

# School Improvement Strategy

2022-2023

## Rationale

The impact of Covid-19 was significant across our all schools nationally, and yet outcomes for Oak Trees rose in 2022 to be above national for the first time in the Trust's existence. We are confident our rigorous school improvement strategies are working, and we are confident that this pattern can continue in future years.

The following plan outlines the strategies the Trust employ to drive improved performance of all our schools and ensure that Oak Trees MAT is the lead in the area for teaching and learning.

- 1. Outcomes Action Plans** - All schools across the Trust will have their own Outcomes Action Plan in place for 2022-23. These plans will highlight how Headteachers, Lead Practitioners and Senior Leadership Teams will work to improve teaching and learning and outcomes across their schools focusing on CPD, coaching and sharing research and good practice. These plans will be monitored across the year by Trust leaders to ensure that all schools continue their drive for improvement.
- 2. School Improvement Lead** - Regular focused visits from the School Improvement Lead at least fortnightly. The regularity of visits will depend on the performance and circumstances of the school, with all visits focused on moving forward teaching and learning, school performance and working collaboratively with headteachers and senior leaders to drive schools forward educationally.
- 3. Lead Professionals** - Will continue to work across schools, with the focus on training, coaching and enhancing teaching and learning across the MAT as well as developing capacity and talent. Time will be given to deliver the role.
- 4. Continuing Professional Development (CPD)** - we deliver an enhanced CPD programme for a range of staff, with some delivered beyond the MAT - focusing on Leaders, Teachers (including NQTs and RQTS), TAs, Admin staff and Governors. Some training may be delivered online. National speakers are also utilized, including our MAT INSET day with Tom Sherrington focusing on the Rosenshine principles. Training is evaluated and its impact monitored ongoing by the Trust.
- 5. Teaching and Learning Policy** -the MAT Teaching and Learning policy has been developed by Lead Practitioners and Trust leaders, developing pedagogy, teaching strategies, rationale, vision and non-negotiables whilst enabling schools to adapt to meet the needs of their children. The policy principles and strategies will be embedded across schools to highlight the agreed principles, strategy and vision and will form the basis of Lead Professional work in 2022-23.
- 6. Writing CPD and Moderation Programme** - the Trust key area for improvement in terms of outcomes continues to be writing. Thus, our Trust writing leads will support schools and teachers in improving writing provision and outcomes across the schools, including leader coaching, staff training and moderation support.
- 7. Quality Assurance Framework** - the Trust is introducing in 22-23 a QAF which outlines how schools will be held to account during the year. This includes regular reviews in areas such as website compliance, teaching and learning, safeguarding, staff and parent views and data performance. The aim of this QAF is to ensure that all schools perform well and drive improvement. Each school will undertake a school review annually working with a highly qualified external lead.
- 8. Network Groups** - The Trust facilitate a number of network group meetings over the course of the year. These are in a number of key areas, such as subject leaders, EYFS and SEND. These groups work collaboratively to improve practice and develop consistency across the MAT, and these are an integral part of our approach to improve schools based on the value of Collaboration.

## Achieving Excellence Together

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### Our schools

Brackenwood Junior School  
Church Drive Primary School  
Egremont Primary School  
Great Meols Primary School  
Greasby Primary School  
Poulton Lancelyn Primary School  
Stanton Road Primary School



# The 6 Ways We Drive Improvement

## 1. CPD

- Annual joint INSET days with the focus on topics relevant to all Trust schools – maths and pedagogy in 22-23
- Rigorous CPD plan in place, covering Governance, Headteachers, teachers and TAs on a range of topics, such as safeguarding, curriculum, SEND.
- SEND CPD programme in place via our MAT SEND Lead and support consultant
- Regular MAT staff meetings, focusing on relevant training, moderation and planning.
- Bespoke internal training for and from lead professionals in our schools.

## 2. Leadership Development

- Regular CPD and leadership opportunities across the MAT
- Regular English and maths and other subject leader network meetings throughout the year
- Opportunities for strong leaders to support in other settings as required and agreed
- Lead Professionals system to share and develop good practice across the MAT and develop future leaders
- Headteacher meetings regularly to promote collaborative working and support good practice
- Aspiring leaders network meeting in place and delivered by Headteachers

## 3. School Improvement Lead

- The SIL is responsible for coordinating support for schools. This is done through regular visits to each setting, working with school leaders.
- The SIL is responsible for ensuring the quality of teaching and learning across the MAT, including sharing best practice and working with the CEO if a school is underperforming.
- The SIL is also responsible for monitoring the delivery of each School Improvement Plan and ensuring that outcomes are good and supporting the Headteachers to raise attainment each year.
- The SIL leads the Lead Professionals team, supporting collaborative work and teaching and learning development
- The SIL carries out annual reviews of each school, with external adviser support, to check provision and aid improvement.

## 4. School To School Support

- Outstanding teachers and leaders and Lead Professionals, as required, carry out school to school support through coaching in other schools and classrooms across the MAT.
- Headteachers and key school leaders take part in school-to-school peer reviews.
- Senior leaders and curriculum leaders carry out training and offer in-school support as required across the MAT.
- Staff may, on agreement, be deployed in other schools for specific purposes or times of need.
- Lead Professionals work across the MAT in specific areas coordinated by School Improvement Lead.
- Headteachers each year provide support across the MAT if required.

## 5. CEO – Support and Challenge

- The CEO and SIL carry out all Headteacher Performance Management, including setting of Key Performance Indicators for all schools.
- CEO and SIL carry out termly date and strategy meetings with each Headteacher.
- CEO and SIL hold regular meetings in each school to work with Headteachers and hold them to account for standards.
- CEO and SIL co-ordinate Trust and School Action Plan if standards are below those required.
- CEO and SIL report on outcomes and school effectiveness to Trust Board.
- CEO and SIL co-coordinate strategic plan and CPD plan annually for the Trust.

## 6. Network Groups

- At least termly meetings for a range of senior leaders working with Headteachers and external consultants to drive standards and consistency. Focus for 22-23 includes:

- SEND
- EYFS
- Science
- Deputy Heads
- English
- Maths
- PSHE

These network groups enable sharing of good practice and develop key connections for moving schools and their curricula forward.