

OMEGA MULTI-ACADEMY TRUST



Strategic Plan

2022-24

STRATEGIC PRIORITIES 2022-2024

MISSION & AIMS

Provide the best school experience possible for every child

Be the best employer we can be

KEY STRATEGIC AREAS



SCHOOL STANDARDS



GOVERNANCE & COMPLIANCE



LEARNING & DEVELOPMENT



PROFESSIONAL SERVICES



FINANCE & ESTATES



PEOPLE

STRATEGIC PRIORITIES

We have defined three top-level priorities for each key area. These are underpinned by our mission and aims.

1

Support our schools in delivering a curriculum that meets local need, and promotes inclusion, aspiration, achievement and engagement.

Governance structures ensure the trust and its constituent schools are compliant and meet their statutory and civic duties in pursuit of the Trust's vision and aims.

Proactively identify opportunities for professional development, to ensure all colleagues, teaching and co-professionals, are equipped to embrace future challenges.

Embed Omega Professional Services to deliver exceptional business support that enables our schools to be the best.

Maintain strong financial performance to enable the delivery of exceptional educational provision.

Raise and maintain the awareness of risks to young people and ensure our schools provide appropriate help and support to ensure our children and young people stay safe and thrive.

2

Ensure the Trust and our schools know their strengths and where they need to grow, placing continuous improvement at the heart of the Trust's work.

Drive a culture of compliance, ensuring risks and threats across the Trust are understood, well-managed and treated appropriately.

Develop and implement networks and practices that harness the power of school-to-school support, from within and beyond the Trust.

Explore and develop MAT funding models to ensure every school and every child has an equal opportunity to thrive.

Invest in our schools to ensure they provide an effective learning environment, are well-maintained, safe and engaging places that are conducive to learning, work and innovation.

Recruit and retain a diverse, well-equipped workforce that nurtures talent and promotes equality, to sustain the highest professional standards.

3

Embed robust data management systems that empower leaders to promote strong school culture, performance and highly effective governance.

Develop and refine governance structures to ensure the Trust is highly effective and ready for growth.

Deliver professional development that promotes improvement in the professional practice of all colleagues appropriate to career stage, job role and aspirations.

Develop the Omega MAT brand, promoting the values and impact of the Trust and each of its schools.

Drive efficiency through coordinated procurement, rationalisation of supplier contracts and effective operational structures to enable reinvestment in our schools.

Embed a charter for staff wellbeing, recognition and reward to drive a culture that considers the health, safety and welfare of our staff.

