



Raising Aspiration Through Local Partnerships

Dave Baker, CEO, The Olympus Academy Trust
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National Context

- Multi-academy trusts (MATs) will proliferate but a dual system will continue
- MAT members will be local to one another or will have geographical hubs to be most effective – “intentional design” of local and regional landscape
- MATs may be single phase e.g. primary but are increasingly more likely to have a mixed economy to include primary, secondary, special, PRU, Studio School, UTC in order to reflect the range in any given area
- The last government’s spending review decisions and raising the bar around accountability frameworks have accelerated the move into larger groups as a stand-alone existence has become increasingly untenable for most
- There will be MAT mergers and acquisitions in the months and years ahead
- The power of the group to negotiate, create economies of scale, be self-managing in relation to school improvement and support, offer appropriate pathways for all students, relate to the community...
- MATs who sponsor schools facing challenge will be supported but will also be held to account about progress and outcomes
- The Trust must be seen as separate from the institutions and needs two tiers of accountability to be effective



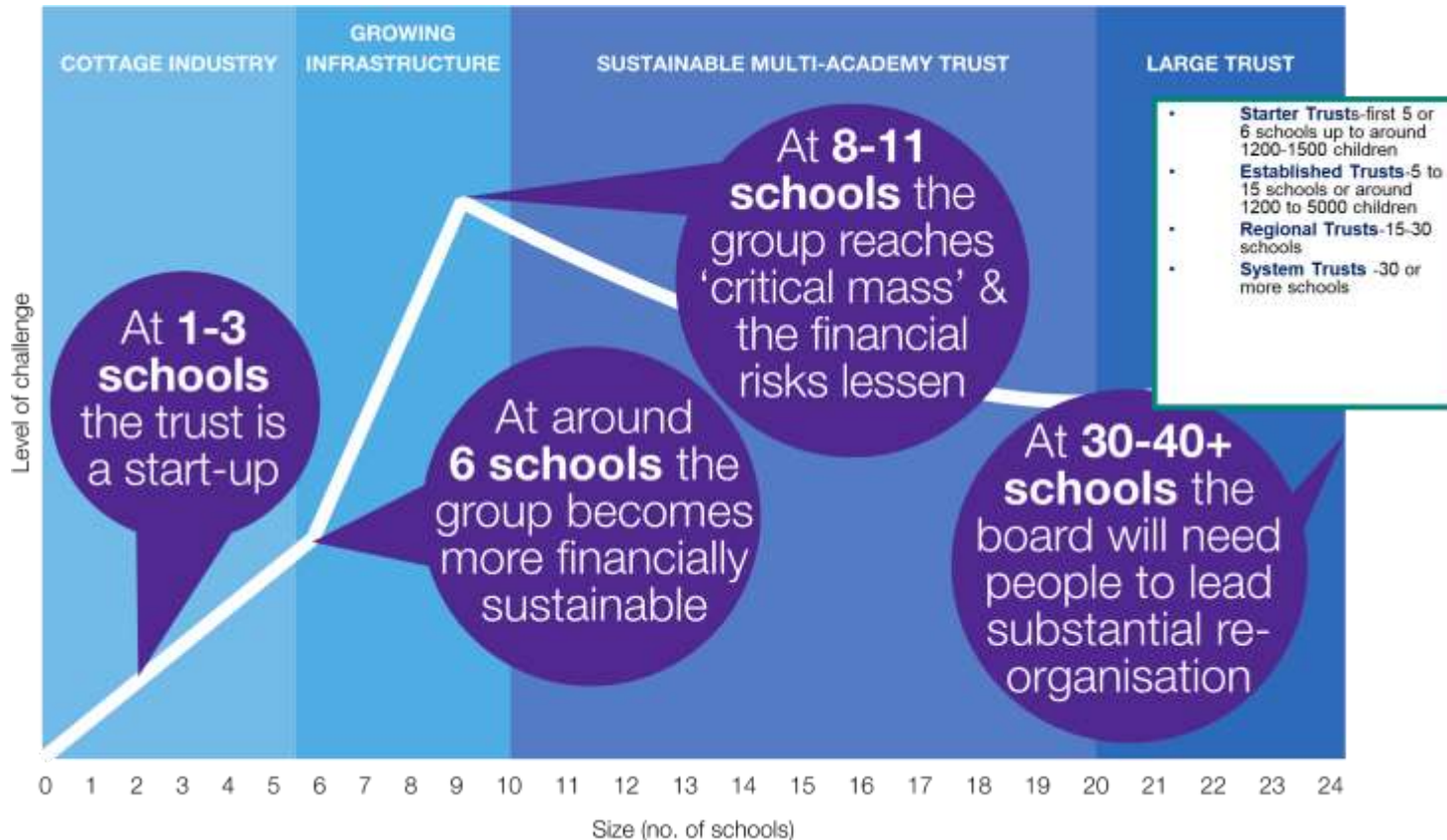
OAT in the national MAT context

Academies in trusts and size of trusts:

Trust Size	Academies	% Academies	Trusts	% Trusts
1	1,891	32.0%	1,891	69.8%
2	568	9.6%	284	10.5%
3-5	1,257	21.3%	343	12.7%
6-10	975	16.5%	135	5.0%
11-20	471	8.0%	35	1.3%
21-30	299	5.1%	12	0.4%
31-40	138	2.3%	4	0.1%
41+	241	4.1%	5	0.2%
Total	5,905	100%	2,709	100%

