



Crompton House Church of England Multi Academy Trust Strategic Plan 2020 - 2025

Church of England Vision for Education 'Educating for Life in All its Fullness' (Autumn 2016)

*Educating for
Wisdom,
Knowledge and
Skills*

*Educating for
Hope and
Aspiration*

*Educating for
Community and
Living Well
Together*

*Educating for
Dignity and
Respect*



Core Functions of Directors:

1. *Strategic Direction: vision and ethos*
2. *Standards of Educational Performance*
3. *Financial management: Value for Money*

Produced by Directors of MAT – June 2019

Formally approved by MAT – Autumn Term 2019

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To be reviewed at Directors' Meeting – annually beginning June 2020



1. INTRODUCTION

The MAT is a single legal entity and therefore each of the schools and academies within the MAT have no separate legal identity. Directors are therefore, not delegates of individual schools thereby avoiding 'conflicts of loyalty'. It is their role to oversee the three key functions of strategic direction, standards and financial management.

The purpose of this Directors' of the MAT Strategic Plan is to identify, develop and consolidate the MAT's aspirations over a Plan Period of five years, with procedures for a roll-over review process every three years. The Plan Period for this document will be from 2019-2024. It will provide a framework to assist the Directors to carry out its largely strategic function in the running of the Multi Academy Trust.

The Plan is prepared to allow sufficient flexibility to take into account reasonable changes of circumstances within the **Plan Period**, without detracting from the direction encapsulated within the Policy Statements. It should provide a framework within which all key decisions can be processed and prioritised by Directors of the MT and the Local Governing Bodies of the schools with a degree of certainty on the outcome.

It is not intended that the Strategic Plan should monitor outcomes or direct resources (a function more appropriate to the Governing Bodies of each school). The Strategic Plan identifies areas that are whole MAT issues, provides background notes and concludes on each issue with a **Policy Statement** identified in **Shaded Areas**.

The appendices can be updated as appropriate throughout the Plan period. It is the Policy Statement that should guide and direct the decision-makers.

Although every decision should be taken on its own merit it is not anticipated that any key decision should be taken which is contrary to the Policy Statements. If such an event was to occur, it would probably require an amendment of the Plan.



2. MAT POLICY STATEMENT SUMMARY

The Board of Directors of the MAT will ensure that all schools within the group adhere to standardised policy statements throughout with no variation, save in the event of church school and secular elements or other exceptional circumstances.

In the initial stages of the MAT all Crompton House C of E School Policies will be adopted until formally approved by the MAT Directors. Thereafter standardised policy documents for all MAT schools will be produced.

All policies should be uniform in style and standardised in terms of format throughout the MAT. They should be reviewed according to an annual cycle. Additional bespoke items appertaining to individual schools should be noted and italicised.





3. ASPIRATIONS AND DIRECTION

The Board of the Directors of the MAT will aim for excellence in every area of educational experience to ensure that Wisdom, Knowledge, Skills, Hope, Aspiration, Community, Dignity and Respect are core to all our functions.

'Our vision is the provision and development of a world class family of schools and to put systems in place to enable all to "achieve excellence" and to raise standards at all key stages'

By monitoring our students as the MAT grows and develops the Directors are keen to develop not only the students' educational but also their emotional growth.

We aim to accomplish this by:

- Ensuring all academies will maintain their individuality, at the heart of each will be a number of core principles as outlined below:
 - o By developing an understanding and an appreciation of the Christian ethos
 - o By becoming part of a local family of academies which will work together to provide outstanding pastoral care of all members of the community
 - o By having a relentless focus on 'excellence' in every aspect of school life, acting as a beacon to the local community.
 - o By encouraging a life long love of learning to develop individual self-esteem and therefore, giving young people the confidence to grow into well developed, well rounded, resilient, global citizens.
 - o By developing the whole child/ young person with a specific focus on Sport, Music and the Arts as a way of promoting involvement in extra curricular activities, locally, nationally and internationally.



4. MEMBERS, DIRECTORS AND LOCAL GOVERNING BODIES AND REPORTING

This Strategic Plan will work as a framework to incorporate the annual Schools' Development/Improvement Plans, their religious and secular curriculum plans, their performance management/appraisal plans and pre and post Ofsted action plans as well as any other policy documents deemed necessary by statute and to ensure that all stakeholders are kept appropriately informed.