SCHOOL STANDARDS

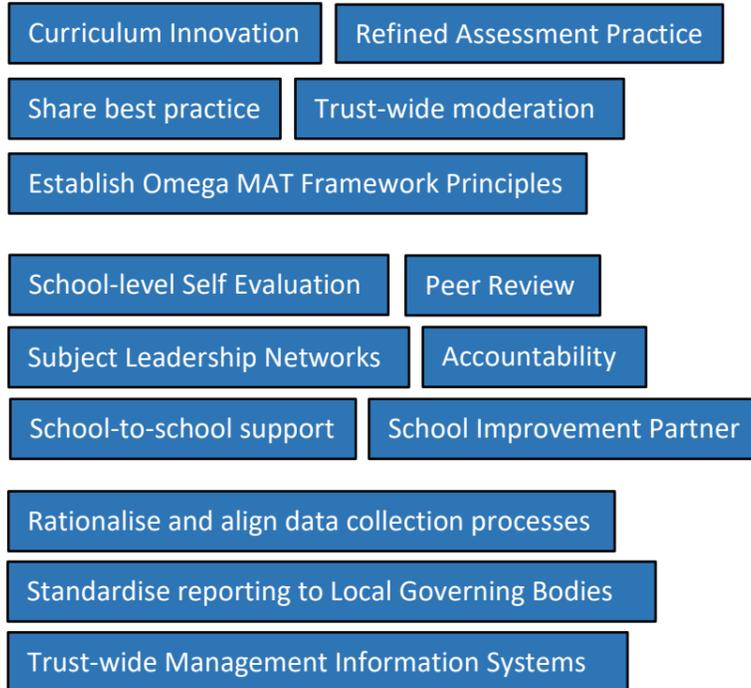


Our purpose is to provide the best possible school experience for every child and young person on the roll of our schools. Omega MAT has a responsibility to ensure our schools work together and grow together, learning from the very best so that every child can thrive. When we provide the right curriculum, built to reflect the context of each school and delivered through great teaching and with highly personalised support, there is no limit to what we can achieve. Omega MAT will work alongside our schools to enable this to happen, through collaboration, peer-coaching, support and challenge, all in the spirit of becoming the best that we can be. We all benefit. Better schools, better standards and better outcomes for our learners.

STRATEGIC PRIORITIES: 2022-24

- 1 Support our schools in delivering a curriculum that meets local need, and promotes inclusion, aspiration, achievement and engagement.
- 2 Ensure the Trust and our schools know their strengths and where they need to grow, placing continuous improvement at the heart of the Trust's work.
- 3 Embed robust data management systems that empower leaders to promote strong school culture, performance and highly effective governance.

OVERVIEW OF STRATEGIC ACTIVITY



KEY PERFORMANCE INDICATORS



Headline Performance
Measures are consistently above national standards or are improving strongly.



Outcomes for vulnerable groups
indicate an impactful, inclusive curriculum.



Self-evaluation drives the precise identification of areas for improvement and effective school-to-school support.



Consistent reporting of school performance data underpins effective accountability and governance.

GOVERNANCE & COMPLIANCE



Governance ensures we comply with regulation and underpins effective trust and school performance in pursuit of our vision. Strong structures, systems and processes are a pre-requisite for a highly effective multi-academy trust. This is true for Omega as a relatively young trust, but even more crucial as the Trust prepares for prudent growth in the future. Trustees, governors, executives and school leaders, all need absolute clarity about the way things work and the part we all play in our mutual success.

This aspect of the strategy will ensure the foundations are in place upon which we can build, safe in the knowledge that all risks have been considered, and that strong succession plans are in place.

STRATEGIC PRIORITIES: 2022-24

- 1 Governance structures ensure the trust and its constituent schools are compliant and meet their statutory and civic duties in pursuit of the Trust's vision and aims.
- 2 Drive a culture of compliance, ensuring risks and threats across the Trust are understood, well-managed and treated appropriately.
- 3 Develop and refine structures, systems and processes to ensure the Trust is highly effective and ready for growth.

OVERVIEW OF STRATEGIC ACTIVITY



KEY PERFORMANCE INDICATORS



Trust policies are rationalised, compliant and rolled out across all schools in line with scheme of delegation.



Risk management strategy is embedded across the Trust and each school with clear lines of accountability.



Growth Strategy is established and tracked to ensure growth is sustainable.



Internal Audit utilised to provide scrutiny and maintain compliance.

