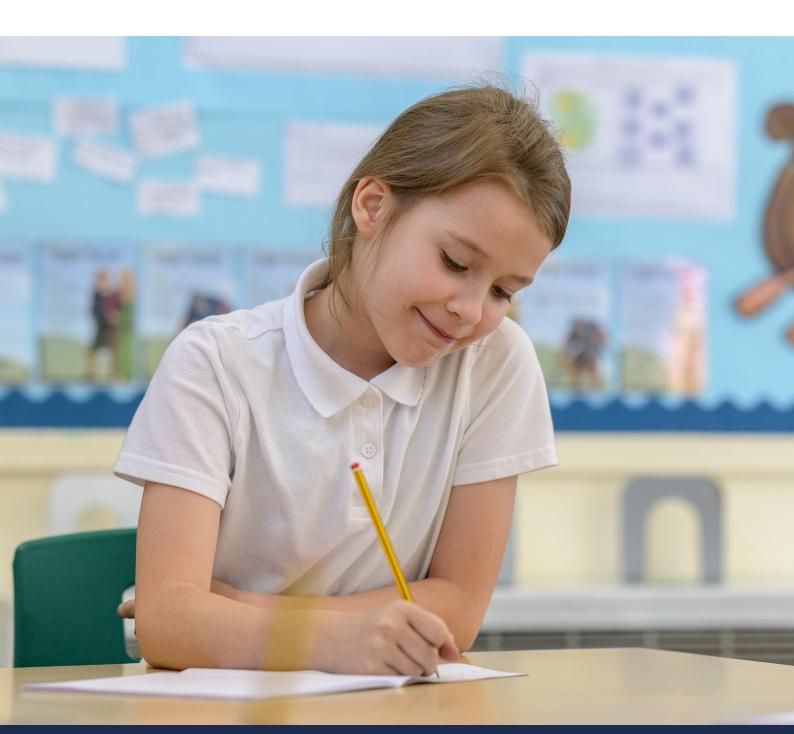


Ready to learn; Prepared to flourish.



## School Improvement Guide

# Welcome to the Trust

At Infinity Academies Trust, children are at the heart of everything we do. We strive every day to add value to our schools, to enable them to be even better places for our children and young people to learn and grow.

Our Trust brings together Lincolnshire-based primary schools who share a spirit of genuine partnership.

We serve a wide range of different communities and are made up of different kinds of schools. It is this diversity and difference that gives us our strength and broadens our knowledge base of what works best for children.

We are delighted that we are a 'Church of England MAT' so our academies include those with Church of England distinctiveness, whether VA or VC, former community schools and also stand-alone trusts.

Deeply rooted in Christian faith, we embrace the core values of Hope, Love, Unity, Integrity and Curiosity so that all, are "Ready to learn; Prepared to flourish."

As a Trust we promote the individuality of our schools by providing them with the freedom to develop their own strengths and distinct characters in order to meet the unique needs of their communities. Our schools value maintaining this individuality, whilst maximising the benefits of being part of a larger network and organisation.

Being part of a Trust gives our staff access to exciting professional development opportunities, provides the chance for children to interact with others from different schools and offers challenge and support to school leaders through effective governance.

We are driven by a passion to do our very best for the children in our schools and we know that by working together we can achieve things that we could not do alone.

In this booklet, we are pleased to share our approach to school improvement with you. This includes our core teaching, curriculum and leadership principles and school improvement model, as well as specific strategies and support systems that we have in place.

If you would like to find out more, or are interested in discussing what joining Infinity Academies Trust would mean for your school, please do get in touch.

Mr Gavin Booth CEO

Mr Paul K Ainsworth Education Director

"He makes the whole body fit together perfectly. As each part does its own special work, it helps the other parts grow, so the whole body is healthy and growing and full of love."

