

# School Improvement Offer



**QUEST TRUST**

Supporting Young People from  
Early Years to Employment



# Table of contents

|          |       |                          |
|----------|-------|--------------------------|
| Pages 04 | _____ | Welcome                  |
| Pages 05 | _____ | Our CEO                  |
| Pages 06 | _____ | Our Objectives           |
| Pages 08 | _____ | Our Settings             |
| Pages 10 | _____ | Organisational Chart     |
| Pages 12 | _____ | Meet the Team            |
| Pages 14 | _____ | Our Achievements         |
| Pages 16 | _____ | School Support Approach  |
| Pages 18 | _____ | School Improvement Offer |
| Pages 22 | _____ | Our CPD Offer            |
| Pages 26 | _____ | Testimonials             |
| Pages 28 | _____ | Further Information      |



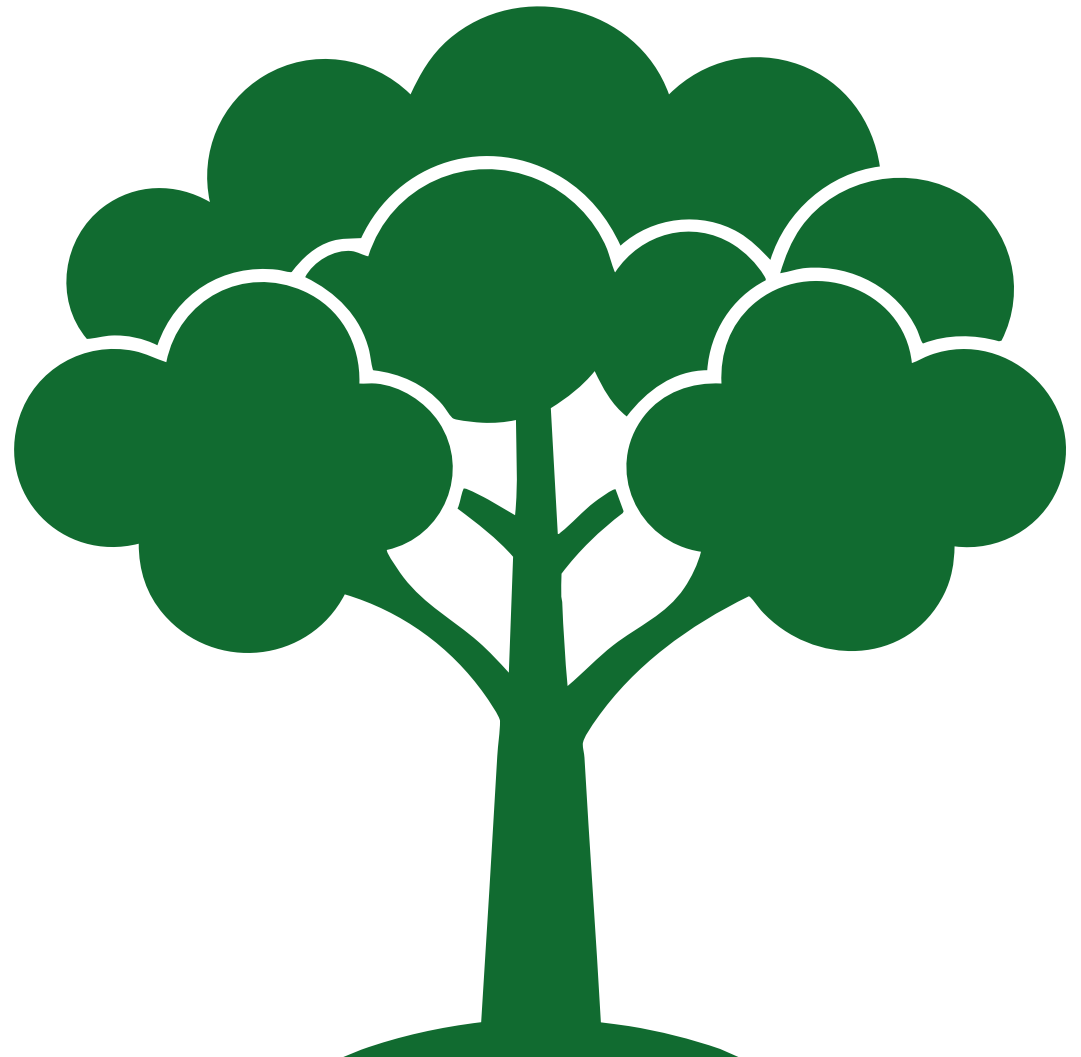
# Welcome

---

We are driven by strong relationships, faith-based values, and a belief in lifelong learning to help young people thrive. Our Mission, 'Supporting Young People from Early Years to Employment,' shows our steadfast dedication to preparing young minds for a lifelong QUEST of knowledge, character, and service.

Serving 1,700 young people, we are a Christian multi-academy trust rooted in kindness, respect, and compassion - creating a nurturing, professional environment where all can flourish.

We offer personalised learning, a broad curriculum, and strong support to develop well-rounded individuals. By fostering belonging and partnering with communities, businesses, and churches, we equip every young person - regardless of background - with the tools to succeed in an ever-changing world.





# Our CEO

---

Marc has over 22 years of experience in school leadership, including roles as Headteacher, Executive Headteacher, and Director of Education. He has led schools in areas of significant deprivation, consistently securing strong outcomes for pupils and building high-performing teams. Marc has also supported other trusts as a school improvement partner, mentor, and coach to new headteachers.