LEARNING & DEVELOPMENT

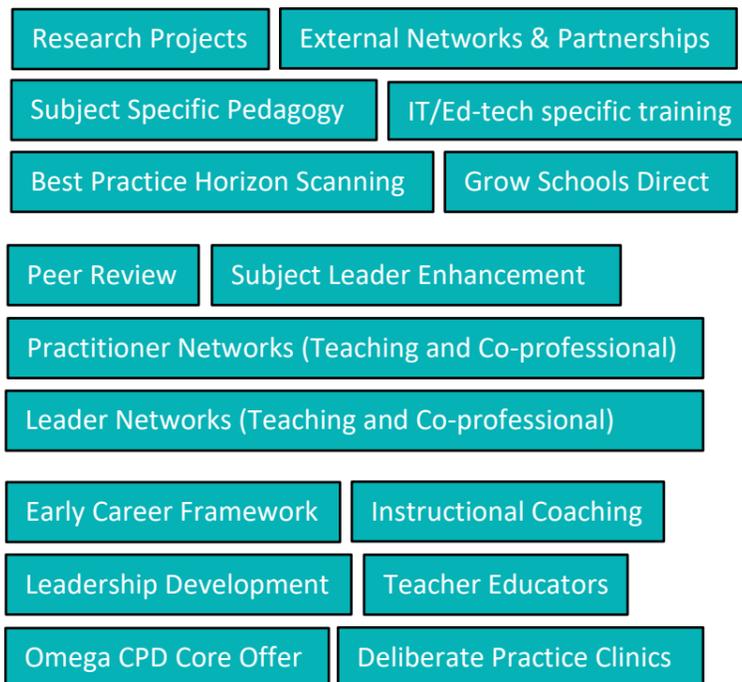


High quality learning and development opportunities for all colleagues are vital if we are to provide the very best education for our pupils. Learning and development will be strategically driven, responsive to need and will draw on expertise from both within and outside the Trust. The strategy will support continuous improvement at all levels, reflecting our philosophy that regardless of career stage or job role, we can be 'better every day'. Collaboration is at the heart of our work to draw upon talent from across the Trust whilst supporting innovation and research by forging exceptional partnerships from the wider education/non-education sector.

STRATEGIC PRIORITIES: 2022-24

- 1 Proactively identify opportunities for professional development, to ensure all colleagues, teaching and co-professionals, are equipped to embrace future challenges.
- 2 Develop and implement networks and practices that harness the power of school-to-school support, from within and beyond the Trust.
- 3 Deliver professional development that promotes improvement in the professional practice of all colleagues appropriate to career stage, job role and aspirations.

OVERVIEW OF STRATEGIC ACTIVITY



KEY PERFORMANCE INDICATORS



Coherent CPD programme complements school-based CPD, promotes personal effectiveness and career enhancement.



Practitioner Networks promote the sharing of best practice and the deployment of expertise as required.



Peer Review is established and is impactful in driving effective strategic improvement



Innovation is secured through Omega sponsored research projects.

PROFESSIONAL SERVICES

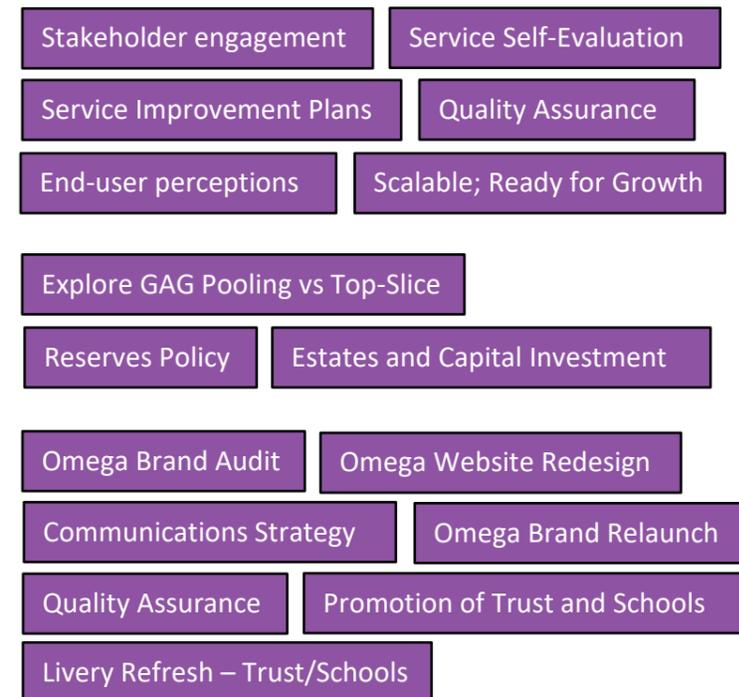


Omega Multi-Academy Trust aims to provide high-quality professional services for each of its schools, to ensure our school leaders can focus on the delivery of an exceptional school experience for the children and young people who choose our schools. Omega Professional Services includes School Improvement Services, IT Services, Finance & Estates, Safeguarding & People Services and Marketing & Communications. Omega Professional Services exist to enable our school leaders to be highly effective, so these services will be driven with our values at their core, and with the end-product of exceptional educational experience as their driver.

