

# DBE 26-1-24: Pioneer MAT

## Developing our Federation into a Diocese based Trust



**DIOCESE OF  
CHICHESTER**  
KNOW LOVE FOLLOW JESUS



**EDUCATION  
EAST SUSSEX**  
TOGETHER FOR EXCELLENCE  
AND INCLUSION



# Pioneer Federation



**Achievement for All, Learning Together, Learning for Life**

# Leadership at all levels

## **School Leadership Structure**

- ExHt (0.2 each sch & 1 day wk LA)
- Senior HOS (no teaching commitments)
  - HOS (1 day teaching)
  - ST (half day wk SLT)
  - Cohort Leads
- Subject Leaders – 1 subject across Fed - <https://pioneerfederation.co.uk/easthoathly/wp-content/uploads/2023/10/Subject-Leadership-Governor-Links-23-24-1.pdf>
  - Inclusion Manager across all 4 schs
  - 2 Bursars- j/s (1.0) across all 4
  - Health & Safety Administrators

## **Governor Structure**

- 13 Governors - <https://pioneerfederation.co.uk/roles-responsibilities/>
  - COG (Local Support Governor (LSG))
  - V-COGs x 4 (linked with each HOS regularly)
- Each Governor linked with a subject leader - <https://pioneerfederation.co.uk/easthoathly/wp-content/uploads/2023/10/Subject-Leadership-Governor-Links-23-24-1.pdf>

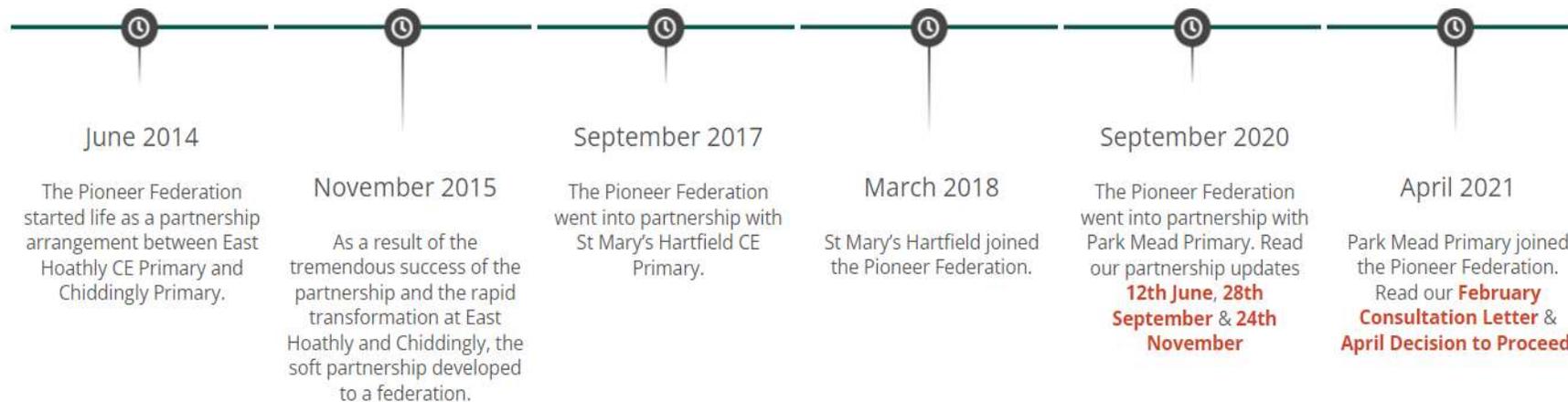
## **Pupils as Leaders**

- Pupil Governors- <https://pioneerfederation.co.uk/pupil-governors/>
- <https://pioneerfederation.co.uk/stmarys/pupils-as-leaders/>

# Journey to where we are now (2012- 2024)



## Pioneer Federation Growth



## The Future- Pioneer

### MAT

<https://pioneerfederation.co.uk/wp-content/uploads/2023/05/Pioneer-Federation-Partnership-Proposal-2023.pdf>

# Why have a Pioneer MAT?

## Why not just continue as a Federation of schools?

- Greater autonomy & independence as MAT
- Ability to choose the direction and own destiny for the group of small schools
  - Stronger stability long term in a ever changing educational landscape
    - Conversion grant available now – will they be in the future?
      - There is a need for a small school MAT in Sussex
    - Potentially logistically easier for schools to join MAT structure
  - LA/Diocese will potentially support/broker sch small joining in the future

