

Operational Objectives Sept 2020-Sept 2023

1. To ensure that the two schools perform well in the face of any arising or unforeseen challenges

- Ensure that appropriate time and energy is dedicated to such challenges e.g. external reviews/ Coronavirus planning/ recruiting for key positions/ responding to financial challenges*

Measure: The MAT Board to monitor how all arising/ unforeseen challenges are being handled at board meetings.

2. To strengthen staff engagement and improve recruitment and retention

Create a new appraisal matrix that enables staff to be fairly evaluated in terms of their effectiveness

- Launch a new appraisal scheme which better evaluates the impact a staff member has on the school *
- New appraisal scheme to be agreed with Trust Board, staff governors on LGBs and union representatives*

Ensure that staff voice is heard and influences developments within the MAT

- Launch a staff forum and appoint a Chair from the staff body to lead this*

- Work with the Staff Forum to ensure that staff engage in Blue Sky thinking about how the school can improve *

Ensure that excellent candidates/high performing staff are motivated to apply to/ remain working at the MAT

- Ensure that a CPD pathway is in place for every member of staff at Hasmorean and that all current staff and candidates applying to the school are aware of the pathways that are open to them to improve recruitment/ retention. *
- Ensure that excellent candidates/high performing staff and are motivated to apply to/ remain working at the MAT by investing the budget set aside for this by the MAT Board in incentives chosen by the Staff Forum

Measure: Ensure the Staff Forum's recommendations reflect the priorities of the staff for school improvement

Measure: Evidence that all staff rated on average 2 or below have a plan in place to improve their practice and for the impact of these plans to be monitored by SLT and by local governors.

Measure: The staff attrition of rate of higher rated staff falls in line with the investment in the staff body e.g. if the investment in staff rises by 5%, the attrition rate falls by this percentage

Measure: Staff morale, as evidenced by staff survey, improves in the categories over which the SLT and ELT have control

3. To strengthen Kodesh and Chol

To enable students to catch up after the Covid lockdown

- Ensure that the best content and questioning in each subject is recorded and is accessible to all members of the department/ all students
- Ensure that there are action plans kept by DoLs and monitored by SLT which outline support for every subject/ teacher with a negative value added results at either GCSE or A level*
- Review the entrance criteria to courses in the sixth form on an annual basis in the light of student performance to ensure the bar is set at the most effective level*
- Ensure that there are action plans which outline how students will be supported to catch up on their studies following the Covid Lockdown*

To ensure the Kodesh curriculum supports different groups of students to reach their potential

- Create 4 to 5 Kodesh student profiles for both boys' and girls' schools*
- Agree outcomes for each Kodesh student profile by year and create attractive and effective pathways for students' journeys through Hasmonean*
- Consult with parents on a review of the Kodesh curriculum*

To reinvigorate learning and teaching

- Ensure that every member of staff visits a different school to bring back and share examples of innovative practice
- Invite in DoLs from high performing subjects in other schools to review under-performing subjects (when Covid permits)

To ensure the Chol curriculum supports different groups of students to reach their potential

- Consult with parents on a review of the Chol curriculum *
- Review the entrance criteria to courses in the sixth form*
- Review the vocational pathways at Key Stages 4 and 5*
- Ensure that the provision for students' wellbeing, mental health, cultural and religious awareness, spiritual wellbeing, career development and physical fitness is mapped in the curriculum*
- Review 3-subject rule in 6th form*

Measure: Data shows that Year 11 and Year 13 students are back on track in terms of their expected progress by July 2021

Measure: Differentiated Kodesh curriculum matched to student profiles agreed by end of the academic year 2020-2021 introduction from Sept 2021

Measure: The best new ideas from other schools are shared with all staff by end July 2021

Measure: The Chol curriculum is reviewed and a new curriculum launched for September 2021

4. To use digital technology to transform pedagogy

- Ensure that all students have access to digital device by January 2021*
- Appoint an SLT digital lead, digital co-ordinators and digital leads within every Learning Area to develop the use of Google classroom and learning devices within the school to transform pedagogy across the MAT*
- Introduce digital technology to create efficiencies within the KS4 and KS5 to enable smaller class sizes at different schools to be taught simultaneously by one teacher*

Measure: An SLT digital lead, digital co-ordinators and digital leads within every Learning Area appointed by January 2021

Measure: Demonstrate by July 2021 benefit of Chromebooks to each year group & subject area

Measure: Opportunities created within each Learning Area for teachers to create or use content in an innovative way that would not previously have been possible without digital technology being introduced

