

Multi-Academy Trust Improvement Programme

Enhancing strategic systems and providing
support frameworks across your trust

The SSAT Multi-Academy Trust Improvement Programme

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Through this coherent development strategy for all the academies in your trust, SSAT will work with you on your **journey to provide exceptional education for all.**

The programme is founded on SSAT's *Framework for Exceptional Education*, whose essential improvement principles are leadership, teaching and learning and curriculum.

Principles of the programme

Translating research into the classroom

Embedding positive developmental formative pathways

Fostering collaboration with purpose at all levels of every academy

Outcomes across your students, teachers and academies

Students

Increased student outcomes

Improved learning, engagement and behaviour

More curiosity, confidence and autonomous learning

Transferred skills across subject/curriculum areas

Increased student leadership

Teachers and leaders

Improved reflection
Clearer progression routes

Highly effective ongoing CPD

Recognition and celebration of achievement

Increased motivation, retention and impact

Academies

A common language for learning and leadership

Increased cross curricular and inter-MAT collaboration

Development of a holistic teaching and learning model

Improved knowledge transfer and best-practice sharing

Increased cohesion

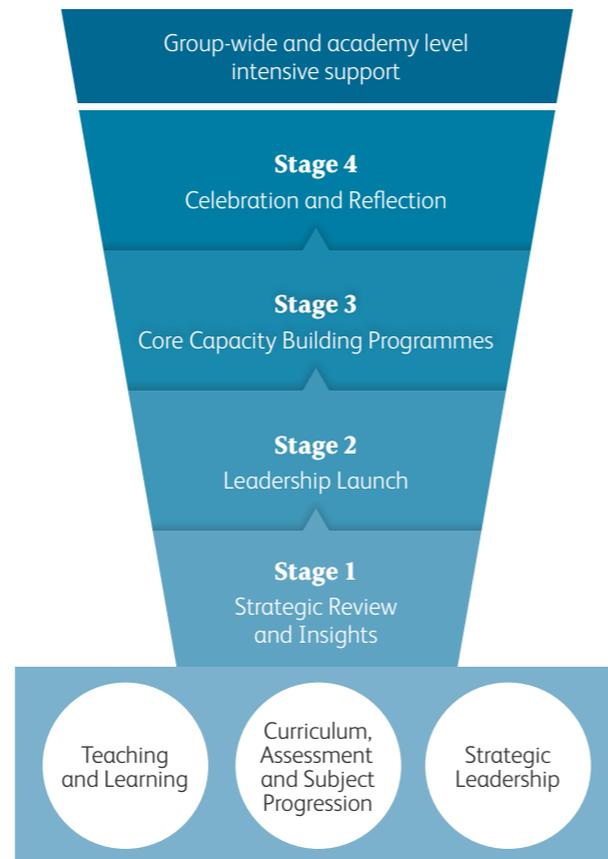
How the programme works

The academies in your trust will work together in communities of collaborative development to raise standards for all students who deserve nothing less than the best.

Core activities

The programme consists of four stages, including optional additional elements to ensure that you get all the support you need.

SSAT can also provide intensive support beyond the core offer at individual academy level.



STAGE 1

Executive Strategic Insight – Audit and Benchmarking

Bespoke data analysis: Presents the key performance indicators and latest Ofsted judgements for each of your academies highlighted on a single profile so that headline areas of success and concern are easily pinpointed. Including a RAG-rated data dashboard and position of any individual academy compared with all others nationally but also with all others in your group of academies.

A face-to-face meeting with CEO and executive team to present initial findings from the data dashboard, gathering further information about all academies in the group, their history, SEFs and priority areas. Strengths and weaknesses of each academy will be identified to help make support context specific.

A review of each academy's current self-evaluation including a preparatory discussion with the Principal and a one-day in-house review of leadership and management, teaching and learning, behaviour and outcomes followed by a written report outlining strengths and areas for development.

The findings will be reported back to the executive team and Principals with identified areas for development.

Regular policy updates will be provided through the network and online Principals and senior leaders networks.