Ephesians 4:16

### **Vision, Mission and Values**

### **Our Vision**

## To create a community where everyone is ready to learn and prepared to flourish.

As a deeply Christian Church Trust aiming to serve the common good, we enable both Church and Community schools to flourish. All our children need and deserve schools with loving cultures, aspirational curriculums and inspiring provision. We provide children with the skills, knowledge and experiences to thrive academically, socially and spiritually so that they are prepared for a future full of opportunity.

With Jesus' promise of life in all its fullness we strive every day to ensure our children know they are valued, understood, supported and loved. We share their hopes and aspirations and provide a well-rounded education that celebrates success.

The future our children are going into is increasingly uncertain, and we need to enable them to become adaptable, resilient, confident, tolerant and highly literate individuals both for their lives today and tomorrow.

We won't do this in isolation. We know that, "We are strongest working together in Unity" (1 Corinthians 12:12) therefore we will work beyond our Trust with local schools, the community and the Church. In addition, we will work more broadly across the region and system, so that we can learn from each other, harness best practice, access the latest research, and secure the expertise of those beyond the school system who share our moral purpose for children.

We want our children to flourish across their lives.

### **Our Mission**

Infinity Academies Trust exists to improve the outcomes and opportunities of every pupil and every colleague working in our academies.

### **Our Values**

#### Integrity

"Dear children, let us not love with words or speech but with actions and in truth."

1 John 3:18

## Hope

"The light shines in the darkness, and the darkness has not overcome it."

John 1:5



"There is neither Jew nor Greek, slave nor free, male nor female for you are all one in Christ Jesus."

Galatians 3:28





#### Love

"Let all that you do be done with love."

Corinthians 16:14



#### Curiosity

"Call to me and I will answer you and will tell you great and hidden things that you have not known." Jeremiah 33:3

## **Working with Church Schools**

Infinity Academies Trust is very proud to work in partnership with the Diocese of Lincoln.

Our articles of association are based on the Church of England model articles which means that the majority of our members are approved by the Diocese. We also ensure that the Church is represented at local level through our Academy Development Committees.

We believe whole-heartedly that working with both Church of England and Community schools enhances our Trust and its ability to meet the needs of all its communities.

In order to provide life in abundance for all who attend, it is with humility, grace, compassion and expertise that Church schools are lead within Infinity Academies Trust. Asking, "What is the work of God in this place?" (John Wesley) allows each school to flourish in its own richly unique context, thus ensuring that each community is well served.

In an educational world of many competing voices it can be difficult to be courageous; with relationships at their core, Infinity Academies Trust church schools are supported to elevate the importance of the school's vision and focus on what it truly means to be an effective Christian learning community.



## Infinity Academies Trust develop/support church schools by:

- Developing the Christian vision, values into practice, Church School action group
- SIAMS SEF writing workshops as part of the School Improvement cycle "If you don't measure what you value, you end up valuing what other people measure."
- Lesson study/Peer Review opportunities focussing on the impact of the school's Christian vision
- Networking opportunities to share good practice
- Work symbiotically with the Lincoln DBE, via the SLA, to ensure that through our distinctive Christian vision and values we are fulfilling our commitment to their vision of "Excellence. Exploration. Encouragement."
- Working with leaders at all levels to ensure exciting, engaging curriculums meet the needs of learners within their specific context.
- Securing expert financial management to ensure that children are able to access opportunities which enable flourishing (residentials, curriculum experiences, extra-curricular opportunities, staffing etc)

# Our Infinity Principles



Academies within Infinity Academies Trust pride themselves on being at the heart of their communities and offering a curriculum that suits and excites their learners.

Our academies have very different contexts so we deliberately do not adhere to a one-size fits all curriculum across our Trust. Instead, we are united by our focus on delivering the very best learning experiences for all our children. We do this by ensuring that all our learning opportunities are rooted in the Infinity Principles. Our expectation is that all staff will know, recognise and use them in their interactions with children every single day.

## Teaching Principles

- To meet the needs of all our children and enable their independence.
- To use quality, purposeful dialogue and vocabulary.
- To ask open and meaningful questions.
- To ensure, through clear modelling, that our children know what they are learning and how to be successful.
- To provide clear sequences of learning that build on prior knowledge, give children an opportunity to reflect, value their mistakes and celebrate their work.

