



Houlton
CofE Academy Trust

Education Brief

Key Information and indicative plans for 2021-2022

Communicating Love; Inspiring
Communities to Flourish

2021-2022

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Context, Vision, Ethos and Values

Context

Houlton Church of England Multi Academy Trust is a Trust based in a growing area of Rugby. The Houlton CofE Multi Academy Trust has been established as a partnership between the Coventry Diocesan Board of Education and the master developers of Houlton, Urban&Civic plc to serve this locality and the surrounding area both in terms of meeting the need for new growth and in providing an excellent home for established schools to flourish. Currently the Trust operates one church school.

St Gabriel's CofE Academy is a free school opened in September 2018 under local authority guidelines to meet the need for new school places in a growing development. The school has 230 pupils educated in eight classes across the school. Two thirds of pupils live in the locality of Houlton with the remaining third from the wider area.

Coventry Diocesan Board of Education

The Coventry DBE is a family of 75 Church of England schools and academies with a clear, strong vision and ethos to empower school leaders to be courageous, equipping them to deliver excellent Christian education so that all will flourish to achieve their full potential. The aim in establishing Diocesan Multi Academy Trusts is to build and oversee the growing family of DBE schools with a core mission 'to build a better future for all within our Academies who in turn will positively impact their communities.'

The DBE is guided by the following values:

- Educational excellence
- Needs of the individual child at the heart of decision making
- Affording and nurturing dignity with high expectation and challenge
- Celebration of success for all
- All members of the school community valued equally
- Love, forgiveness and reconciliation at the heart of all relationships

- Governance based on mutual consultation and partnership
- Highest moral and ethical standards
- Leadership guided by integrity, courage, humility and service

Aim: To provide excellent education for the pupils at HMAT schools in the context of a loving Christian ethos.

Urban&Civic plc

Also a member of the Trust, Urban&Civic is a strategic property development and investment company which takes a long-term interest in the strategic sites which it masterplans and develops. A key tenet of Urban&Civic's approach is to ensure infrastructure is delivered from the outset to reinforce the establishment of communities early on. U&C recognise schools are central to this ambition and take a keen interest in the quality of provision on their sites.

Aim: To offer an outstanding provision of school places in the heart of the local community.

Warwickshire County Council

Warwickshire County Council aims to provide sufficient good quality school places for the growing population of Warwickshire. Rugby is an area of significant growth.

Aim: To provide sufficient 'good or better' school places for the population of Warwickshire.

Church of England

The Bishop of Coventry, as a founding member of the Trust, is responsible for nominating Directors to share accountability for the governance and running of Houlton MAT. The local church is intrinsically linked to the operation of HMAT as the two closely related organisations seek to positively impact the local communities they serve.

Aim: To ensure HMAT schools have a positive impact on the communities they serve.

Our Vision Statement

In the Houlton CofE Multi Academy Trust, our vision is that we are always:

Communicating Love; Inspiring Communities to Flourish

Love one another as I have loved you - John^{13:34}

Our vision is to create a Multi Academy Trust of unique, loving schools which deliver excellent education, supporting and inspiring children and the wider community to fulfil their potential and enjoy the richness of life.

Communicating – Founded on Rugby’s historic Mast Site, we seek to continue the tradition of communication, reaching out to each other and the world, being open, honest, welcoming and outward looking.

Love – representing the core value around which all our relationships and working is based. We seek to weave this into the fabric of our Trust, explicitly shown, sought and encouraged as our primary motivation for our actions. It represents our Christian teaching of God’s great love for all his children and is inclusive of those from all faiths and no faith.

Inspiring – encompassing all aspects of our operation, our curriculum, worship, behaviours, and wider provision. It is the passion we have for seeing our pupils fulfil their potential and instilling in them a curiosity, love of learning and aspiration for their future which liberates others to do the same.

Community – we are a family, sharing in each other’s joys, triumphs and failures. Working as a team, we take great care of each other and our wider families, achieving more collectively than we can apart. We look outwards, desiring to be a force for good in the communities we serve and are at the centre of.

Flourish – representing our deep desire to see our schools and our pupils thrive in every way; to develop academically, physically, spiritually, morally, socially and culturally to be citizens in a future they are well equipped for. We are a pillar of our wider communities empowering them to flourish as they support us.

