

GREAT OAK MULTI ACADEMY TRUST

Strategic Development Plan 2025-2028





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Foreword

- Welcome and thank you for taking the time to read about our vision for Great Oak Multi Academy Trust. Our Trust Strategic Development Plan sets out our priorities and objectives for the next 3 years.
- Great Oak Multi Academy Trust aims to create a group of primary schools connected by a common commitment to learn from each other by sharing good practice and experiences, as well as supporting each other across the Academy community. Our purpose is to work as a team to develop collaboration to ensure every child within the Great Oak Multi Academy Trust has the best possible educational experiences. **Our vision is to provide an excellent education for every child, enhanced by a distinctively Christian ethos within our Trust family.**
- As a Board, our responsibility is for the strategic direction of the Trust. We see collaboration as the key to building a strong and successful Trust. Our structures and processes will continue to evolve to support and develop the Trust to benefit all our students and staff.
- We believe in allowing each Academy to retain its own distinct identity, supporting all with efficient and effective Central Services and expertise.

Lilly Barker- Chair of Great Oak Multi Academy Trust

Introduction

- I am very pleased to share the Great Oak MAT Strategic Development Plan 2025-2028. This plan sets out our strategic objectives over this 3-year period.
- The Great Oak MAT Board's vision is to develop a high performing Multi Academy Trust that delivers the very best possible educational experience for primary age pupils. This document sets out how we will develop, support and improve our schools with a clear focus on raising standards and strengthening the ethos of our Trust to ensure that we have a positive impact on all the young people within Great Oak Multi Academy Trust.
- Great Chesterford Church of England Primary, the Lead Academy in the Trust, is also recognised by the DfE as an Academy Sponsor. This means that through the Trust, we are held accountable for sponsored schools who join us to ensure improvement in outcomes and taking responsibility for their performance and financial arrangements.
- Great Oak MAT is supported by a strong Trust Board who provide effective support and the challenge required to ensure that we build on our track record of excellence to provide strategic partnerships to improve quality, share best practice, operate effectively and efficiently. We have a cost-effective organisation and a business model that delivers efficiency, enabling resources being released to classrooms so that all of our students benefit from enhanced resources that will be further improved as we increase in size and create economies of scale.

Sarah Mitchell

CEO / Executive Headteacher

Principles

Our key principles of the Trust prioritise progress, inclusion, aspiration, excellence and enjoyment. These principles are teaching and learning focused, underpinned by professional development opportunities for all members of the Trust. Key features of the way we work, include:

- The recruitment of ambitious, passionate teachers and committed support staff who want to make a difference to children's lives
- High quality training within the Trust and through wider partnership working with groups such as the Chelmsford Diocese and Collaborative Challenge Cluster
- Centralised back-office support with specialists in finance, personnel and premises
- Good and outstanding teaching to be complimented by high expectations of behaviour and organisation
- Skills led governance to support and challenge each school



Strategic Development Plan

Overall Objectives:

Our three-year Strategic Development Plan sets out the following objectives:

Leadership and Governance:

- To ensure that the Board of Directors of Great Oak Multi Academy Trust acts on behalf of its moral and legal owners in the best interests of the Trust. Governing lawfully in accordance with its Articles of Association and having governance arrangements that demonstrate legitimate and visionary leadership, clarity of governing and managerial relationships, effective oversight, adequate support structures for sustainability. To achieve the greatest possible value for money so that resources are directed to teaching and learning.

Academy Effectiveness Directorate:

- To ensure that our schools provide the very best teaching to promote and provide high quality learning for our children; support is in place for teachers to achieve this and make a positive difference to all of our pupils in the MAT.
- To prioritise CPD to ensure that our staff have the right skills to further raise standards; deliver good teaching and learning and disseminate good practice to others through collaboration to ensure rapid improvement.

Academy Performance and Standards:

