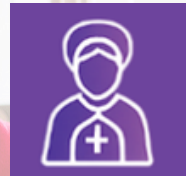
- DOP and DOS roles to include SI focus in their work with school to develop evidence of impact and to identify next steps for moving forward
- Development of consistent online SEF document vault for school leaders, DOP/DOS and HIP to access and add into which falls in line with new Ofsted framework
- Single school curriculum maps collated into an ASCAT-wide map
- Development of an ASCAT secondment policy which outlines expectations, timeframes, how to approach, potential outcomes etc. and early distribution ahead of September 2026, complete with real life examples of where this has been successful
- ASCAT School Improvement Model differentiated targeted levels of support by need across the Trust
- Additional DOP recruited
- Implementation of 2025-25 external 6th Form Review findings

Medium Term (2-3 years)

- ASCAT Professional Learning opportunities mapped out and led by Lead Practitioners
- Enhanced opportunities identified for the curricular opportunities of all pupils to be positively impacted by other schools in the Trust
- SI model for full Barnet Hub/ Hubs co-created
- Recruitment of Director of Post 16 Education (aligned with Trust Growth)

Long Term (4-5 years)

- Aligning with expected Trust Growth, Deputy CEO position created to oversee all areas of the Trust's work in relation to the Quality of Education and School Improvement



Inclusion by Design

St Josephine Bakhita *pray for us*

Development Goal: An inclusive Catholic school experience, by design, for all pupils and their families

Development Actions:

- Releasing of a mature and sustainable 'Hope Fund'
- Central structures that ensure consistency of SEND leadership and approach across all ASCAT schools
- Formal partnerships with a range of agencies including local authorities to provide sustainable specialist resources within ASCAT Hubs to better meet the needs of our pupils
- To explore all options and partnerships toward a Catholic specialist provision(s) within the Trust
- A range of supportive Trust networks for families of pupils with SEND

Development Milestones

Short Term (1 year)

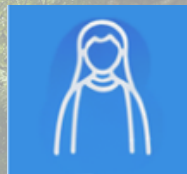
- Establish the SEND Leadership Network with a shared charter, agreed purpose, and regular rhythm of meetings.
- Create a collaborative culture where SEND leads share best practice, challenges, and solutions.
- Co-design and pilot a small number of shared tools (e.g. graduated response templates, pupil passports) that can support consistency across schools.
- Provide focused CPD for teachers and support staff on adaptive teaching, behaviour management, and making EHCPs work in the classroom.
- Develop a baseline SEND dataset and compile a simple DSPL pathway guide to strengthen clarity and consistency for families.
- Continue to grow the Hope Fund, with all schools contributing through fundraising and early donor partnerships explored.

Medium Term (2-3 years)

- Develop and embed Trust-wide frameworks (graduated response, transitions, TA deployment) so that inclusion is structured across schools.
- Pilot and scale targeted provision models (building on school based innovations), with SEND champions in each school to model and share best practice.
- Embed education support staff development pathways, with annual CPD cycles and collaborative planning approaches established.
- Launch a Trust-wide dashboard to give a clearer picture of SEND across schools, with consistent ways of working with families and stronger oversight of transitions.
- Strengthen the Hope Fund with clear criteria for support, transparent governance, and annual reporting on its impact for families.

Long Term (4-5 years)

- Depending on success and identified needs, establish central inclusion structures (e.g. Trust Inclusion Lead) and consider more inclusive approaches to budgets, estates and timetables.
- Ensure education support staff are recognised as a professional workforce, with clear career pathways, retention strategies, and succession planning.
- Secure the long-term sustainability of the Hope Fund through donor partnerships, while keeping it distinct from core budgets.
- Draw together learning into an ASCAT Inclusion Menu (frameworks, tools, and case studies), explore the potential for a Catholic specialist provision, and share expertise more widely across the region.



People and Culture

St Catherine of Siena *pray for us*

Development Goal: The employer of choice that partners with its staff to foster the flourishing of all employees in all aspects of their lives, inside and outside of the workplace

Development Actions:

- Multiple routes into teaching through strategic partnerships with ITE providers and other Diocesan MATs
- Sustained, significant relationships with a range of strategic partners including ITE/ HE providers to enhance both career entry and ongoing PD offer
- ASCAT cradle to career plan providing pathways and opportunities for students and alumni at all levels of employment with the Trust's schools and central services team
- Further developing a pipeline of enthusiastic, skilled, well formed future Catholic leaders
- A specific career pathways for non-Catholic leaders, outside of Headship/ Deputy Headship that provides ongoing opportunities for leadership career progression
- Further improving staff wellbeing through proactive and reactive opportunities for greater flexible working and support for family life and health (including mental health)
- Equality of opportunity for all staff in all schools to flourish personally and professionally