# The Future- Pioneer Diocese MAT Proposal

## Our MAT Proposal:

- MAT for schools with up to **150 NOR**. Schools would be joining a groups of school who understand the benefits and pressures of small school mixed aged classes/teaching.
- **Specialism/experience is small schools** with mixed aged curriculum for 12 years (11 Ofsted/ 4 SIAMS)
- Diocese based MAT- **part of Chichester Diocese family** – providing support and expertise for the Trust
- Bases of MAT are Church Schools (the majority)- Trust will be **distinctively Christian** but that inclusion is also key. Non-church will also be included
- Christian distinctiveness of MAT clear but **inclusive of community (non-church) schools**
- Our aim would be to develop a 10 school MAT over the next 10 years. All schools must be financially viable.
- **Pioneer Federation is already operating as a MAT-** combined budget, combined curriculum format, combined planning and policies
- **Self-sufficiency & Quality Assurance** - Ofsted inspectors within the Federation and Moderators. 12 years of proven effective school improvement systems
- All Pioneer **schools retain their uniqueness** (small village primary schools) whilst being part of Federation of schools working collaboratively to support each other – bespoke curriculum linked to cultural capital
- **Proven strong mixed aged curriculum.** EH Ofsted 2018- ‘The curriculum offers pupils a rich and varied diet’. CP Ofsted 2019 ‘The curriculum is a strength and is fit for the future’. SMV March 2020 Ofsted ‘Leaders have designed an interesting, varied and ambitious curriculum for all pupils.’ **2023 SIP Report** ‘The curriculum is a strength of the Federation. There is a very clear strategy into how the curriculum has been developed across the Federation. It is clear and consistent, aims to drive expectations and is resourced.’

# Pioneer MAT Structure

Clusters of locally based small schools (up to 5 in each cluster) working within a similar collaborative structure as the 4 Pioneer schools at present.

## MAT 10 School Leadership Structure

- **CEO**- working across the **10+ schools**. **Key roles:** Vision, values and ethos, Curriculum Development, Trust Strategy, Trust development and governance.
- **2x ExHt** - working across each **5 school cluster**. **Key roles:** Quality of education, collaborative school improvement, Trust wide professional development of staff.
  - **CFO**- one budget per cluster
  - **HOS** – individual to each school with 1 day teaching commitment
    - **ST**- half a day SLT
    - **Cohort Leads** per cluster
  - **Subject Leaders** within each cluster – 1 subject across cluster of schools

## MAT 10 School Governance Structure

- **5 Trust Members** - have ultimate responsibility for the trust achieving its charitable objectives.
- **11 Trustees** – clarity of vision, CEO held to account & also overseeing the financial performance
- **LGBs** – once the MAT has grown beyond 5 schools, LGBs will be formed for clusters of local schools- up to 5 schools per cluster.

# Preserving and Developing Christian Distinctiveness in a Pioneer MAT

- **Theologically rooted Christian** MAT/Federation Core ‘Vision and Values’- *based on the teaching of Jesus*
- *Firmly advocates that all Pioneer stakeholders must flourish- all are achieving the ‘best that they can be’, have high confidence and self-belief. They know Jesus and are ready for next steps.*
- **Successful SIAMS Inspections and DEP monitoring** over 12 years (EH and SMV both ‘Outstanding’ and expected to achieve ‘Judgement 1’ 2024).
- **Each Church School Christian distinctiveness** is clearly identified and recognisable ‘visually’ within the schools, ‘Vision and Values’ and in ‘published information’- see websites & prospectuses.  
EH: <https://pioneerfederation.co.uk/easthoathly/siams-lead-inspector/>  
SMV: <https://pioneerfederation.co.uk/stmarys/siams-lead-inspector/>
- **‘Statement of Entitlement’** fully established in all out Church Schools
- **Daily Collective Worship: Mirrors** (self-reflection), **Windows** (exploration) and **Doors** (actions/creative in response)’ part of Spirituality policy. **Pioneer Collective Worship**- all welcome, inclusive (SEND, EAL etc) & involving, inspirational, meaningful, candle and flame- reminds us of God’s presence, reflection & impact clear- impact on lives immediately in sch and beyond, opening and closing prayers- meaningful and understood by all- sch values ref

# Curriculum

- **Pioneer Curriculum across all schools-** developed over 5 yrs with staff
- **SLs** have defined 3Is in cycles, unit progression doc, Road Maps and Termly MTPs
  - **Termly Curriculum Steering Group-** SLT, Gobs and Subject Leaders
    - **Cultural capital** via MTPs- SLs develop these termly
    - **Cohort planning meetings termly-** across Fed – shared planning
  - **Staff meetings weekly across Fed** and weekly Briefing Meetings within schs