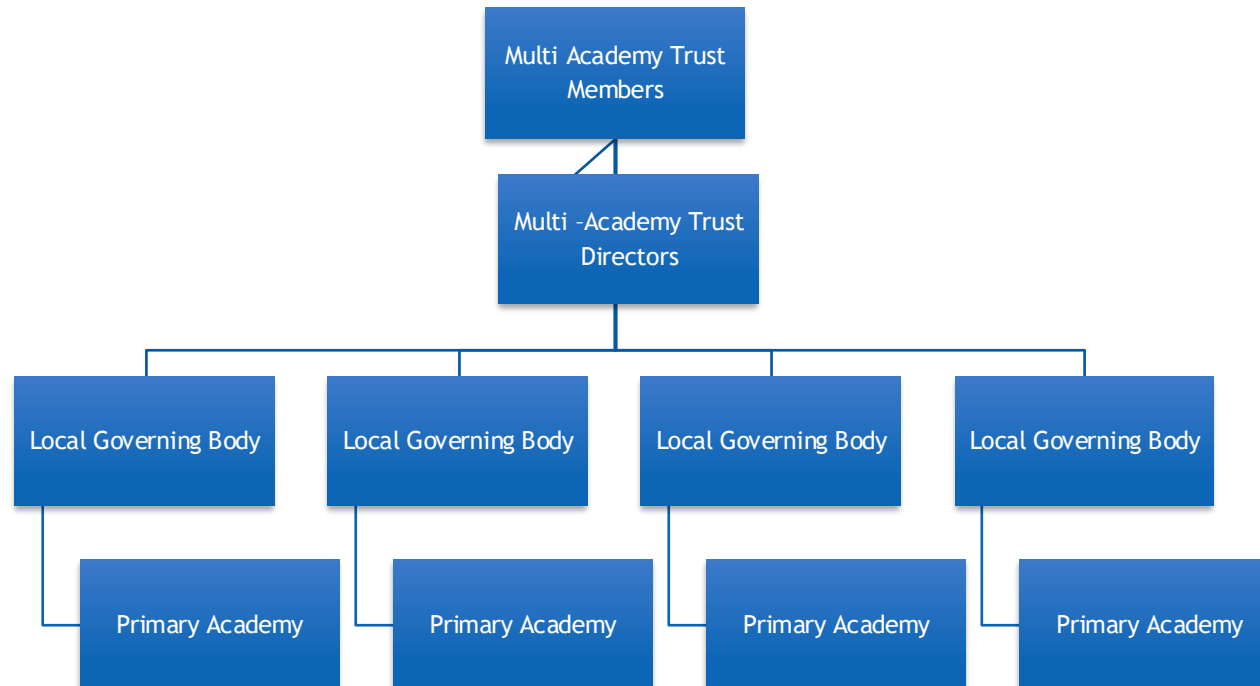
- To ensure that there is a rigorous and robust programme of quality assurance and self evaluation that helps to support teachers, build expertise and capacity, and raise standards in our schools to deliver positive outcomes for pupils.

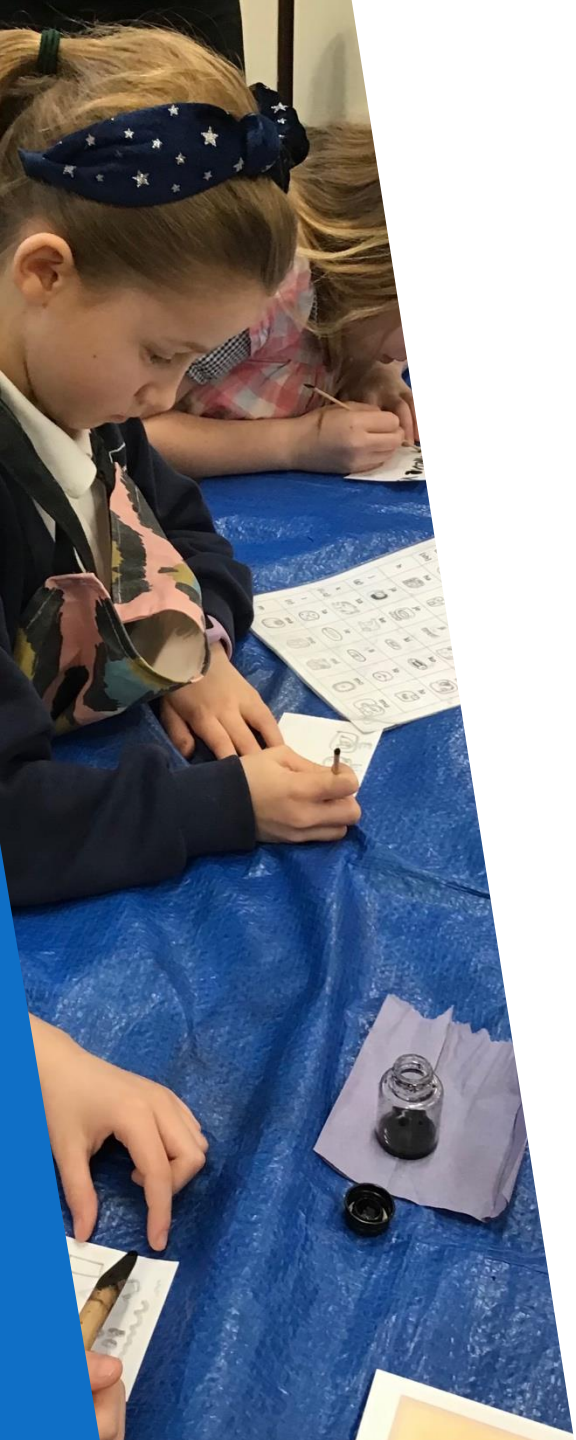
Central Services:

- To ensure that the Trust has business arrangements that are efficient and effective to enable it to deliver on its commitments to grow, prosper and deliver value for money across all of our operations.
- To ensure that the Trust has an effective estate management strategy which reflects our deep commitment to creating safe, welcoming, and inspiring environments where our young pupils can thrive and our staff can do their best work.

