



# Mowbray Education Trust

2020-21



**MOWBRAY**  
Education Trust



*“Every school  
should be better  
off as a result of  
being in our  
trust.”*

# A bit about us



**Anne Frost**  
Chair

Mowbray Education Trust Board



**Chris Stansfield**  
CEO

Mowbray Education Trust

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Our Trust was created in 2014 and like a lot of trusts at the time, built a very strong central support offer for schools first. By joining our Trust, you will be able to access established, experienced and highly professional teams in Finance, HR, IT, Estates and Operational Management.

Our Trust changed direction in June 2017 to focus entirely on school improvement and is built around the fundamental premise that schools should be better as a result of being in a trust. We do not aim to just 'manage' a school's central services: we aim to help the school to improve rapidly, even if it's current performance is strong. It is our ambition that all of our schools will be recognised as performing at an outstanding level by their local community, and by other external agencies. We have built our school improvement model around this simple ambition.

As a Headteacher leadership team, we have built a very strong sense of moral purpose - where we share responsibility and accountability for all the schools in our trust. We also work collaboratively to ensure that all of our schools thrive. For example, Headteachers have organised secondments between their staff as a way to hold on to their most talented teachers. We also recognise that we will only thrive by being able to tap into the strengths of the entire team. This has led to a very distributed model of leadership, where a Head teacher is responsible for running their school, but also leads an aspect of trust school improvement. We are determined to offer every person the right opportunities. We want to be a trust that does things for its schools. We want the best people in our schools to lead the way - and have room and space to scale up their impact!

By joining us, you will be buying into our culture which is centred entirely around our vision: **Children First**. As a trust, we work together to ensure that EVERY single young person has the very best chance to thrive. The benefit of being in a trust is that the resource and opportunity to benefit pupils is multiplied many times.

# Accountability

## *Whatever it takes.*



- Ultimately, by joining our trust, you will be placing your school with an organisation that takes its accountability very seriously. We will work as a team to do whatever it takes to ensure your school thrives. Headteachers often feel isolated, even lonely, in being entirely accountable for the running of a school. The accountability is no less in a trust, but you will be joining a wider team where the accountability is entirely shared.
- We don't do postmortems. We will not 'monitor' the school from a distance and then hold the leadership team to account when it is too late. We will work quickly to build a relationship of trust with the leadership team. In addition to school based internal data, we will use trust wide data tracking tools to ensure that we get a good grasp on where the school is at. This enables us to understand what additional resources the school will need to ensure that young people leave with superb outcomes.
- Moreover, we welcome school-based problems that are brought to us throughout the year, that we can then work through to solve together. It is through this relationship of entire transparency, that we have been able to have the impact that we have thus far.

# Outcomes

We recognise the pressure that a school - and a Headteacher - can experience if their performance is perceived to 'drop'. We have built significant strength into our school improvement team to mitigate against this. By joining our trust, you will have completely free access to additional teaching support to deliver headline measures. Moreover, even if outcomes look strong, we will aim to find ways to improve them still.



***Our track record for this is excellent, with 100% of schools improving headline outcomes significantly as a result of being in our trust.***

# Making it work

Ultimately, by making the decision to join us, you are giving your school the very best chance to improve. You are also creating opportunities for you and your team to be able to scale up their work and have a wider impact. You will be joining a trust leadership team that shares responsibility for all its young people. You will be expected to play a key part in setting the direction of the trust because our vision and values will be aligned.



***“We have shared responsibility for the leadership of the trust and direction of travel. We are all accountable.”***

As part of the transition process into the trust, we will work together to ensure that your school thrives from day one. Of course, budgets are tighter than they have ever been in schools and we fully expect to work with you to future proof your finances. Moreover, we will support you to ensure that the cost of being in the Mowbray Education Trust works for your school, even from day one. It is our responsibility to ensure that every Headteacher has the financial resource to ensure that their school can thrive. It would be completely counterproductive to manage it in any other way.

# So how do we deliver improved performance for all of our schools?

## *Charging policy compared with most other trusts*

We believe that school improvement must be the priority. We want to ensure that all of our schools can access every bit of our school improvement 'offer'. We do not want to introduce any hidden costs which a school will have to find in order to access what we believe is superb additional provision and capacity. We have organised our charging policy to reflect this. Moreover, as we get to know your specific needs, we will deliver a bespoke programme to ensure that your school moves as quickly as possible, to outstanding performance across the board.

We are aware that it is very difficult to benchmark trusts currently. All trusts publish their 'offer' in different ways and it is impossible to identify any hidden costs and also the quality of what's on offer. Please see on the next page a table that sets out our offer in comparison with what we understand from many other trusts currently.



