



omega
MULTI-ACADEMY TRUST

Trust Impact Strategy

2024-26



“

Provide the best school
experience possible for
every child.
Be the best employer
we can be.

”

The **4** Domains



High Quality Inclusive Education

A commitment to education for all, because all children and young people are entitled to a high-quality education which is appropriate to their needs, promotes high standards and fulfils their potential.



Workforce Resilience & Wellbeing

A determination to maintain a culture of mutual trust and respect between colleagues, because this underpins wellbeing and is a pre-requisite to our dedication to professional development for all.



Finance & Operations

A disciplined approach to manage risk and ensure sustainability, because when we are careful with our financial and physical resources, we can reinvest savings into our schools to be great places to learn and work and to help us achieve the highest standards.



Public Benefit & Civic Purpose

Utilising the strengths and capacity across our trust to drive collaborative relationships that improve our schools, contribute to the regional education system and make a difference in our communities.

The **12** Commitments



High Quality Inclusive Education

1. Tackle Persistent Absence
2. Advocate for Children with SEND
3. Codify Concepts of Excellence



Workforce Resilience & Wellbeing

4. Invest in People; Grow Expertise
5. Pursue 'Just Culture'
6. Live & Breathe Wellbeing



Finance & Operations

7. Promote Sustainability
8. Secure Digital Resilience
9. Drive Risk Management



Public Benefit & Civic Purpose

10. Scale-up School Improvement
11. Widen Collaboration and Influence
12. Secure Sustainable Growth



High Quality Inclusive Education

1. Tackle Persistent Absence		
If we	Then	So that
Define & embed a trust-wide Attendance Charter	<ul style="list-style-type: none"> ✓ We will unite behind a vision for best-practice; ✓ We will co-construct evidence-informed, Omega MAT policy, systems and practice, to ensure aligned approach in all schools, learning from the most impactful practice across the Trust, regionally and nationally; ✓ We will establish an Attendance Leader Network to support leaders in each school, ensuring there is equity in expertise and impact; ✓ We will roll-out Attendance Deep Dives to review our work, report on its impact and refine our approach to relentlessly drive improvement; ✓ Positive attendance will be promoted as a cultural norm in each of our schools. ✓ All schools will adopt a unified approach to tackling pupil absence. 	<ul style="list-style-type: none"> ✓ Professional confidence amongst Attendance Leads is enhanced; ✓ Best practice is shared and applied; ✓ The Trust is assured that schools are doing all they can to secure positive attendance and tackle absence; ✓ Rates of attendance will improve; ✓ Persistent absence will reduce, especially for disadvantaged students and those with SEND; ✓ Severe absence will reduce, especially for disadvantaged students and those with SEND.
2. Advocate for Children with SEND		
If we	Then	So that
Determine, implement and drive towards Trust Inclusion Standards	<ul style="list-style-type: none"> ✓ We will co-construct values-driven Omega MAT Inclusion Standards which is evidence-informed and rooted in the most impactful practice in SEND Coordination, Provision Planning, Adaptive Teaching and the deployment of resource including effective use Teaching Assistants; ✓ We will align SEND and Inclusion policies, systems and practice, to ensure equity in the approach of all schools; ✓ Establish a SEND Leader Network to support leaders in each school, ensuring there is equity in expertise and impact; ✓ We will appoint a Trust-sponsored Associate Director for SEND to drive a SEND Leader Network; ✓ The Network of SEND Leaders will drive an 'Expert Teacher Programme', to be delivered consistently in all schools, championing Adaptive Teaching; ✓ We will utilise Trust-wide Facilitated Self-Evaluation (Peer Review) to ensure improvement is driven through the Trust's 'Four R' Model for improvement. 	<ul style="list-style-type: none"> ✓ School-based Advocacy for SEND will ensure school leaders embrace challenge through the inclusive lens; ✓ The best practice is shared, and there is equity in advocacy for children with SEND; ✓ Teachers will feel more confident in the teaching of children with additional needs; ✓ Children and families benefit from a more enjoyable and productive school experience, rooted in positive relationships with providers; ✓ Persistent and severe absence will reduce for students with SEND; ✓ Outcomes for SEND are driven to improve at Trust and School-level, with accountability to Local Governance and Standards & Safeguarding Committees; ✓ Outcomes for children with SEND will improve over time.
3. Codify Concepts of Excellence		
If we	Then	So that
Align Assessment Practices	<ul style="list-style-type: none"> ✓ Students in all primary and secondary schools benefit from the strongest assessment practice, that drives timely feedback, incisive planning and precise intervention; ✓ Leaders, including Trustees and Local Governors, have the assurance that assessment is accurate and moderated to ensure reliability; ✓ Key stakeholders benefit from robust performance data to help identify the most impactful practice and drive effective school-to-school support. 	<ul style="list-style-type: none"> ✓ Students in Omega MAT schools make stronger progress, particularly those with SEND and from disadvantaged backgrounds; ✓ Parents of Omega MAT children receive an equitable experience from schools' systems for reporting on their child's progress; ✓ Leaders, including Trustees and Local Governors, are better enabled to execute their responsibilities for school standards.
Drive a common approach to the development of Disciplinary Literacy	<ul style="list-style-type: none"> ✓ Disciplinary Literacy is central to the 'knowing and doing' of every subject and therefore, central to the delivery of every school's curriculum; ✓ All staff will be empowered to teach and model excellence in all aspects of literacy, so that they can teach their subject through reading, writing, speaking and listening; ✓ We will unite behind the ambition that all students will become a skilled reader, writer and speaker; ✓ Strong, evidence-informed interventions drive strong programmes that help children to catch-up. 	<ul style="list-style-type: none"> ✓ All students, regardless of starting points, will grow the foundational knowledge and skills required to access a broad and rich curriculum; ✓ A lifelong love of reading will be created from early childhood to employment.



