

**GROWTH PAPER**  
**March 2023**

**Governance  
Offer**

**School  
Improvement Offer**

**Operational  
Delivery Offer**

**Finance  
Delivery Offer**

**Why do we ensure School Improvement support and challenge?**

GHAT demands that all of its schools have a continuous focus on School improvement and that all leaders have high aspirations and Expectations for all pupils. We believe we are all on a continuous journey to learn and know more.

Through our 'Continuous Quality Improvement' offer (CQI) we support a forensic analysis of need in each school and a linking differentiated support approach at each of the varying stages of an academy improvement journey. Our academies all share common values including promoting a climate for learning which promotes effective learning behaviours and a broad variety of teaching approaches. The Trust's workforce development team enable academy staff to engage with evidence, make informed research decisions and create a culture of reflection to ensure teachers, managers and leaders are as good as they can be in what and how they teach. This is a 2-18 offer with a national workforce development delivery footprint from our Research School and English Hub.

We feel it is important to provide assurances through appropriate challenge, our continuous quality improvement offer is further supported through our 'Continuous Quality Assurance' offer (CQA) where termly the MAT CEO and external partner meet to quality assure the ongoing school improvement work, provide support and challenge whilst holding senior leadership to account. Findings, next steps and celebrations of successes are reported to senior leaders at each academy who in turn share with their Local Governing Bodies and are part of the CEO's reporting to the trust board.

**What is our school improvement support and challenge offer?**

**CQI – Continuous Quality Improvement**

- Understanding need, leading a culture of improvement and building capacity for improvement
- Ensuring academies curriculum is ambitious in design and matched to meet the needs of the pupils in order to prepare them for their next stage of learning
- Quality assurance of senior and middle leader accuracy of judgements through joint termly monitoring
- Providing a coaching and mentoring offer to senior leaders
- Supports academies in evaluating the impact of specific pedagogies and interventions
- Deployment of workforce development team through MAT internal offer
- Deployment of commissioned support following identification of need
- Analysis of academies use of assessment and moderation.

**CQA – Continued Quality Assurance**

- Quality assuring the CQI processes
- Ensures leadership through moral purpose
- Understanding all academies both quantitatively and qualitatively
- Holding Senior Leaders to Account
- Support, challenge and agreement with self-evaluation form
- Support, challenge and agreement with school improvement plan
- Ensures Governance Structure and skills retain focus on school improvement.

**Workforce Development**

- Includes Research School, English Hub and SCITT providing both internal and external offer of school improvement
- Offers evidence based professional learning
- Provides capacity to recruit, develop and retain talent



- Provides opportunities for leaders to support their career progression with involvement in national programs
- Has teams of designated system leaders with specialisms in different areas and teaching phases
- Support with principled curriculum design
- Encourages, assesses and supports scaling up of innovation
- Designs and delivers high quality programmes and support
- Supports and empowers middle leaders as leaders of teaching.

#### ***Who provides our school improvement, support and challenge offer?***

We are uniquely placed with our own dedicated internal teams who support our academies to ensure school improvement including workforce development is prioritised. In summary:

- Trust board with school improvement and leadership experience at all phases
- Dedicated standards committee with oversight of school improvement support and challenge
- Linking chairs of local governing bodies network which provides local oversight and support materials
- Dedicated Director of Governance for leadership support
- Dedicated Director of School Improvement with a team including primary and secondary academy leaders, executive leaders, workforce development teams and post holders for current initiatives
- Academy leaders, Deputy-Head and subject co-ordinator forums.

#### ***When is our school improvement, support and challenge offer provided?***

A calendar of events is designed annually with continuous support for CQI and workforce development alongside termly CQA including:

- Forensic assessment of data, a supported MAT assessment systems and processes
- Annual SDP (AIP) joint planning with support and planned offers from our workforce development teams
- Termly networks of leaders and managers to learn with and from each other
- Continuous opportunities to be part of research trials and roll out of latest innovations
- Set half termly CQI joint events with SI team support
- Set termly CQA events with SI team support for any external challenge
- Timetabled events to match governance reporting timelines and DfE expectations.

#### ***Where is our school improvement support and challenge offer provided?***

We are able to support all our academies on their own sites with location-based hubs, at our Trust offices and have additional facilities available as needed.

The **impact** and **track record** of the above SI offer is clear  
with all our schools as of the academic year 2022-23 at least Ofsted good or better.

A key aspect is to engage in innovation to continuously respond and evolve to meet changing locality and national needs including our current ...

*[“Building a stronger, broader 2-18 trust offer in West Yorkshire – 2022-23 Stakeholder Overview.”](#)*

We are interested in working in partnership with those seeking to join our family of academies, both those wishing to contribute as capacity givers and those who for a shorter time-frame may need additional support.

<https://greateightstrust.org.uk/contact-us/>

Carlinghow Academy – Ofsted Inadequate 2018 (joined GHAT 2019-20) to Good, May 2022. *“The CEO and governing body have been key partners in reshaping the strategic direction of the school. The executive leadership team knows the school well. It has worked alongside school leaders to drive rapid, sustainable improvements in school. Trustees perform the required statutory duties with care. They hold senior leaders to account. Teachers are well supported. They express their gratitude at being part of this strong staff team.”*

The Greetland Academy – Retained Ofsted Outstanding, October 2021 – *“Support from the trust has been highly effective. Trust leaders work closely with the leadership team to make the school even better. Staff told inspectors that leaders, including governors, are mindful of their well-being and workload. They feel well supported by leaders. Staff are extremely proud to work at the school.”*

West Vale Academy – Ofsted Inadequate 2017 (joined GHAT 2018-19) to Good June 2022 – This comment, written by a West Vale parent, is typical of many parents’ and carers’ comments: *“West Vale has come a long, long way. I think as a school they have made massive progress.”* Inspectors agree. Trustees and governors have taken effective action to ensure a rapid pace of school improvement.