## **WEBSITE**

- **Key Information About Our Curriculum-** <https://pioneerfederation.co.uk/easthoathly/key-information-about-our-curriculum/>
  - **Curriculum Framework -** <https://pioneerfederation.co.uk/easthoathly/curriculum-framework/>
    - **Curriculum Road Maps –** <https://pioneerfederation.co.uk/easthoathly/road-maps/>
- **Curriculum Subject Unit Progression Documents-** <https://pioneerfederation.co.uk/easthoathly/curriculum-subject-unit-progression-documents/>
- **Curriculum Programmes of Study/ Medium Term Plans-** <https://pioneerfederation.co.uk/easthoathly/curriculum-programmes-of-study-medium-term-plans/>
  - **Curriculum Events**
    - **Forest School**
  - **Pupil Character & Pupils as Leaders**
  - **Thrive & Wellbeing – Zones of Regulation**
  - **International Links**

# Pioneer Educational Outcomes Over Time

Pioneer outcomes consistently at or above NA with strong progress over time. When improvement are required- they are identified and addressed rapidly.

SIP Report Nov 2023- *Senior leaders ensure the curriculum is reviewed regularly, learning and reflecting on the impact teaching sequences have on the children's learning. This is ambitious and is supportive of teachers and their workload. The regular and consistent monitoring done by school leaders ensure that children are given support if they fall behind. The school deploys its resources carefully and ensures children with the greatest need receive the most support.'*

<https://pioneerfederation.co.uk/pupil-outcomes/>

## Pioneer KS2 Average 2023 Outcomes at 'Expected Standard'

**Writing 87%** (National 71%) **Pioneer Progress Score +1.4** (East Sussex Schools -1.16)

**Reading 84%** (National 73%) **Pioneer Progress Score +0.8** (East Sussex Schools -0.82)

**Maths 80%** (National 73%) **Pioneer Progress Score -1.3** (East Sussex Schools -1.65)

**Pioneer Combined R,W&M 71%** (National 59% and East Sussex 56%)

[Click here](#) to see 2023 Pioneer Outcome Chart.

## Pioneer KS2 Average 2022 Outcomes at 'Expected Standard'

**Writing 82%** (National 69%) **Pioneer Progress Score +1.5** (East Sussex Schools -0.91)

**Reading 78%** (National 74%) **Pioneer Progress Score +1.14** (East Sussex Schools -0.92)

**Maths 79%** (National 71%) **Pioneer Progress Score +0.01** (East Sussex Schools -1.34)

[Click here](#) to see 2022 Pioneer Outcome Chart.

# Finance & Future Viability of Pioneer Trust

- One Pioneer Budget at present
- RSC feels that this could continue in a Pioneer MAT
  - Ring fence PPG and SEND funding per sch
    - Separate EH Nursery Budget
  - 1.0 Pioneer Bursar (2.5/2.5 job share)
    - 0.2 Finance Assistant
- COG and VC termly Finance Governor Meeting- one report covering all schools
  - Yr3 slight deficit- looking at options- JP LA work – possible TA KS2 pms RS

# Pioneer Collaborative Professional Development

## Staff cpd built in across Federation- utilising strengths across the 4 schools & within MAT Clusters

- **Fed Staff meetings weekly**- led by SLs- following staff cpd questionnaires in July
- **Fed INSETs** linked to curriculum gaps- eg Jan 2nd INSET – Art sketchbooks & pro artist workshop based on prog units
  - **Sch based Briefing Meeting weekly** for all staff at each sch- operational sch based info
    - **CPD across Federation** – staff visiting other schs for cpd
      - **Moderation** x 3 Fed annually and LA/Alliance events
      - **SL Deep Dives** – visiting schs – obs, books, pupil voice
        - **Cohort planning termly & shared planning**
  - **Leadership coaching in-house** (ExhT- HOS/ HOS- ST/ ST- SLs/ Cohort Leads- cohort teachers)
    - **Leadership cpd outside of Fed**- NPQH, visiting Compass Schs in London etc
  - **Sch to Sch peer staff links**- each staff member has a Pioneer link- visiting twice a year
    - **LA moderators** at EYFS, KS1 and 2 within staffing structure
      - **ExHt and Senior HOS**- Ofsted inspector training 2024