Ethos

In the Houlton CofE MAT everything we do is underpinned by our loving, distinctive and inclusive Christian ethos. We want the best for our children; with love as our core value and primary motivation we ensure every decision and every action we take is with the best-interests of the child at heart. We communicate God's love and hope for the future to the children in our care and the communities we serve by providing the best possible educational experiences and support for children and families. Experiences which are deeply affecting, inspiring confidence and fully equipping our children for their future, enabling them to flourish and fulfil their potential. We recognise each child is gifted with unique skills, talents and interests and place an equal emphasis on developing the whole child in every way:

Academically – encourage excellence, striving to make great progress

Physically – grow healthily with increasing skill and respect for our bodies

Mentally – secure a healthy, joyful, mature outlook, building resilience

Spiritually – develop appreciation of beliefs, their impact and influence on our lives

Morally – mature in an understanding of behaviour, law and ethics

Socially – build and maintain healthy relationships as a collaborative community

Culturally – identify the responsibilities and opportunities presented in our society

Our Ethos is supported by our Christian Values:

Christian Values

Core Values				
Love	Community	Respect	Growth	Integrity
Forgiveness	Family	Humility	Hope	Honesty
Compassion	Friendship	Dignity	Support/Challenge	Wisdom
Kindness	Service	Equality	Courage/Responsibility	Trust
Peace	Generosity	Thankfulness	Resilience	Justice

In the Houlton MAT we live our values:

Our relationships are built on love and forgiveness; we learn and live in community with each other, serving one another generously; we humbly treat everyone with equal respect; we courageously strive to grow in every way with a hope for our future; we maintain our integrity, building trust through honesty.

British Values

Our Christian values are fundamental to developing our understanding of British Values. We learn Democracy through working in community with respect, responsibility and integrity. We learn Individual Liberty through growth, respect and integrity. We learn Rule of law through love, community, respect and integrity. We learn Mutual respect and tolerance for all faiths and for those without faith through love, community and respect.

Strategic Objectives

Strategic Governance:

To ensure the Houlton MAT Board of Trustees 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 sincere and visionary leadership, clarity of delegation, effective oversight and excellent support structures. As a Trust, the board acts to fulfil its three core functions:

- ensuring clarity of vision, ethos and strategy;
- holding leaders to account;
- overseeing financial performance.

Aims of Houlton Church of England Multi Academy Trust

The aims of the Trust rest on the following principle:

- Our guiding Christian value of love drives what we do and in sharing God's love with our community we can inspire each other to flourish and experience fullness of life.

The Trustees, Governors and Staff recognise that this is a Church of England Trust and on these foundations commit to:

- To provide excellent education for the pupils at its schools in the context of a loving, inclusive Christian ethos.
- To ensure its schools have a positive impact on their community.
- To deliver a rich educational opportunity that allows all children to flourish in different ways.
- To develop children's spiritual, moral, social and cultural understanding enabling them to recognise the needs of others, promote kindness and positively contribute to their society.

The Trust aims to ensure that our Academies provide the very best education experience for our children and that there is support in place for all staff to achieve this through:

Governance

Enhancing Governance at all Levels

Standards

Supporting our schools to deliver the best possible outcomes for children

Curriculum

Providing a high-quality, rich learning experience which promotes the holistic development of each child

Development

Seeking to continuously improve our work, developing comprehensive staff development opportunities, seeking opportunities for partnership and collaboration

Well Being

Offering meaningful pastoral support for all members of our communities

Finance

Securing a strong financial base to pursue our objectives

Objectives, strategies and activities

Day to day, the work of the Trust board, in fulfilment of its aims and object, is to ensure its schools thrive, upholding and developing the ethos, values, standards and achievements of the Academies whilst working to realise the Trust's medium and longer term development plans.

The Trust development objectives for 2021-2022 are:

- Community service growth.

Develop high-quality, financially sustainable community extended services.

Utilise existing staff and further recruit to enable the successful provision of a pre-school Nursery class and before and after school services for families. The services will be profitable; they will enhance the Trust's community support and they will be educationally enriching to the children who attend them.

- Estate growth.

Ensure successful school building development project.

Work with developers, architects and contractors to facilitate project for the future benefit of pupils whilst maintaining full school operations.

- Academy growth.

Secure sufficient funding and preparation for academy significant change order application to grow two-form of entry school.

Work with DfE and Local Authority to develop growth plan for academy to account for increasing pupil numbers in the local area over time, securing sufficient growth funding and agreement to become a two-form of entry Academy.

