

# CROMPTON HOUSE CHURCH OF ENGLAND MULTI ACADEMY TRUST

2023-2027



## STRATEGIC PLAN

Educating  
for Wisdom,  
Knowledge and  
Skills

Educating  
for Hope and  
Aspiration

Educating  
for Community  
and Living Well  
Together

Educating  
for Dignity and  
Respect

'Life in all its fullness'

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Church of England  
Vision for Education  
Educating for Life  
in All its Fullness

## VERSION HISTORY

### Plan 1 2019/2024

- Produced by Directors of MAT – June 2019
- Formally approved by MAT Board – Autumn Term 2019

### Plan 2 This Plan 2022/2027

- Produced by Directors of MAT – June 2023
- Formally approved by MAT Board – Autumn Term 2023

To be reviewed  
annually at the  
**Directors' Meeting**  
beginning June 2025 and  
again in June 2027

Reviewed in the summer 2022  
following the pandemic

Republished Autumn 2024

# Introduction

**What does ‘education for life in all its fullness’ mean? A focus on:**

- *The spiritual life of the child and members of the community*
- *The philosophical life of the child and members of the community*
- *The social life of the child and members of the community*
- *The environment of the child and all members of the community*

**The purpose of this 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 2022/2027. 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 MAT 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.

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.

**What are the core functions of the Board of Directors?**

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

# Leadership



**Karl Newell**  
Chief Executive  
Officer



**Victoria Musgrave**  
Chair of the Board



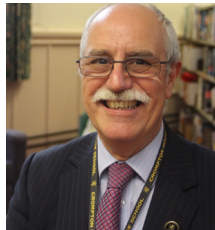
**Jackie Young**  
Chief Finance  
Officer