Development Milestones

Short Term (1 year)

- Successful roll out of consistent HR platform across the Trust/ Schools
- Embed the DfE Wellbeing Charter within the daily workings of the Trust and its schools
- Utilising new HR platform to proactively highlight and respond to areas of absence concern and trends across the Trust and individual schools
- Developing ITE delivery partnership with other Diocesan MATS(s) and St Mary's for a September 2026 start
- Further raising profile of the Trust's EAP offer, realising further benefits for Trust Staff - minimum 75% registration
- Support staff conference and follow up evaluation to guide future PL/ CPD
- To investigate and explore successful models of flexible working across the sector
- Directors of Education begin to develop lines of succession by phase/ geographical hub

Medium Term (2-3 years)

- Enhanced wellbeing support package for school leaders
- Planned partnerships between the Trust and secondary school careers programmes
- Minimum 90% EAP registration
- Developing specialism within the HR and Payroll team, supported by recruitment as required to include ITE specialism
- A consistent approach to immersion and secondment across the Trust for aspirant leaders
- Mid point review of operational structure, identifying gaps and areas of risk

Long Term (4-5 years)

- Embedding a HR and Payroll structure that has agility and adaptability for the long term
- An increased percentage of staff positions filled by upskilled existing staff and Trust Alumni
- Clear career pathways from school level to trust level positions that are bearing fruit
- Implementation of ASCAT 4.0 structures
- Reviewing relationships with HE/ ITE providers for the next period of Trust development

Trust Growth and Maturation

St Peter pray for us



Development Goal: The ongoing, sustainable and responsible fulfilment of the Diocesan Bishop's vision for the structure of Catholic education within the Diocese

Development Actions:

- The ongoing delivery of the Diocesan Academy Strategy, through continued engagement and support for academisation for schools in the ASCAT footprint
- Thriving successful ASCAT hub(s) established to serve Barnet
- Ongoing partnership with the Diocese to explore further opportunities or growth as part of any future revisions to Diocesan strategy
- Continued development and scaling of the central team to be able to provide effective and sustainable services to ASCAT schools
- To develop the Trust's positive media presence and the skills of leaders to engage proactively with media partners
- To continue to develop robust processes and controls that protect the values; uphold the safety and underpin the integrity of the organisation.

Development Milestones

Short Term (1 year)

- Review, publish and distribute an ASCAT academisation support pack to all schools in the ASCAT footprint, with follow-up check-ins scheduled.
- Develop a costed 3-year plan for scaling central services to support anticipated growth in academisation.
- Review the Trust Communication strategy and arrange delivery of media training for school leaders
- Design a crisis communication framework for implementation
- Consult with School Leaders and the Directorate to plan the development of compliance standards frameworks for key operational areas of the Trust.

Medium Term (2-3 years)

- By July 2026, hold structured engagement sessions with all of governing bodies and headteachers of schools in the ASCAT footprint, including Barnet, to review readiness for academisation.
- Review staffing to support the development and implementation of the Trust brand and communications strategy.
- Implement the process for auditing the compliance standards frameworks
- Development and implementation of a compliant and ambitious digital strategy that includes the developments in AI and risks around Cyber Security, data protection and online safety in addition to ensure that the curriculum meets the needs of the students who are entering into the workplace.

Long Term (4-5 years)

- By September 2030, successfully transition 90% of ASCAT footprint schools to academy status in line with diocesan policy.
- Establish a system to monitor media mentions and social media engagement, with quarterly reporting to the Trust Board.
- Complete a full review and update of the Trust's safeguarding, compliance, and risk management processes, ensuring alignment with statutory requirements and Diocesan values, with revised policies approved by the Board and training delivered to 100% of leaders and governors in light of ongoing changes to the Education landscape and digital strategy



Civic Partnerships

St Louise de Marrillac pray for us

Development Goal: The Trust is an interwoven presence touching the lives of everyone it reaches with something tangible and transformative. Our Trust schools are at the heart of their communities in every sense.

Development Actions:

- ASCAT Solidarity planning at Hub Level
- The development of Hub Chairs for Headteachers Forums
- Hub links with local civic partners – Police, Health, Local and National Government
- The development of volunteering opportunities that create mutually beneficial relationships between schools and local stakeholders
- Trust schools are a key part of local school infrastructure (Catholic and non)
- The Trust has a local and national presence as a successful, mature Trust, within and outside of the Catholic Trust Sector, with a trusted voice.

