

inspiring|leaders

EVALUATION REPORT

MAT Partnership - Leaders feedback 2022/23



ABOUT INSPIRING LEADERS

Formed in 2012 by a group of innovative and forward-thinking leaders, Inspiring Leaders has made significant impact upon the lives of thousands of children. A partnership, built on trust and commitment, has provided training for over 4000 school leaders and trained over 400 new teachers for the system.

We are passionate about helping teachers and leaders to reach their full potential, and to raise standards in education. Through innovative collaboration, supportive networks and continual professional development, Inspiring Leaders helps partners achieve their strategic goals and create strong, sustainable trusts.

Regional MAT Partnership

In 2022/23 Inspiring Leaders launched its regional MAT partnership with a firm commitment to supporting MATs to become **strong and sustainable**.

Our partnership provides high-quality leadership development to our 15 member MATs, supporting their ongoing improvement. We have established a range of high quality professional learning and leadership communities which serve the needs of all leaders based in a MAT ranging from Education Directors to Estates Directors, all with a strong focus on collaborative learning and professional development.



Our partnership supports MATs who represent over 185 schools, and supports the development of over 15,000 staff - with a shared commitment to improving the life chances of over 80,000 learners in our schools.

AIMS OF THE EVALUATION

To support our partnership's ongoing improvement we wanted to collect the views of our leaders to ensure that our communities provide the right level of challenge, insight and support.

We designed a short survey which had a focus on gathering the following feedback:

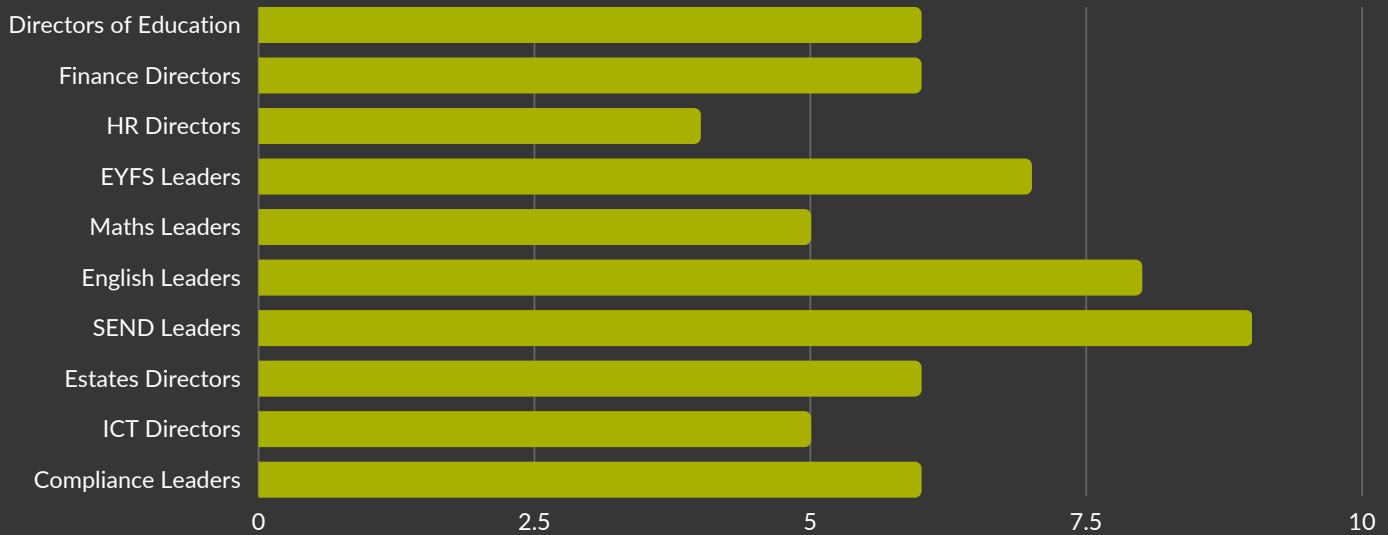
1. Do our communities enable you to meet colleagues from others MATs - because we are committed to enabling partnerships to form across the region.
2. If our communities feel like a good use of people's time - because we know how busy MAT leaders are.
3. The value of our communities with respect to improving reflectiveness and practice -, because we understand that reflectiveness is a key driver for personal and organisational improvement.
4. If our leaders would recommend our sessions to other leaders - because we know that trust and credibility is at the heart of what makes learning communities powerful.
5. Other suggestions about how can improve our work - because we are committed to creating a great partnership for our MATs.

