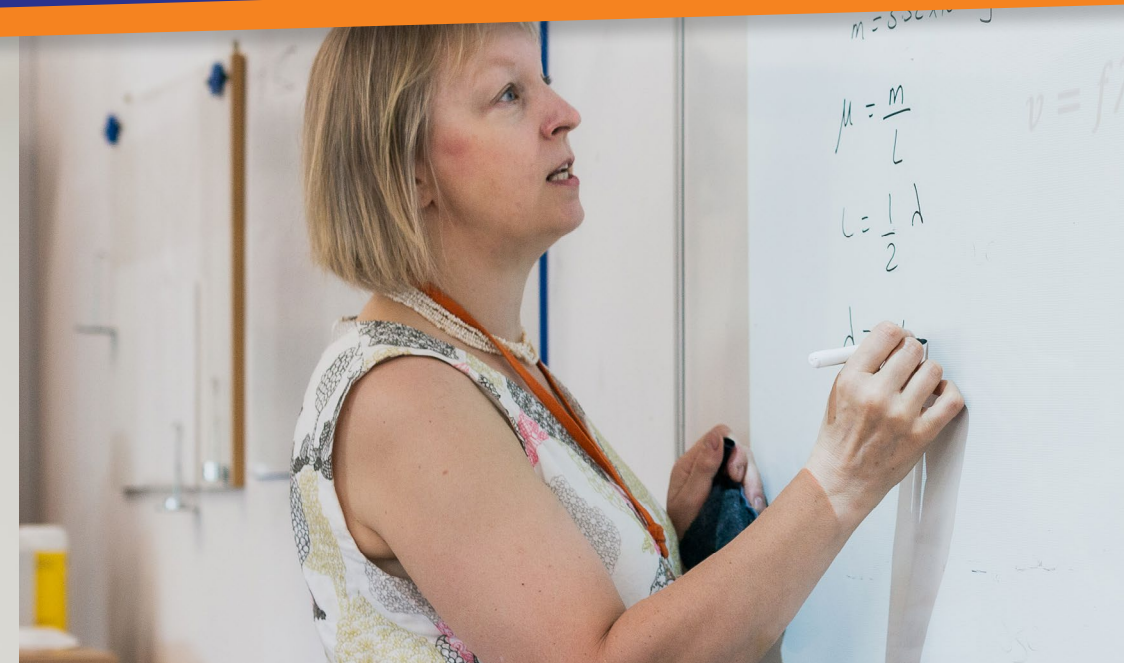


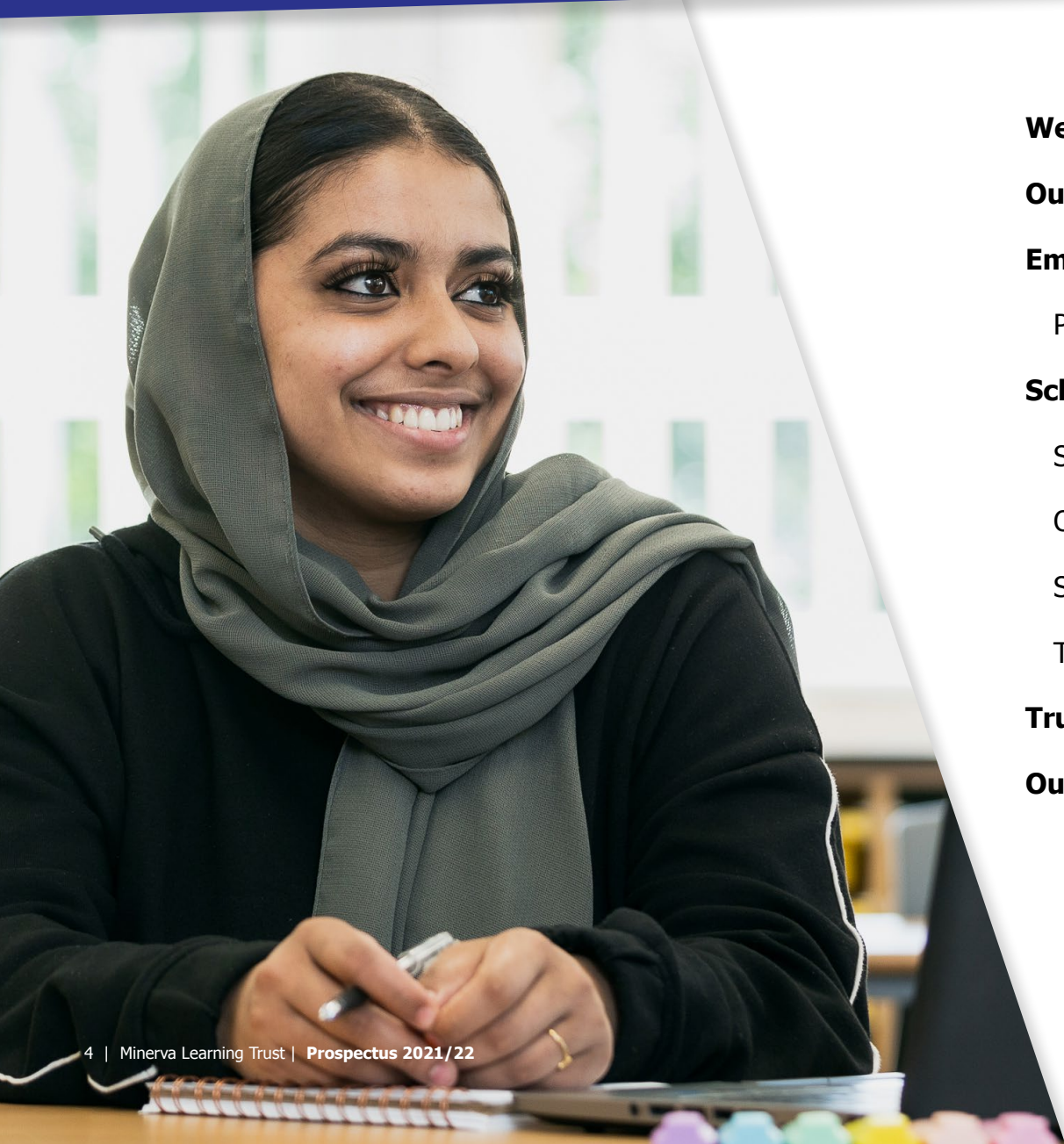


Prospectus 2021/22

Learning Together | Working Together | Outstanding Together

Together, We are Minerva





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Welcome to the Minerva Learning Trust

Minerva Learning a Trust is Multi-Academy Trust and is recognised as one of the largest and highest performing families of schools in the city of Sheffield. Our vision is to provide an outstanding education for students who are from a wide variety of backgrounds across our region.

We believe that schools should enhance the educational provision of an area, especially for the most vulnerable, and that they should make a significant contribution to the community in which they are set. Together, we work hard to ensure that all children within our care have access to a high-quality educational provision that provides them with the skills, qualities, and experiences they need to be successful and to positively contribute to society.

We strongly believe that schools are stronger by working together.

Together, we create the vision, the strategic direction, and the educational strategy which enables all students in our Trust to flourish regardless of their background or starting point – both academically, socially, and emotionally. We believe in inclusion and we believe in the power of education to transform young people’s lives.

Together, We Are Minerva.

Bev Matthews
Chief Executive Officer
Minerva Learning Trust





Our Vision and Values

As a Multi-Academy Trust we are a values driven trust. We place the needs of our learners at the heart of everything we do and we fundamentally believe that a child's background or circumstance should not pre-determine their future. Our staff work hard to ensure equality of provision for all.

We promote 'collaborative generosity', offering a wide range of opportunities for staff to share good practice. This is fundamental to our vision of all staff Working Together and Learning Together so that we can all be Outstanding Together.

Inclusion is at the heart of all we do as a Trust. Our students show a high level of care for each other and respect each other's diversity. We do not allow disadvantage to be a barrier to learning and we support all of our students to be the very best.

This clarity of vision and purpose is shared by all leaders and staff across our Trust and our values of Inclusion, Independence, Respect, and Success underpin all that we do.

