EMAT Strategy Event – May 2025

Thank you to those that attended this year's EMAT Strategy Day at PWS. There was a wealth of experience, support and enthusiasm in the room and as promised, the ideas and feedback were collated so that they could be used to inform improvement plans for the next academic year and beyond.

EMAT has a well embedded long term strategy to achieve its aspiration for 'Every child to be the best they can be'. It is based on the three objectives of **Operational Excellence, Educational Excellence** and **#EMATter Ethos** and values of **Inclusion, Innovation** and **Impact**. The objective of the day was to consider 3 key strands against the backdrop of this strategy by outlining the progress made, setting out the future intention and gathering feedback and thoughts from the audience. The following d

School Effectiveness & Improvement

Theme/Question	Summary of Concern	Actions for implementation / consideration
Curriculum integration	How do we integrate numeracy, literacy, digital skills, and listening as part of the pathway to adulthood?	- embed these skills across subjects. - map current provision and identify gaps. - provide CPD on embedding core skills in everyday teaching.
Tailored CPD	Is staff training tailored to individual school contexts?	- Conduct CPD needs analysis at school level. - Review blend of trust-wide and bespoke school-based training. - Empower school leaders to co-design CPD pathways.
Time burden of T+L Framework	What is the weekly time commitment for staff engaging with the Teaching & Learning framework?	- Audit current time demands across roles. - Streamline processes where possible. - Provide clear time expectations & support for workload management.
Barriers to engagement	How do we ensure staff have time and capacity to engage meaningfully?	- Identify and address systemic barriers (e.g. timetable constraints). - Build in protected time for T&L activities. - Gather staff feedback regularly to adjust support.
Balance of improvement approaches	What is the right mix of peer-to-peer, trust-led, and national initiatives?	- Define a strategic blend in EMAT's strategy. - Further promote peer networks (and subject communities). - Align trust initiatives with national best practice.
Talent management	What is the trust's approach to succession planning and career pathways?	- Develop a formal talent management strategy (with P&C). - Further develop leadership development programmes. - Create transparent progression routes.
T&L Framework implementation	How is the framework being embedded in practice?	- Provide implementation guidance and exemplars e.g. videos). - Monitor rollout through QA visits and feedback loops. - Celebrate early adopters and share best practice.

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School-to-school learning	Are there plans for inter-school observations and learning?	- Develop more structured peer review or learning walk programme with specific foci. - Facilitate further (relevant) cross-school visits and joint INSET days.
Benchmarking	What can we learn from schools doing well?	- Identify high-performing schools inside and outside the trust. - Conduct benchmarking visits and case studies. - Share insights through trust-wide forums e.g. WP.
Data quality assurance	How do we ensure data is accurate and valid?	- Further strengthen moderation and standardisation processes. - Provide training on data entry and interpretation. - Use triangulation with other evidence sources.
Challenge and intervention	How robust are our challenge and intervention strategies?	- Review intervention impact regularly; follow-up a feature of EMAT's work - Ensure challenge is built into QA processes. - Train leaders in effective use of data for intervention.
Coaching capacity	How will we ensure there is enough coaching capacity?	- Train more staff as instructional coaches. - Allocate time in timetables for coaching. - Monitor coaching impact and adjust deployment.

Inclusion of Pupils with SEND

Theme/Question	Summary of Concern	Actions for implementation / consideration
Definition of SEND in EMAT	A need for a 360^0 review of inclusion within the Trust to identify strengths and areas of development	SENCOs have undertaken a questionnaire which is being analysed by an external team in a "Challenge Partners" style format. The Team will present on 02/07/25 before being shared more widely.
Pathway to Adulthood	To develop a Trust wide approach	Response to be developed via the SENCO Working Party and will document the EMAT Pathway to Adulthood all through offer. To include an education, health, and care triangulated approach that follows students through their EMAT journey. Commencing July 25
Working Holistically	How do we achieve inclusion at all levels?	Determine how inclusion is achieved at all levels through the offer in individual academies and in partnership with the Local Offer. This will be shared with School Leaders and SENCOs to ensure it is a premium thread in Academy Improvement Planning and Self Assessment documentation.

Inclusion   Innovation   Impact

Employer Of Choice

Theme/Question	Actions in process / for consideration
TUPE Blueprint	**Already in process:** • Develop Comms and consultation pack bespoke to TUPE joiners **Additional actions to be considered as a result of strategy day:** • SENCOs have undertaken a questionnaire which is being analysed by an external team in a "Challenge Partners" style format. The Team will present on 02/07/25 before being shared more widely
Centre of P&C Excellence	**Already in process:** • Conducted review of policies, processes, paperwork etc. Catalogue of Values based interviews for all roles, template for JD's and job adverts **Additional actions to be considered as a result of strategy day:** • Market EMAT as Employer of Choice • Develop "right fit" candidate profiles • Remove perceived barriers (travel, parking housing • Investigate carpooling • Promote benefits • Offer work life balance (leisure space. Gym / CPD from home) • Student voice - can we capitalise on this somehow? • Develop a common (support) language in the Trust • Ethos and Environment (a culture where all want to stay)
Supply Teacher Agency Proposition	**Already in process:** • Terms and Conditions, banding structure, schedule of costs, recruitment campaign
Overhaul of Careers Website	**Already in process:** • To align with Central schedule for website overhaul • Develop microsite
Mobilise new HR system	**Already in process:** • Data import, profile set up, approval workflows. Comms and training campaigns
Develop a coaching Culture	**Already in process:** • Engagement with ZM, LLSE and other coaching suppliers to develop a range of coaching opportunities at all levels and training opportunities for colleagues to qualify as coaches
Agile working	**Already in process:** • Review mobility clause and terms and conditions.

☀️ **Inclusion**   ☀️ **Innovation**   ☀️ **Impact**

Theme/Question	Actions in process / for consideration
Colleague Engagement Survey	**Already in process:** • Questions prepared for circulation before summer break.
Colleague Engagement Forum	**Already in process:** • Develop comms, process and comms packs.
Learning & Development proposition	**Already in process:** • Identifying opportunities and developing relationships with Training providers & HE/FE organisations
Development Pathways	**Already in process:** • Teaching, curriculum support and central functions pathways being developed with required training, development opportunities and behaviours. • Preparing to publish in a user friendly format that can be used at careers events, recruitments fairs, in our schools for career opportunities, circulation to HE/FE stakeholders, inductions and PDR discussions. • Liaising with ISBL to collaborate with development. • Proposal of coffee table careers book.
Investigation Team	**Already in process:** • Training modules being developed. Liaising with SLT's to nominate/support attendees
Entry Level routes via Apprenticeships, Graduates and Experienced tiers	**Already in process:** • Formulate programmes at all levels to attract colleagues into the trust irrelevant of background and experience
Talent Pipeline	**Already in process:** • Designed Organisational Capability Review (OCR) pack to roll out to Heads, Department leads and Exec team for discussion at workshop in October to discuss talent and succession planning. Will close the loop on feedback from PDR cycle. **Additional actions to be considered as a result of strategy day:** • Offer transposable skills development
Overseas recruitment programme	**Already in process:** • Encourage recommend a friend nominations from this year's overseas recruits
D, E & I strategy	**Already in process:** • Working with AR to launch "kaleidoscope data" project to inform awareness campaigns

Inclusion   Innovation   Impact