- MAT growth.
Develop productive partnership working arrangements with local schools interested in joining the Trust.
Arrange collaborative working opportunities, exploration and consultation with at least three local schools.
- Board growth.
Recruit and develop Trustees to further strengthen three core functions of the board.
Utilise local and national connections to advertise and recruit for at least two Trustee positions accounting for skills audit and arrange for further development and training opportunities for the board.

Within the scope of these objectives, day to day responsibility for running Academies is delegated to Local Governing Boards.

Academy development objectives for 2021-2022 can be broadly grouped as:

St Gabriel's CofE Academy Priorities:

- Educational Excellence.
Secure excellent standards across all cohorts.
Utilise external consultant expertise and senior leader training to continue developing leadership capacity, curriculum cohesion and teacher practice.
Deploy targeted resources for interventions, and catch-up provision. Enhance learning environments to support and celebrate learning.
This will be measured by recording high-standards in assessments across the curriculum and external validation inspection reports.

- Personal Development.

Promote high-quality holistic development for all pupils to flourish.

Develop pupil leadership opportunities and respond to pupil voice in school leadership. Utilise enrichment activities and extra-curricular development. Ensure culture and practice supports inclusion, equality and well-being at all levels. Emphasise distinctive Christian ethos and promote high-quality spiritual development opportunities.

This will be evident in positive pupil participation and feedback and external validation inspection reports.

- Community Engagement.

External communication via website, social media and learning platforms enhances parent and community involvement in the life of the school. Community enrichment activities support cultural development and financially benefits the school operations. Leaders including governors actively engage with and support the community. This will be evident in positive parent and community participation and feedback and external validation inspection reports.

Key performance indicators for 2021-2022

Indicator	Current Rating	
Progress	Strong	Strong in all cohorts despite impact of pandemic
Leadership	Strong	Strong and growing leadership capacity
Teaching and Learning	Strong	Strong teaching and learning in evidence across school
Attainment	Strong	Strong in all cohorts despite impact of pandemic
Provision	Good	Good levels of resource and staffing for pupils
Finance	Strong	Strong position at year end 21
Estates	Good	High quality building with some work outstanding
Behaviour	Excellent	Excellent across school
Governance	Some vacancies	Some vacancies for roles
Safeguarding	Strong	Strong
Attendance	High	High over past year
Human Resources	Strong	Strong staff team
Staffing	Full complement	Full complement, high quality, no vacancies
Professional Development	Strong	Strong programme
Admissions	Continued intake	Continued intake, some cohorts full for local pupils
Community impact	Support	Support through pandemic
Growth	Complete	School building project complete and increased pupil#
Ofsted	Not yet inspected	Not yet inspected
SIAMS	Not yet inspected	Not yet inspected

Key Financial performance indicators

The majority of the Trust's income is obtained from the DfE via the ESFA in the form of its General Annual Grant (GAG), the use of which is restricted to particular purposes; i.e. the objects of the Academy Trust.

During the year ended 31 August 2021 pupil numbers grew by 13.1%; the Trust operated a surplus.

Key Financial performance indicators:

Spend on teaching staff as a percentage of total expenditure	43.5%	Broadly in line with similar schools
Spend on supply staff as a percentage of total expenditure	0.7%	Broadly in line with similar schools
Spend on education support staff as a percentage of total expenditure	18.5%	Middle 20% of similar schools
Spend on administrative and clerical staff as a percentage of total expenditure	8.5%	Highest 10% of similar schools
Spend on other staff costs as a percentage of total expenditure	2.0%	Broadly in line with similar schools
Spend on premises (including staff costs) as a percentage of total expenditure	6.3%	Broadly in line with similar schools
Spend on teaching resources as a percentage of total expenditure	7.3%	Broadly in line with similar schools
Spend on energy as a percentage of total expenditure	1.2%	Broadly in line with similar schools
Other spending as a percentage of total expenditure (balancing line)	12.0%	
In-year balance as a percentage of total income	2.1%	Low risk
Revenue reserve as a percentage of total income	21.4%	Low risk