Development Milestones

Short Term (1 year)

- Establishment and formalisation of the processes for solidarity planning and for each Hub to produce a Plan outlining shared priorities and collaborative projects, signed off by Hub Chairs and the central team.
- Establish formal partnerships with at least three key civic partners (Police, Health, Local/National Government) at Hub level, with a schedule of joint engagement activities agreed.
- Identify opportunities and complete a needs analysis of likely beneficial programmes that could be delivered through local volunteering partnerships

Medium Term (2-3 years)

- Launch a volunteering programme across one Hub, matching local stakeholder skills/resources with school needs (e.g. mentoring, governance, careers input).
- Establish an annual report highlighting ASCAT schools' contributions to local education priorities
- Establish a student leadership programme that shapes and informs the Trust's partnership strategy, ensuring it reflects the opportunities most valued by young people across our schools

Long Term (4-5 years)

- Launch a volunteering programme across the remaining Hubs, matching local stakeholder skills/resources with school needs (e.g. mentoring, governance, careers input).
- Publish a "Trust Impact Report" showcasing ASCAT's maturity, values, and successes, and share with local and national stakeholders.

The Stewardship of God's Creation



St Therese of Lisieux *pray for us*

Development Goal: A Trust that is a proactive and positive net contributor to the responsible stewardship of creation at both a local school level and within wider society

Development Actions:

- Running of SRP schools as Carbon Neutral in operation
- Carbon Neutral schools
- Ongoing partnership with the DfE and Diocese toward the carbon neutral, sustainable rebuilding and redevelopment of the Trust estate
- The development of a greater biodiversity across the Trust estate
- Pupils and staff develop and demonstrate the commonly understood behaviours and attitudes of responsible stewards

Development Milestones

Short Term (1 year)

- Realignment of estate teams into one centrally managed support function
- Development of estate management plans incorporating the DfE GEMS guidance.
- Audit of energy use, water consumption, waste etc on each school site
- Implement sustainability initiatives across schools in the trust
 - Reduce single-use plastics
 - Improve recycling facilities and signage
 - Introduce classroom energy-saving practices (lights, computers, heating).
- Provide staff training on sustainability systems in new schools along with general sustainable practices and responsible procurement for all relevant Trust staff.
- The communication to contractors and suppliers our expectations in relation to sustainable practices
- Tendering of cleaning contract for all schools within the Trust to include sustainability expectations.
- Introduce sustainable transport initiatives (e.g. further adoption of cycle to work scheme)
- Undertake energy efficiency projects (solar panels, LED lighting, insulation) to work

Medium Term (2-3 years)

- Continue energy efficiency projects (solar panels, LED lighting, insulation) to work towards carbon neutral schools
- Ongoing partnership with the DfE and Diocese toward the sustainable rebuilding and redevelopment of the Trust estate
- Implement sustainable procurement for food, cleaning, and supplies
- The development of a greater biodiversity across the Trust estate and including students to encourage greater understanding
- Pupils and staff develop and demonstrate the commonly understood behaviours and attitudes of responsible stewards

Long Term (4-5 years)

- Achieve carbon neutrality across a proportion of the trust estate and where possible, move towards net positive contributions by generating more renewable energy than consumed.
- Create a rolling 10–15 year estates strategy to manage refurbishment, compliance and energy efficiency.
- Further develop sustainable transport initiatives (e.g. EV projects)

The Stewardship of Our Resources



St Matthew pray for us

Development Goal: A Trust that is financially robust and sustainable

Development Actions:

- A consistent supply strategy across all schools including consideration of 'in house' options within the Trust
- A review of school structures in light of ongoing pupil place planning to include support for identified schools that are under capacity to return to capacity
- To ensure an attractive 6th form and Nursery provision in appropriate schools that meets the needs and aspirations of families and students
- A strategic and consistently successful approach to the generation of additional income across the Trust
- The development of an ASCAT trading subsidiary, sharing our expertise into the sector and driving income from the Trust through traded services
- The further development of the Trust estate to address aging and inefficient buildings
- To maximise future opportunities for the rebuilding of school estates through central DfE projects
- In partnership with the Diocese and Local Authorities, to explore all opportunities to maximise the use of Trust land and buildings
- A consistent and high functioning IT infrastructure in place across all Trust schools to ensure an equity of access for all staff and students

Development Milestones

Short Term (1 year)