He successfully led two schools out of Special Measures and improved outcomes and Ofsted ratings for five more as a Director of Education. A champion of technical education, Marc led a UTC to its first 'Good' Ofsted and top outcomes in the North. As Chief Executive of QUEST, he turned UCS from Special Measures to 'Good' in under 18 months.

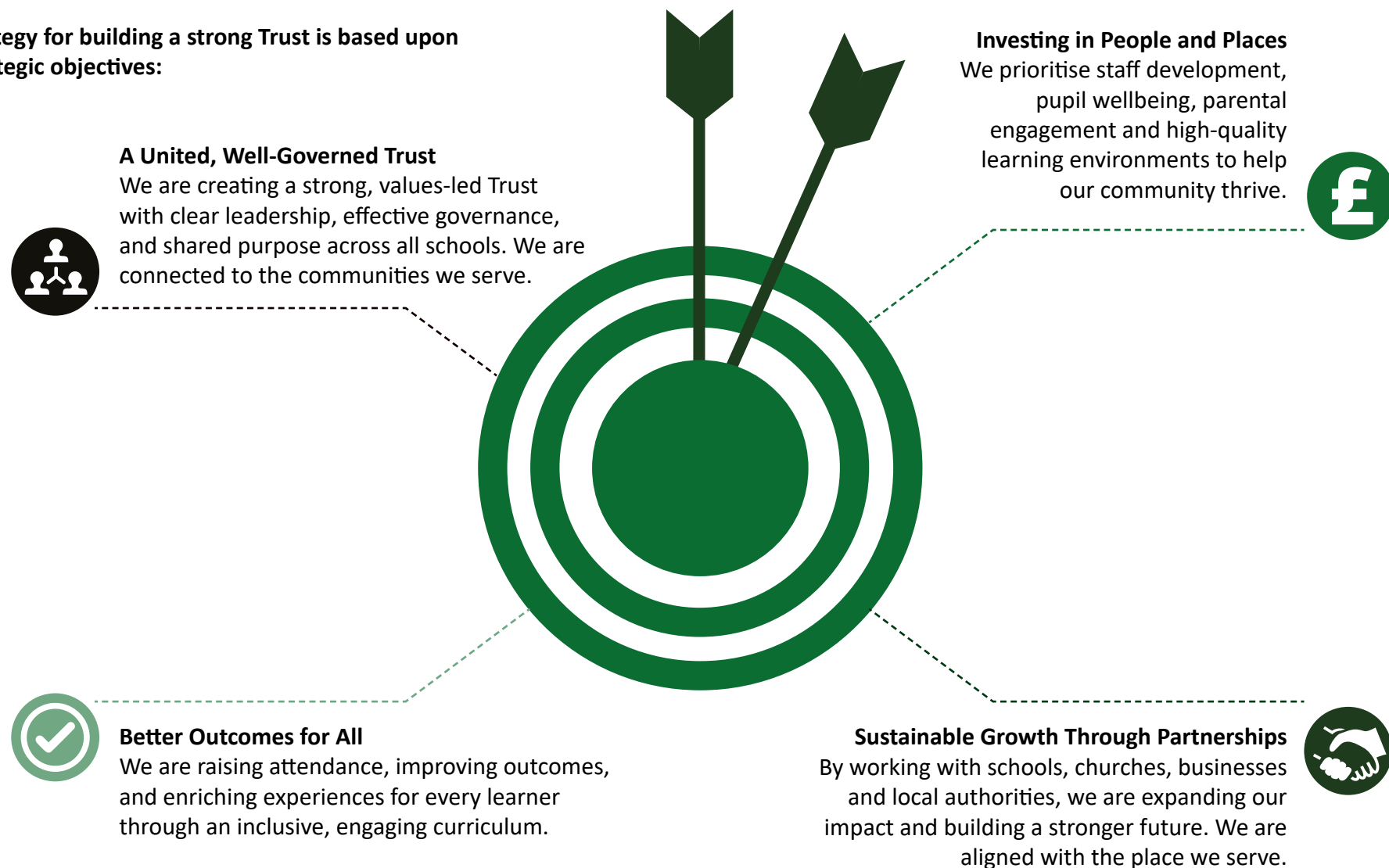
Marc is known for his moral leadership, commitment to excellence, and ability to unite stakeholders behind a shared vision.



Marc Doyle  
Chief Executive Officer

# Our Objectives

Our Strategy for building a strong Trust is based upon four strategic objectives:





Photos of our various school settings



# Our Settings

---

**St. John's C. of E. Primary School**

Simpkin Street, Abram, Wigan, WN2 5QE  
01942 703 465

**Play Pals** 3-4 Nursery Setting & Out of School Club

---

**St. John's C. of E. Primary School**

Atherton Road, Hindley Green, Wigan, WN2 4SD  
01942 255 396

**Play Pals** Out of School Club

---

**St. Peter's C. of E. Primary School**

Kildare Street, Hindley, Wigan, WN2 3HY  
01942 258 647

**Play Pals** 3-4 Nursery Setting & Out of School Club

**Play Pals Nursery**

675 Atherton Road, Hindley Green, Wigan, WN2 4SD  
01942 294 350

---

**Hindley Green Community Primary School**

Thomas Street, Hindley Green, Wigan, WN2 4SS  
01942 255 406

**Play Pals** 2-3 & 3-4 Nursery Settings & Out of School Club

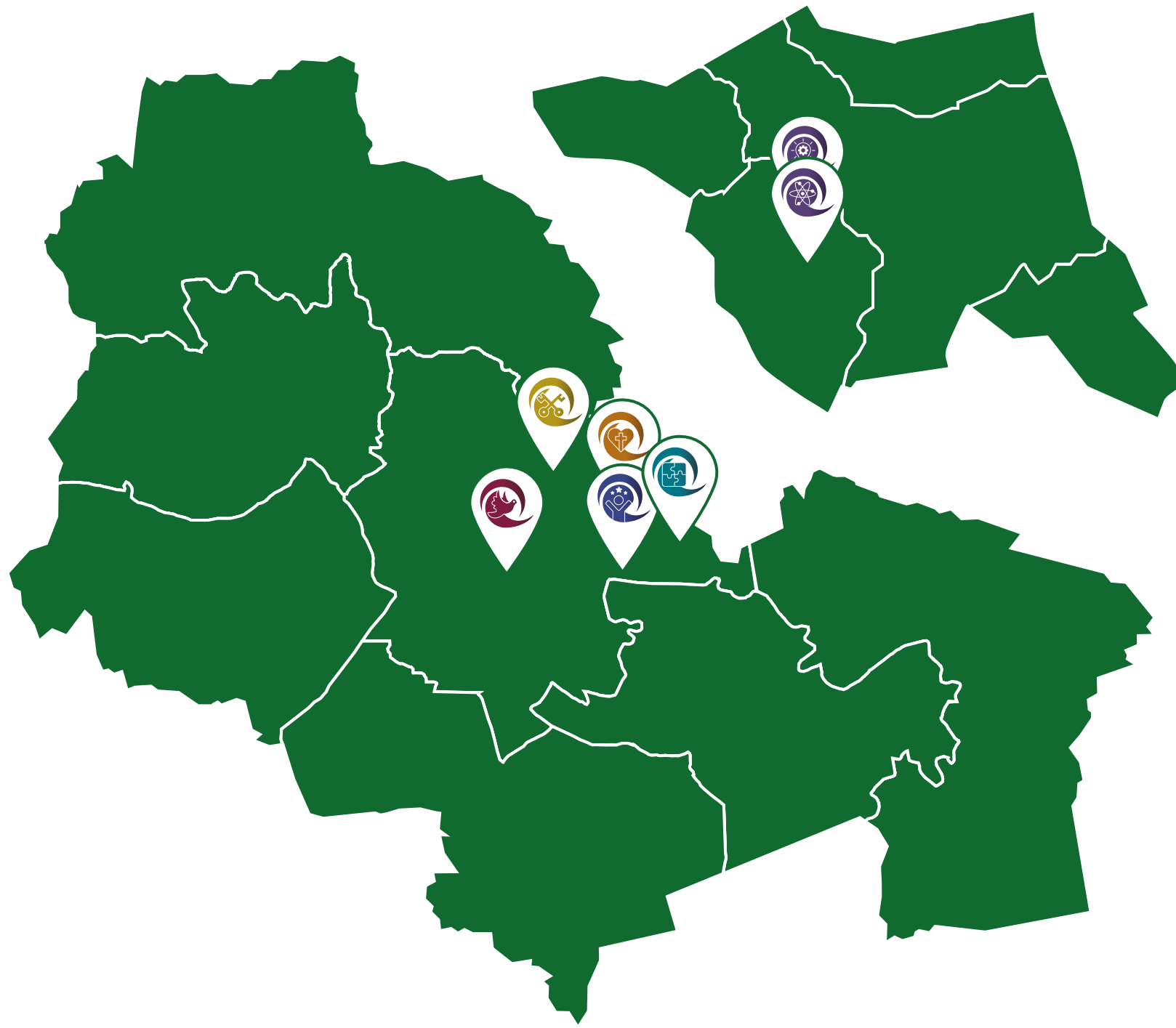
---

**University Collegiate School**

The Stoller Building, Deane Road, Bolton, BL3 5AG  
01204 928 700

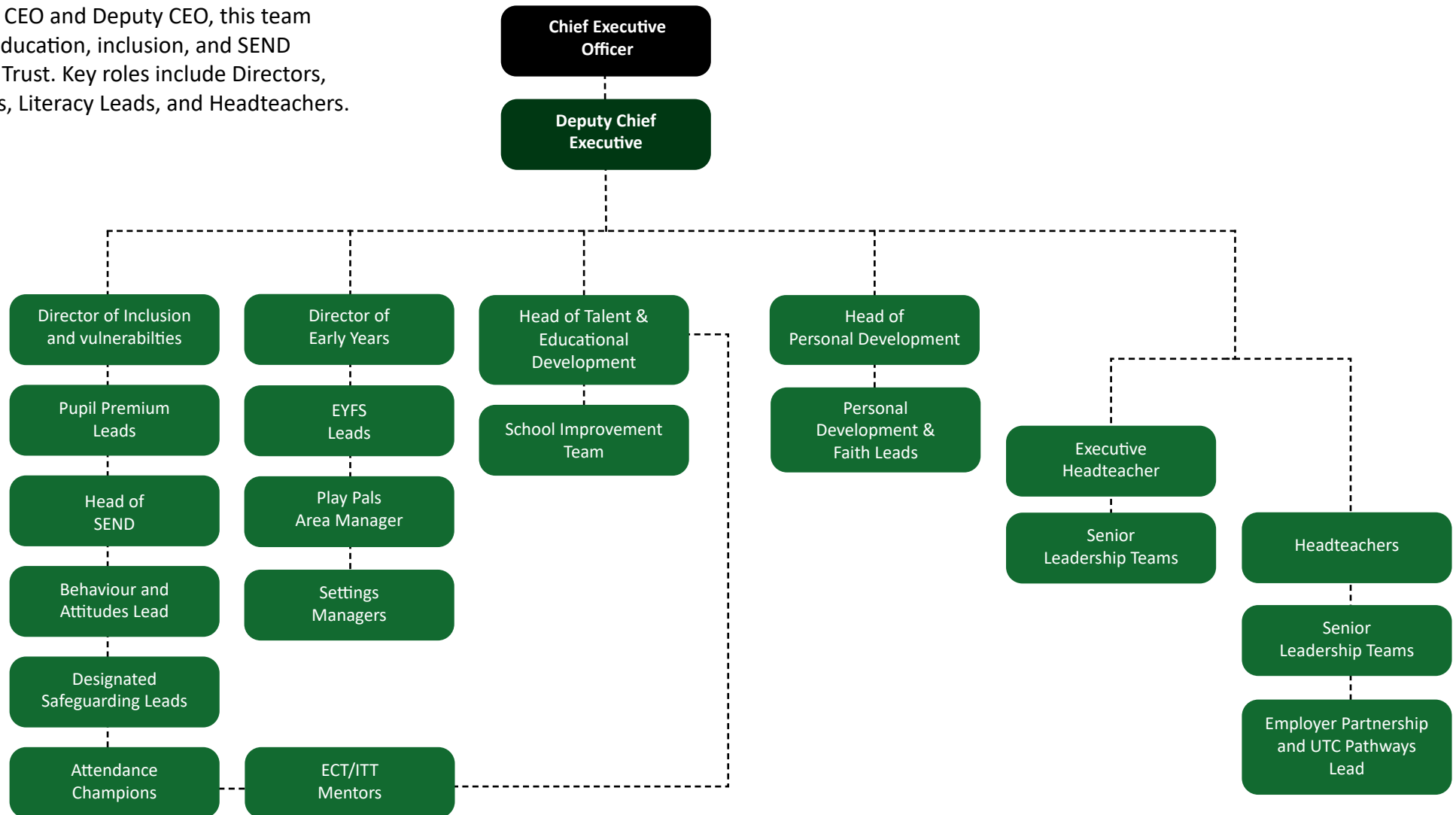
**University Collegiate Sixth Form**

The Stoller Building, Deane Road, Bolton, BL3 5AG  
01204 928 700



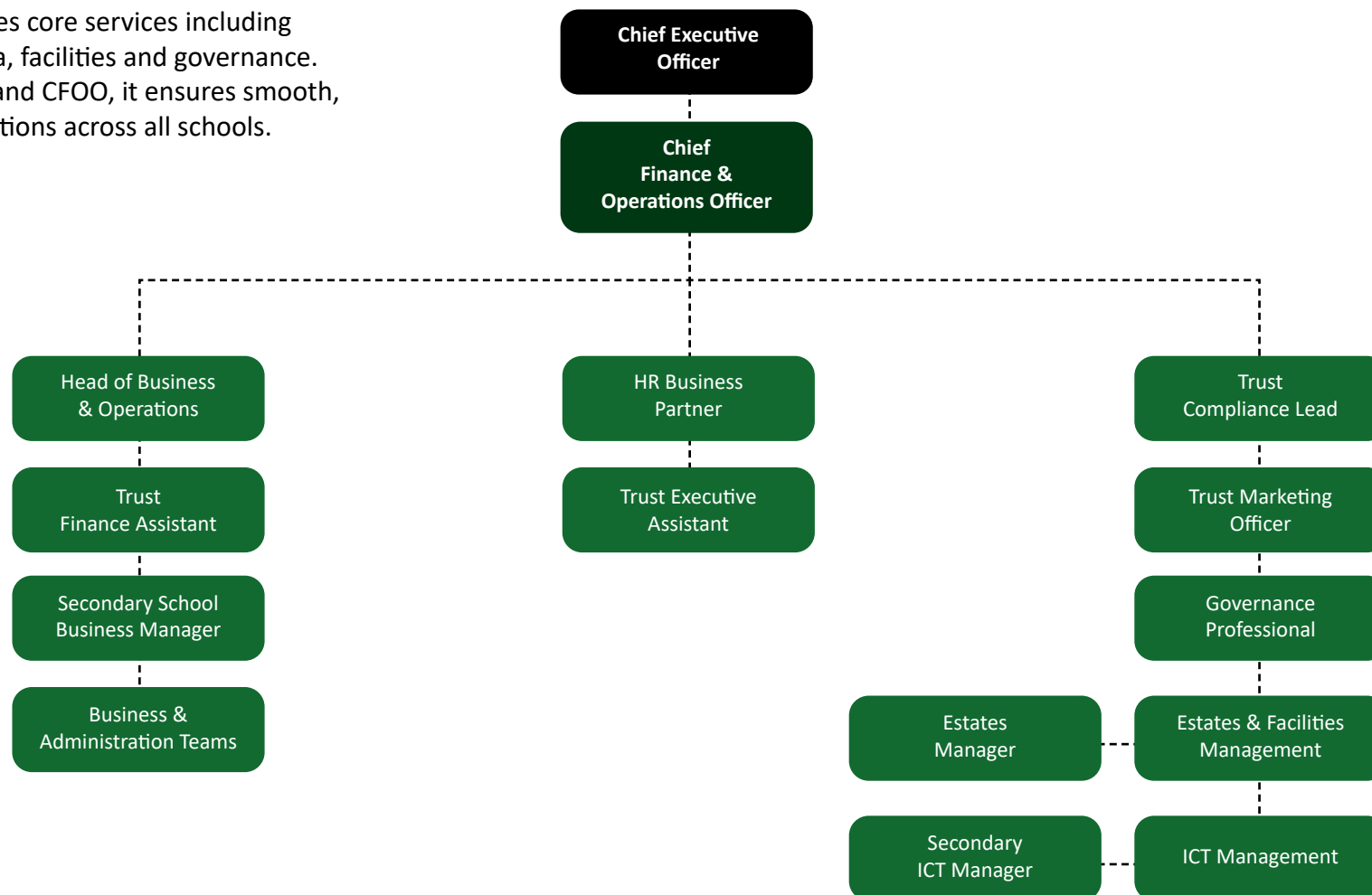
# Organisational Chart

Led by the CEO and Deputy CEO, this team supports education, inclusion, and SEND across the Trust. Key roles include Directors, SEND leads, Literacy Leads, and Headteachers.