STAGE 2

Leadership Launch

SSAT will build on data analysis and academy-level reviews to provide a one-day launch event with Principals and SLT. The MAT data analysis resource and the academy-level information will be used to ensure a shared understanding of key accountability issues and inform the identification of areas of strength that can be shared with other academies in the MAT, and areas for development both across the MAT and in individual academies to be addressed by appropriate support. Leaders will develop their understanding of their role focusing on:

- Connecting the vision and values
- Effective self-evaluation for sustained improvement
- Leading a consistent pedagogical approach
- Leading curriculum and assessment
- Talent spotting and next steps

The format of the day will be adjusted to suit the needs of your group of academies, introducing proven strategies and frameworks for self-support. Elements include:

Accountability: understanding and exploring the MAT data dashboard, and findings from the academy reviews.

Self-evaluation: Moving from descriptive to evaluative - what makes effective self-evaluation? Reviewing your own SEF. Strengths and areas for development.

Exceptional education framework: a tool to use with all staff as a formative pathway and to provide direction.

Shared vision for teaching and learning: across the group and in individual academies.

Lesson observation: through the SSAT guide to effective observation of teaching learning, including four secondary lesson videos and commentaries.

Curriculum and Assessment: with an SSAT toolkit used strategically to develop staff expertise and practice and to support curriculum and assessment design.

Developing people: Increasing your professional capital through effective professional development, providing structures and consistency of approach leading to sustainability and scalability.

Embedding formative assessment: through teacher learner communities, developing Lead Practitioners as leaders of learning.

Sustainability and scalability: The foundations and next steps.

The process is supported by five accompanying SSAT resources:

Framework for Exceptional Education audit tool and guidance materials

Embedding Formative Assessment Toolkit

Curriculum and Assessment Toolkit: inset in a box – a complete guide and training resource for a principled approach to curriculum and assessment review

Ofsted Guide: enabling self-supported improvement

Effective Observation of Teaching and Learning Toolkit

STAGE 3

Capacity Building Programmes for Teachers and Leaders

Concurrent sections covering three key areas:

TEACHING AND LEARNING

TEEP Level 1

A five-day programme to develop teaching and learning with SSAT's proven Teacher Effectiveness Enhancement Programme methodology. Through training a range of teachers across different academies and subjects across your group, you will grow pedagogical capacity and develop teaching and learning expertise to lead on developing your whole staff.

You'll also have membership of the national TEEP associate network and access to a wealth of TEEP online resources.

CURRICULUM, ASSESSMENT AND SUBJECT PROGRESSION

Lead Practitioner Accreditation

SSAT's high-status, rigorous national professional accreditation, based on your strengths and needs.

The training and online accreditation will:

- Be based on your strengths and needs
- Develop classroom practice through research
- Recognise, celebrate and showcase your expertise
- Evidence the impact on students
- Embed a structure to support leading across your MAT

STRATEGIC LEADERSHIP

Middle Leadership Training

A three-day programme across your MAT leading to the National Award for Middle Leadership, which will develop consistency of management across the engine rooms of your academies. The programme consists of six two-hour modules:

- Developing your leadership approach
- Building a high-performing team
- Leading your team day-to-day
- Using data for impact
- Leading and managing innovation and change
- Supporting your team

STAGE 4

Reflection, Recognition and Collaboration

SSAT will work with you and your academies to design a Celebration and Knowledge Sharing event which will include:

- Presentation of National Award for Middle Leaders and Lead Practitioner Certificates
- Reflection from each academy about their journey towards world class, presenting how they have progressed and lessons learned
- Breakout workshops for Lead Practitioners and Middle Leaders to share their impact case studies with teachers from across the academy
- Certificates, templates for presentations, guidance and advice for logistics as well as sharing SSAT reflections on the group's development

Find out more about how the MAT Improvement Programme can help your group:

☎ 020 7802 2300

✉ matimprovement@ssatuk.co.uk

🌐 ssatuk.co.uk/matimprovement

The SSAT Multi-Academy Trust Improvement Programme: *additional support available*

Across your MAT

Peer review

A programme for senior leaders providing coaching in effective self-evaluation and peer review, following which academies work in groups of 3 hosting and undertaking collaborative peer review of chosen areas, supported by an experienced reviewer.

Non-specialist/new to the profession Mathematics, English and Science Programmes

Combining subject specific content and pedagogy these intensive 3 day programmes provide training to support non specialists, and those new to the profession.

Celebrating and showcasing

A purpose-written soft or hard copy MAT-wide journal of success, impact, research projects, ideas and resources to share.

Leadership support

Specific identified support through SSAT's national programmes including courses designed for Executive Heads, Aspirant Heads, Middle Leaders, which can be delivered as exclusive cohorts across your group.