'The CEO, executive and school leaders' model strong and value-based leadership and hold an unwavering determination to provide the best quality of education for our students'



Our Vision and Values



Our Mission, Vision and Values

OUR MISSION

To provide an outstanding education for students, staff and stakeholders within the Trust.

OUR VISION

Our Mission is underpinned by our vision that we are 'Stronger Together' by:

'Working Together'

Our students, staff and stakeholders work in partnership to maximise attainment and achievement and create successful and confident citizens.

'Learning Together'

Our students, staff and stakeholders learn collaboratively with each other to develop a highly skilled workforce which impacts positively on students life chances.

'Outstanding Together'

Our students, staff and stakeholders work tirelessly, effectively and efficiently to develop an outstanding quality of education in all our schools.

OUR VALUES

Our values underpin all of the work that we do and all of the decisions that we make.

Inclusion

We place the needs of our students at the heart of everything we do and we all support and encourage each other.

Independence

We promote and support strong leadership within our students, staff and stakeholders and we are all accountable for each other.

Respect

We recognise and appreciate the diverse qualities of our students, schools and stakeholders and we all care for each other.

Success

We celebrate and communicate our successes, share good practice and we all promote a culture of continuously learning from each other.

OUR BELIEFS

- We believe that we will have a significant impact on young people in Sheffield by providing outstanding provision.
 - We believe that we can empower existing and aspiring leaders to drive school improvement.
- We believe that through a quality education we can support students to be successful in life after school and to positively contribute to society.
 - We believe that a child's background and circumstances should not pre-determine their future.
- We believe that we can enrich the learning experience for all our students by providing aspirational opportunity beyond the classroom.

Employer of Choice

The Minerva Learning Trust aims to not only benefit and enrich our students, but also our teaching and support staff. Our staff work hard, are well supported and we are proud of all of our colleagues' achievements.

- Working in partnership with a variety of schools opens a network of opportunities for collaborative exchange. We foster a culture in which staff can actively learn from one another, share best practice, and avoid professional isolation.
- We believe in ongoing professional and personal development for all our staff. Ample opportunities to learn are available both in and out of house via professional courses, collaborative exchange and coaching and mentoring support.
- We focus on the future by identifying the knowledge, skills and attributes of our staff and put in place mission driven succession plans to help them achieve their potential and strengthen our own growth position.
- Our approach ensures that our staff are equipped with the resources and confidence that they need to make their own independent decisions. Every staff member is integral to our ambition and we take the necessary steps to actively encourage their contribution.
- We celebrate and award success through rewards and recognition.
- We take the wellbeing and workload of our staff and students very seriously and actively seek to achieve a high level of mental and emotional wellness by creating an inclusive workspace and encouraging open communication.



Together, We are Minerva



Professional Development

We established the Minerva Collaborative Learning Alliance (MCLA) to support staff to further develop their practice and their leadership skills and to ultimately improve the quality of educational provision for our young people.

Our Minerva Collaborative Learning Alliance is a network offering high quality professional development opportunities, bespoke coaching, mentoring and Early Careers Support for teachers new to their careers and our valuable support staff.

The network is led by members of our Central School Improvement Team but staff from all of our schools contribute towards its delivery and success.

'A cornerstone of Minerva Collaborative Learning Alliance is our Early Career Development Programme. Our newly qualified and recently qualified teachers are enthusiastic about the professional development and research insights this provides.'



Schools of Choice

Minerva Learning Trust is one of the largest Multi-Academy Trusts in Sheffield with over 5,000 students. Each school serves a very different community within Sheffield. We are immensely proud of our inclusive nature and how our work promotes cultural cohesion and strengthens community bonds.

We firmly believe that all children, regardless of their background, circumstance or starting point are entitled to a broad and balanced curriculum which inspires them and enables them to thrive.

All our schools offer a broad, innovative and knowledge rich curriculum, which is well planned and sequenced to give them the skills, knowledge and experience they need to be successful in school life and beyond.





Student Experience

Our students benefit from being members of a school network which is widely inclusive. This offers us the opportunity to break down barriers, to drive cultural cohesion and to promote community respect beyond socio-economic boundaries.

Students are awarded the opportunity to engage with peers from across the Trust and to share and learn from their experiences.