This team handles core services including finance, HR, data, facilities and governance. Led by the CEO and CFOO, it ensures smooth, compliant operations across all schools.



# Meet the Team

---



**Marc Doyle**  
Chief Executive Officer



**Nicola Richards**  
Deputy Chief Executive  
Officer



**Tonianne Hewitt**  
Chief Finance &  
Operations Officer



**Stephanie Maloney**  
Head of Business &  
Operations



**Debra Finch**  
Trust Compliance  
Lead



**Kate Eastwood**  
Director of Early  
Years



**Vicky Klage**  
Head of SEND



**Amy McMahon**  
Director of Talent &  
Educational Development



**Fiona Brown**  
Head of Personal  
Development/Trust  
Phonics Lead



**Tricia Cheung**  
Executive Assistant



**Angelica Obeng**  
Trust Finance  
Assistant



**Jonathan Lloyd**  
Trust Marketing Officer

**Stephen Eccles**

Headteacher  
St. Peter's C. of E.  
Primary School

**Chloe Fletcher**

Executive Headteacher  
Hindley Green Community  
Primary School & St. John's  
C. of E. Primary School,  
Hindley Green

**Rachael Bear**

Headteacher  
St. John's C. of E. Primary  
School, Abram

**Ian Barry**

Headteacher  
University Collegiate  
School

**Nichola Crank**

Area Manager  
Play Pals

The QUEST Trust team is dedicated to delivering high-quality education and support across all our academies. With extensive experience in education, finance, operations, and inclusion, our team works collaboratively to ensure every child thrives in a safe, inclusive, and inspiring learning environment. Meet the passionate professionals driving excellence and innovation within the Trust.

# Our Achievements

---

At QUEST Trust every milestone - big or small - is a reflection of our shared values: ambition, care, collaboration, and a commitment to excellence. Whether it's our pupils coming together to raise thousands for charity, our staff shaping inclusive learning environments, or our schools earning praise for innovation and leadership, each achievement tells a story of unity and progress. Together we're building a legacy that empowers learners, strengthens communities, and inspires futures.

**KS4:**

An increase in 4+ and 5+ passes for three consecutive years

**Primary:**

Age-related expectations are now above the national average for the first time, increasing by 20% in just two years.

**Trust-wide:**

QUEST is proud to be an award-winning trust, led by a highly successful CEO and a National Leader of Education

**Destinations:**

Student pathways are strong and diverse, reflecting high aspirations and effective guidance.



---

As an inclusive Trust, we are proud of our pupils and staff achievements, and we continue the journey from good to great in every aspect of our work. We have committed additional resources this year to support academic acceleration with additional teaching staff and mentors in all Trust schools. The social and economic deprivation in our communities continues to rise and we work in partnership to create ambitious, broad and balanced schools, supporting an engaging curriculum and an approach to student agency throughout. Our coaching culture is building belief to succeed for all.

**Secondary:**

Post-16 vocational outcomes have reached national benchmarks.

**Ofsted:**

QUEST is proud that all of its schools are rated Good by Ofsted.

**Community:**

In 2024, pupils across QUEST Trust's five schools and Play Pals nursery raised £6,114 for The Christie Charity, supporting cancer research and care.

**Endorsements:**

Bolton Impact Trust recommended UCS's internal provision as a model for other schools. Jayne Lowe, Educational Consultant, praised the warmth and innovation across QUEST schools during her visit.

# School Support Approach

---

To support school improvement across all contexts, we use a four-stage model based on Sir David Carter's work, underpinned by detailed criteria. This model serves as a diagnostic tool for:

- Due diligence before schools join the Trust
- Ongoing health checks, quality assurance, and improvement planning in QUEST academies
- Supporting collaboration schools seeking short-term improvement help

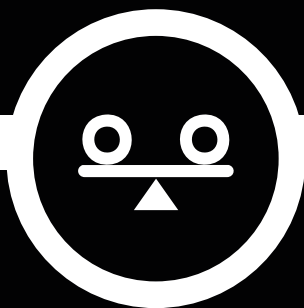
As an outward-facing MAT, QUEST has built strong capacity and expertise to both sustain high performance within our academies and collaborate meaningfully with others for the benefit of all young people.

Partnering with QUEST means working with both school-based staff and a dedicated School Improvement Team—blending frontline expertise with seasoned system leadership to drive rapid, sustained improvement.

As a Church of England MAT, we value the diversity and uniqueness of every school community. We tailor our collaborative approach to context and shared goals, welcoming partnerships with schools of all faiths and none.