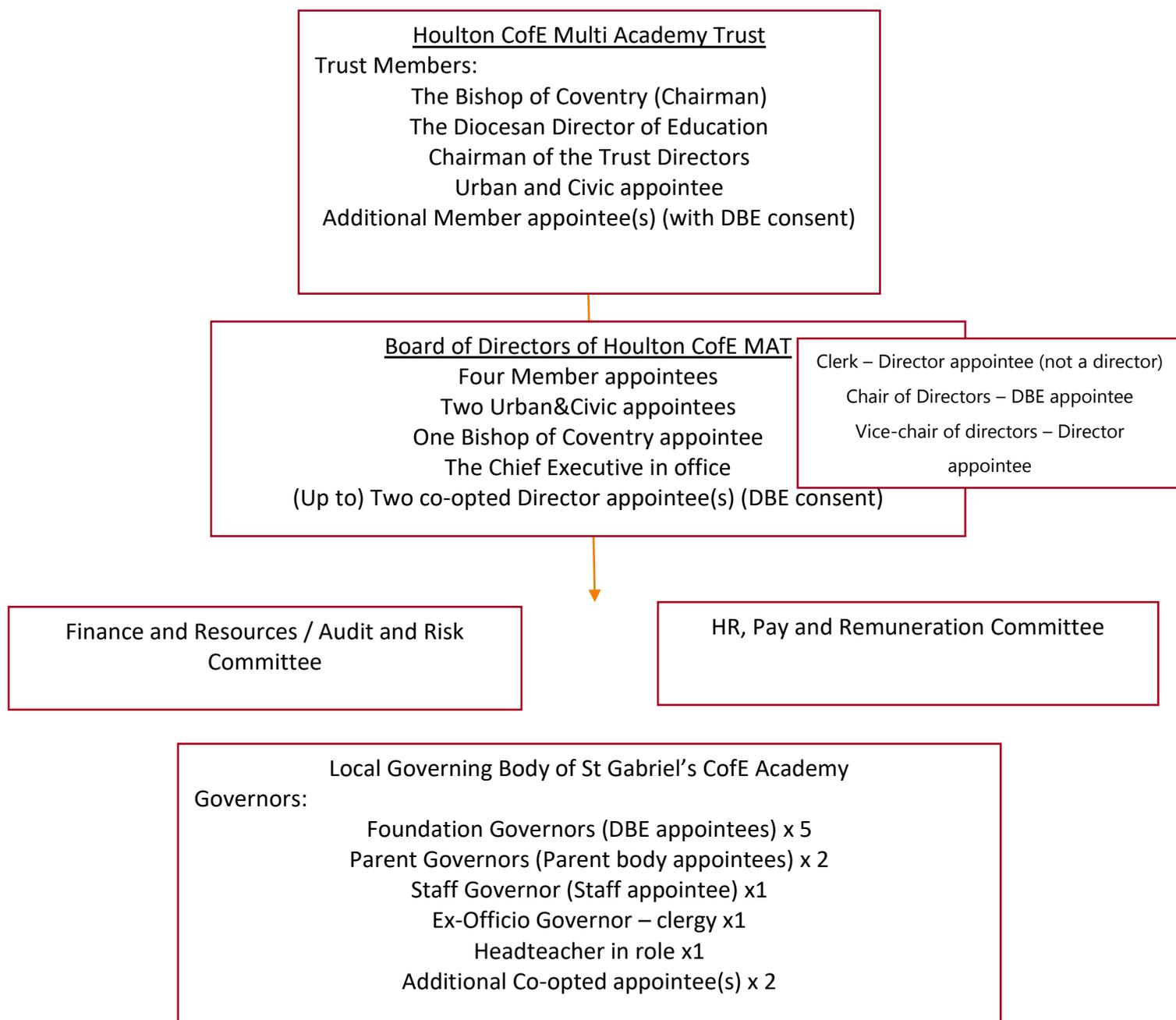
Other Key Performance Indicators

Average teacher cost (£)	£49,682	Middle 20% of similar schools
Senior leaders as a percentage of workforce	16.0%	Highest 10% of similar schools
Pupil to teacher ratio	21.6	Middle 20% of similar schools
Pupil to adult ratio	8.8	Broadly in line with similar schools
Average class size	28.4	Middle 20% of similar schools

Leadership and Governance

The Houlton Church of England Multi Academy Trust Governance Plan

The following diagram summarises the governance structure for Houlton Church of England Multi Academy Trust and St Gabriel's Church of England Academy:



