



**STAMFORD
PARK TRUST**

Strategic Plan

2021/22 – 2026/27: Update April 2024



**STAMFORD
PARK TRUST**



ASHTON
SIXTH FORM COLLEGE



Longdendale
HIGH SCHOOL



Rayner Stephens
HIGH SCHOOL

ASTLEY SPORTS VILLAGE
HEALTH . FITNESS . SPORT

Introduction

Stamford Park Trust came into existence on the 1st February 2019 as a Multi-Academy Trust (MAT) with Ashton Sixth Form College, recently converted from a designated Sixth Form College to a 16-19 Academy, as the sole institution within the MAT. In January 2021, the college was joined by both Longdendale and Rayner Stephens High Schools through their transfer from Aspire Plus Educational Trust.

The vision for the Trust demonstrates our commitment to supporting young people in the borough and surrounding area from the age of 4. Supporting young people and adults to improve their life chances through improved outcomes is our vision. The mission is simple; to work collaboratively to improve the quality of teaching, learning and outcomes for all Academies in the Multi-Academy Trust.

This **strategic plan** has been developed through consultation with Members, Trustees, and members of staff at the Academies in the Trust to reflect the views of key stakeholders. The plan aims to outline **our** strategic targets for the next five years.

The plan will:

- Share, clarify and define the Trust's vision for the next five years
- Identify key actions required to meet the strategic and growth aims of the Trust
- Define the key goals and performance measures used to evidence success
- Explain how the Trust will identify opportunities and mitigate risk in an ever-evolving educational landscape

The Purpose of Stamford Park Trust

Stamford Park Trust exists to improve the life chances of all students in the Trust. It aims to add social value through working effectively with educational establishments in the Trust with an unflinching focus on quality improvement. We aim to improve the quality of leadership and management across the Trust through support and challenge, and to provide a broad and balanced curriculum to support positive progression, the realising of ambition and strong wellbeing. In other words, we aim to develop engaged and engaging young people with a stake in their futures and their communities.

Our ambition

Our ambition is best demonstrated through the following:

- **Reaching more students:** to reach 5500 students by 2026/27
- **Stronger outcomes:** by 2025/26 we want to see students making better progress with higher attainment more consistently
- **Greater co-operation and collaboration:** by 2026/27 we want to share the best of the Trust across all our academies to make sure that all students and staff have access to the very best education and opportunities.
- **Making the Trust a great place to work:** with a culture of trust, collaboration, innovation and investment.

The Culture and Ethos of Stamford Park Trust

Stamford Park Trust has a supportive yet challenging culture, centred on the development of trust and the encouragement of innovation for all who work for or study in its Academies. We strive to be the very best we can be in all aspects of our work and encourage a collaborative approach to our aims across the Trust. We are unashamedly aspirational and ambitious for each of our students and endeavour to support their successful progression to the next stage of their life, education, employment or the world of work. We use our values to demonstrate our commitment to our vision each and every day.

Our vision: the Trust we will become

The vision for Stamford Park Trust is simply articulated as, *'Excellence and ambition for all'*.

In meeting our vision to provide excellence and ambition for all, we will:

- Establish a dynamic Trust capable of building on its success, extending its influence and making a significant contribution within Greater Manchester and surrounding areas.
- Establish Academies which are centres of excellence and innovation for leadership, teaching and learning, and collaboration
- Support the development of a coherent curriculum which supports strong transition to the next phase of education and prepares all for the next stage of their lives in either education, employment or training.
- To encourage the realising of ambition, the taking of opportunity and the strengthening of wellbeing.
- Be driven by a moral purpose to transform the life chances and opportunities of all children and young people in the Trust.
- Work in partnership and collaboration across the Trust to develop a Trust identity aimed at improving achievement and aiding the development of all.
- Work in partnership with Higher Education and business to secure strong progression opportunities for every student in the Trust.

Our values: the key factors underpinning the way we work

As a Trust family of Academies, we:

- Are student centred and inclusive
- Have a culture of trust and respect
- Believe in a collegiate and collaborative approach to quality improvement and innovation
- Are unashamedly aspirational and ambitious for all
- Are supportive yet challenging

As individual members of staff or students in our Trust family, we believe in

- Aspiration
- Resilience
- Respect

Our approach to risk management

The Trust recognises the benefits of growth but is also mindful of the requirement to grow sustainably. The ambitions of Stamford Park Trust bring a level of risk which must be managed to ensure a strong future. Consideration must be taken before any new Academy joins the Trust to ensure that a strong a balanced portfolio of Academies is maintained. There is also a recognition that doing nothing can also bring additional risk to the Trust. With this in mind, the Trust's appetite for risk is categorised below:

Risk Category	Risk Appetite	Description
Financial	Cautious	Financial decisions are heavily scrutinised with value for money being the key factor in decision making. Our appetite for risk is naturally lower for business as usual activity, but may be higher for more transformational activity (growth, accommodation etc...)
Operational	Receptive	A key element of the strategic plan is the development of more innovative approaches to improving the quality of education across the Trust. Some key decisions will be devolved to drive innovation.
Reputational	Cautious	The appetite for risk taking is limited to those events where there is little chance of significant repercussions for the Trust. There is a recognition that growth may lead to reputational challenges should the Trust fail to meet its aims.
Legal	Averse	The Trust will avoid all risk in this area and will ensure full compliance is maintained across the Trust.
Strategic	Receptive	The Trust is willing to consider all options for growth and choose those most likely to support the aims of the Trust whilst maintaining a broad and balanced level of risk across the whole Trust.
Governance	Cautious	The Trust has a preference for low risk options with identified potential benefit.