**Kate Sanderson**  
Clerk of the Board



**Richard Lait**  
Trust Director



**Jonathan Swift**  
Trust Director



**Chris Richards**  
Trust Director



**Mike Pemberton**  
Trust Director



**David Taylor**  
Trust Director



**Geoff Millard**  
Trust Director



**Kate Askew**  
Trust Director

## Our Multi Academy Trust Head Teachers



**Mrs S Hegary**  
Headteacher  
Crompton House  
C of E School



**Mr G Ball**  
Headteacher  
Beal Vale  
Primary School



**Mrs Lisic**  
Headteacher  
St Hughes C of E  
Primary School

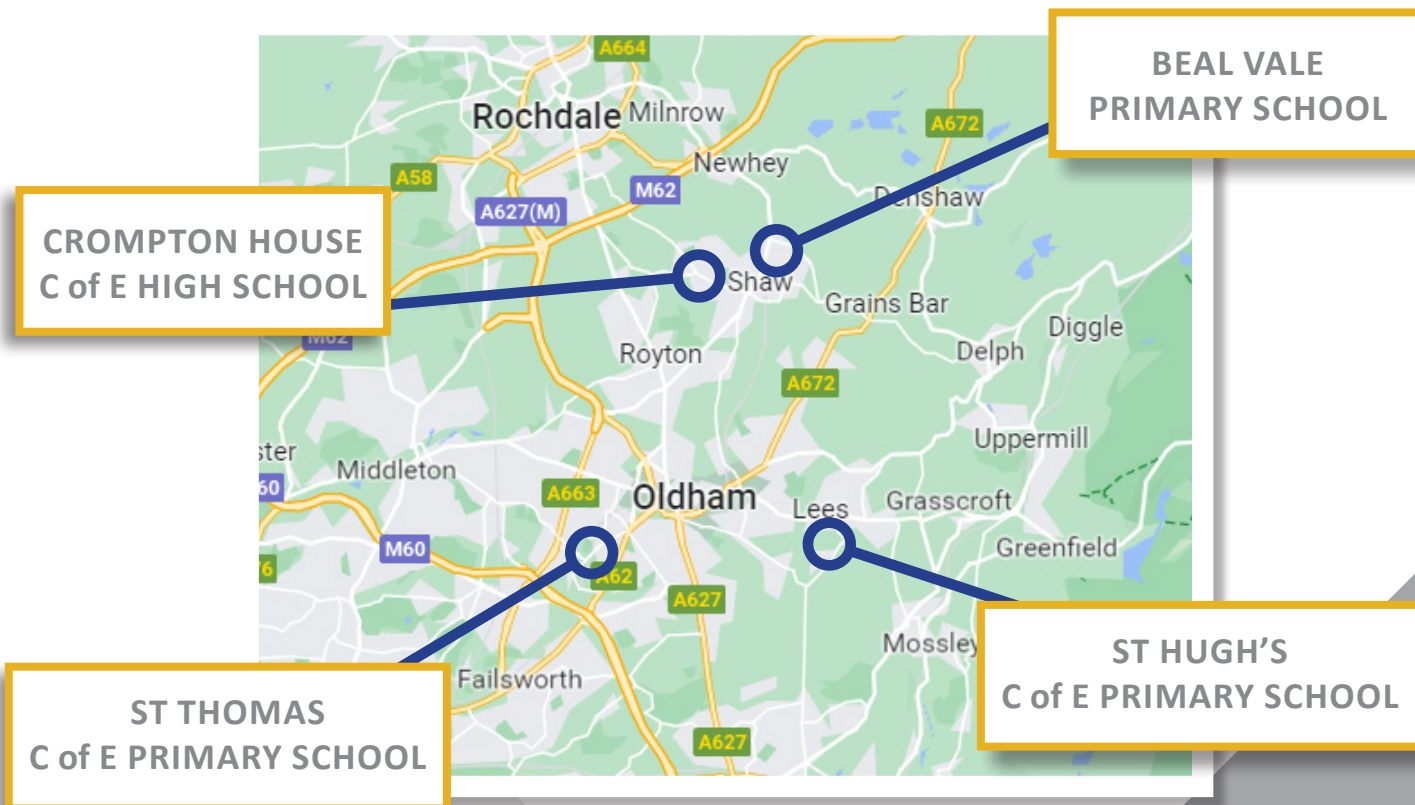


**Mrs Knowles**  
Co Headteacher  
St Thomas C of E  
Primary School



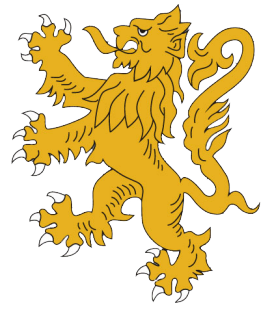
**Mr McGrath**  
Co Headteacher  
St Thomas C of E  
Primary School

# Our Schools



'Life in all its fullness'

# CROMPTON HOUSE C of E HIGH SCHOOL



Crompton House is a Church of England secondary school based in Shaw, Oldham. The school's motto is *"Loving God, Caring for Others, and Achieving Excellence"*. At the school's most recent full Ofsted inspection in 2015, the school was judged "Good with outstanding behaviour and safety". It is a school with an inclusive Christian ethos where every student is valued and treated as an individual.

Academic standards are very high, and attainment is well above the national average. The school curriculum offers a personalised approach, meeting the needs and abilities of each young person, whether they are gifted and talented or have special educational needs. The Curriculum is inclusive, relevant and designed to broaden and deepen pupils' knowledge, skills and understanding. There is a substantial offer of extra-curricular activities, from the Duke of Edinburgh Award to sports, music, and drama. All offer excellent opportunities for each child to develop their talent and future potential.

Crompton House has a passionate and dedicated teaching and support staff who are fully committed to ensuring that all children experience not only the highest quality educational opportunities but also that each individual learns and grows within a supportive and caring environment.

When young people join the school, they become part of the school family and through this develop their potential through academic success, personal, spiritual and social development, and self-discipline, based on the beliefs and values of the Christian faith.

As a Church of England School, pupils and parents are expected to be fully supportive of the Christian principles which form the foundation of the education and care provided. The school intake reflects the commitment of parents to a Christian foundation and also recognises other faiths and service to others.



# BEAL VALE PRIMARY SCHOOL



Beal Vale Primary School is a single-form primary school based in Shaw, Oldham. The school's motto is *"Learning is for Life, Enjoy the Journey"*. At the school's most recent Ofsted inspection in 2015, the school was judged "good with outstanding early years provision". Beal Vale Primary School celebrates diversity and strives to instil integrity, compassion, resilience, and confidence in each child. Each child is supported and encouraged to become the best that they can be.

The school offers a broad, practical, and activity-based curriculum. The school aims to make its curriculum available to all pupils. All classes follow the relevant parts of the National Curriculum for their age group, with a strong emphasis on the core subjects of English, Maths, Science, and ICT. The foundation subjects of Art, Music, Technology, Geography, History, and PE are also taught in line with National. Educational visits as well as video and online resources are used throughout the year to enrich the work in class and support the curriculum.

Beal Vale encourages all pupils to achieve their full life potential. This is accomplished through the work undertaken in the classroom and the opportunities provided across the whole range of school life. Pupils enjoy their time in school and are motivated to achieve their full learning potential.

The school understands the importance of working in partnership with families and building strong relationships between home and school to make this vital stage in children's lives as rewarding as possible.