We agree to adhere to the 10 characteristics of governance in effective MATs

1. The skills required for governance of the trust are identified explicitly and set out in a role specification that informs the recruitment and appointment of people to the board and any LGBs for their skills, as well as informing elections where applicable.
2. Directors take their own professional development seriously. They are inducted properly when they are new to the board and continue to undertake training or other development activity as necessary to continue to develop their skills.
3. The chair of the board plays a vital leading role in setting the direction and structures for the trust. They support the development of positive working relationships between the board, the executive leaders and trust staff.
4. The board evaluates its own effectiveness, particularly when the trust is new and at key growth points, including commissioning periodic external reviews of their effectiveness to gain an independent external perspective of their strengths and areas for development.
5. Governance structures are designed for the context of the organisation and the academies being governed, not as a legacy of arrangements that existed in schools before they joined the trust.
6. The board and its executive leaders are transparent with any school looking to join the MAT about the level of delegated power that will be vested at a local level and the circumstances in which this may vary over time.
7. As the MAT grows the Directors recognise the need to review governance structures and delegations including the option of a regional or sub-regional layer of governance that spans groups of academies, in addition to or instead of functions delegated to LGBs at individual school level.
8. The board receives management information in a standardised and easily accessible format which enables comparison of the performance of academies across the MAT.
9. There is no duplication between the roles of Executive Trust Leaders (Directors) and LGBs in holding individual school leadership to account.
10. There are effective and meaningful arrangements in place to engage with parents and the wider community to seek their views and feedback, which in turn informs the scrutiny provided by Directors and supports greater accountability.



MEETINGS

The Members – This group will meet with the Directors (or representative(s) therefore, at least annually at their Annual General Meeting and will receive annual updates on the progress and development of the MAT.

Local Governing Body Minutes and Meetings

– Meetings will be held according to academies' own requirements and minutes will be circulated to the Directors. These should include both financial information and progress data and other relevant information, including SIP, Ofsted, LA and other relevant information..

All minutes of MAT Directors and LGBs should adhere to the same format.





5. WORKING TOGETHER WITH OTHERS

The Board of the MAT will endeavour to forge links with other schools and educational providers including MATs, HE, FE and businesses as well as ensuring Diocesan links where appropriate.

The Trust will enable the academies to pull together in a common vision, for the collective benefit of students with a focus on outcomes. A common reporting system will be used, to reduce difficulty in comparing performance. This will enable greater accountability and clarity between the academies. Some of the funding will enable advice to be bought in from NLEs and Teaching School Alliances to develop aspects of school improvement. Crompton House C of E School is currently part of the Learning for All School Alliance and Northern Alliance.

As the academies within the Trust develop coherent methods of working the focus will shift to efficiency savings, whereby some of the duplicated roles can be brought together, e.g. individual finances, data, ICT, site maintenance, SEND etc. in order that the Trust is truly self-sustaining and retains a capacity to focus resources when needed, including into new members of the Trust.



6. MANAGEMENT OF STAFF AND PUPILS/STUDENTS

The Board of Directors will carry out a largely strategic role with the Chief Executive of the Multi Academy Trust and other Executive staff and the Local Governing Bodies and Headteachers of the schools in the Trust will be responsible for the internal organisation and the day to day management

The Directors of the MAT will carry out a largely strategic role and the CEO and LGBs and SLTs of individual schools will be responsible for the internal organisation, management and control of each the Schools.

Staff in all the schools in the MAT are employed by the Multi Academy Trust and not the individual schools.





7. STATUTORY REQUIREMENTS

The Board of the MAT will develop and maintain sound financial and administrative and technological systems to satisfy all statutory obligations, provide audited accounts annually, produce management information, scrutinise and analyse reports of budgets of all schools and ensure that compliance with data protocols, health and safety protocols and other mandatory protocols are adhere to.

The Directors of the MAT will ensure compliance with all statutory requirements. Mindful that the board is ultimately responsible for all the schools' effective operation and the Chair's name will appear on any Ofsted reports conducted, it is vital that the board recognise the need for understanding of each institution.

To ensure compliance combined with efficient operations the Board of Directors will develop a test of priority where acts, guidance, best practice and recommendations can be rationalised if they appear not to be mutually supportive.