Measure: Develop two year strategy for new pedagogy by July 2021 – a reimagined yrs 7 – 9, flipped learning, external virtual tuition, extended curriculum - by July 2021

Measure: Digital technology to be piloted to create efficiencies within the KS4 and KS5 to enable smaller class sizes at different schools to be taught simultaneously by one teacher during 2020-2021

5. To ensure that Sixth Form pupil progress and retention levels improve year on year

- Appoint a Key Stage 5 Achievement Lead who will maximise students achievement at KS5 by e.g. recruiting tutors for a variety of A level subjects; researching and bringing onboard digital learning platforms to offer students wrap-around academic provision; carefully monitoring the progress of all subjects within the sixth form to ensure all students make the maximum progress possible (for Year 12 from summer 2021)*
- Headteachers to agree a strategic plan with the Local Governing Bodies about how to improve Year 11 into Year 12 retention which focuses on a differentiated curriculum offer, extra-curricular provision, appropriate course entry criteria, standards of learning and teaching, PR and other factors affecting retention*
- The Menahel(s) to agree a strategic plan with the Chairs of the Local Governing Bodies to ensure that the Beis and Midrasha

act as magnets ensure Year 11 students enter the sixth forms and other students wish to join them*

Measure: Reports to Local Governing Bodies and Trust Board regarding the strategies for student retention

Measure: Student progress improves year on year in the sixth form as a result of the measures above

Measure: Number of students entering the Sixth form from Year 11 in September 2020 measured in the following way:

- Boys school Y11 – 12 attrition rate is 20% lower than the 3 year rolling average. For example, if on average we lose 20% of our students, target is to reduce this to 16%
- Girls school Y11 – 12 attrition rate is 20% lower than the 3 year rolling average

6. To ensure that the governance, leadership and management structure is reviewed to ensure it meets the needs of the MAT

- Ensure that the operational leadership and management structure is cost effective and has the most effective structure by inviting in an objective third party to review it*
- Ensure that the effectiveness of governance is reviewed on annual basis in accordance with the Academies Financial Handbook*

Measure: Reviews to be completed by end of July 2021

7. To ensure that the school improves its communication strategy

1 year plan

- Ensure that the school rebrands and celebrates the impact of VCs on students in the most effective manner*

3 year plan

- Undertake a complete audit of communication and branding within the school via an external PR firm and create a strategy to improve it within 3 years when the budget is available for this
- Pilot the appointment of spiritual mentors to oversee the spiritual development of students and act as a central point of contact in regard to a student's spiritual progress

Measure: Voluntary contributions are rebranded by January 2021

Measure: Digital media is used to celebrate the impact of CCs on students

Measure: An audit and strategic plan is created to improve communication and branding

Measure: Spiritual Mentors to be appointed by October 2020 and their effectiveness evaluated by parent survey by August 2021

8. To ensure that the MAT continues to build on its inclusivity, diversity and outward-facing profile

- Ensure that the school bolsters its British Values and RSE provision particularly in regard to the teaching of other religions and cultures and the respect for/ support for LGBTQ+ groups
- Explore opportunities to collaborate with other organisations to support its objectives

Measure: Report to Local Governing Bodies on progress re. the above each term

Measure: External third party engaged to evaluate learning and teaching and the curriculum against the current Ofsted criteria by July 2021 (if Covid permits)

9. To ensure the MAT remains in good financial health

- Ensure that the MAT Trust Board is presented with options for savings/ investments and financial projections to ensure that they can make informed decisions about fundraising and CC targets, reserves, cost savings and investments*
- Ensure that any investments are only approved by The Trust Board if a funding stream is guaranteed at the time of approval e.g. via sponsorship or a pledge to raise funds by members of the Trust Board*
- Ensure that the school identifies further savings by using financial management tools on the ESFA website e.g. when re-negotiating contracts *
- Ensure that the alumni/ donor database is extended and that a strategy for improving relationships with alumni is created*
- Ensure that the school is compliant with regard to all aspects of the Academies Financial Handbook in all of its financial procedures

Measure: Scenarios to be shared at Trust Board Meetings

Measure: All investments are aligned to funding streams

Measure: Trustees take full responsibility for financial decisions

Measure: Contracts are renegotiated using the ESFA website tools

Measure: Develop plan to professionalise fundraising by January 2021

Measure: Fully profile alumni database and other potential donors including for endowments

Measure: Audit reports demonstrate the MAT's financial compliance

***Objectives for 2020-2021**