



Equality objectives 2023-2027

Matrix Academy Trust's mission is 'Education Without Exception'. To that end, equality is at heart of everything we do. Our Trust more than meets its obligations under the public sector equality duty. It is not 'bolted on' but threaded through. Below are the most pertinent sections of our Academy Improvement Plan with **specific equality elements** highlighted.

Quality of Education

Objective	Actions	Intended Impact	Review 2024
Have universally high expectations for all pupils in all schools and ensure they meet these expectations, securing strong outcomes.	<p>Target-setting with each headteacher. All pupil outcomes set to FFT5 or FFT20 (depending on where a school is in its journey).</p> <p>To align assessment cycles and school data collections to inform actions at Trust level, including reporting to the Board. Secondment of data specialist to facilitate this.</p> <p>Implement new Performance Management effectively</p> <p>Further align core principles of teaching and learning</p> <p>Ensure curricula are sufficiently ambitious in all schools. Ensure curricula are sufficiently ambitious in all schools and reflective of the surrounding communities and modern Britain as a whole, in all its rich diversity. Systematically moderate end points; ensure implementation is rigorously quality assured.</p> <p>Reviews of CPD.</p>	<p>Outcomes in-line with FFT20/5 overall and for all pupil groups.</p> <p>Enables Trustees and Executive leadership to make comparisons across schools</p> <p>Teachers, whatever the stage of their career, develop their practice.</p> <p>All curricula are all underpinned by evidence-based approaches.</p> <p>Curricula are sufficiently ambitious with clearly defined end points and being implemented well.</p> <p>Most effective approaches identified and shared trust-wide.</p>	<p>Curriculum increasingly contains the perspectives of groups in society which may be overlooked or not have their voices heard. There is a judicious mix of 'windows' and 'mirrors' (Emily Style, 1988). Each school's curriculum is tailored to local context.</p>

Improve the outcomes for SEND pupils so they are in line with their non-SEND peers.	Following Reviews, adopt the best practices from each school and share them so they are adopted by all schools. Have a conference of SEND leads with HMI specialist input in May 2023.	Outcomes for SEND pupils are improved.	SEND outcomes are improving.
Trust Board to have a deep understanding of variations and trends in performance between groups of pupils within/between schools	Instil expectation that MAT and school leaders go beyond headline data. Trust Board training. Trust Board agendas focused on specific areas, e.g. attendance, suspensions, FFT	Trust Board have a deep understanding of pupil performance and used this to challenge Trust leaders and school leaders.	Trust board meetings show a deep understanding and the board provides appropriate challenge and support to trust leaders.

Behaviour and Attitudes

Objective	Action	Intended Impact	Review 2024
For all groups of pupils in all schools to be in line with or above with national average attendance.	Reviews of each school in Spring 2023. Share effective practice from within the Trust through termly meetings. Use coaching support from Department for Education to develop practice in each school. Align attendance policies and practices across the Trust. Ensure the attendance of Pupil Premium pupils is in line with their peers. Work with headteachers to set goals and provide support and challenge.	All schools in line with or above national average for all pupil groups , including Persistently Absent (PA) below national figures. Reduced numbers of persistently and severely absent (SA) pupils.	Attendance has improved significantly in some schools and aligned systems are resulting in improvement in the others.

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Personal Development

Objective	Action	Intended Impact	Review 2024
Provide Matrix pupils with exceptional opportunities and experiences, especially those who might not otherwise have these experiences.	<p>School Improvement team to review key areas, including careers and personal development.</p> <p>Share the most effective practice across the trust.</p> <p>Create opportunities for pupils to have experiences with pupils from other Matrix schools, with disadvantaged pupils prioritised.</p> <p>Complete more successful Turing bids and take the pupils for who it will have the most impact.</p>	Pupils develop as highly employable people who will engage with society and lead fulfilled lives.	<p>Turing trips for disadvantaged pupils, many with protected characteristics, have been completed for Spain, Germany, Japan, Italy, Sweden and Peru.</p> <p>Trips for this year include Italy, Greece, France and Morocco.</p> <p>Impact assessments from pupils are extremely positive: "These were the best days of my life." "It's made me want to travel more in future."</p>