Workforce Resilience & Wellbeing

4. Invest in People; Grow Expertise

If we	Then	So that
Embed Performance Development	<ul style="list-style-type: none"> ✓ All colleagues will benefit from the Trust's new Professional Development Review processes; ✓ Teachers will benefit from effective Subject Knowledge Enhancement, engaging with organisations such as the Professional Teaching Institute; ✓ We will oversee a core CPD offer in all schools to ensure equity of access at key career stages and in all roles; ✓ We will support Specialist Expertise Development to grow internal capacity for school-to-school support, both operationally and educationally. 	<ul style="list-style-type: none"> ✓ The link between pay and performance is removed, focusing performance review on professional development; ✓ We deliver on the 'Golden Thread' of professional development; ✓ Teachers are confident in the delivery of subjects relative to their roles and curriculum intent; ✓ Operational and specialist professionals are appropriately trained and certified to ensure compliance; ✓ The Trust makes effective use of the apprenticeship levy.
Maximise Leadership Expertise	<ul style="list-style-type: none"> ✓ We will invest further in the Omega MAT 'Human Factors' programme to augment its reach across the Trust; ✓ Develop and deliver an Omega MAT Leadership Development programme, rooted in the principles of ethical leadership; ✓ Broaden Omega MAT Leader Networks as a key mechanism for expertise development; ✓ We will embrace the full suite of National Professional Qualifications, targeting and encouraging engagement appropriate to career-stages. 	<ul style="list-style-type: none"> ✓ The Trust develops its own leaders, providing development and career pathways for existing employees in an 'Internal First' approach to recruitment; ✓ The sustainability of the Trust and its vision for growth is achievable, through carefully considered succession planning; ✓ Omega MAT leaders will operate within an agreed model of ethical leadership.

5. Pursue 'Just Culture'

If we	Then	So that
Renew and enshrine Trust Values and Behaviours	<ul style="list-style-type: none"> ✓ We will review, reframe and articulate the Omega MAT Values, rooted in the values of our schools, to encourage alignment of all schools and all colleagues, through repeated communication; ✓ We will agree the behaviours that underpin and drive our values, modelling and rehearsing practices that contribute to the intended culture; ✓ We will use commonly agreed behaviours to inform and shape our leadership development and recruitment practices. 	<ul style="list-style-type: none"> ✓ We can continue our continuous drive to secure and maintain a positive staff culture of high-expectation; ✓ We will implement trust values in the day-to-day life of our schools through the routines and behaviours of all members of the Trust community; ✓ Our decisions, at all levels, are rooted in our values.
Drive Equality, Diversity and Inclusion in our workforce	<ul style="list-style-type: none"> ✓ We will commission an EDI Audit to identify how our schools, our websites and our recruitment strategies are inclusive and accessible; ✓ We will develop Equality Objectives that are evidence-informed and that will impact on our ambition to be an inclusive employer; ✓ We will actively seek appropriate representation in key positions of governance; ✓ We will appoint EDI Champions in each school; ✓ We will engage in trust-wide job evaluation, to ensure equity in pay and conditions across all schools. 	<ul style="list-style-type: none"> ✓ All leaders and staff understand the Equality Act and their public sector equality duty, embedding this in all policies and in the practices and behaviours of all staff; ✓ The governance of our trust is reflective of the communities we serve; ✓ Equality, diversity and inclusion is driven through staff voice in each constituent school, and reported centrally; ✓ Colleagues across the trust will receive equal pay for equal roles and responsibility.