- Tighten budget monitoring and monthly/quarterly reporting cycle and improved dashboards and KPIs.
- Review procurement practices and contracts to reduce duplication across schools and to drive cost efficiency with purchasing and contract centralisation where practical.
- Further development and implementation of the Investment Strategy to successfully generate additional income.
- In partnership with the Diocese and Local Authorities, to explore all opportunities to maximise income through the use of Trust land and buildings (commercial lettings, community partnerships, shared facilities)
- Implementation of a consistent IT support contract for the central team and all schools within the Trust.
- Implementation of 6th form review to increase student numbers in the two secondary schools
- Review of the viability of existing nursery provision across the Trust

Medium Term (2-3 years)

- Aim to grow Trust reserves towards target with the ASCAT Reserves Policy
- The development of an ASCAT trading subsidiary to expand commercial activities, sharing our expertise into the sector and driving income from the Trust through traded services
- Explore partnerships and potential sponsorship opportunities with local stakeholders (including parents)
- Use of ICFP and other benchmarking tools to review school structures and curriculum models in light of ongoing pupil place planning challenges
- Support for identified schools that are under capacity to return to capacity or to identify
- Further development of a common approach to sixth form recruitment and provision across the Trust to ensure on-going viability in the long term.
- Development of strategy and models for pre-school provision that meets the needs of parents and families in the current climate.
- A consistent supply strategy across all schools and development of a supply bank or model of self-insurance
- A consistent and high functioning IT infrastructure in place across all Trust schools to ensure an equity of access for all staff and students
- The further development of the Trust estate to address aging and inefficient buildings
- To maximise future opportunities for the rebuilding of school estates through central DfE projects
- Build the central capacity (finance, HR, IT, estates) to further centralise support functions to meet the demands of a larger trust without proportionally increasing costs.

The Stewardship of Our Resources



St Matthew pray for us

Long Term (4-5 years)

- Diversify income further to reduce dependency on government grants.
- Explore innovative staffing models (e.g., shared subject specialists across schools).
- Scenario plan for major risks in the longer term (pupil number decline, funding formula changes, political instability, government policy shifts).
- Further development of IT provision with view to a move to in-house support

A litany of the Saints for the **All Saints Catholic Academy Trust**

*Lord, have mercy
Christ, have mercy
Lord, have mercy*

Lord, hear us.
Lord, graciously hear us.

God the Father of Heaven,
Have mercy on us.
God the Son, Redeemer of the world,
Have mercy on us.
God the Holy Spirit,
Have mercy on us.
Holy Trinity, One God,
Have mercy on us.

Holy Mary, Mother of God,
Pray for us.
All holy men and women, Saints of God,
Pray for us.

St Peter, Prince of the Apostles,
Pray for us.
St John the Evangelist, beloved disciple,
Pray for us.
St Matthew, faithful witness of the Gospel,
Pray for us.
St Mark, evangelist and servant of Christ,
Pray for us.
St Paul VI, shepherd of the Church,
Pray for us.

St Thomas More, defender of truth and conscience,
Pray for us.

St John Fisher, bishop and martyr,
Pray for us.

St Cuthbert Mayne, faithful priest and martyr,
Pray for us.

St Alban, first martyr of Britain,
Pray for us.

St Joan of Arc, courageous servant of God,
Pray for us.

St Dominic, preacher of the Word,
Pray for us.

St Albert the Great, teacher of wisdom,
Pray for us.

St Augustine of Hippo, seeker of truth,
Pray for us.

St Catherine of Siena, voice of the Church,
Pray for us.

St Therese of Lisieux, little flower of Jesus,
Pray for us.

St Bernadette, humble visionary of Lourdes,
Pray for us.

St Rose, model of purity and prayer,
Pray for us.

St Ursula, protector of the young,
Pray for us.

St Helen, seeker of the Holy Cross,
Pray for us.

St Louise de Marillac, servant of the poor,
Pray for us.

St Josephine Bakhita, witness of forgiveness,
Pray for us.

St Katherine Drexel, champion of justice and education,
Pray for us.

St Stephen, first martyr and servant of the Church,
Pray for us.

Blessed Francis Mary of the Cross Jordan, founder and missionary,
Pray for us.

All you holy men and women,
Pray for us.

All Saints of God, patrons of our Trust schools,
Pray for us.

Lamb of God, who takes away the sins of the world,
Spare us, O Lord.

Lamb of God, who takes away the sins of the world,
Graciously hear us, O Lord.

Lamb of God, who takes away the sins of the world,
Have mercy on us.

*Pray for us, all you Saints of God,
That we may be made worthy of the promises of Christ.*

Let us pray:

*Almighty ever-living God,
You have given us the saints as
models of holiness and courage.
Through their intercession, guide
the students and staff of the All
Saints Catholic Academy Trust
to grow in faith, hope, and love.*

*May we follow their example and
one day share in their glory.
Through Christ our Lord.*

Amen.

