

Hasmonean Multi-Academy Trust



Hasmonean MAT Operational Objectives Sept 2022 - Sept 2025

Ratified December 2022

Objectives

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/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 ensure the Quality of Education is the best it can be

To provide the very best teaching for all students

- Improve boys' GCSE and A level progress, particularly for the lower prior attainment groups
- Improve Quality of Education via coaching and mentoring of Directors of Learning best practice to systematically improve it
- Ensure that Directors of Learnings' development plans are reviewed by an external third party and that this is reported on at LGB meetings
- Use regular student surveys to help measure the quality of education in all subjects

Measures

- Boys' GCSE and A level progress scores improve on the year before, particularly for the lower prior attainment groups
- Ensure that above areas are reported on at each LGB meeting
- Ensure regular student surveys are used as a measure of the Quality of Education and to direct improvements and that they are reported on at each LGB meetings
- Ensure there is at least a 70% response rate for the student surveys to reflect that students trust in their effectiveness to improve the quality of their education

3. To ensure the structure of the pastoral team, SLT and ELT meets the MAT's needs

- A third party to review the structure of the pastoral team, SLT and ELT which recommends an optimal structure considering effectiveness and cost

Measure

- A third party to review to be completed by end of 22/23 and presented to HR Committee and MAT Board

4. To ensure Behaviour and Attitudes are the best they can be

- A working party to review the extent to which the Behaviour Policy supports the MAT vision and ethos (and recommend any amendments deemed necessary)
- A third party review to evaluate Behaviour and Attitudes and whether the Behaviour Policy is being implemented consistently by all teachers (and to create an action plan to address any areas for development)
- Ensure regular surveys are used as a measure of the quality of Behaviour and Attitudes, and in particular whether the implementation of the policy allows them to keep their dignity, imbues them with a sense of responsibility towards themselves and others and gives them firm boundaries in which learning can flourish for all

Measure

- Working party to review Behaviour Policy (and make any amendments deemed necessary) by end of 2022/23
- Third party to review whether Behaviour Policy is being implemented consistently by all teachers (and draw up an action plan to address any areas for development) by end of 2022/23
- Ensure the above are reported on at each Local Governing Body meeting

4. To ensure that student numbers at the girls' school rise year on year

- Headteacher and Menahel to agree a strategic plan with the Local Governing Bodies about how to improve numbers in the girls' school retention which focuses on standards (including uniform), an attractive curriculum offer, appropriate course entry criteria, standards of learning and teaching, effective PR (including liaison with primary schools) and other factors affecting recruitment and retention
- Ensure that the student satisfaction levels of students improve year on year via termly student surveys (surveys to be agreed with Chair of local Governing Body)

Measures

- Number of students in the girls' school rises year on year
- Student surveys show satisfaction levels improve year on year

5. To ensure that the KS3/ KS5 Curricula are developed and improved to respectively engage students and respond to market forces

- Investigate how best to re-invigorate the KS3 curriculum to better engage students
- Investigate online/ hybrid models of pedagogy with a view to outsourcing smaller A level subjects to third party providers

Measures

- A proposal to be presented to the MAT in 2022-23 re. invigorating the KS3 curriculum by Sept 2024
- A proposal to be presented to the MAT Board in 2022-23 re online/ hybrid models of pedagogy/outsourcing smaller A level subjects to third party providers by Sept 2023

6. To ensure that the MAT celebrates its successes and improves staff morale

- Ensure that the MAT celebrates the impact of its provision on students in the most effective manner via the appointment of a Director of Marketing and Development
- Ensure that school's staff success and milestones are celebrated

Measures

- Appointment of a Director of Marketing and Development by end of autumn term 2022/23
- New initiatives to celebrate the success and milestones of staff achieved by end of 2022/23
- Ensure staff survey reflects that improvements have been made celebrate success and celebrate milestones
- Ensure a parent survey demonstrates that that school communication has improved from the beginning of 2022/23 to the end of 2022/23

7. To ensure that the MAT remains in good financial health and financial reporting is accurate, clear and timely

- 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

Measures

- 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 throughout 2022/2023
- Survey of three Trustees reflects that financial reporting is more accurate, clear and timely