Photo of HSP Pupil



## Stabilise

### Indicators

- Major improvement needed
- Unclear priorities, weak leadership
- High staff turnover, low attendance
- Poor outcomes and unsafe behaviour

### Leadership Focus

- Calm, visible leadership
- Clarify urgent priorities and roles
- Engage staff, align on quality assurance



## Repair

### Indicators

- Priorities reset, governance active
- Staff supported, uneven impact
- Attendance and data improving
- Behaviour better, but still issues

### Leadership Focus

- Embed key priorities
- Share responsibility
- Strengthen quality and consistency



## Improve

### Indicators

- Strong leadership, staff morale high
- Governors hold leaders accountable
- Attendance and outcomes meet national levels
- Positive, well-managed behaviour

### Leadership Focus

- Distribute leadership
- Track performance
- Promote innovation through collaboration



## Sustain

### Indicators

- Leadership and governance embedded
- Staff see long-term future
- High attendance and strong outcomes
- Excellent behaviour support

### Leadership Focus

- Maintain excellence
- Lead wider collaboration
- Plan 3–5 years ahead

# School Improvement Offer

---

This model is a sample of the nature of support that can be offered to each category of school. Each school will receive a bespoke offer which aims to bring about the continual school improvement, either through the individual school's own ability to self-improve or through relevant and timely support and intervention. The stability phase aims to bring stability to the classrooms and ensure a positive learning culture is created. It is key at this stage that there is not an overload of new strategies - but key ones, that will make an immediate

impact, are introduced. The final stage - sustain - is key to the success of any school which has been on a journey of improvement - greater long-term sustainability. It is likely at this stage that the school has more capacity to 'give back' to the Trust's school improvement work.

Photo of UCS Pupils



## School Improvement Offer

|                                                                                     |                                                                                    |                                                                                                |                                                                                                    |                                                         |                                                    |                                                             |                                                                                                    |                                                                                                                                          |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
|    | 2 day scoping activities to identify critical issues and diagnose systemic issues. | Intensive 6 week support plans with a senior leader seconded for a minimum of 3 days per week. | Members of the School Improvement Team seconded to extinguish critical issues (dependent on need). | Safeguarding Support Plan created to ensure compliance. | SEND Support Plan created to ensure compliance.    | Support to implement attendance systems.                    | Implementation of Behaviour Policy with staff training (includes support for high profile pupils). | Implementation of the Trust core curriculum (Including Phonics at Primary) with vital pedagogical staff training as part of the package. |
|    | Rapid improvement plans created.                                                   | School Improvement team deployed to support teaching and learning aims laid out in the RIP.    | Half Termly Safeguarding monitoring/ support visits.                                               | Half Termly SEND monitoring/ support visits.            | Half Termly attendance monitoring/ support visits. | Leadership Coaching/Training for SLT.                       | Implementation of the Trust full curriculum with pedagogical staff training.                       | Subject leadership training for SENDco & core subjects.                                                                                  |
|    | SEF and SDP support days.                                                          | Subject Leader training/mentoring - wider curriculum.                                          | Half Termly Safeguarding Audits                                                                    | Half Termly SEND monitoring visit.                      | Half Termly attendance monitoring visits.          | Support to move IAB to LGB. LGB Training and documentation. | QA of disadvantaged strategy.                                                                      | Personal Development QA.                                                                                                                 |
|  | SEF and SDP feedback and challenge with DCEO.                                      | Deep dives x 6 school priority focus.                                                          | Half Termly Safeguarding Audits.                                                                   | Termly SEND QA.                                         | Termly attendance QA.                              | Personal Development QA.                                    | QA of disadvantaged strategy.                                                                      | Whole school review 1 x per academic year.                                                                                               |



## School Improvement Offer

|                                                                                     |                                                                                                           |                                                                                                           |                                                            |                                                                                      |                                                    |                                                             |                                       |                                                                  |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------|
|    | Set up an Interim Executive Board (IEB) to provide high quality Governance to ensure pace of improvement. | Immediate access to operational services offering support within non-educational areas - HR, H&S, IT etc. | Recruitment support and/or secondment of QUEST staff.      | Weekly focused education support visits from DCEO. (minimum)                         | SEND Support Plan created to ensure compliance.    | Support to implement attendance systems.                    | Weekly 1:1 meeting with Trust CEO.    |                                                                  |
|    | TEAM around the school meeting twice per half term - all areas.                                           | Continued support with recruitment and/or secondment of QUEST staff.                                      | Support with staffing structures.                          | Diocesan support engaged (C. of E. schools)                                          | Half Termly attendance monitoring/ support visits. | Leadership Coaching/Training for SLT.                       | Early Reading Development Days begin. | Developmental QA activities with subject leads in core subjects. |
|    | Subject development days - 6 per year                                                                     | Whole school review -1 per academic year.                                                                 | Access to network meetings and working parties.            | Half Termly TEAM around the schools meetings.                                        | Half Termly attendance monitoring visits.          | Support to move IAB to LGB. LGB Training and documentation. | SIAM's QA (C. of E. schools)          | Inspection readiness support.                                    |
|  | Target setting, projection setting and outcome support from DCEO.                                         | Inspection/SIAM's readiness support.                                                                      | Opportunities for staff to lead on Trust wide initiatives. | Fortnightly focused education support visits from DCEO (minimum) on school priority. | Termly attendance QA.                              | Personal Development QA.                                    | 1:1 termly meeting with Trust CEO.    |                                                                  |

## School Improvement Offer

|                                                                                     |                                                               |                                                                      |                                                         |                                                                             |                                                      |  |  |  |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------|--|--|--|
|    |                                                               |                                                                      |                                                         |                                                                             |                                                      |  |  |  |
|    | Fortnightly focused education visits from the DCEO. (minimum) | Fortnightly 1:1 meetings with Trust CEO.                             |                                                         |                                                                             |                                                      |  |  |  |
|    | Pupil progress and target setting strategy implemented.       | Opportunities for leaders to provide outreach work to other schools. | NPQ's and other qualifications are actively encouraged. | Focused education support visits from DCEO - twice per half term. (minimum) | 1:1 meeting with the Trust CEO - once per half term. |  |  |  |
|  |                                                               |                                                                      |                                                         |                                                                             |                                                      |  |  |  |

# Our CPD Offer

QUEST is committed to providing staff with up-to-date, relevant professional development. An annual MAT Conference brings together staff from all Trust schools for a day of learning and networking. A tailored training package has been developed to meet the needs of the Trust, with the diagram highlighting the year's professional learning opportunities.