Our educational vision is that schools can benefit students beyond traditional teaching and learning. Our schools offer an opportunity to enrich lives, promote passion and feed ambition. We offer our students a rich and diverse school experience by offering access to a wide variety of additional enrichment opportunities ranging from; trips, visits, sports clubs, dance, drama, music, art, debating and much more.

As a Partnership we have a shared set of values and a common mission which ensures that every child receives the education they deserve, and that their background or starting point will never become a barrier to their potential.

We feed ambition through strategic careers advice and guidance.

A range of internal and externally provided careers advice and guidance is offered in all our schools, in line with the statutory guidance and Gatsby benchmarks. Each of our schools also meet the requirement of the Baker Clause by supporting the promotion of alternative key stage 4 institutions in our schools. As a result of this, NEETs figures in all our schools are low and the percentage going on to education, employment or training is always above the National average. Through the Minerva Learning Trust, our students go on to be confident, ambitious, and active citizens who not only believe in, but promote equality and diversity for all.

'Expert careers advice and guidance provides our students with independent advice to make informed decisions about their future education, training, and employment. As a result, our NEET figures are lower than the National average'



Our Curriculum Approach



Our Curriculum Approach

As a Trust, we support our schools in developing a curriculum which has a strong academic base, supports life enrichment opportunities and meets the needs of their local community.

Primary

The curriculum in our primary schools aims to ensure that all our young people have the very best start to their educational journey. Our curriculum:

- Embeds the foundations of learning in the early years with the fundamentals of language and communication, well-being, personal social and emotional development and physical development through creative, experiential, and immersive learning.
- Is carefully tailored to meet the children's needs in line with the national curriculum. We are passionate about providing unique experiences that complement children's learning and believe that first-hand experiences underpin learning across all subjects.
- Focuses upon early phonics, reading and writing as the cornerstone for a child's academic and cognitive development.
- Is relevant, challenging, inclusive and research informed.
- Ensures that content is always pitched at an aspirant level for the age and stage of the learner.
- Is further enhanced by ensuring all children can access a well-rounded curriculum and high-quality provision in the sports and arts.

Hence, children can excel in a wide range of physical activities, flourish academically and develop inner resilience and social confidence.

Secondary

The curriculum in all our secondary schools supports our vision with a continuous learning experience through years 7 to 11. Through a strong interweaving of key skills, concepts, and knowledge, we ensure that as much learning as possible is practised and remembered. Additional time for literacy/numeracy and English/maths is provided for those who need it, as are alternative learning pathways at Key Stage 3 and 4. Each of our schools works to the below common set of curriculum planning principles from which they develop their plans. Each school ensures that the curriculum:

- Is broad, balanced, ambitious, and diverse, recognising individual needs and talents within and beyond the formal curriculum.
- Enables students to build skills, knowledge and understanding for study and life, leading to outstanding outcomes.
- Is responsive to individual need, through support, challenge, extension and through appropriate pathways.
- Has clearly structured progression routes to specific and ambitious goals.
- Is adaptable, reflecting the changing needs of the schools and our communities.
- Provides a range of opportunities that will enhance students' life chances and choices.

'An extensive curriculum review in all of our schools, involving peer reviews and external consultancy support, has resulted in the development of a curriculum that is both fit for purpose and value for money.'



Our Curriculum Approach *continued*

Post-16

Minerva Learning Trust is committed to providing the best possible education for our students, and to raising and meeting their aspirations. We believe that a high-quality Post-16 education plays a key part in this.

Across our schools we embrace a broad and challenging curriculum that combines A-Level and Level 3 vocational qualifications. Alongside this, students are provided with the opportunity for academic study time, tutorials, and additional enrichment activities.

One of our key drivers as a Trust is to raise the aspirations of our students and the communities we work in through the provision of bespoke and high-quality careers advice and guidance.

Our extensive and comprehensive programme supports students as they embark on their journey to University or higher-level apprenticeships.

'Our Post 16 results are exceptional, and we are proud that our students successfully secure their next destination of choice. We work hard to develop the wider skills needed in life beyond our schools and support our students to forge their future life chances.'



