



## MET School Improvement Outline

### Principles

- The Trust's core value of 'Children First' underpins the approach to School Improvement. At Mowbray Education Trust there is a common belief that everyone can be better, in order to better serve the children in our care.
- We aim to run healthy and efficient central services to ensure school leaders can focus on school improvement in their schools.
- We aspire to deliver a simple but rigorous model which develops a strong curriculum, a compelling learning culture and exceptional leadership.
- Our Senior Leaders and Headteachers are deeply invested in the success of every one of our schools. That's why when we see great practice in one part of the Trust, we ensure it is shared across all schools. Equally, if one school is looking to strengthen an area, we call upon the expertise and experiences across our settings to make positive change. We are dedicated to continually scaling up excellence.

### Leadership training and coaching

- Exceptional schools need exceptional leaders. All leaders, regardless of their role, are supported to engage with the latest research to enable them to continually improve.
- Leadership coaching is central to the work of the Executive Leadership. Headteachers receive regular individual sessions with the CEO. Senior and Middle Leaders receive coaching from the wider Executive Headteachers and the central team.

### Curriculum Development

- We focus on ensuring that all students are taught a body of specialist knowledge that will enable them to be successful in public examinations but also in life more widely.
- The curriculum team prioritises quality first teaching and are very much focused on:
  1. Keeping abreast of the latest research and thinking.
  2. Coaching Middle Leaders to develop their school curriculum, including the subject induction of new Middle Leaders.



3. Supporting students to achieve above key thresholds in formal examinations to aid successful transition to their next stage.

### **Pastoral Development**

- To support the curriculum developments, the central team is also resolute in its determination to create a compelling learning culture in all of our schools.
- The Pastoral team includes Trust Leads for SEND, Behaviour and Safeguarding.
- The pastoral team are focused on ensuring:
  1. An academic culture is being developed which is rooted in a sense of belonging.
  2. Attendance for all groups of students is beyond national benchmarks by being persistently consistent about our expectations and support for students.
  3. Behaviour for learning policies support learning in all classrooms through a consistent approach always underpinned by strong professional relationships.
  4. Curriculum provision is continually reviewed to ensure that all students have quality first teaching.

### **Peer Review**

- Each school will host two study tours each academic year.
- The purpose of the peer review is to share good practice with other schools in the Trust and for leaders to share some expertise on how the school may drive forward improvements in a specified area.
- The peer review will include the Executive Team and Senior Leaders from the Trust, occasionally leaders from high performing MATs across the country may join the study tour.

### **Evaluation Documentation**

- We conduct regular safeguarding audits and self-evaluations every term which act as effective touch points to assess the strengths and areas for improvement of each school. These findings are then reviewed, and we adapt our training and focus to target areas of interest and need.



- There is continuous assessment of reading levels to ensure consistent and sustainable improvement so that each child has an equal opportunity to thrive in school.
- We take meaningful accountability for our pupils' progress and outcomes as well as the overall 'health' of the school. Because our internal self-evaluation is so accurate, it enables us to respond quickly to celebrate excellence and also to address any developing gaps.
- Three times a year detailed Headteachers Reports are produced for Trustees. Leaders use the data to drill down to identify in-year priorities for improvement and help decide what is most important right now and who must do what at school level.
- The Executive Team use this data to identify where central resources and leadership capacity needs to be deployed and to analyse the impact of the School Improvement Teams.
- Each September at the start of the academic year, Headteachers write an evaluation of the school's effectiveness via the School Evaluation Form (SEF). Headteachers update the SEF in preparation for termly formal (minuted) meetings. This is shared with trustees and also used to inform the foci for peer reviews.

### **Trust Communication and School-to-School Collaboration**

- To further enhance school improvement, we have subject specialist networks and quality assurance of curriculum areas in our secondary schools. This ensures our subject knowledge and teaching practice are first-class, right from the start.
- The Trust facilitates a range of forums for school improvement activity to be supported and shared. These include:
  - School Improvement Leaders
  - MET Headteachers
  - Quality of Teaching (Workforce and Succession Planning)
  - Raising Standards Leaders meetings

### **Professional Development**

- The Trust Executive Lead for People and Development supports with the recruitment, retention, and development of our student-facing staff across the Trust.



- The Trust provides continual professional learning opportunities such as:
  1. An Early Career Teacher (ECT) network to support successful induction into the profession and specifically into the Trust.
  2. Professional networks for key subject specialisms and focus areas. For example, there are networks for Maths, English, Literacy, SEND, Attendance and Safeguarding professionals.
  3. Leadership development programmes to support existing leaders and develop aspirant leaders of the future.

### Trust Leads

- The MET School Improvement Team provides expertise and capacity in the following areas:
  - Safeguarding
  - SEND
  - Behaviour
  - Reading (Literacy)
  - Data
  - Senior and Executive Leadership

### Central Support Services

We fully believe that school leaders should focus on school improvement in terms of quality of education and developing a culture of learning for students and staff. To support schools, MET provides high-quality services in the following areas:

- Talent Management and Recruitment
- Human Resources
- Estates
- Finance
- Governance services
- Health and safety
- IT Services
- Marketing and communications
- Payroll
- Procurement