## 1. Assurance at QUEST:

Purpose & Philosophy

Trust & Shared Accountability:  
Essential for effective evaluation

Shared Understanding & Dialogue:  
Fosters common language &  
innovation

## Philosophies of Assurance

Assurance combines summative judgments with continuous quality improvement. QUEST prioritises high standards, ensuring systems are fit for purpose and aligned with each school's developmental priorities.

## What is 'Assurance' at QUEST?

Assurance at QUEST intelligently aligns procedures for improvement across all academies.

1. Shared Practice: Shares good practice, builds support.
2. Drive Improvement: Fosters leadership, staff development, and capability, moving beyond mere quality control.
3. Collaborative Development: Encourages school-to-school support, peer reviews, and shared learning in all areas.
4. Increased Accountability: Provides precise data for self-evaluation and transparency for all stakeholders.

Networking:  
Connects schools and communities  
for collective energy

Growing Capacity:  
Nurtures talent to develop future  
leaders

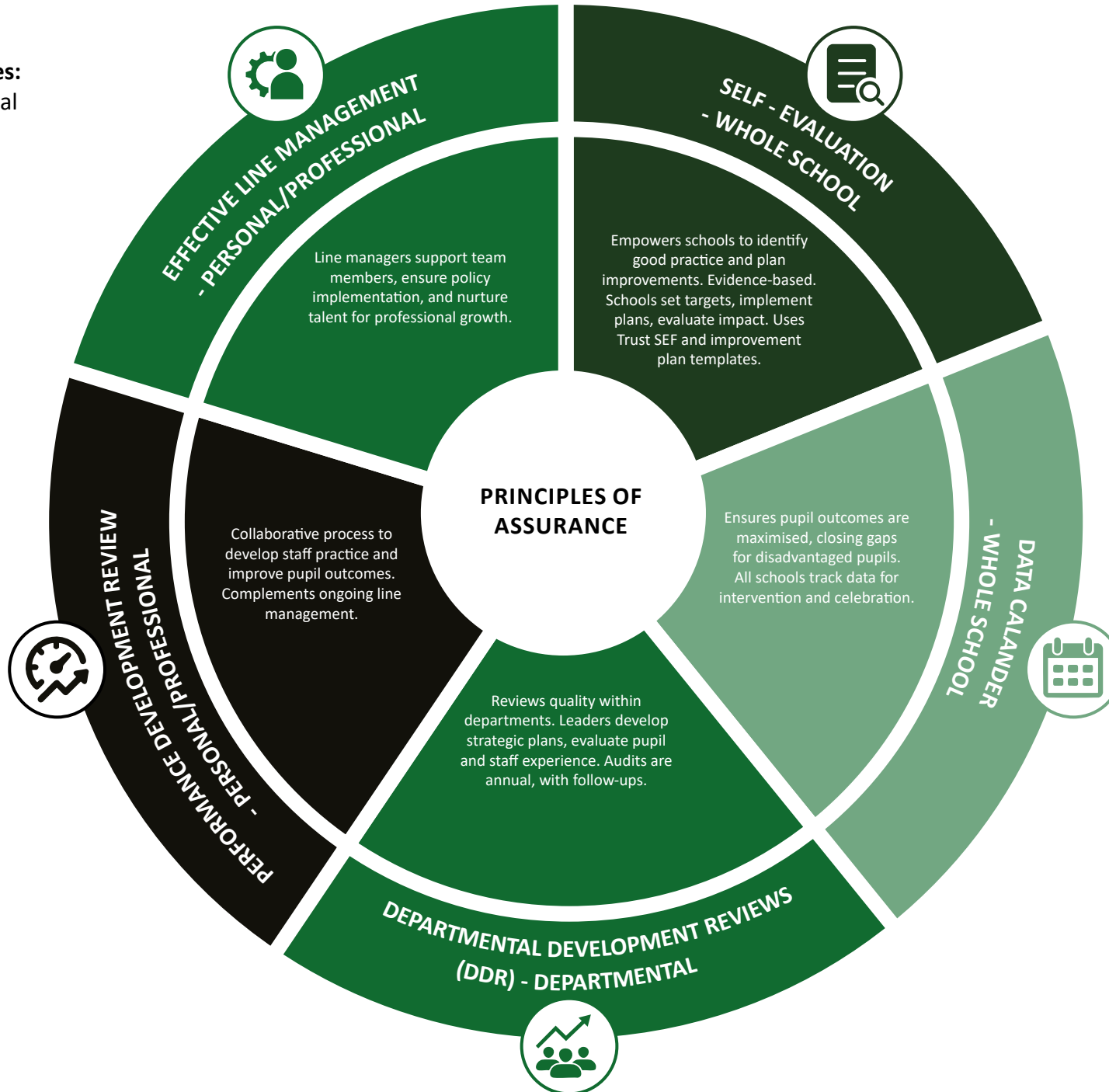
**QUEST TRUST CPD OFFER:**  
Supports key development areas:

## Four Aspects to our Strategy

Assurance spans:

- |                            |                 |
|----------------------------|-----------------|
| 1. Personal & Professional | 3. Whole School |
| 2. Departmental            | 4. Trust Wide   |