# Curriculum Principles

- To deliver a contextually ambitious curriculum for all pupils that goes beyond the National Curriculum.
- To ensure that all pupils have the knowledge and cultural capital they require to succeed in Modern Britain and in their next stage of education.
- To ensure year on year that our children understand the key knowledge they are learning and the skills they are developing in order to know more, remember more and do more.



#### To ensure the curriculum design is well-researched, well-planned and effectively implemented so that each week learning sequences are clear.

• To ensure that the learning environment focusses on the children and supports the delivery of the curriculum both in and beyond the classroom.

# Leadership Principles

## Alongside our teaching and curriculum principles, we have developed a set of parallel leadership principles.

We require all our colleagues to show leadership at different times. Hence, we recognise that leaders are at different places in our Trust and face different challenges.

Our leadership principles are:

- To identify, analyse and solve problems in order to improve our schools.
- To set clear goals, write clear development plans and implement them.
- To ensure that interactions between individuals are effective and enable us to harness the power of our teams.
- To develop coaching as a method of improvement through engagement with the process, supporting colleagues and leading cultural change.
- To champion the vision of the Trust in the community, working with other leaders and looking for opportunities for growth.
- Collectively, we will continually try to improve our delivery of these principles by working together across the Trust to share ideas and provide developmental feedback. Our principles will also be revisited through continual professional development on a regular basis.



These principles form the foundation of the exemplary practice that we aim to deliver in every classroom, every day, within Infinity Academies Trust.



# School Improvement Model

### Support for Schools

#### **Development Planning**

Development planning can be a time-consuming task for leaders so we aim to make this process as efficient as possible. All schools across our Trust will use the same School Evaluation Form and School Development Plan templates so that we can share planning, speed up the process and enable coherence across the Trust. We also look for areas that we can develop together and use economies of scale to commission experts to help us. All schools use 'Insight' as an outcome tracking tool.

#### **Target Setting**

All schools have access to FFT Aspire and targets for Year 2 and Year 6 outcomes are based upon FFT20 data. In EYFS and Year 1, the CEO will set appropriate targets with schools based on national data sets and their historic performance.

#### Implementation

In the first instance, our schools take responsibility for implementing their development plans. If schools require additional support to do this, the CEO will work with the school to identify appropriate colleagues who can aid this process.

#### Monitoring and Improving

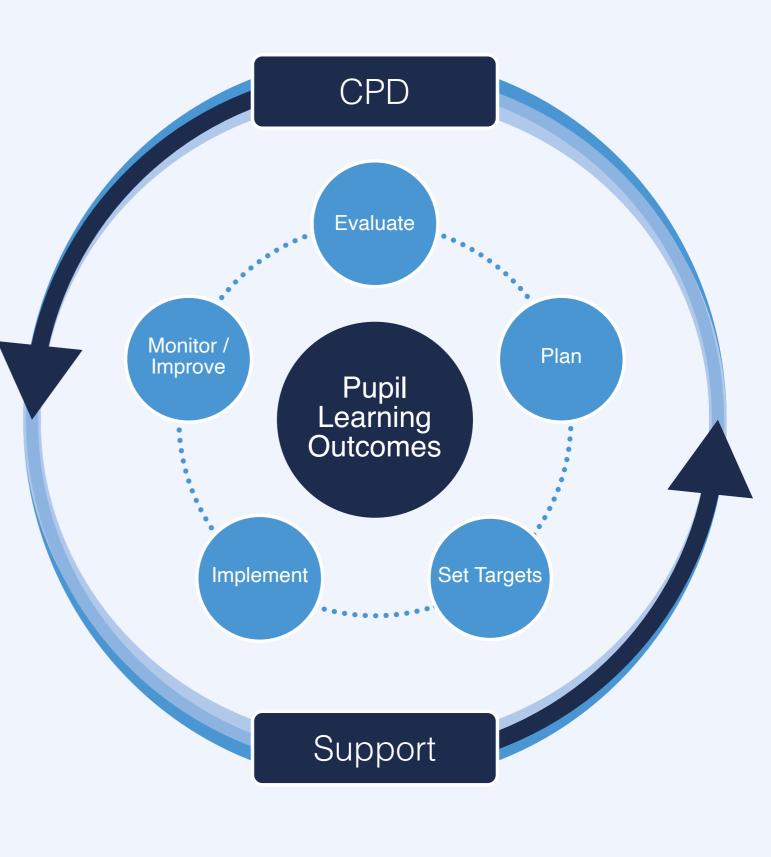
We are eager to celebrate the success of our schools. We will identify both the best practice in our schools that can be shared across the Trust and also those experts who can provide additional support.