Everyone at Beal Vale Primary works together to ensure that school is a safe place where children will be happy, whilst learning to express themselves fully and to develop as individuals.



**'Life in all its fullness'**

# ST HUGH'S C of E PRIMARY SCHOOL



St Hugh's Primary School is a one-form entry primary school serving Holts Village on the outskirts of Lees, Oldham. The school's vision statement is *"Be the change you want to see in the world"*. At the school's most recent Ofsted inspection in 2023, the school was judged "Good and a school where pupils' welfare is the staff's top priority". It is an inclusive school, which aims to promote the children's spiritual, moral, and cultural development, helping children towards an understanding of Christian belief and other world faiths.

The school's curriculum has been designed to ensure that each child can 'be the change they want to see in the world' by offering stimulating and awe-inspiring learning experiences with Christian values and high aspirations at their heart. It is bespoke to the needs of the pupils at St Hugh's, not only by focussing on appropriate subject-specific knowledge, skills, and understanding as set out in the National Curriculum but by modelling the virtues given to us by Christ and by developing individual and collaborative learning experiences, a sense of responsibility and challenges that take them beyond the classroom.

At St. Hugh's the whole community of children, staff, parents, and governors believe in welcoming everyone as individuals recognising that everyone has a valuable contribution to make to the life and work of the school.

St Hugh's firmly acknowledge the partnership that exists between the Home and School and works closely with parents and carers throughout a child's school life. The school actively strives to develop these links because they believe that the process of educating your child is one in which the school & parents/carers share responsibility.

The school treats each person as a unique individual of inherent worth to support them towards academic excellence and personal growth, as they become advocates for change within society.





# ST THOMAS C of E PRIMARY SCHOOL



St Thomas' Primary School is a two-form entry primary school in the Werneth area of Oldham. The school's motto is *"Working Hard, Learning Together"*. At the school's most recent Ofsted inspection in 2019, the school was judged "Good with outstanding leadership and management; behaviour and attitudes and; personal development." St Thomas' School strive to unlock the hidden treasures within their children, their families, and the parish community through a culture of lifelong learning.

St Thomas' is developing a knowledge-rich curriculum designed to strengthen their retrieval of 'powerful knowledge' and aims to prioritise opportunities to recall what has been learned. Their curriculum is based on the National Curriculum and the aim is that the school not only meets but exceeds the requirements of the national curriculum in providing school pupils with a knowledge-rich education to ensure their success as they move into KS3.

The school acknowledges everyone as unique, all God's children are welcomed, valued, and respected, achieving and thriving in an environment that is safe, stimulating, and enriching.

The school aims for their children to make progress, be happy and be successful citizens of society.



'Life in all its fullness'

The Crompton House  
Church of England MAT  
has the following targets:



## TARGETS

### TARGET 1

MAT Growth – owing to little growth during the pandemic and the increase in interest following publication of the government white paper, we would look to grow the Trust by an additional 1-5 schools per academic year and thereafter.

### TARGET 2

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

### TARGET 3

To ensure 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 rated 'Good' by Ofsted within three years of joining the MAT and in church schools that SIAMS inspections are graded at least 'Good'.

### TARGET 5

Following one year of joining the Trust (the induction period) 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 6

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

# ASPIRATIONS AND DIRECTION

*'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:**

- By developing an understanding and an appreciation of the Christian ethos.
- By becoming part of a local family of academies which will work together to provide outstanding pastoral care of all members of the community.
- By having a relentless focus on 'excellence' in every aspect of school life, acting as a beacon to the local community.
- 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.
- 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.

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.



## 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.

# 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.

**Directors' Meetings** - will be held termly and agenda and minutes published.

**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. These minutes should be to a standardised format with reference to safeguarding, estates, health and safety and any other issues as agreed.

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

## 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. Whilst working with the Local Governing Bodies and Headteachers of the schools in the Trust, who will be responsible for the internal organisation and the day to day management and leadership of the schools, the Board will keep an overview.**



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.

# 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.

## 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.**

### Our Stakeholders:

- 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
- OASHP (Oldham Association of Secondary Head Teachers and Principals)
- Regional Schools Commissioner
- Ofsted and SIAMS
- ESFA

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 Directors recognise the need to establish good cooperative working relationships with the above. They will ensure that the Trust vision is evident in all schools within the MAT.

***'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'***

**An annual review of the question 'Do all stakeholders know and understand who we are as a board and our role?'**

## 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 budgetary care (at least annually) to ensure that the MAT's finances are always in surplus.

## 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.**

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.

\*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.