School Improvement Approach

Our School Improvement Framework allows the provision of targeted support and challenges, to ensure the very best educational provision and outcomes in all our schools. Our mission, vision and values are central to our school improvement model and are the driving force behind all decisions and provision.

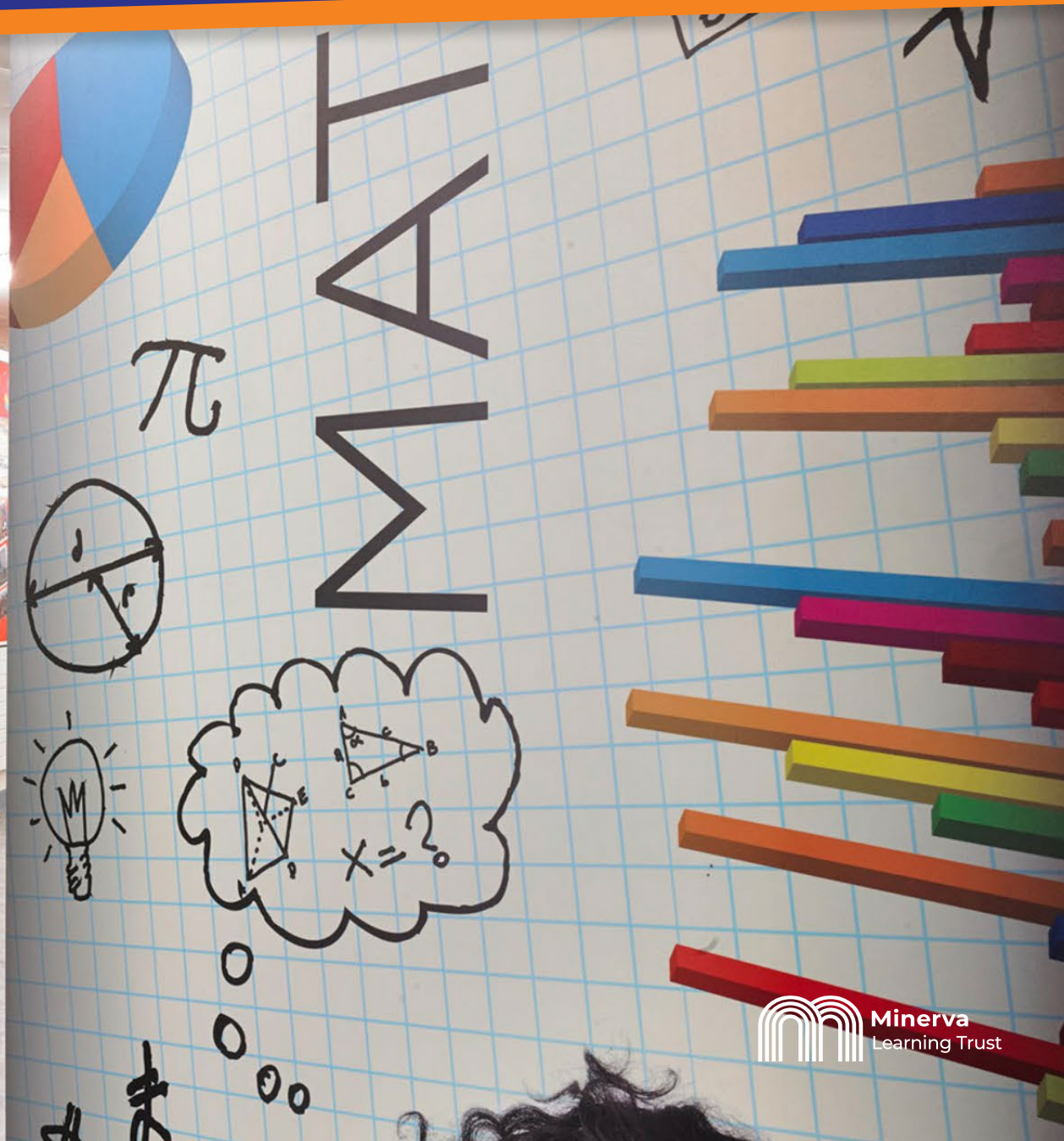
At the heart of our school improvement model is a commitment to working in partnership and supporting all schools within a self-improving school-led system that promotes and secures:

- Positive progress for all pupils, with many pupils achieving outstanding outcomes.
- High quality teaching.
- Effective leadership and governance in all schools.
- Entitlement to high quality professional development for all staff and stakeholders that enables sustained and continual improvement.
- Innovative succession planning and talent management which is in line with identified future needs.
- Opportunities for the identification and dissemination of effective practice and engagement in academic research and development opportunities.
- High quality ITT training to ensure access to a highly skilled supply of future teachers and leaders in the future.
- Effective and strategic external partnerships which positively contribute towards improving the quality of education.
- Affordability and value for money.