HMAT Members

HMAT Trust Board

HMAT Finance, Audit
and Risk committee

HMAT HR/Pay
committee

Working group HMAT
growth strategy

HT Performance Management

Local Governing
Body

Trust Membership 2021 – 2022

Trust Members
The Right Reverend Dr Christopher Cocksworth, Bishop of Coventry Mrs April Gold, Diocesan Director of Education Mr Richard Coppel, Urban&Civic Appointee Mr Douglas Tribe, Chairman of Trust Directors Mrs Linda Wainscot - Appointee under article 16
<ul style="list-style-type: none">• Agree Articles of the Company• Receive Financial Reports and Accounts• Appoint Auditors• Appoint Directors• Influence Direction / Growth of Trust

Trust Directors (Trustees)

Mr Douglas Tribe – Bishop appointee

Rev Steve Gold – Member appointee

Dr Rex Pogson – Member appointee

Mr Christopher Sawtell – U&C appointee

Mrs Joh Thomas – U&C appointee

Mr Andrew Taylor – CEO in office

Mr Daniel Neeld – Co-opted

Vacancy – Member appointee

Vacancy – Member appointee

Vacancy – Co-opted

(Miss Sophie Roberts – CFO – to observe and advise)

To advance for the public benefit, education in the UK, establishing, maintaining, carrying on, managing and developing schools providing high-quality education to pupils from all backgrounds by offering a broad and balanced curriculum and fostering collaboration across the Trust family of schools, other schools, educational establishments, the wider community for the benefit of the community and in line with schools' vision and values.

- In relation to all church academies these are to be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship
- Ensure the trust's compliance with charity and company law, its Memorandum and Articles of Association, all other applicable legislation, and Department for Education (DfE) and Education and Skills Funding Agreement (ESFA) requirements relating to the trust and its Academies.
- Ensure proper and regular use of public funds and compliance with the Funding Agreement.
- Ensure the trust is solvent, well run, and meets the needs of pupils and staff in its Academies.
- Ensure the trust acts in accordance with its constitution and powers, promote the success of the trust, and exercise sound judgement and diligence in all its affairs.

- Ensure all trustees are skilled in understanding, interpreting, and comparing school/ Academy performance data and are kept fully apprised of the performance of each academy at all times.
- Ensure all trustees have the skills, knowledge, and information to assess the trust's financial performance.
- Ensure the Chief Executive Officer (CEO) and all senior staff have the skills, knowledge, and experience to run the trust and its individual Academies and to effectively manage its financial, human, and physical resources and assets.

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|---|---|
| <ul style="list-style-type: none"> • Agree Strategy, Vision, Direction, Growth of the Trust and long term business plan to achieve its object • Agree, Mission, Ethos and Values of the Trust • Agree Key Priorities and Key Performance Indicators • Agree Governance Structure • Agree Scheme of Delegated Authority • Recruit and Co-opt Directors • Appoint Committee Members including Clerks • Appoint CEO / Academy Headteachers • Appoint CFO • Approve Budget • Authorise spend in line with Financial SODA • Appoint Responsible Officer • Authorise Bank Accounts • Approve Financial Reports and Accounts • Approve Key Trust-Wide Policies • Appoint Key Service providers for Academy • Agree Term dates | <ul style="list-style-type: none"> • Ensure Compliance with all Statutory Regulation • Ensure Compliance with Funding Agreements • Approve Admission Arrangements • Approve Health and Safety policies, arrangements and risk assessments across the Trust • Ensure Adequate Insurance is in place across the Trust • Conduct annual Self-Review of Trust Board and Committee Performance • Arrange Trustee Training and Development • Agree Annual Schedule of Business for Trust Board and Committees • Develop Succession Plans • Complete annual Register of Business and Pecuniary Interests • Submit Annual Report of Trust Performance to Members • Engage with Stakeholders • Maintain Policy Schedule |
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Trust Committees 2021 – 2022

Finance and Resources/Audit and Risk Committee
<p>Mr Christopher Sawtell</p> <p>Mr Daniel Neeld</p> <p>Rev Steve Gold</p> <p>Mr Andrew Taylor</p> <p>(Miss Sophie Roberts – CFO – to observe and advise)</p>
<ul style="list-style-type: none"> • Review Financial Reports and Accounts • Determine Accounting Policies and Financial Procedures • Review Statements of Regularity, Propriety and Compliance • Agree Governance Statement demonstrating Value for Money • Scrutinise and Propose Budget • Review Monthly Statements of Accounts • Receive Responsible Officer Reports and Determine Actions to be Taken • Authorise Spend in Line with Financial SODA • Benchmark Financial Performance • Authorise Procurement and Tender processes • Approve Applications for Capital Grants • Approve Effective Management, Maintenance and Development Plans for Academy site(s) • Recommend health and safety policies, procedures and risk assessments to the Trust • Review Risk Registers