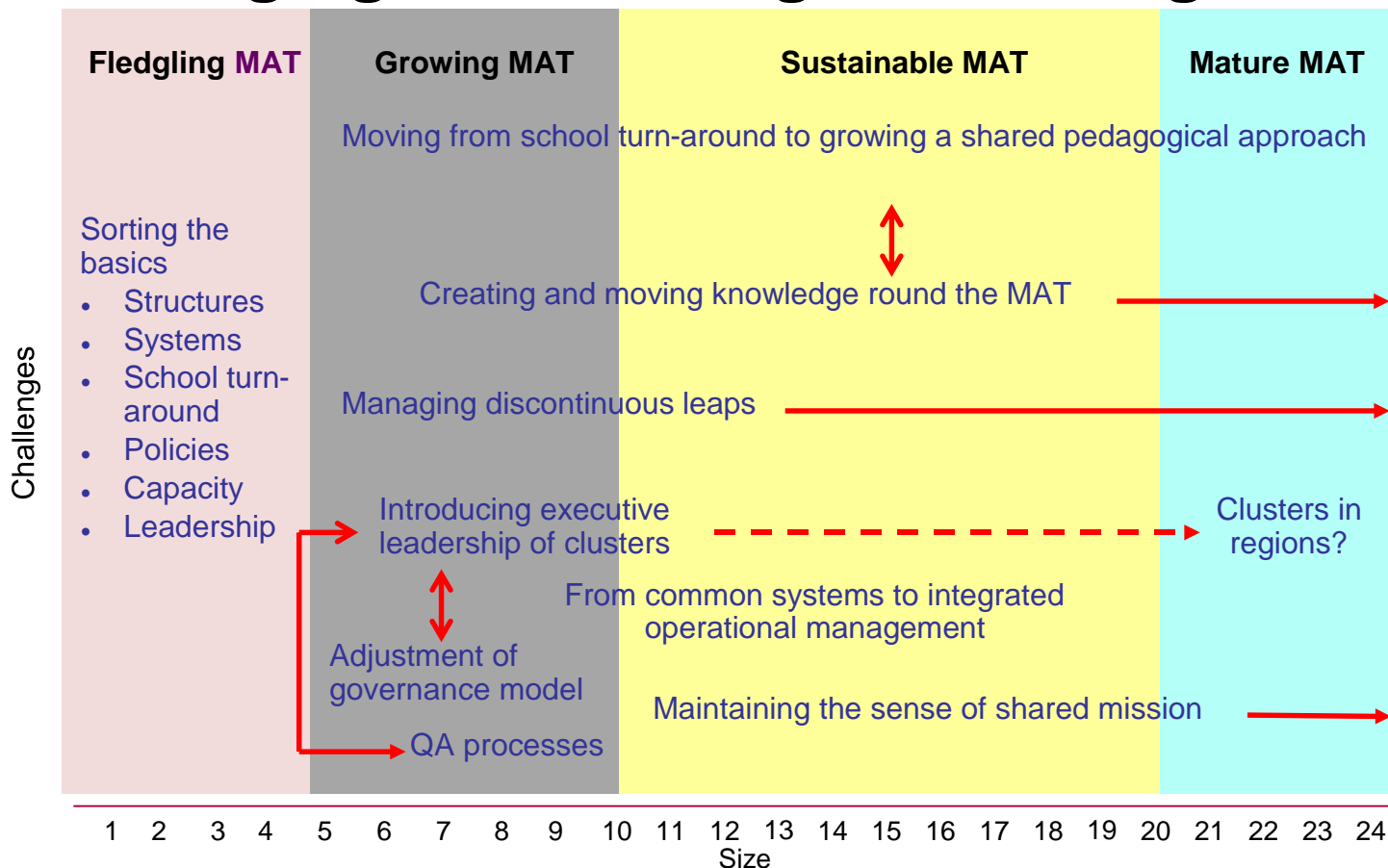


The challenges of MAT growth



Source: Academy Ambassadors

Managing the challenges of MAT growth



OAT 2017-

18



Winterbourne
International Academy



Abbeywood
Community School



Bradley Stoke
Community School



Patchway
Community School



The
Olympus Academy Trust



Meadowbrook
Primary School
Inspiring successful learners



Charborough Road School



8, then 9 schools... over 750 staff... approx. 6000 learners...