## 2. Assurance Principles: Personal, Departmental & Whole School





### 3. Assurance Principles:

Trust Wide & Evaluation

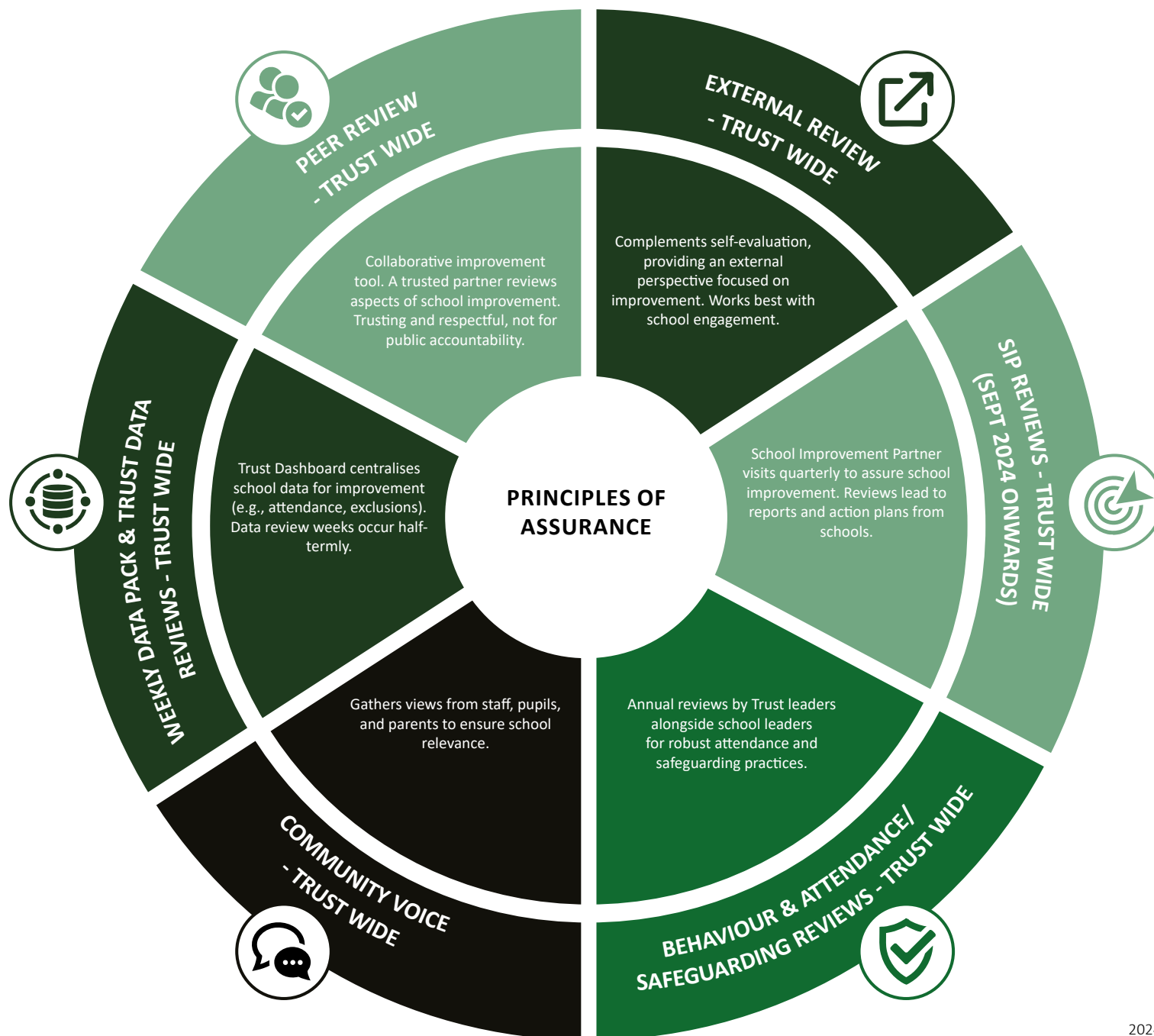
#### Where Assurance is Reported:

Information is shared for improvement in:

- Trust Meeting Cycle
- Quality Assurance and Standards Meetings
- Trust Board (quarterly)
- Local Governance Meetings
- RD Reviews

#### Evaluation

Framework evaluation in 2024/25, with feedback to Headteachers by June 2025. Discussions involve teachers, leaders, Headteachers, and Trustees.



# Testimonials

---

“

We collaborate, we put children first and we prioritise botherdness

”

“

No matter when you join us, or what your role is, you soon become part of our team

”

“

We invest in children to flourish and thrive – that is our focus

”

“

I am so happy I chose QUEST my home. I love the people, I love the fact everyone puts their heart and soul into giving children the best experiences, but with care and integrity

”

This Trust is deeply committed to high quality – preparing children for life and guided by our core values

”

“ Don't let our pursuit of excellence frighten you – in our trust care comes first and outcomes follow ”

“ We create amazing career opportunities – we know our people so well ”

“ As a Head, I love it that help is at hand – anything at any time ”

“ There are no egos, we just want children to be happy and successful ”

Supporting Young People from Early Years to Employment in everything that we do ”

# Further Information

---

**For any enquiries or support please  
contact QUEST Trust:**



QUEST Trust  
682 Atherton Road  
Hindley Green  
Wigan  
WN2 4SQ



01942 834 000  
[enquiries@quest-trust.org.uk](mailto:enquiries@quest-trust.org.uk)  
[www.quest-trust.org.uk](http://www.quest-trust.org.uk)



Mr. M. Doyle - Chief Executive Officer  
Mrs. T. Hewitt - Chief Finance and Operations Officer  
Mrs. N. Richards - Deputy CEO



Photo of PlayPals 3-4 Pupils