6. Live & Breathe Wellbeing

If we	Then	So that
Reinforce our Wellbeing Charter to show value and care to all people and all roles	<ul style="list-style-type: none"> ✓ We will respond constructively to the Omega MAT Staff Survey; ✓ We will sponsor the appointment of Wellbeing Champions in each school and a trust-wide Wellbeing Network; ✓ We will drive consistency in Workload Impact Assessments; ✓ We will explore ways and means to enhance flexible working so it can apply fairly and equitably across all settings in the Trust. 	<ul style="list-style-type: none"> ✓ Colleagues will experience improvement in working conditions as a direct result of their feedback; ✓ School/Trust leaders receive dynamic feedback and use this to drive adjustment as required; ✓ The Trust maintains its drive to be the best employer it can be.



Finance & Operations

7. Promote Sustainability		
If we	Then	So that
Ensure Physical, Financial and Operational Resource Efficiency	<ul style="list-style-type: none"> ✓ We will be consistent in our approach to Contract Management; ✓ All budget holders will adhere to centralised strategic and Coordinated Procurement; ✓ All purchased resource is justifiable in terms of educational impact; ✓ Waste will be reduced, through enhanced Budget Performance Review and careful Asset Management. 	<ul style="list-style-type: none"> ✓ There will be no public money tied-up in inefficient or unnecessary contracts/service level agreements; ✓ Contracts will deliver enhanced quality on the best terms possible; ✓ Schools will benefit from economies of scale and the reinvestment of financial savings for educational benefit; ✓ Budget holders will uphold the principle of value-for-money when making purchase requisitions.
Drive towards Net Zero Carbon Emissions	<ul style="list-style-type: none"> ✓ Enlist appropriate expertise to develop and drive a Trust Carbon Reduction Strategy, including a ban on single-use plastics; ✓ We will appoint Sustainability Advocates in each school, to drive Carbon Reduction at School/Student leadership level; ✓ All procurement decisions will be reported against energy-efficiency/carbon-reduction targets. 	<ul style="list-style-type: none"> ✓ The Trust will commit to meeting its public sector carbon reduction obligations; carbon emissions will reduce by 50% by 2032; ✓ Non-recyclable waste will be reduced; ✓ Savings are realised in operational cost.
8. Ensure Digital Resilience		
If we	Then	So that
Embrace Innovation for educational and workforce benefit	<ul style="list-style-type: none"> ✓ Our Digital Strategy v2.0 will engage key stakeholders from across the Trust to inform capital investment decisions; ✓ We will develop an evidence-informed, policy for the use of Artificial Intelligence for educational benefit and as a key operational tool to drive efficiency and as a means of reducing workload; ✓ We will develop an accessible, asynchronous CPD programme covering the use and application of key Trust systems. 	<ul style="list-style-type: none"> ✓ Students will learn the benefits and risks of AI technology, and be independently discerning in its use; ✓ Colleagues will benefit from innovative approaches to workload reduction; ✓ Colleagues from across the Trust access Trust systems with equal confidence.
Prioritise Cyber Security and Business Continuity	<ul style="list-style-type: none"> ✓ We will routinely drive awareness of the ongoing threat from cyber-attack through Cyber Security training, to ensure vigilance from all staff across the estate; ✓ We will regularly stress-test our cyber security to identify vulnerabilities; ✓ We will develop a robust business continuity plan, which is tested and rehearsed across the estate to minimise on-going risk. 	<ul style="list-style-type: none"> ✓ Staff across the Trust are fully aware of the risk factors relating to cyber security and actively report suspicious activity; ✓ The risk of cyber-attack is reduced; ✓ Leaders across the Trust are confident in ensuring continuity of service in the event of a cyber-attack.
9. Drive Risk Management		
If we	Then	So that
Ensure consistency in Risk Management processes	<ul style="list-style-type: none"> ✓ We will adhere to a revised Risk Management Policy; ✓ We will drive an aligned approach to Risk Management across all schools; ✓ School Leaders' Strategic Planning in schools is driven by a thorough assessment of strategic and operational risk; ✓ Risk Registers will be routinely reviewed at Senior Leadership level in each school. 	<ul style="list-style-type: none"> ✓ School Strategic Plans target the mitigation of risk; ✓ Risk registers will be consistently maintained in all schools and actively reviewed to reduce risk; ✓ Risk registers are consistently reported and reviewed by Local Governing Boards in keeping with the Scheme of Delegation.
Embed a positive Health & Safety Culture in all schools	<ul style="list-style-type: none"> ✓ We will develop a Health and Safety Charter to codify a consistently robust approach to health and Safety in all schools ✓ We will embed Reporting Systems to ensure an efficient means of recording, reporting and analysing incidents, accidents, near-misses and concerns; ✓ We will utilise Benchmarking to ensure we drive improvements in safe-working culture. 	<ul style="list-style-type: none"> ✓ Health & Safety is perceived as 'business as usual' and vigilance is improved (as evident though audit and reporting trails); ✓ Enhanced reporting enables Governors and Trustees to hold leaders to account for health and safety performance; ✓ Schools are safer places to work and learn.