# Mowbray Education Trust

Top-slice includes School improvement and Central services team	SLE support Headteacher team network CEO leadership support English leadership - and additional capacity Maths leadership - and additional capacity SEND leadership - and additional capacity Support team for attendance Support team for White British disadvantaged progress Peer reviews Governance support Data drops and analysis External analysis of internal and external data School Health Checks - external validation of ‘health’ of school Bespoke CPD programme Celebration events Improved recruitment and retention Leadership programmes Secondment opportunities Well-being programme  Finance HR Estates IT Operations
Additional charging	None for school improvement  Transparent per pupil charge to cover centrally purchased insurance, services and subscriptions

## Many other trusts

Top-slice includes	Finance IT Leadership meetings Annual monitoring
Additional charging	SLE support Teaching and Learning networks Teaching School courses

# As you decide which trust is right for you, here are some of the questions you need to ask:

- *How will you really help us to improve?*
- *What is your track record for helping schools to do this?*
  - *What is your capacity to help my school improve?*
  - *What is your school improvement model?*
- *How will my school be better off as a result of joining the trust?*
- *As a 'Good' or 'Outstanding' school, what can you do for us?*
  - *What is included in the top slice?*
  - *What do I need to pay additionally for?*
  - *Can I talk to Headteachers in your trust?*



Additionally, we would invite you to triangulate what we are saying with anyone from our existing Headteacher team or staff body. We are entirely transparent and would urge you to find out more. You could also find out for yourself by attending some of our training sessions; a Headteacher meeting, a School Health Check meeting - or indeed anything in our School Improvement Offer. We are extremely proud of what we deliver for our schools. If you think our vision and values are similar to yours and you'd like to find out more, we would love to hear from you.



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**MOWBRAY**  
Education Trust



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# Strategy overview 2020-2021 (Post COVID-19)



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Every child is uniquely important and of equal worth. Every child has the right to a world class education, whether their parent can afford it or not. Through education, every child should be able to achieve their potential and ultimately improve their lives and the lives of those around them.

## Access for all - social inclusion

Every young person - including our most vulnerable - should be able to achieve their fullest potential - unhindered by social expectation or belief. They should have the confidence; self belief and resilience to believe they can change their world.

## Ambition for all - high aspiration

Every young person can access the highest quality teaching so that they can make rapid progress in all areas, giving them the knowledge and skills and qualifications to be successful.

## Inspiration for all - outstanding curriculum

*Our young people will have the character traits, knowledge and skills to make a positive impact on the world.* Our curriculum will inspire our young people to be curious about the world and inquisitive about words.

### Support schools to implement Covid-19 recovery plans - AB

- Develop remote learning platform and focus on impact, through establishing a working party; providing CPD; and developing highly effective shared resources
- Develop training on how to maximise effectiveness of face to face sessions
- Prioritise achieving ARE for the maximum numbers of pupils in Reading and Maths - for all year groups, including vulnerable and people with SEND - GB

### Curriculum - NT

- Work with all Headteachers to ensure that the MET curriculum vision is implemented in every school
- Work with Headteachers to plan truly knowledge rich content to be implemented more widely
- Work to develop the knowledge rich curriculum in secondary
- Develop a Core Curriculum team to promote subject expertise across all settings
- Support all schools' curriculum offer by developing a trust wide programme of enrichment opportunities, e.g. concerts, shows, school visits, Trust Award night
- Provide feedback to curriculum check team on performance of school

### Outcomes impact - ensure that pupils make rapid progress - GB/AB

- Work with settings to ensure that maximum numbers of pupils are reaching ARE in Reading and Maths in every year group
- Provide reports to executive team on the numbers of pupils on track to achieve ARE by the end of the year
- Run Yr 6 and Year 11 tracking, providing predictions for summer 2021
- Run Year 6 and Year 11 intervention meetings and process, using it to improve outcomes
- Provide support to Year 6 and Year 11 Raising Standards Leaders to deliver the highest KS2 and 4 outcomes possible.
- Deliver CPD; shared planning, moderation and intervention
- Increase capacity to boost Year 6 performance
- Provide feedback to Outcomes Check team on the performance of all schools via external metrics and internal tracking

### Governance - CS

- Implement Governance Recovery model
- Implement full review of governance
- Using best practice and research, devise and propose a new model, aligning with executive team structure
- Implement new model from Jan (subject to Covid-19 recovery)