HR Pay and Remuneration Committee
<p>Dr Rex Pogson</p> <p>Mrs Joh Thomas</p> <p>Vacancy</p> <p>(Mr Andrew Taylor – to observe and advise)</p>
<ul style="list-style-type: none"> • Recommend Policies for the Management of People and Human Resources, including Pay, Appraisal, Capability, Disciplinary and Grievance in line with all Regulations • Undertake Performance Management of CEO / HT • Review Staffing Complement • Agree Pay Scales • Approve Pay Progression • Recommend Terms and Conditions for Employees • Ensure Trust promotes Well-Being of Staff • Ensure Trust promotes Professional Development and Training for all Staff

Working group for Trust Growth Strategy
<p>Mr Andrew Taylor</p> <p>Mr Douglas Tribe</p> <p>Mrs Joh Thomas</p> <p>Mr Dan Neeld</p> <p>Vacancy</p> <p>(Invitations to April Gold to advise)</p>
<ul style="list-style-type: none"> • Liaise with the DBE, DfE, RSC and local governing boards to determine strategic working partnerships • Review trust partnership agreements • Consult with stakeholders

Other Roles and responsibilities

Miss Sophie Roberts (CFO)	(Advisor to Trustees; Finance and Resources/Audit and Risk)
Mrs Sam Saunders	(Clerk)

Trust Development Planning cycle

Quality assurance and accountability

Evaluation to identify priorities:

- Trust board annual report
- Members Annual General Meeting
- HT Performance management review
- Ofsted / SIAMS inspections
- Peer support – school to school review
- External educational consultants engaged by the Trust to support and challenge
- External governance review

Trust future

The Trust seeks to continue to meet its Academy objectives provide an excellent education, for all pupils to holistically flourish and to support its local community whilst pursuing Trust level objectives for growth and stability.

The Trustees immediate plan for the future direction of the Academy is to ensure the highest standards and by extension receive positive outcomes from external regulators. Gaining this and maintaining a strong financial position will allow the Trust to explore the growth of the MAT and effective partnership working which maintains the aims and ethos of the Trust.

Key aims 2021-2022

- Secure highest standards in full one form entry primary school (210) & Nursery
- Receive positive Ofsted categorisation
- Develop clear partnerships for MAT expansion

Key aims 2022-2023

- Formally secure growth for second form of entry Academy
- Secure MAT expansion with partner schools
- Secure highest standards collaboratively across Trust
- Develop further partnerships for MAT expansion

The Houlton CofE Multi Academy Trust is focused on growing and developing St Gabriel's CofE Academy into the best school possible. This year, immediate growth has been realised by adding a Nursery and extended hours' childcare on site at St Gabriel's CofE Academy. St Gabriel's 2021 Reception intake has grown by 50% and we are consulting with local stakeholders on whether this trend will translate into a full two-form of entry school over the next few years.

Working with others

As a Coventry Diocese MAT, we seek to work in close partnership with our colleagues from across the DBE family of 75 schools. We have close links with the Diocesan Board of Education central team. St Gabriel's CofE Academy is a member of consortium 12, a Warwickshire-based hub of a dozen geographically linked schools. This partnership affords us the option of collaborative working, moderation, training opportunities and mutual support. We work closely with Warwickshire Local Authority on a range of matters pertinent to Houlton CofE MAT. Admissions, growth, premises, SEND, assessment, safeguarding.

Growth

As we develop capacity, we will work closely with our members, the DBE, the RSC, the DfE, Warwickshire County Council and other key stakeholders to determine the growth of the Trust at the right time. The addition of a Deputy Headteacher to the school leadership team is in part to enable our Headteacher to purposefully seek collaboration and support opportunities with other schools. We are actively pursuing a Trust partnership with a local Warwickshire federation of schools with a view to MAT growth and are at the early exploratory phase with other potential partners. We would be keen to build on the experience gained by opening St Gabriel's to bid for available new schools to open in the future.