All of the feedback collected will be used by Inspiring Leaders to add to our ongoing cycle of self-evaluation and will inform improvements to our practice in 2023/24.



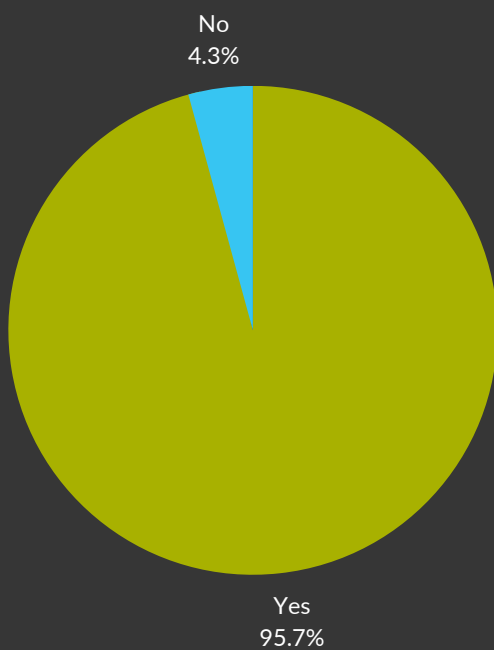
RESPONSES

We received a total of 47 responses to the survey



At the point of data collection most leaders had accessed two sessions. In the case of the Estates, ICT and Compliance leaders, they had only been to one session and this is reflected in some of the feedback further down the report. The 47 responses collected reflect a fairly even split between our communities.

Have you had a chance to meet with colleagues from other MATs within your sessions?



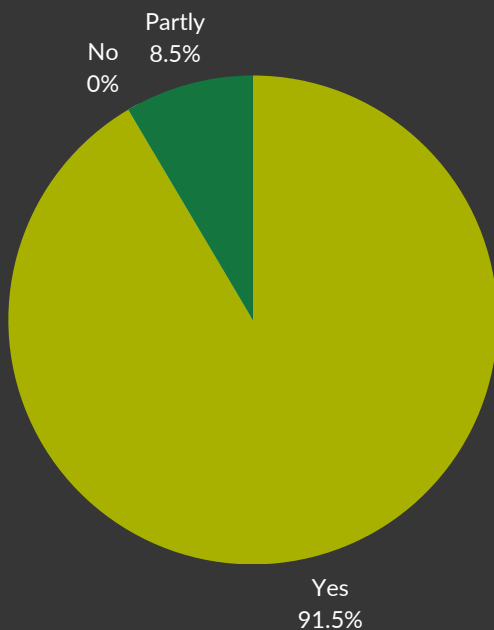
45 out of 47 leaders reported that they had met colleagues through our communities, which has been at the centre of our session design.

The two who responded no said they had needed to leave sessions early or had not had the chance to attend the second session due to diary commitments, which affected this response. They both said they would recommend the communities to other leaders when asked.

Our pledge

We will continue to place collaboration at the heart of our session planning and ensure MAT leaders can build effective partnerships with colleagues from across the region.

Have sessions been a good use of your time?



43 out of 47 leaders reported that sessions had been a good use of their time. Nobody answered no to this question, but four people responded partly.

Those who responded partly said:

- *Unable to comment as unable to attend to date.*
- *The introductory session was exactly that. It was good to meet other colleagues, but there was a wide spread of roles and leadership experience which made discussions unbalanced. The roles in primary and secondary are also very different, and roles across a Trust very different to in an academy.*
- *It's the sharing of information, the learning actions less so.*

The comment made about the variability of roles and experiences is a very important one and this is something that we will take into account as we develop further.

Our pledge

We will ensure our planning enables leaders with similar context to work together where appropriate. As our partnership expands we expect to have a broader range of MAT leaders in the room, which also impacts this.