A Growing Local Trust



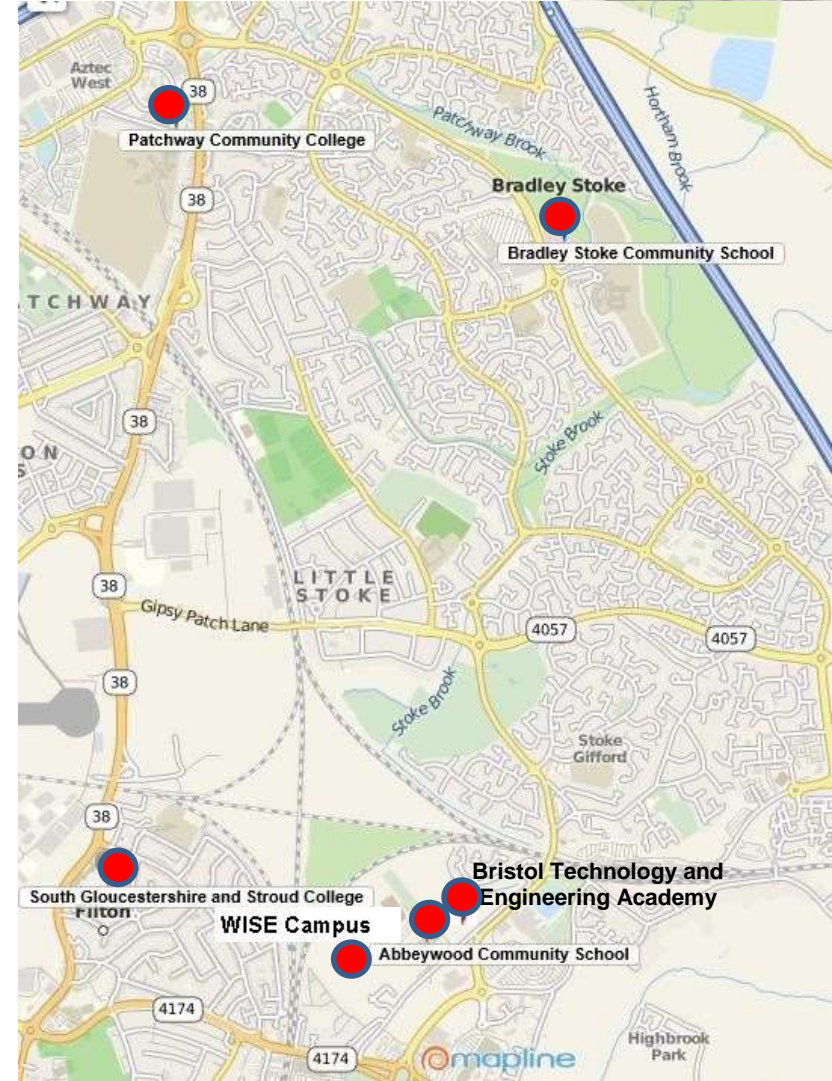
The Concorde Partnership



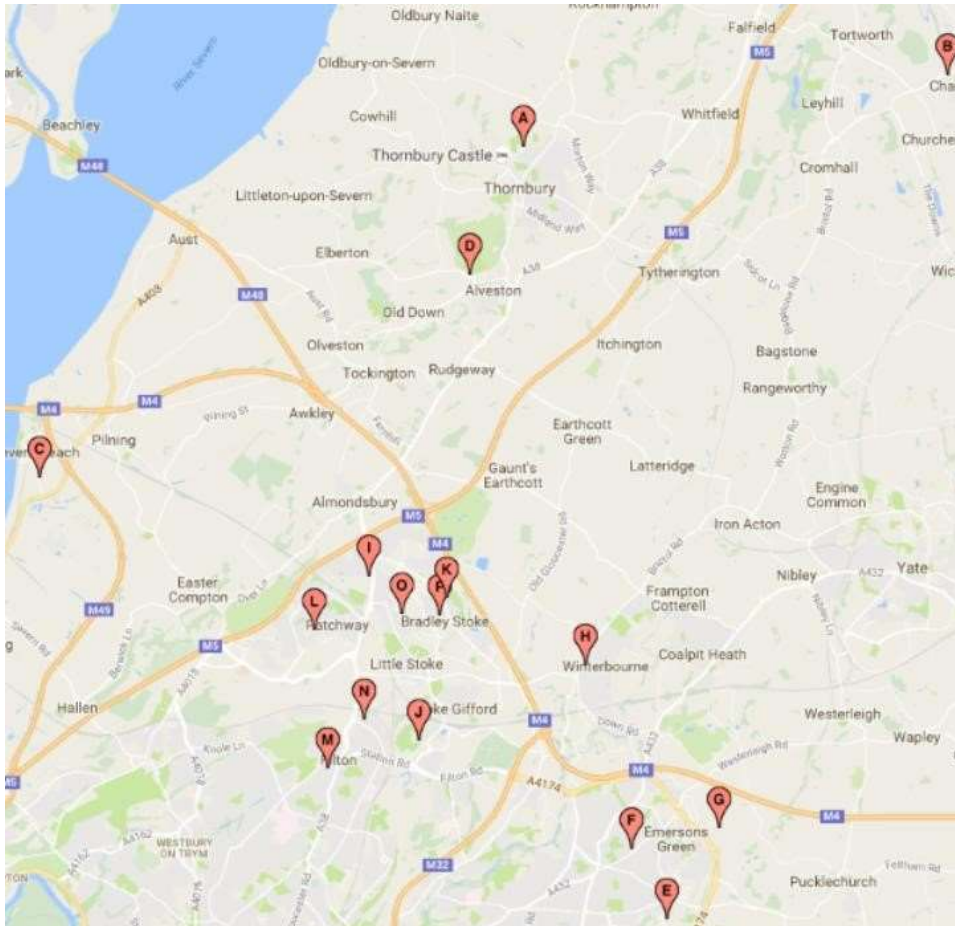
5 partner organisations:

- Abbeywood Community School
- Bradley Stoke Community School
- Patchway Community College
- Bristol Technology & Engineering Academy
- South Gloucestershire and Stroud College
 - A38/Filton Avenue Campus
 - WISE Campus