STRATEGIC PRIORITIES: 2022-24

- 1 Embed Omega Professional Services to deliver exceptional business support that enables our schools to be the best.
- 2 Explore and develop MAT funding models to ensure every school and every child has an equal opportunity to thrive.
- 3 Develop the Omega MAT brand, promoting the values and impact of the Trust and each of its schools.

OVERVIEW OF STRATEGIC ACTIVITY



KEY PERFORMANCE INDICATORS



Stakeholder satisfaction surveys indicate that Omega Professional Services provide excellent service.

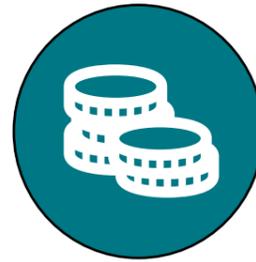


A clear and transparent funding model is implemented and enables effective school strategic planning.



Improved brand profile secured through enhanced website, social media presence and positive news.

FINANCE & ESTATES

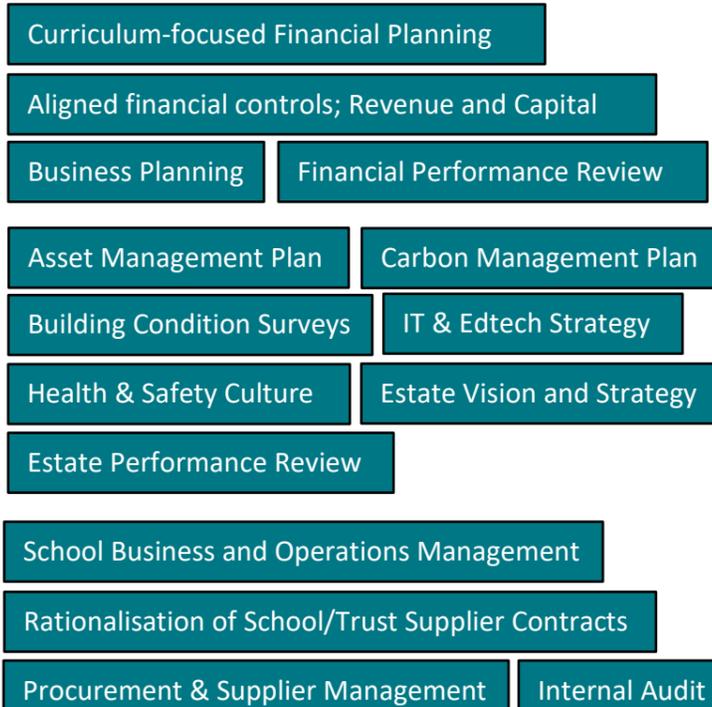


The Omega MAT financial strategy ensures that trustees and management, across the trust and each of our constituent schools, can take full responsibility for our financial affairs, stewardship of assets and that we use resources efficiently to maximise outcomes for pupils. This means we will carefully review expenditure, making best use of the trust's size to secure economies of scale. We will invest in our schools to ensure they are inspiring and engaging places to learn and work, that exploit every opportunity to raise standards and improve pedagogy. The investment in, and management of our estates will ensure our buildings are safe and welcoming spaces that are conducive to learning and work.

STRATEGIC PRIORITIES: 2022-24

- 1 Maintain strong financial performance to enable the delivery of exceptional educational provision.
- 2 Invest in our schools to ensure they provide an effective learning environment, are well-maintained, safe and engaging places that are conducive to learning, work and innovation.
- 3 Drive efficiency through coordinated procurement, rationalisation of supplier contracts and effective operational structures to enable reinvestment in our schools.

OVERVIEW OF STRATEGIC ACTIVITY



KEY PERFORMANCE INDICATORS



Estates Strategy ensures learning and work environments promote effectiveness and wellbeing.