Leadership and management

Objective	Action	Intended Impact	Review 2024
Ensure a culture of professional challenge pervades every school so we get the best for	<p>Leadership Reviews to give a forensic understanding of each school's leadership and management.</p> <p>Leadership development tailored to specific needs.</p>	Improved outcomes for pupils. Pupils learning more.	Improved examination outcomes across the trust as a whole. Ofsted judgements of Turves Green Boys School extremely positive (from Special Measures to

<p>every child, regardless of who they are or where they are from.</p>	<p>School Improvement team to review key areas, including workload and wellbeing.</p> <p>School Improvement is a core part of the cycle of business at Trust Board level.</p> <p>Develop leaders at all levels to have open to learn conversations so everyone does their job effectively.</p> <p>Feedback is actively sought from parents (including Parent Advisory Boards) and pupils on school effectiveness.</p> <p>Expand the capacity, skills and expertise of the Board. Provide increased opportunities for the Board to develop clear pictures of each school's performance to inform their strategic oversight. Ensure the Board Report contains the appropriate level of detail for members, with particular focuses on the most pertinent aspects of school improvement which will drive the trust forward.</p>	<p>Staff do not rest on their laurels but are constantly improving themselves or being guided to be even more effective.</p> <p>Leaders make evidence-based, ethical decisions which result in pupils thriving.</p> <p>Feedback is welcomed as an opportunity to make things better.</p>	<p>Good/Outstanding in less than three years). Monitoring visit of Wednesfield Academy very positive. Internal reviews show how much feedback has improved across all trust schools.</p>
<p>Ensure everyone is driving for 'Education without exception'</p>	<p>Ensure fidelity to the Matrix model where there are non-negotiables: all uniform policies to be consistent; safeguarding expectations to be the same: reporting face to face in the first instance. Review staffing structure so each school is aligned.</p> <p>Continually review and adjust the balance between autonomy and consistency. Agenda item for Heads conference in Summer 2023.</p> <p>Hold annual conferences: Matrix Trust Day. Pupil Awards Day.</p>	<p>Everyone uses a common language which articulates the vision. Everyone walks and talks the vision day in, day out.</p> <p>Trust wide strategic planning, giving time for dialogue and development.</p>	<p>Where alignment is appropriate, this is ensuring higher standards ('without exception'). Where variation is appropriate, this is championed.</p> <p>Trust Day celebrated how protected characteristics are not a barrier to success. Guest speakers included people with disabilities.</p>

	Directors of Learning Conference. Senior Leadership Conference. Assistant Headteacher Leadership Conference. Central Team Conference.		
Recruit suitable board members and local forum members.	Best practice will be applied using DfE and NGA guidance, considering annual skills audits and succession planning.	Maintain an effective, well rounded and diverse board who acts as a critical friend offering appropriate challenge.	Following the appointment of several new members, the board reflects the diversity of our society.

People Management

Objective	Action	Intended Impact	Review 2024
Recruit, develop and retain the best talent	<p>Communicate to all staff and prospective staff what the opportunities are for development within Matrix.</p> <p>Create a recruitment timeline so everyone can be proactive in securing the best talent.</p> <p>Update the TLR structure.</p> <p>Effective training for LSAs.</p> <p>Make it very clear throughout the recruitment process that we do not tolerate inequality and possessing any protected characteristic is never an impediment.</p>	<p>As a result of an effective succession plan being in place there is the right balance of stability and innovation in leadership.</p> <p>Schools are fully staffed with very capable teachers and support staff.</p>	Right from the advert onwards, we are very clear about our non-negotiable approach to inequality. As a result, we have recruited an extremely diverse staffing body.
Have positive, committed and valued staff. Matrix to become the MAT of choice.	Embed a wellbeing approach as a tool to show the value of staff, rolling out an Employee Assistance Programme (EAP). The EAP will be useful to guide employees who are struggling with a range of issues whether that be stress at work or home worries.	As a result of the wellbeing tools and support on offer staff feel supported and valued. Staff to see the positive reasons for joining Matrix or continuing to work in the trust.	Staff report that they feel valued and respected (staff event feedback, wellbeing surveys, etc).

	<p>Investment in staff training and professional development opportunities.</p> <p>Foster a culture of belonging for everyone, where their characteristics are not merely tolerated but celebrated.</p>	<p>Staff will see clear progression/careers paths and the investment we offer in our staff and their development.</p>	
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Last updated: September 2024