Intensive support for individual academies:

OPTION 1

TEACHING AND LEARNING

TEEP whole school five-day programme

Days 1 and 2: (consecutive)

Deepening knowledge and translating research to phases of learning, followed by 6-8 weeks of applying this knowledge in the classroom.

Day 3:

Deepening the understanding of the effective learner and the effective teacher.

Days 4 and 5: (Core group of staff)

Evidence-based coaching and mentoring programme building on TEEP portfolio teachers leading other colleagues to embed TEEP methodology.

OPTION 2

TEACHING AND LEARNING

Teaching and Learning Modules plus Embedding Formative Assessment consultancy day

Module 1:

Developing the effective learner.

Module 3:

Feedback and marking.

Module 2:

Meeting the need of learners through effective teacher behaviours.

CURRICULUM, ASSESSMENT AND SUBJECT PROGRESSION

Data for impact

Reviewing how data is used at all levels to maximise pupil outcomes, with focus on subjects.

Reviewing use of data to ensure that it has maximum impact on outcomes

A full day meeting senior and middle leaders, students, and your data manager to review not only assessment

data and tracking but also the impact of work scrutinies, lesson observations and other monitoring activity.

Student passports

A printed resource enriching students' experiences and extending the super-curriculum (KS3/KS4).

Resources to improve subject content and pedagogy

STRATEGIC LEADERSHIP

Embedding and developing your teaching and learning vision and values utilising the TEEP framework

Leaders for the future programme

CURRICULUM, ASSESSMENT AND SUBJECT PROGRESSION

Non-specialist/new to the profession: Mathematics and English programmes

Built on TEEP principles and combining subject specific content and pedagogy, these intensive 3 day programmes

provide training to support non specialists and those new to the profession.

STRATEGIC LEADERSHIP

Leading teaching and learning module

Student leadership consultancy (1 day) and accreditation

To find out more about the additional options available to complement the MAT Improvement Programme:

☎ 020 7802 2300

✉ matimprovement@ssatuk.co.uk

🌐 ssatuk.co.uk/matimprovement

The SSAT Multi-Academy Trust Improvement Programme: *underlying beliefs*

SSAT ensures that all of their professional development are built on the following core beliefs. As part of your MAT you may choose to use or develop these to underpin your next steps.

Teaching and Learning

- Teaching and Learning is complex
- Teachers are highly skilled professionals and learners
- All teachers and students have talent and potential to grow
- Great teachers care and have time for students (and know them)
- Students should be on a journey towards co-constructing their own learning
- All learning should be an active process with challenge

SSAT encourages:

- all students to be articulate, motivated and engaged
- teachers who are knowledgeable, reflective, inspirational and engaged in their own learning
- all teachers to be 'researchers'

Strategic Leadership

Outstanding leadership creates a clear and inspiring vision underpinned by core moral principles about the value and purposes of education. It ensures that great management and operational excellence support the delivery of the vision.

Outstanding leaders:

- Develop leadership in others to create a culture of sustainable success
- Are self-managing and emotionally intelligent
- Are confident and courageous; leading change and navigating complexity, without compromising core beliefs

- Demonstrate humility and a commitment to collaboration, building trust within and beyond the academy community
- Are always learning and seeking continuous improvement, being informed by evidence and research
- Create a safe environment for innovation and risk-taking
- Are outward facing, horizon scanners and contributors

Curriculum

The lived daily experience of young people in classrooms should be specific to the academy context, planned carefully, designed collegially, and built on the expertise of others. It should also be balanced, rigorous, coherent, vertically integrated, appropriate, focused, and relevant.

Assessment

An academy assessment system should:

- Meet the needs of the academy and of the learner
- Prepare learners for the complex ever-changing world of the 21st century
- Provide useful information for students, parents, teachers and leaders about the progress being made by learners towards expectations
- Provide milestone data and anticipated outcomes at key points in a learner's development such as KS2 assessment and GCSE
- Inform planning of learning and teaching activity