More organisations = more choice for students



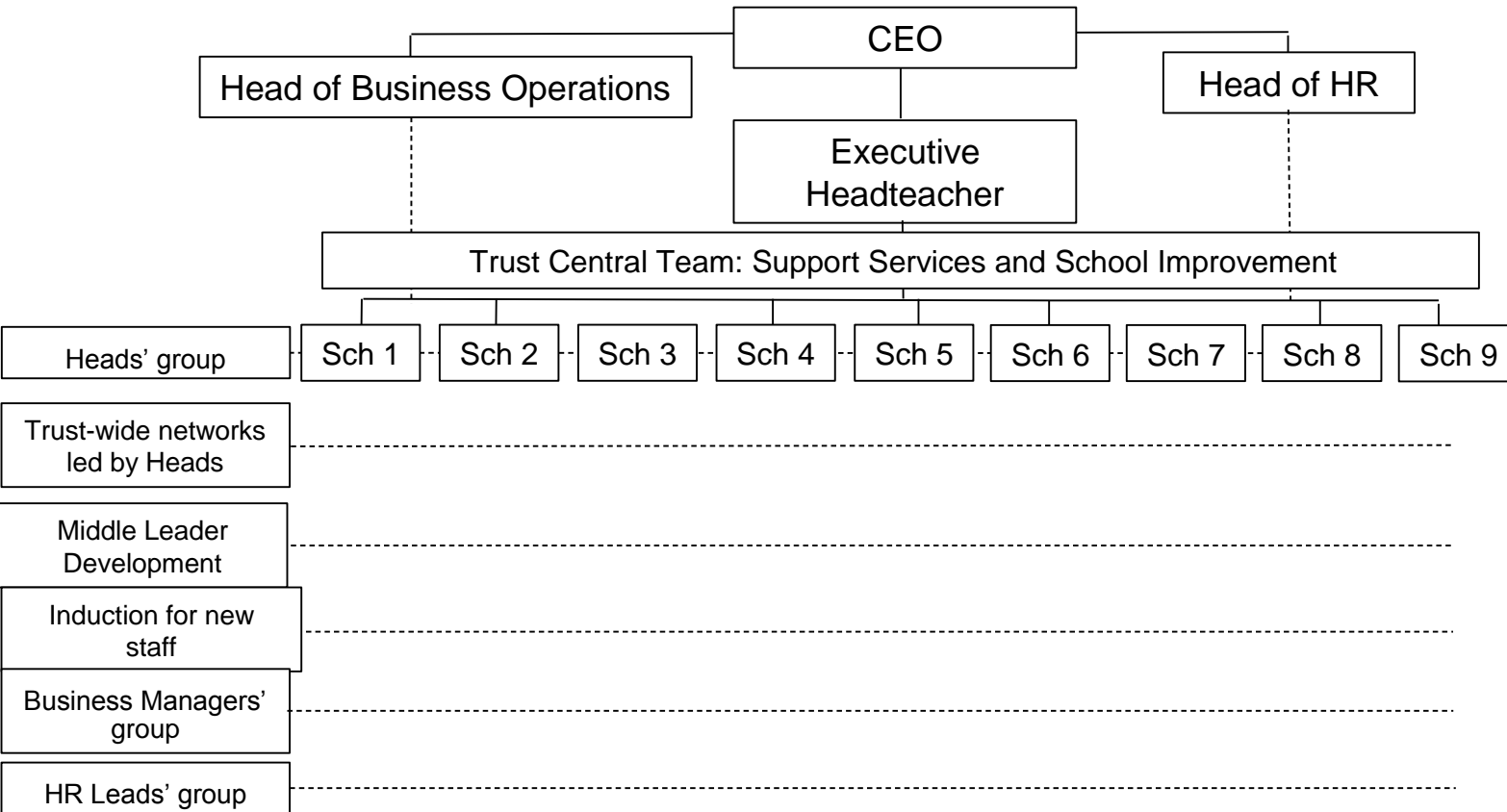
Local Partnership



- A - The Castle School
- B - Charfield Primary School
- C - Severn Beach Primary School
- D - Marlwood School
- E - Mangotsfield School
- F - Downend School
- G - Lyde Green Primary School
- H - Winterbourne International Academy
- I - Patchway Community College
- J - Abbeywood Community School
- K - Bradley Stoke Community School
- L - Callicroft Primary Academy
- M - Charborough Road Primary School
- N - Filton Hill Primary School
- O - Stoke Lodge Primary School
- P - Meadowbrook Primary School



OAT Leadership Structures 2017→



The Olympus Academy Trust – what do we stand for?