# GROWTH STRATEGY

The Crompton House Church of England MAT has the following vision:



By the end of the AY2022-23, Crompton House MAT included the following institutions:

Institution	NoR	Phase	Date of Entry
*Crompton House	1800	Secondary	Jan 2019
Beal Vale	206	Primary	Sept 2019
St Thomas'	420	Primary	Nov 2023
St Hugh's	210	Primary	Nov 2023

#### \*Founding School

It is anticipated that in order to be in a position to benefit fully from economies of scale and to continue to have a significant educational impact over a number of institutions, the MAT needs to work towards having an overall total student number of approximately 10,000 (likely to be between 15 and 20 institutions, of all phases and sizes). It must also be measured growth, incorporating schools with significant school improvement capacity, as well as those that are vulnerable at the point of entry into the MAT.

Trust Directors have agreed the following growth principles:

1. Sharing ideas that work, utilising teaching expertise across the MAT and learning from each other allowing us to move forward as a family of schools.
2. To initially partner with good/outstanding schools where possible, to add capacity to school improvement services (with a particular focus on the primary phase).
3. For central services to be developed in a timely manner, ensuring that the MAT remains sustainable and effective.

As a Diocesan Multi-Academy Trust, to develop 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. It is open to schools of all faiths and of no faith, all educational phases and all Ofsted judgments.

The trust exists to serve the students in its care. It has a small number of core principles:

- Ensure all academies maintain their individuality
- Develop an understanding and an appreciation of the Christian ethos
- All academies to become part of a local family of academies which will work together to provide outstanding pastoral care of all members of the community
- Have a relentless focus on ‘excellence’ in every aspect of school life, acting as a beacon to the local community.
- Encouraging a lifelong 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.
- Develop 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.

## STRATEGIC PRIORITIES 2022-2025

The strategic plan for growth over the course of the next three years is based on the following five guidelines.

- There is a recognition that the educational landscape can change suddenly. We would look to respond positively if the right opportunity for growth presented itself, or to accommodate a request from a relevant body e.g. Oldham or Rochdale LA, Diocese of Manchester etc.
- As we grow we will consider developing clusters within the trust e.g. based upon pre-existing federations or districts etc. However, we will also endeavour to maintain a boundary on the geographical range of growth i.e. one hour's drive from the founding school (Crompton House School).
- We will grow approximately 1-5 institutions per academic year, unless there is a strategic reason to consider more e.g. a strong established cluster of schools request entry.
- We will maintain an effective balance between school improvement capacity good/ outstanding schools and vulnerable schools. As an Ofsted grade can sometimes not give an entirely accurate picture of a school, this will be assessed on a case by case basis.
- We will explore /consider all expansion possibilities and continue to work with in partnership with the Diocese of Manchester.

(This growth strategy is reviewed annually by the Board of Directors).



# MONITORING AND EVALUATION OF THE MAT

## Trust Key Performance Indicators (KPIs)

### Governance KPIs

- All Members and Trustees fully understand their duties as company directors and charity Trustees as laid out in the Companies Act 2006 and Charity Commission guidance as exemplified in a skills audit.
- All schools have a full complement for their Local Governing Bodies, with an appropriate set of skills and experiences to undertake their defined responsibilities.
- Leadership and management will be graded at least good in all schools within 30 months of joining the Trust, or at the first section 5 inspection, whichever is soonest.

### Financial KPIs

- Zero red flags in annual audited accounts.
- Accounts filed with Companies house for public access and on the Trust website by 31 January of the following year.
- Individual school budgets are sustainable.

### Human Resources KPIs

- Staff attendance to be in line with that of the national averages for primary and secondary schools.
- Turnover of staff is low and does not exceed national.
- Pupil to teacher ratios are favourable compared to national levels.
- Development opportunities made available to staff to work across schools in the MAT.
- Recruitment procedures are statutory compliant and reflect safer recruitment.
- Selection procedures ensure that quality teaching staff are recruited to schools.

### School Standards KPIs

- Parent, staff and pupil survey data illustrates satisfaction.
- All schools are fully compliant with health and safety, safeguarding and other statutory requirements.
- All MAT schools are at least good according to their Ofsted inspection rating.
- The Pupil Premium Grant is used effectively to ensure disadvantaged pupils make good progress.
- That the Sports Premium Grant is used effectively to contribute towards the health and wellbeing of our pupils.
- School attendance rates are above national and rates of persistent absence are below national.
- Percentage of fixed term and permanent exclusions does not exceed national and is below local.
- Progress and standards indicators are at least in line with national averages for all groups in all schools indicating a high quality of provision.
- Progress and standards indicators are in line or better than national averages for all groups in all schools indicating a high quality of provision.

## 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.



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.

## 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 schools and secular elements or other exceptional circumstances.