



# Achieving MAT Maturity

- a support package for Trusts



Cabot  
Learning  
Federation

# Overview

**This is not a course. It is a semi-bespoke support package designed to help the development needs of your MAT.**

There is considerable diversity across the MAT sector. MATs range in size, focus, geographical proximity, types of school and cohort. However, what they all have in common is that they are set up to help their schools continue to improve and want to be able to demonstrate how, by working together collaboratively under one roof, greater impact can be realised than were schools to operate alone.

The Cabot Learning Federation strives to play a key role in system leadership with a focus on effective and sustainable school improvement. We have 7 years' experience in the delivery of DfE accredited NPQ leadership development programmes, including the NPQH. We recognise there is a limited professional development offer for Executive Leaders and CEOs and have therefore developed a NPQEL programme, starting delivery this year. Further, we recognise the unique challenges for CEOs in a rapidly evolving system and hence the rationale for this offer. We believe in providing outstanding leaders with high quality development that equips and hones their leadership knowledge and skills and exposes them to new contexts and challenges.

## About the Cabot Learning Federation

In 2019 the CLF will have existed for 12 years (10 years as a Multi-Academy Trust (MAT)). In the course of that time our federation has developed from a small Bristol-based secondary education partnership to an instinctively collaborative ambitious organisation of over 20 entities, serving the educational needs of 9,000 children and young people aged 3 to 19.

Our federation is sponsored by the University of the West of England and Rolls-Royce PLC. Our academies are based in three 3-19 clusters in Bristol, South Gloucestershire and North Somerset. Most of our work takes place in an environment characterised by high challenge, high deprivation and high moral purpose. Aside from the founding school, John Cabot Academy, each of our Secondary academies has, at some time since 2007, been the lowest performing school in its local area. While all of these academies now enjoy much improved fortunes, we know that the passion to succeed for the children we serve has not always been enough on its own. We know first-hand the challenges and pitfalls that can be part of leveraging school improvement.

We employ around 1,600 people in a range of roles designed to help children to be successful in their lives. We also rely on the time and commitment of over 200 volunteer governors, who share our values and ambitions for our schools and our pupils. These are expressed in both our core purpose and our mission.

**To consistently deliver excellent educational experiences for pupils aged 3-19, improving their life chances and serving the communities of which we are a member.**

While we are based in the South West, as a mature MAT we participate in a range of local, regional and national networks that are designed to support the broader development of the education sector for the benefit of all children.

### Cabot Learning Federation: Core Purpose



Establish **High expectations** for all that we seek to achieve

Create **Equity** of opportunity, removing disadvantage

Champion the success and life chances of **All children**

Furnish pupils and staff with the **Resilience** to succeed as lifelong learners



Promote **Tolerance** and respect for ourselves, our communities and our environment



# Programme

- 1 School improvement at scale – fundamentals**
  - Achieving greater consistency
  - Tight vs loose – where does standardisation work?
  - Keeping school improvement the core business
  - The distinctiveness of phases
  - Building capacity to meet need
- 2 School improvement at scale – participation and performance**
  - Empowering effective people in a prevailing culture of 'standardisation works'
  - Deploying and supporting leadership
  - Curriculum, pedagogy and assessment
  - How to harvest the benefits of 3-19
  - Data and intelligent intervention, using a risk-led approach
- 3 School improvement at scale – sustainability**
  - Optimising resource in a culture of collaboration
  - Articulating your trust's school improvement model
  - Using your Teaching School and other infrastructure – harnessing capacity
  - Expertise and contribution to the wider system
  - Using research for impact
- 4 Human Resources**
  - Moving from single entities to a cohesive whole
  - Systems that create great opportunity and minimise distraction
  - Recruitment priorities
  - Managing performance and staff well-being
  - Working with professional organisations
- 5 Financial management at scale**
  - Optimising budgets
  - Systems and processes
  - Integrated Curriculum Financial Planning
  - Capacity before need
  - Income generation
- 6 Corporate Services**
  - Managing compliance
  - A strategy for estates
  - Procurement
  - Central resources
  - Aligning administrative services
- 7 Strategic and effective governance**
  - Hierarchy, structures and evolution over time and scale
  - Trustee accountability and local governance responsibility
  - Supporting nimble, focused and decisive governance
  - Scrutiny of standards and school improvement
  - Getting the right breadth and depth of skills; developing knowledge and expertise
- 8 Culture and scale - when you can't be everywhere...**
  - Alignment and autonomy
  - Prioritisation
  - Pace and timing – models of growth and development
  - Living professional standards
  - Working with regulators



## Programme structure

- This programme includes 8 modules delivered on face-to-face days, and an invitation to the CLF summer conference. Participants may choose to attend some or all of these modules and may bring colleagues to relevant sessions.
- The face-to-face days will be delivered and facilitated by experts from the CLF Executive and Institute teams, with additional input from guest speakers from outside of the CLF.
- Some of the modules in this programme overlap with the NPQEL programme and the professional learning can be acknowledged if a participant also completed the accredited programme concurrently or at a later stage.
- The face-to-face programme will be complemented by an Executive leadership coaching offer.
- An initial audit of the participant's current circumstances and growth and development plans will inform the offer of opportunities for bespoke visits to the CLF and/or other MATS for Executive and Senior colleagues to observe and explore the content of the programme in context.



# Package Fee

£5000,\* which includes eight modules delivered on face-to-face days (participants may invite as many colleagues as they like to any module), plus invite to the CLF summer conference in July, coaching and bespoke visits arranged for participant and Executive/Senior team.

## How to register

If you are interested in joining this programme, please contact **[institute@clf.cabot.ac.uk](mailto:institute@clf.cabot.ac.uk)**

For further information contact:



**[institute@clf.cabot.ac.uk](mailto:institute@clf.cabot.ac.uk)**  
**Tel: 0117 244 6233**

CLF Institute, Russell Town Avenue,  
Redfield, Bristol BS5 9JH

\*Correct at 1 December 2018