Four times a year, the Headteacher of each school will ensure that appropriate pupil outcomes data is uploaded to Insight to enable tracking and analysis to be completed. This is then followed by quality improvement visits to each school, in order to review pupil outcomes information and complete a range of other quality improvement activities so that an accurate risk assessment can be completed for each school and for the Trust as a whole, and next steps can be identified.

The Trust has an impressive range of colleagues who can be deployed to help schools make improvements. These include SLEs, ELEs, and LLEs.

#### Evaluating

Headteachers will complete a data report and a narrative report four times a year which allow our Academy Development Committees and the CEO to evaluate the performance of the schools. From this, the CEO completes a dashboard report and a narrative report for the Trust board.



## Data Strategy

Infinity Academies Trust uses pupil performance data as one of a range of useful tools to enable class teachers, senior leaders, governors and trustees to monitor pupil progress over time.

It is vital that this information is handled sensitively and therefore we only collect pupil data to enable teachers and leaders to evaluate and adjust provision to best meet the needs of pupils and to target additional support if required.

We do not use pupil performance data as part of teacher or headteacher appraisals and ensure that data collection and systems are not onerous or impact negatively on teacher workload.

As well as ongoing teacher assessment gained through pupil observations, discussions and the reviewing of children's work we use age-appropriate standardised materials in Y2-6 to help teachers gather useful information and to provide children with the experience of answering questions in different formats. We use these outcomes both summatively, to look at the progress children have made over time and formatively to support with the planning of lessons, appropriate interventions and grouping of pupils.

The Trust is partnered with Insight Tracking whose tracking and pupil data systems are used across all our schools. Insight has a simple user interface and enables all stakeholders to quickly and easily input and analyse data at a pupil, class, cohort and whole school level. All trust schools use the same standardised tests and assessment points to enable effective benchmarking and enable the effective targeting of Trust support where necessary. It also enables success to be highlighted and shared across all our schools.

Following each assessment point, school leaders meet with staff for Pupil Progress Meetings (PPMs) to review progress, identify and celebrate areas of success and discuss which children are the focus group for the following term. The Trust will also work with schools to consider if any school support is required and where this can be accessed from.