Internal Audit indicates financial controls are robust. VFM principles are applied through effective procurement.



Health & Safety compliance is centrally tracked and monitored to promote safe working practices.



The trust continues to deliver highly effective education and services, within approved budgets.

PEOPLE



The Omega MAT People Strategy aims to ensure everyone in our trust is known, valued and supported; this means children and young people, as well as our colleagues in all areas of the trust's work. First and foremost, this means our schools are safe and happy places to learn and work. If successful in our mission, a strong culture of safeguarding will leave nothing to chance; we will understand risks to children and young people and we will work together to minimise these risks. We will show genuine care and compassion in our approach to the wellbeing of young people and staff alike. The benefits of joining Omega MAT as an employee will be promoted to ensure we attract the very best people to our trust and that once appointed, they choose to stay because we show care and compassion to our workforce in-keeping with our values.

STRATEGIC PRIORITIES: 2022-24

- 1 Raise and maintain the awareness of risks to young people and ensure our schools provide appropriate help and support to ensure our children and young people stay safe and thrive.
- 2 Recruit and retain a diverse, well-equipped workforce that nurtures talent and promotes equality, to sustain the highest professional standards.
- 3 Embed a charter for staff wellbeing, recognition and reward to drive a culture that considers the health, safety and welfare of our staff.

OVERVIEW OF STRATEGIC ACTIVITY



KEY PERFORMANCE INDICATORS



External safeguarding audits indicate a strong culture of safeguarding in all areas.



Recruitment processes provide a positive experience for prospective employees.



Staff voice, rates of absence and attrition indicate a positive staff culture in all schools.



Employee and governance profile is increasingly diverse and representative.