Public Benefit & Civic Purpose

10. Scale-up School Improvement

If we	Then	So that
Embed Quality Analytics	<ul style="list-style-type: none"> ✓ Leaders at all levels, including Trustees and Local Governors will benefit from trust-wide dashboards that provide interactive and intuitive data to spark professional curiosity, drive improvement and measure impact; ✓ There will be a transparent model for identifying the strongest practice; ✓ Leader and practitioner workload will be reduced. 	<ul style="list-style-type: none"> ✓ School performance is benchmarked against high-performing schools; ✓ School improvement capacity can be targeted with precision and monitored for impact; ✓ Leaders focus on driving improvement rather than time-consuming analysis; ✓ Standards improve.
Launch and deliver a Trust-wide Associate Programme	<ul style="list-style-type: none"> ✓ We will internally promote the strongest practitioners, providing them with a platform to support other practitioners within the Trust or more widely; ✓ We will augment capacity to provide school-improvement support; ✓ Provide enhanced career/job satisfaction for more colleagues. 	<ul style="list-style-type: none"> ✓ The best practice is shared in a peer-coaching relationship; ✓ Standards improve; ✓ Staff retention and job-satisfaction is enhanced.

11. Widen collaboration and influence

If we	Then	So that
Propagate Collaborative Relationships with wider educational networks	<ul style="list-style-type: none"> ✓ We will be a key player in the launch and development of The Education Exchange (North-West); ✓ Omega MAT will be both provider and beneficiary of school improvement and/or operational capacity and expertise from like-minded schools, trusts or local authorities; ✓ Omega MAT leadership/practitioner expertise, kudos and/or job-satisfaction will be enhanced. 	<ul style="list-style-type: none"> ✓ Omega MAT schools/leaders are driven to be outward-looking and to remain professionally curious; ✓ Capacity for improvement, within the Trust/across the wider education system, is augmented; ✓ Outcomes/experience for young people is improved.
Engage in Collective Action within our communities	<ul style="list-style-type: none"> ✓ The Trust will engage directly with communities, through an annual community stakeholder survey; ✓ The Trust will build mutually-supportive relationships with wide civic actors, such as leaders in Health, Policing, Local Authorities and the Third Sector; ✓ We can collectively identify key community challenges, and explore ways in which collective action can support place-based change. 	<ul style="list-style-type: none"> ✓ Trustees have a forensic understanding of the needs of our communities, underpinning strategic decision-making; ✓ The Trust can have wider public benefit, in-keeping with its charitable objectives; ✓ Collective action can support improvement in wider outcomes; ✓ The Trust's reputation as a key civic actor is enhanced.

12. Secure sustainable growth

If we	Then	So that
Strategically Promote the impact and value of our Trust	<ul style="list-style-type: none"> ✓ We will work to a clear growth strategy, in-keeping with our vision and conditions for growth; ✓ We will enhance our social media footprint; ✓ Our website will tell the story of the Trust, the material impact within our schools and the impact on young people. 	<ul style="list-style-type: none"> ✓ The Trust's reputation across the region will be enhanced; ✓ The Trust will attract interest from other schools/Trusts seeking operational/strategic support within a multi-academy trust.
Secure Growth that enriches the Trust's work	<ul style="list-style-type: none"> ✓ We will build an Omega MAT Mersey Regional Hub to support growth around Alsop High School; ✓ We will actively engage with primary schools within the Mersey City Region, offering strategic, operational and school improvement support as required; ✓ We will actively seek specialist and alternative education providers as strategic partners. 	<ul style="list-style-type: none"> ✓ There is augmented operational capacity to support schools across Liverpool, Sefton and Wirral areas; ✓ Expertise in specialist inclusive provision is enhanced, adding value to our schools; ✓ The Trust is able to secure growth in keeping with its vision.



 [omegamat.co.uk](https://www.omegamat.co.uk)

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