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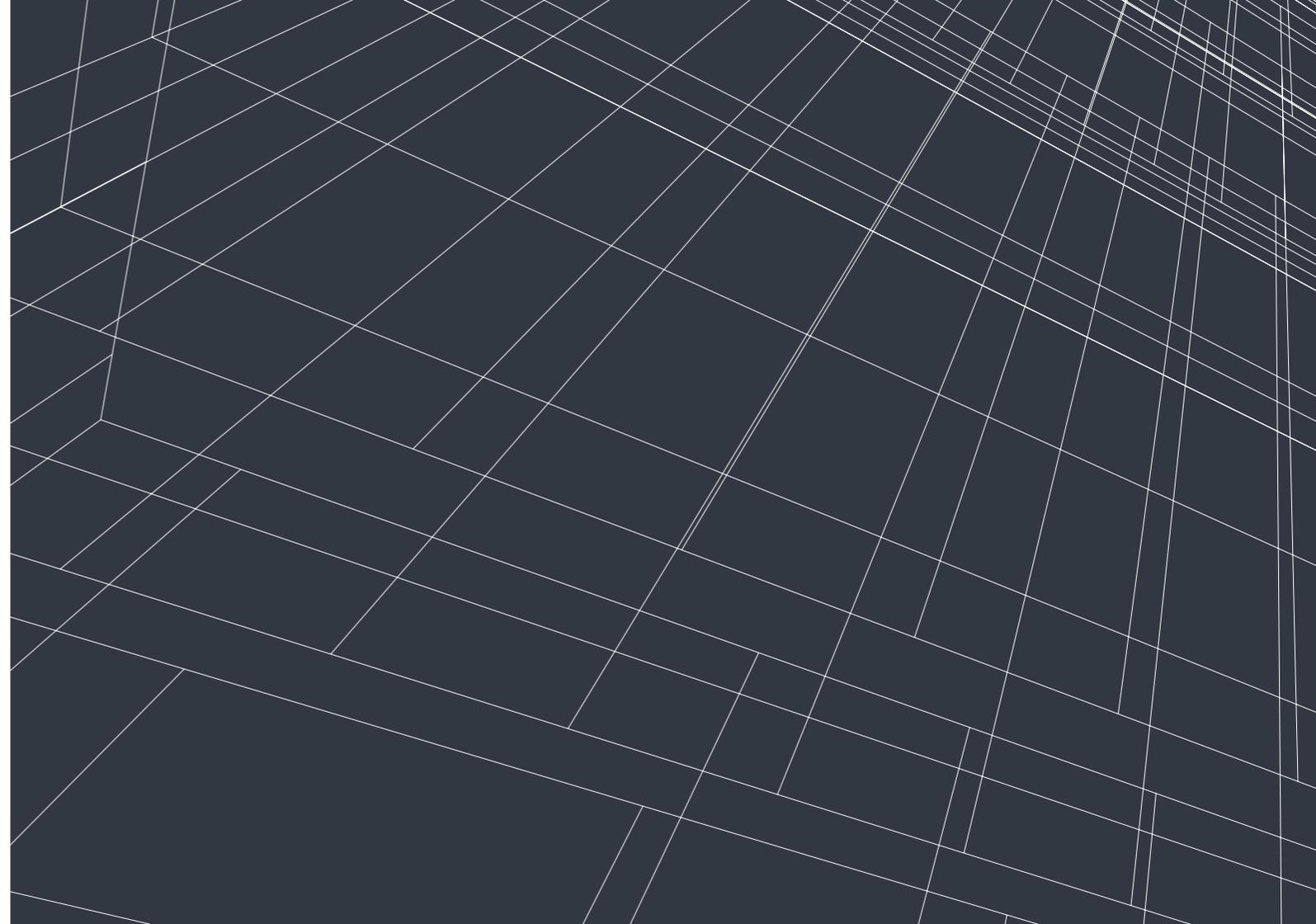
SSAT's membership and professional development programmes help you achieve the balance between making immediate short term gains for your students and developing your long term strategic vision.

We offer practical, schools-led advice for succeeding at Ofsted and raising attainment levels, but also provide long-term vision, a pioneering commitment to student leadership, insights into the latest research and innovative practice and, above all, the challenge that comes from collaborating with other schools and teachers.

SSAT is uniquely positioned to help MATs in the right way. We are:

- Principled and beliefs driven
- Committed to a school-led system
- Informed by almost 30 years of supporting schools and MATs to develop and collaborate
- Independent and impartial
- Research-informed with access to world leading experts

SSAT is the largest and longest-established national network of schools, working to deliver long-term sustainable solutions.



ssat

Central House, 142 Central Street, London, EC1V 8AR

Tel: 020 7802 2300 **Email:** info@ssatuk.co.uk ssatuk.co.uk

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