8. STAKEHOLDERS

The Board will assess its relationships with all stakeholders in its decision-making processes and ensure that good communications are established and maintained at the appropriate level

The Directors of the MAT will assess its relationship with all stakeholders in its decision-making process and ensure that communications are established and maintained at the appropriate level.

Understanding of Trust governance is vital for all members of the board and in this regard half termly meetings of the Chairs of each of the LGBs will be calendarized from January 2020. Headteachers/Principals will meet monthly.

The Academies/schools within the MAT and their LGBs including staff students and parents

The Local Authority Council (Oldham)

Greater Manchester and the Diocese

Local Churches

Local Businesses

Other local educators not in the MAT

OASH

Regional Schools Commissioner

Ofsted and SIAMS

ESFA

The Directors recognise the need to establish good cooperative working relationships with the above and recognise the need for the vision ***'Our vision is the provision and development of a world class family of schools and to put systems in place to enable all to "achieve excellence" and to raise standards at all key stages'*** is evident in all the schools within the MAT.





9. FINANCE AND ADMINISTRATION

The Board of the MAT will ensure all financial and administrative (including HR) systems are regularly monitored in all schools and thus adequately resourced to ensure and facilitate effective school, personnel and estates management.

The MAT will continue to develop and maintain sound financial and administration systems to satisfy all statutory obligations, provide audited accounts, produce management information, present and report on budgets and to comply with data protection protocols.

The individual Academies' administration and financial management systems will be monitored regularly to ensure that they are adequately resourced and efficiently managed.

'Futures' planning is critical in financial terms and the MAT will focus on



10. PROPERTY AND MANAGEMENT

The Board of Directors will ensure compliance combined with efficient operations of the schools and where necessary, schools within the MAT will develop tests of priorities where Acts, Guidance, Best Practice and Recommendations can be rationalised if and where they may be mutually supportive.

It should be noted that the property (buildings) of Crompton House C of E School are the responsibility of the Trustees of the Deed and not the Governors or Directors.

The MAT will maintain and develop its estates at all academies to provide a pleasant and safe environment for all users.

The MAT will ensure that in maintaining its estates and premises to the best level of affordability, priority will normally be given to the requirements of its existing teaching and administrative facilities and to the health and safety of staff and pupils.

The MAT will ensure that all refurbishment and new-build projects, where practical, will be designed for multi-purpose uses and that the efficient use of energy is incorporated into the design.

The MAT will investigate and pursue all forms of capital funding for its academies and will have some projects designed and planned ready to submit promptly should a funding source be identified.





11. TRUST TARGETS

Target 1 – MAT Growth

By March 2020 to have formalised a Growth Plan as follows:

Year 1	The growth of CH Cof E School to accommodate additional students and pupils and monitoring the growth of the sixth form therein.
Year 1	2/3 schools in MAT – at least one High School and one primary school
Years 2 – 4	4 schools in MAT
Year 5	5 schools in MAT

Any growth in the MAT needs to ensure that standards are maintained and improved across all the schools in the group.

Within our planned growth strategy that we have a formal induction plan for all those schools joining the Trust.

Target 2- Raise the Profile of the Crompton House C of E MAT within the Oldham and Greater Manchester area.

Target 3 – To ensure that within the first year 19/20 we have a Digital strategy and a visible presence on social media for members of the community to access.

Target 4 – To ensure that all our academies/schools are at least rate ‘Good’ by Ofsted within three years of joining the MAT and in church schools that SIAMS inspections are graded at least ‘Good’.

Target 5 – By the end of three years move to a situation whereby Members, Directors and Governors form three separate entities with ‘clear blue sky’ between all three committees to ensure clarity of accountability.

Target 6 – By the end of three years for all stakeholders to feel secure, supported, challenged and aware of the Multi Academy Trust ethos as borne out by regular annual meetings and annual questionnaires.

Target 7 – That all Directors undergo regular professional development, as made available.

Year 1

- Chair to attend Ambition Org 2 day residential course.
- All Directors to undertake Risk management training
- All Directors to undertake training by legal company Rights and Responsibilities.



12. GENERAL

Directors are responsible for the annual review of all targets and where necessary make any changes to the Strategic Plan to ensure that this is a 'working' document.

Definitions

MAT Directors

LGB – Local Governing Bodies

Trustees

Members