Mission

To support and enable all learners to believe in themselves, achieve beyond their expectations and develop the skills needed to succeed and enjoy life

Vision

- To develop excellence in every phase of a learner's journey from Early Years to Post 16
- To be considered an employer of choice, education provider of choice and community partner of choice
- Each school within the Trust to be:
 - recognised as a centre of excellence and nurture for its learners
 - independent, strongly led and self-improving
 - an integral part of its local community and valued as such
 - giving support to and receiving support from other schools within the Trust
 - successfully engaging with parents/carers to support learner progress, well-being and achievement
 - offering opportunities for learners beyond their own school, through collaboration
- To develop the Trust's core values, to promote respect and the skills for life-long learning

Values

These attributes and mind-sets drive our behaviour and actions:

- We believe we are stronger together
- We seek collaboration rather than competition
- Growth mind-set is at the heart of all interactions – we believe all things are possible
- We are inclusive – no groups or individuals will be left behind, regardless of background and/or starting points
- We seek to inspire so that learners will aspire
- We act with honesty and integrity and are willing to learn from mistakes
- We encourage and support all within the Trust to be engaged, independent, reflective, resilient, resourceful, respectful, responsible and supportive



OAT – Standardised, Aligned or Autonomous

Standardised	Aligned	Autonomy (examples)
<ul style="list-style-type: none"> • Single Employer • Key central Policies • HR – salary ranges, JDs etc. • H&S inc. Compliance • IT & IT Support • Governance and Trust Board <ul style="list-style-type: none"> • Local Governance • Headteacher Reports • Agendas • Calendar – INSET / timetable • Concorde 14-19 partnership • Attendance • Finance – Budgets & reporting • Post 16 • Safeguarding • Exam boards P16 	<ul style="list-style-type: none"> • Raising Achievement • Maths (secondary) • Product Design • Ofsted Planning • Parents’ Evenings • Inclusion and SEND • Behaviour policy • Safeguarding <ul style="list-style-type: none"> • Risk registers • Data • Curriculum 14-19 • Marketing and branding • EYFS (ABC Does) • Environment (primary) • Premises support 	<ul style="list-style-type: none"> • Leadership structure • Lesson observation • Areas of Quality First Teaching – signature pedagogy • Curriculum (SoW) • Assessment and reporting • Roles and Responsibilities (leadership/subject/phase) • English (secondary) • Intervention • Exam specifications • Year 11/10 Mocks /moderation • Cover and PPA • Family Support



OAT – Opportunities and

- A range of subject and themed networks will run across the Trust to support **Support** development and will need representatives from each school
- Leadership programmes, NQT support, new staff induction etc. will be offered across the Trust (and beyond)
- The shared Teaching School (OAT and Castle School Education Trust) with Bradley Stoke as Lead School will provide opportunities for initial teacher training, leadership development and support/intervention for school improvement within the area
- We have made some progress towards aligned and standardised approaches across the Trust
- We need to do more in order to get the benefit of belonging to a larger organisation by sharing and making sure we don't all re-invent the wheel
- We will be looking to align curriculum and assessment so that we can share and compare schemes of learning, teaching plans and outcomes – this should reduce workload for everyone in the long run
- We need to become better at sharing best practice between schools



- We need to do more sharing of expertise and challenge between MATs

Within South Gloucestershire

- There is a tension within schools at present between academic accountability measures and the need to teach young people skills for life and work
- Challenge locally of raising aspiration, engaging young people in education and securing strong outcomes (this point relates to the first one re. perceived relevance and motivation to learn and succeed)
- 11.2% of young people locally take up apprenticeships (UK top quartile) but they are still a mystery to many in schools
- Strong practice locally re. careers and guidance with employers supporting interview days, work experience placements, input into subject lessons, involvement in business breakfasts and careers/HE fairs...
- New curriculum and new qualifications provide opportunities for more involvement from businesses and HE – best practice by the few needs to become consistent practice for the many please
- Partnerships are key and schools are desperate to work with businesses/HE
- Schools are always looking for community governors and trustees please



Any questions or comments?

There is lots more to read on the OAT website:

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**Education and skills: developing
skills for a modern economy**

THANK YOU