### Continue to improve the image and reputation of the MET - CS

- Develop MET website (subject to budget)
- Maximise opportunities to network and provide support to other trusts/schools as appropriate
- Contribute to external programmes, e.g. Maths Hub/Master; ERP; Teaching school programmes - NT/AB
- Develop opportunities for school to school support via LLE, SLE, ELE routes

### Deliver world class CPD programme - AB/NT

- Write Covid-19 Recovery plan CPD programme
- Develop and deliver CPD programme that reflects highlighted areas for development from SEFs and SIPs
- Develop and run coaching programme for middle leaders

### Create a highly effective QA process for all settings - GB

- Create alignment for all settings in self evaluation processes
- Create consistency for all settings in development planning process
- Ensure CPD offer reflects schools' needs
- Produce QA calendar for trust
- Implement robust QA process throughout year
- Work with trustees to deliver transparent and executive level summary reports

### Early years- GB

- Oasis relationship with The Grove
- Strengthen relationships between Early years settings in MET
- Develop a robust and consistent QA system

### Develop high quality leadership at all levels

- Develop system wide opportunities for middle and senior leaders - SLEs; LLEs; ELEs - AB
- Run staffing reviews with Heads - to review efficiency and effectiveness of teaching - GB
- Transform headteacher team into MET Leadership group - focus on increased responsibility for running of trust and shared responsibility for all schools - GB
- Develop and run coaching programme for head teachers - GB

### Deliver highest quality recruitment and retention - MET as employer of choice - CS

- Develop a strong brand image for MET, implementing marketing advice
- Work closely with headteachers to anticipate recruitment needs
- Run speculative adverts where appropriate - HR
- Work closely with headteachers to understand strengths and areas for development in teams
- Run career conversations/secondments programme based on need
- ITT routes/NQT programme - GB

### Workload/well-being - CS

- Promote healthy working habits, both in and out of settings
- Use ethical leadership framework to support decision making at all levels
- Empower staff to prioritise highest impact in decision making about work
- Empower staff at all levels to prioritise what right for community

Why

How

What

Principles

## High expectations for every child

We are unapologetically ambitious for every child and young person, and will ensure there are no forgotten groups or areas

## Financial sustainability

Financial sustainability for all our settings ensuring our finances are planned, reported on and challenged to ensure transparency, prudence and solvency - both for the Trust and for each of our member schools.

## Integrity, transparency and trust

We are transparent in every aspect of our work, sharing and solving problems together because there is a climate of trust.

## Moral Corporate Responsibility

We are only as good as our most vulnerable student in our most vulnerable school. We share responsibility for our community and work determinedly to ensure that no one is left behind.

## Playing our part

We are determined to deliver for our community which includes all young people; staff and stakeholders within the trust. We are also responsible for contributing to the wider system

## High Challenge

Every young person can access a challenging curriculum if the quality of teaching is ambitious and of high enough quality. Our curriculum should not discriminate by social class.



# MOWBRAY

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## Why, How, What 2020-21

### Vision

***All our children will have the strength of character, knowledge and skills to make the world better.***

### Mission (why)

Every child is uniquely important and of equal worth.

Every child has the right to a world class education, whether their parent can afford it or not.

Through education, every child should be able to achieve their potential and ultimately improve their lives and the lives of those around them.

### Trust goals (How)

#### Access for all - social inclusion

We believe that our children can achieve anything and we will help them to do this. We must give them the confidence; self-belief and determination to believe they can change their world.

#### Ambition for all - high aspiration

We must ensure that children have simply brilliant teachers so that they can make rapid progress in all areas, giving them the knowledge and skills and qualifications to be successful.

#### Inspiration for all - outstanding curriculum

We will teach children things about life that will inspire them to be curious about the world and inquisitive about words. The skills, knowledge and facts they are taught will give them the tools to improve their lives and the lives of those around them.

### Principles

#### High expectations for every child

We are ambitious for every single child and young person, and no one will be left behind.

#### Playing our part

We know that we are responsible for all the children and adults in our organisation. We also need to make a positive contribution in Melton Mowbray and help to improve Education for all children.

#### Integrity, transparency and trust

We will always operate reflectively, truthfully and openly. By doing this, we will have nothing to hide and so build a strong sense of trust.

#### Moral Corporate Responsibility

We share responsibility for all of our schools. So we will work together to ensure that all of our schools are strong. We will always support each other.

#### Financial sustainability

We must ensure that every penny we spend has the biggest positive impact on our children. We must also ensure that we do not spend more money than we have.

#### High Challenge

We think that if our teachers are great enough, every single child could learn the most exciting and challenging things.