Leadership and Governance

- As a charitable Trust, our Board members ensure that they comply with Charity and company law requirements.
- The Board of Great Oak MAT has two core functions, that is to set the strategic direction of the organisation and ensure financial probity.
- As a Multi Academy Trust, the Board of Great Oak MAT is responsible for all of the academies in the Trust. We do this by delegating functions to the Local Governing Body of each academy through a Scheme of Delegation:





Governance

The Board believes that best results will be achieved when each school's Local Governing Body is delegated and performs a level of responsibility and autonomy appropriate to its specific circumstances.

Where the school is in an Ofsted category there will be close supervision of the school by Great Oak MAT. Where a school is Good or Outstanding, minimal day-to-day supervision by Great Oak MAT is needed and the Local Governing Body will operate with maximum autonomy.

We would expect that the core business of each Local Governing Body to be:

- Ensuring **Safeguarding** procedures are robust and effective
- Reviewing and monitoring the **School Development Plan**
- Monitoring and reviewing **Progress and Attainment**
- Ensuring that the budget is on track and money is spent well through **Financial Accountability**
- Reviewing and monitoring the **Curriculum**



Central Services

Developing Great Oak Multi Academy Trust:

A key strategy is to promote and develop the Trust and the services we offer to a wider group of primary schools. This means that each of our schools can focus on improving teaching and learning and delivering educational excellence.

Our approach will be to:

- Identify the key services required by any school joining the MAT and develop clear guidelines for commissioning such services
- Develop Central Services according to identified needs
- Work closely with the Diocesan Board of Education and other partners to understand the range of solutions available for the support of each school within our Trust
- Develop and share our offer and entry criteria for each type of academy/school likely to consider joining Great Oak MAT





Academy Strategic Development Plan 2025 - 2028

Academic Standards

- All of our primary academies, not in an Ofsted category, to be at or above the national average for expected progress in Reading, Writing and Mathematics and a Key Stage 2 value added score in the top 25% of primary schools nationally.
- The gap between Pupil Premium and Non-Pupil Premium children to be below the national average.



Teaching and Learning

- To develop and sustain teaching and learning for all staff and students according to annual development plans.
- To ensure our schools are delivering an ambitious, broad, well sequenced knowledge rich curriculum.
- To provide a high quality, engaging and inclusive education that ensures excellent outcomes for all children.



Personal Development and Behaviour

- To maintain and further develop a caring environment that is safe and upholds the Christian foundation of the Trust. Children demonstrate positive attitudes for behaviour and learning.
- To promote attendance in each school so that overall attendance in all schools is above the national average.
- Persistent absence to be below national average in each school.
- To ensure enhanced enrichment opportunities are provided for all children.
- To ensure our children have the knowledge and skills to succeed in life so they are able to flourish with their peers regardless of background or context.

Admissions, Recruitment and Retention

- All schools to be the school of choice in their local community.
- To recruit and retain a diverse, inclusive and well-equipped workforce.
- To establish a culture where every individual feels valued and empowered to be the best version of themselves.

Finance and Central Services

- We are fiscally sound with sufficient resources to invest as appropriate
- Audit reports identify no high-risk concerns to the functioning of the Trust or its individual schools.
- Rolling 3-year finance and capital strategies are used to make key spending decisions and identify efficiencies.
- An effective 5-year estate management strategy is in place to ensure statutory compliance, maintenance of our listed buildings and targeted improvements.

Governance

- Full and timely submission of Annual Report to Companies House.
- Attendance at full Board and Committee meetings to average 90% or higher over the academic year.
- Formal Schemes of Delegation are produced and reviewed annually.

Vision

- The Trust works to a clear 3-to-5-year vision which delivers strategic priorities.
- All schools to be graded as Good or better in external inspections.
- To strengthen and develop links and collaborative partnerships which benefit our students, staff and communities across our MAT.
- To foster a life-long love of learning and equip our pupils with the skills and confidence to take the next step in their education as they leave our primary settings.

A photograph of children playing on a blue slide, partially visible on the left side of the slide. The children are wearing school uniforms, and the scene is set outdoors on a grassy area.

One Year Development Plan: Focus 2026-27

As part of our programme to deliver against the 3-year Strategic Development Plan, in 2025-26 we will focus on:

- School improvement and effectiveness
- Developing leaders across the Trust
- Financial management, business efficiencies and effectiveness
- Developing the Trust's estate strategy
- Promoting and sharing the achievements of the Trust with the wider community

Each school within the MAT supports these overall objectives through individual School Development Plans and the work of the Local Governing Body.

Contact

We hope this document provides you with an over-view of Great Oak Multi Academy Trust.

Should you require any further information or wish to arrange a visit, please contact us at:

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We welcome enquiries from any members of our Trust community, prospective employees or any school interested in joining our Multi Academy Trust.