GLOSSARY OF TERMS

Term	Definition	Term	Definition
Deliberate Practice	The term 'deliberate practice' was coined by Ericsson (1993) to describe a type of practice which 'is a highly structured activity, the explicit goal of which is to improve performance.' Deliberate practice aims to allow colleagues to isolate teaching practices, rehearse them outside of the classroom and improve them through feedback.	Omega MAT Framework Principles	Documents that outline core principles and support the development/sharing of effective practice across the trust, e.g best practice approaches to assessment, literacy, reading. These are used as a vehicle for discussion and collaboration and are revisited regularly to reflect the latest research and practice.
Early Career Framework	The Early Career Framework (ECF) sets out what early career teachers are entitled to learn about and learn how to do when they start their careers. It underpins an entitlement for two years of professional development designed to help early career teachers develop their practice, knowledge and working habits.	Peer Review	A process that will support schools to further develop and improve existing practice with regards to a specific area of the school development & improvement plan. The area is self-selected by the headteacher, with a team of experts deployed to work alongside school leaders to provide powerful feedback, support and challenge to the area identified.
Edtech	EdTech, short for education technology, refers to new technological implementations in the classroom. In-classroom tablets, interactive smart-screens and online content delivery are all examples of EdTech.	Practitioner Networks	A network of exemplary practitioners, across all disciplines, classroom-based on co-professionals, to pioneer the sharing of best practice and the coordination of practice-based research.
Estate Performance Review	A process of reviewing the performance of buildings, utilising regular building condition surveys as a measure of building performance and forming the basis of strategic planning for estates improvement projects.	Reserves Policy	A reserves policy is important to ensure sufficient funds are set aside to strengthen the Trust's resilience against unforeseen expenditure and/or unexpected drops in income.
GAG Pooling	The General Annual Grant (GAG) is the core funding element that allows academies to meet their normal running costs. It is paid in monthly instalments by the Education and Skills Funding Agency (ESFA). A Multi Academy Trust (MAT) is one financial entity and the Academy Trust Handbook states that Trusts can amalgamate General Annual Grant (GAG) for its academies to form one central fund, which is either redistributed or retained separately. This is then distributed to the schools through the budgeting process to evenly support all children within the trust.	Risk Management Strategy	Risk management involves the identification, measurement, management, monitoring and reporting of threats to an academy trusts business objectives. A risk management strategy is a key part of the risk management process. After identifying risks and assessing the likelihood of them happening, as well as the impact they could have, Trustees, Governors and Executive Officers will need to decide how to treat them. The approach you decide to take is your risk management strategy. This should be closely linked to the overall strategy for the Trust
Harmonisation	The process of aligning or the bringing together of policy and process across the organisation, particularly when policies are inherited from differing local authorities.	Service Level Agreement (SLA)	A Service Level Agreement (or SLA) is the part of a contract which defines exactly what services a service provider will provide and the required level or standard for those services. The SLA is generally part of an outsourcing or managed services agreement.
Instructional Coaching	Instructional coaching involves a trained expert working with colleagues individually, to help them learn and adopt new practices (teaching or other) and to provide feedback on performance. Deliberate practice is an integral part of the process used to support development.	Subject-specific pedagogy	Pedagogy is the method, and practice of teaching. Whilst there are many areas of effective pedagogy which are common across subjects, there may be approaches which lend themselves to certain subjects and can be shared amongst subject specialists.
Integrated Curriculum Financial Planning	Integrated curriculum and financial planning (ICFP) is a management process that helps schools plan the best curriculum for their pupils with the funding they have available. It can be used at any phase or type of school. ICFP involves measuring your current curriculum, staffing structure and finances, and using the data to create a 3- to 5-year plan.	Teacher Educators	Our team of Teacher Educators are highly skilled facilitators who play a vital role in the effective development and delivery of professional development. This may involve delivery of Deliberate Practice or working with individuals through an instructional coaching model.
Internal Audit	The purpose of internal scrutiny is to provide the board (and ESFA) with assurance that the trust's system of internal control is effective and contributes to strong governance, risk management and control arrangements at the trust	Top-slice	This is when a trust collects a proportion of each school's budget, or general annual grant (GAG), to fund central services. The schools within the trust keep most of their own GAG funding. Some trusts set a flat rate contribution, and some have a variable top-slice depending on the context/size of the school.
Livery	In marketing, livery refers to the colours or designs which are put on an organisations signage, vehicles and/or documentation to define the organisation, its products or services.	Trust-wide Moderation	Trust-wide moderation is a supportive process enabling colleagues to engage in professional discussion about standards & outcomes. In addition to processes which take place within schools, trust-wide moderation supports benchmarking in addition to sharing of curriculum ideas and resources, utilising external expertise where necessary.
Manager-led HR Service	The way an organisation delivers key HR functions, where line managers act as a key liaison between the employer and the employee. This is supported by HR Officers/Managers who provide support, advice and guidance to ensure line manager adhere to policy and process.	Value For Money (VFM)	The DfE defines three key elements that allow an evaluation of value for money: <i>Economy</i> : Minimising the cost of the inputs needed to deliver a service/project <i>Efficiency</i> : Maximising the service output delivered with those inputs <i>Effectiveness</i> : Maximising the impact of the services on outcomes for those who use it.

GROWTH STRATEGY 2022-2027



2022-23

2023-24

2024-25

2025-26

2026-27

Warrington Hub



Warrington Hub



Warrington Hub



Warrington Hub



Warrington Hub



Liverpool Hub



Liverpool Hub



Liverpool Hub



Liverpool Hub



Liverpool Hub



6
Schools
5050
Learners (plus 350 in Sixth Forms)



8
Schools
6500
Learners (plus 400 in Sixth Forms)



10
Schools
7300
Learners (plus 500 in Sixth Forms)



12
Schools
8700
Learners (plus 600 in Sixth Forms)



14
Schools
9700
Learners (plus 600 in Sixth Forms)



Conditions for growth



Values align with Omega MAT values.



Headline School Performance Measures are consistently above national standards, or are improving strongly.



Omega Professional Services are scalable to ensure sustained quality of service.



Omega MAT can add value to new school operations and/or effectiveness.



New schools add value to Trust operations and/or effectiveness.



Due diligence indicates acceptable level of risk to Omega Multi-Academy Trust.