A massive thank you from me for last week's network meeting and for the opportunity for me to come along. It was brilliant, very insightful and a privilege to be part of. So thanks again. HR Leader

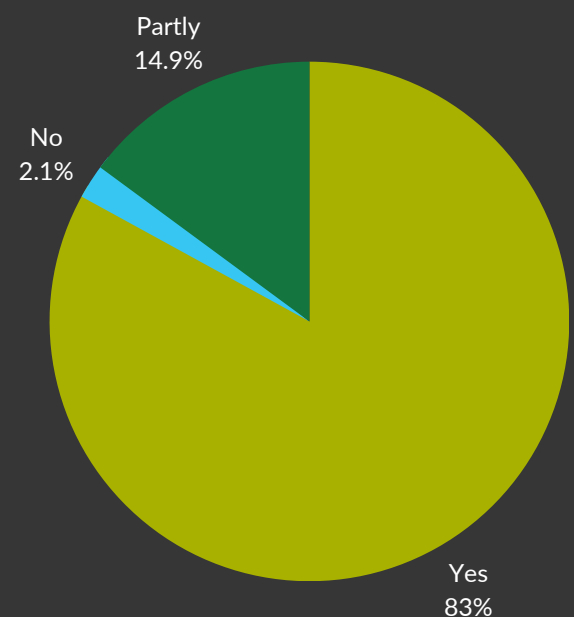
Have sessions provided you with an opportunity to reflect on and improve your practice?

39 out of 47 leaders reported that they were provided with an opportunity to reflect on and improve their practice as a result of attending. Eight people responded no or partly.

Those eight who responded no or partly said:

- *Unable to attend as above.*
- *I like to reflect on all meetings and sessions that I attend. I missed session 2 unfortunately so I can't really comment on the content that was delivered.*
- *The MATs are variable in phase and size so I wouldn't say it provided much opportunity to improve our practice however, it did allow me time to reflect on the distance we had travelled as a MAT and a function when comparing to others who were still tackling some tricky issues we had overcome. This provided a chance for sharing of ideas which, again, didn't benefit me from a practice point, but did allow some sharing of knowledge and common issues.*
- *I have only attended one session x 3.*
- *Will assess over the next few sessions.*

Nothing from the written feedback received suggests there is any issue with the design of the sessions necessarily, but clearly any expansion of the partnership would help add a breadth of experience to the communities. We support people to have ongoing reflection about their progress and also see the value in feeling affirmed that MAT leaders are making good strategic choices.



Our pledge

We will seek to expand the partnership in 2023/24 to include MATs with a breadth of experiences and scale. The increased range in MAT partners will lead to richer dialogue for colleagues and increased opportunities for peer challenge and reflection.

"These forums have started so well and have huge potential for collaboration, development and sharing of best practice moving forward. Thank you!" MAT Leader

You have certainly delivered what you sold us - a high-quality regional organisation.

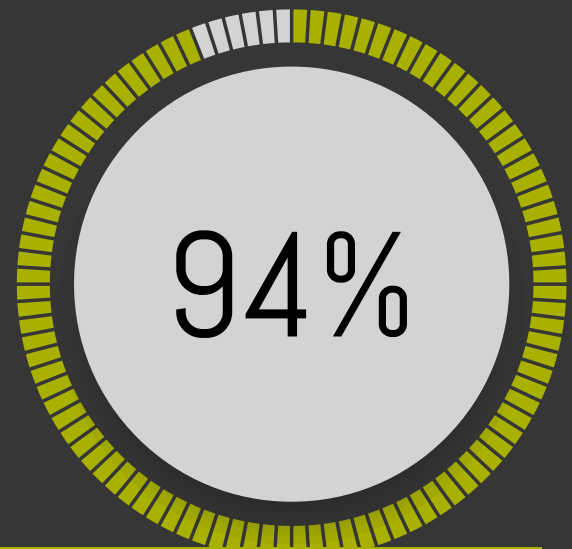
MAT CEO

Would you recommend our sessions to other MAT Leaders?

44 out of 47 leaders said they would recommend our sessions to leaders from other MATs. The three who didn't respond yes said:

- *Those who may be new to role.*
- *Once it grows.*

Clearly the response is very positive here and further supports our plans for expansion. There has been lots of verbal feedback and positivity during sessions about the potential of the partnership and what possibilities there are working as a larger collective in the region.



Our pledge

One of our operating rules for the partnership is an openness to feedback. We will continue to seek feedback from partners and leaders to ensure we improve our work and make our communities high-quality, well-led environments.