Pupil Interventions / School Support

Trust School Improvement Visits

## Trust Data Strategy

Infinity Academies Trust

School and Trust Data Analysis



Ready to learn: Prepared to flouri

Upload of Data

**Pupil Progress** Meetings

## The **Differentiated Offer**

Universal offer to all schools Additional offer for schools anticipating	<ul> <li>Each data cycle schools will receive three visits (Strategy, Implementation and Impact)</li> <li>Each year schools will receive a Reading, Writing and Maths Audit.</li> <li>Universal green offer</li> </ul>	ED / SIL T&LL
	Maths Audit.	T&LL
	Universal green offer	
schools anticipating	5	
oFSTED	<ul> <li>Schools will receive an additional strategy visit focussing on OFSTED phone call and an additional implementation visit to support subject leaders</li> </ul>	ED / SIL
	<ul> <li>Schools will receive a wider curriculum audit and additional support for subject leaders</li> </ul>	T&LL
Additional offer for schools at risk of a drop in OFSTED judgement	Universal green offer	
	<ul> <li>Schools will receive at least one additional strategy visit to write a Post Ofsted Plan or a Rapid Improvement Plan</li> </ul>	ED / SIL
	<ul> <li>Schools will receive an additional impact visit to gauge progress towards the Post Ofsted Plan / Rapid Improvement Plan</li> </ul>	CEO / ED / SIL
	Schools will receive a wider curriculum audit	T&LL
	Coaching for individual teachers	T&LL
	<ul> <li>Support in delivering CPD on Quality First Teaching and / or pedagogy</li> </ul>	T&LL
Red Additional offer for newly sponsored academies, schools making slow progress or who's OFSTED grade has decreased	Implementation of Interim Executive Committee	CEO
	<ul> <li>Weekly monitoring of Post Ofsted Plan / Rapid Improvement Plan</li> </ul>	ED / SIL
	<ul> <li>Targeted deployment to support progress towards Post Ofsted Plan / Rapid Improvement Plan</li> </ul>	T&LL
	• Targeted support to improve Teaching and Learning including coaching, team teaching and delivery of CPD	T&LL
	schools at risk of a drop in OFSTED judgement Additional offer for newly sponsored academies, schools making slow progress or who's OFSTED grade has decreased	Additional offer for schools at risk of a drop in OFSTED judgement - Schools will receive at least one additional strategy visit to write a Post Ofsted Plan or a Rapid Improvement Plan - Schools will receive an additional impact visit to gauge progress towards the Post Ofsted Plan / Rapid Improvement Plan - Schools will receive a wider curriculum audit - Coaching for individual teachers - Support in delivering CPD on Quality First Teaching and / or pedagogy - Mdditional offer for newly sponsored academies, schools making slow progress or who's OFSTED grade has decreased - Targeted deployment to support progress towards - Targeted support to improve Teaching and Learning

## OFSTED Support

The differentiated model of school improvement support indicates how we work with schools prior to inspection. When a school receives the phone call from the OFSTED duty desk, we commit to the following process.

#### **Prior to Inspection**

- Headteacher receives phone call from the OFSTED duty desk to HMI conversation
- Headteacher alerts Trust that phone call is expected
- helps prepare school leaders and is present for the call
- Operations Director completes
- HR and Finance Director works with Bursar to check SCR
- CEO works with trustees and governors
- Education Director or School Improvement Lead works
- Administrator asks other schools to limit communication during the inspection and manages diaries
- Teaching and Learning Lead works with teachers

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ED- Education Director

CEO- Chief Executive Officer

SIL-School Improvement Lead T&LL- Teaching and Learning Lead • CEO coaches and supports

the inspection

### **During Inspection**

- Education Director or School Improvement Lead coaches and supports leaders during
- Teaching and Learning Lead coaches and supports teachers
  - trustees and governors

### **After Inspection**

- Trust supports school with managing communications with stakeholders, with the expert guidance of our
- Executive Team supports schools in addressing any areas

## Trust Networks

We offer a range of networks that enable our school leaders and staff to improve their practice.

#### All staff offer:

- Annual Conference
- Annual InfiniTED event
- Summer Family Day

### Teaching staff offer:

- Termly writing moderation events
- Annual development session for year group teachers
- Annual development session for all subject leads
- Access to National Professional Qualifications
- Access to Kyra CPD events

#### Leadership networks:

- Headteachers Twice a half term
- 'Deputies' Twice a half term
- School Business Managers Every half term
- EYFS, Reading, Writing, Maths and Learning Mentors Three times a year



## **About Infinity Academies Trust**

Infinity Academies Trust is a growing Multi-Academy Trust, currently consisting of seven primary schools based in eastern Lincolnshire.

The Trust is also working with a range of schools in central and western Lincolnshire at varying stages of the academisation journey and is looking to establish additional hubs in these areas in the near future. Our Academies:

Gipsey Bridge Academy Pinchbeck East CE Academy Spalding Primary Academy Spilsby Primary Academy St Nicholas CE Primary Academy St Thomas' CE Primary Academy Wyberton Primary Academy

Infinity Academies Trust

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