		Clear plans in place with effective and appropriate oversight. There is an understanding of the potential risk in the DfE asking the Trust to take on a failing school with an academy order.
People	Averse	The Trust will consider carefully to the capacity, expertise and capability of employees prior to any growth decisions. Strong investment in CPD for leadership and management will be provided. Succession planning will be a consideration over the lifetime of this strategic plan.

Updates to the strategic plan: 2022/23

Following a Trust strategy day in May 2023, a small number of changes have been made to some of the strategic aims and sub-aims to better reflect the strategic direction of the Trust at this time. The overall strategic direction for the Trust remains unchanged. A number of recently published Department for Education documents, updated information on the prospect of MAT wide inspection from Ofsted and further information about the implications for Tameside as a result of its identification as a priority education improvement area were taken into consideration.

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Our strategic aims:

Strategic Aim 1

To develop and build a strong **and flexible** infrastructure for Stamford Park Trust **to enable diversification into other phases of education**

- 1.1 To further develop relationships within the Trust across all Academies, to build capacity and provide support and challenge to improve and consolidate the Quality of Education through good and outstanding primary and secondary schools choosing to join the Trust
- 1.2 To grow to a minimum of five academies by the end of the strategic and growth plan at a considered pace to ensure that capacity remains available for support and quality improvement, as appropriate

- 1.3 To further develop Trust wide **central services** to create efficient **and effective** support services and a coherent central **services** team serving the whole Trust

Strategic Aim 2

To raise attainment, improve progression **and create well-rounded students who are well-prepared to make a positive contribution to society** in each academy across the Trust

- 2.1 To improve and maintain attainment, progress and value added across the Trust to at least national benchmarks for all students, including SEND, Pupil Premium and Disadvantaged groups of students (as appropriate) **through closing gaps in skills and knowledge as a result of the COVID-19 pandemic**
- 2.2 **To deliver a holistic education diet for all students which provides opportunities for the development of cultural capital and meaningful enrichment**
- 2.3 To ensure that all Academies in the Trust are rated good or better by Ofsted by the end of this plan
- 2.4 **To improve attendance for all cohorts of students to at least national benchmarks**

Strategic Aim 3

To **ensure** an excellent standard of teaching, learning and assessment across the Trust

- 3.1 To **embed** a Trust wide accountability framework for teaching, learning and assessment excellence which is understood by all teaching staff in the Trust
- 3.2 To **embed** good practice sharing opportunities across the Trust to encourage innovation in teaching, learning and assessment
- 3.3 To identify CPD needs across the Trust, deliver bespoke training using up-to-date research and evaluate the impact of the training on the quality of teaching, learning and assessment across the Trust

Strategic aim 4

To attract, recruit and retain outstanding staff across all role types in the Trust

- 4.1 To develop a robust people strategy for the Trust to identify and recruit outstanding candidates, to provide career progression opportunities for all and to drive strong succession planning for the future for the Trust
- 4.2 To develop and embed secondary phase initial teacher training within the Trust through the development of a SCITT or in partnership with an existing provider
- 4.3 To establish an attractive career rewards package to support the retention and development of all staff across the Trust and drive further improvement in all aspects of Trust activity
- 4.4 **To establish a Trust-wide well-being strategy to support our colleagues in each of our academies**

Strategic Aim 5

To **consolidate** strong leadership and governance across Stamford Park Trust

- 5.1 To embed a full Trust-wide understanding of the Trust vision and strategic and growth plans

- 5.2 To **consolidate** clear and understood lines of accountability across the Trust in both governance and leadership at all levels, and develop strong succession planning, through the identification of skills needs across both governance and leadership
- 5.3 To further develop the quality of reporting to Trustees and Governors to embed critical challenge and strengthen accountability through an improved knowledge of each academy in the Trust.

Strategic Aim 6

To ensure the operational sustainability of the Trust

- 6.1 To ensure that the Trust is financially healthy through prudent financial management
- 6.2 To embed risk management based on the identified risk appetite for the Trust
- 6.3 To **maintain** fully costed financial plans for the Trust to improve facilities **and support its strategic development**, including estates and facilities management, IT services.

Strategic Aim 7

To embed Trust academies in their local communities

- 7.1 To develop community hubs in each Trust academy to improve community links in the local area through increased use of Trust facilities by external agencies and increased lettings revenue
- 7.2 To **encourage / promote engagement with local services** for parents and carers and other members of the local community at Trust academies **through the use of our estate**
- 7.3 To further establish the Trust's identity and reputation

Monitoring our impact:

Although many of the strategic aims have identified impact monitoring and evaluation criteria within them, the following metrics will also be used to assess the impact of the Trust during the lifetime of this strategic and growth plan. These include:

- Overall student attendance rates with an added focus on those eligible for pupil premium funding and those with special educational needs
- Overall fixed term and permanent exclusion rates with an added focus on those eligible for pupil premium funding and those with special educational needs
- Progress measures for all pupils with an added focus on those eligible for pupil premium funding and those with special educational needs
- Student attendance at enrichment activities before, during and after school / college are high with an added focus on those eligible for pupil premium funding and those with special educational needs
- Ofsted judgements covering overall effectiveness, quality of education, behaviour and attitudes, personal development and leadership and management

- Adherence to the Academies Financial Handbook and statutory returns
- Overall proportion of students not in education, employment and training (NEET) and for those eligible for pupil premium funding
- Proportion of students, staff and parents responding positively to annual survey question 'I am happy at the academy'
- Academies are full or growing
- External and internal audit reports