How could we improve our sessions?

Here is a collection of feedback from leaders in our communities:

- *N/A- Sorry, I appreciate that this is not helpful, but I have found the sessions extremely useful in reflecting and then impacting on practice.*
- *Longer sessions to allow more networking time.*
- *It would be great to have a shared list of contacts from the session so we can continue to network outside of the sessions.*
- *More opportunities for us to share how we do specific things we all have to do (such as absence tracking, reporting to board, etc).*
- *Check that the audience has more in common than just the subject. Adapt the content/session to the level of leadership.*
- *A wider range of participants - I have colleagues from across the region doing similar roles, who would really strengthen the group. Also, a more defined agenda - it might be helpful to define what we mean by lead practitioner (or whatever our role is) and then work to develop specific aspects of that role.*
- *For the CEO ones, I know it's been difficult as we've had a few postponed and only had one so far this year but I'm sure that will be fine moving forward.*
- *More time for Q and A about issues we're finding challenging - the hive mind!*
- *Further use of action learning sets.*
- *Continue with the mix of input (for example Jon Hutchinson) and also time for focused discussions (Action Learning Sets).*

How could we improve our sessions? Continued

The feedback from leaders was very helpful for us to continue to design and deliver sessions which meet the groups' needs. There was some very constructive feedback and some affirming feedback which has enabled us to reflect on how to continue to improve our partnership. All of the comments received will support our planning process.

Our pledge

We will continue to listen to leaders about how to best suit their needs. We will source expert speakers and encourage our partners to guide and shape the direction of their individual communities.

What has been the most valuable part of the sessions we have offered?

Here is a collection of feedback from leaders in our communities:

- *Networking in a facilitated forum. Working together as MATs and IL to agree the focus for future sessions. These forums have started so well and have huge potential for collaboration, development and sharing of best practice moving forward. Thank you!*
- *Discussion - open and honest and feeling as though I am not being judged.*
- *Getting other people's views and experiences on common issues across the sector.*
- *Talking to others, time for reflection and strategic thinking.*
- *Network working and national, regional and local updates.*
- *The networking aspect is the most valuable, sharing common issues and ideas particularly with MATs of a similar size.*
- *Problem solving, coaching support, updates on national SEND, and liaising with others doing the role.*
- *Some CPD techniques to use with staff. Time to talk with colleagues in a similar role is invaluable.*
- *Comparing and discussing how other Trusts operate, helps to benchmark against and ensure we are on the correct path!*
- *Opportunity to reflect on current practice, share experiences and practice new coaching skills in a safe environment where experts are available to offer support and suggestions in improving practice and therefore outcomes for children.*

It's great to read how sessions have been impactful for others, especially so early into our partnership's work. The feedback is encouraging and we can see that leaders value the blend of networking, peer critique and expert inputs that has been offered in 2022/23. As we plan for 2023/24 we will vary the style of our sessions and enable leaders to direct each of their communities in order to ensure we create the right balance of leadership development and peer challenge.

Our pledge

We will create a more varied programme design in 2023/24 learning from our successes, and creating wider opportunities for learning for leaders.

OUR PLEDGES

Based upon the feedback received as a part of the evaluation process we will commit to the following changes in next year's planning and delivery.

Pledge 1

We will continue to place collaboration at the heart of our session planning and ensure MAT leaders can build effective partnerships with colleagues from across the region.

Pledge 2

We will ensure our planning enables leaders with similar context to work together where appropriate. As our partnership expands we expect to have a broader range of MAT leaders in the room, which also impacts this.

Pledge 3

We will seek to expand the partnership in 2023/24 to include MATs with a breadth of experiences and scale. The increased range in MAT partners will lead to richer dialogue for colleagues and increased opportunities for peer challenge and reflection.

Pledge 4

One of our operating rules for the partnership is an openness to feedback. We will continue to seek feedback from partners and leaders to ensure we improve our work and make our communities high-quality, well-led environments.

Pledge 5

We will continue to listen to leaders about how to best suit their needs. We will source expert speakers and encourage our partners to guide and shape the direction of their individual communities.

Pledge 6

We will create a more varied programme design in 2023/24 learning from our successes, and creating wider opportunities for learning for leaders.

Our thanks go to all of our partner MATs and their leaders for their ongoing commitment and support.

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