To facilitate this, the Trust plays a key role in:

- Carrying out regular review of data for all Trust schools and ensuring swift action in relation to any areas of concern.
- Overseeing the outcomes of recent Ofsted Inspections, School Improvement Partner visits, Peer Reviews, or interim assessments/reviews.
- Working with individual schools to identify and agree strengths, risks, and areas for improvement and to monitor the impact of the action taken.
- Facilitating school to school support, sharing of best practice, access to CPD, coaching and mentoring.
- Identifying and agreeing to relevant support and intervention for individual schools and ensuring appropriate support and challenge to bring about rapid improvement.
- Working with individual schools with short term challenges or in areas which put them at risk of falling into an Ofsted category of Requires Improvement or Special Measures.
- Providing CPD and Leadership Development opportunities in line with national priorities or the collective priorities of Trust schools.

The Trust School Improvement Team



The Trust School Improvement Team

The quality of educational support is key to driving school improvement. As a Trust we work hard to ensure that schools work collaboratively, and that good practice is identified and shared, ensuring the Trust meets its aim of an outstanding educational provision for all.

Distributing leadership and empowering others is central to the success of the School Improvement Framework. The School Improvement Team has been established utilising a range of expertise from across all Trust schools and is adapted each year to meet the needs of the Trust to:

- Distribute leadership and empower others in the development of the Trust.
- Create a flexible structure which is adapted each year to meet the changing and emerging school improvement needs across our schools and staff.
- Create capacity to deliver high quality and bespoke support for schools across the Trust.
- Utilise the skills within the Trust's workforce to improve standards across all schools.
- Facilitate the sharing of best practice and experience of implementing and adapting successful strategies in other schools and contexts.
- Aid staff development and staff retention.
- Grow our own future leaders.





Trust of Choice

We welcome new schools to join our Trust from Sheffield and the surrounding region. The proximity of our schools to each other provides huge opportunities for our staff and students to work with and learn from each other. We encourage the sharing and application of best practice, to reduce professional isolation and retain passion and vigour for the profession.

Every school within the Trust plays an equal role and is expected to give and receive support. We have no lead school and value each contribution equally.

Our schools, although operating underneath the Minerva Learning Trust, retain their identity and cultural autonomy. Our philosophy is to build on who you are, not change who you are.

We are proud of the way we operate and what our schools achieve.

We are successful because:

- We have a mission, vision and values which is upheld by all
- We have a clear Scheme of Delegation that holds us to account
- We have a collaborative model for school improvement
- We have a curriculum model that is fit for purpose and value for money
- We have developed strong relationship within our accountability frameworks: Regional Schools Commissioner, Department for Education, the Education and Skills Funding Agency
- We invest in the development of all our staff and believe in 'Growing our Own'
- We believe in the potential of all students regardless of their background or circumstance

Our successes include:

- Principled and visible leadership supported by strong governance systems
- A proven track record of improving schools and strong academic outcomes – all our schools have a positive Progress 8 or VA score
- A history of improving student attendance – all our schools have attendance that is par National, or better
- Provision of high-quality pastoral support, underpinned by a culture of inclusion in all our schools
- Experience of improving student behaviour – all our schools have a positive climate for learning
- High levels of staff and student satisfaction
- A secure financial position

Our Business Support Services



Our Business Support Services

We support our schools through the provision of high-quality central services which enable them to focus upon school improvement. The Trust central team has been created with this in mind to provide schools with the expertise and capacity necessary to manage key operational functions for each school.

Finance

- All finance operations are undertaken by the Central Finance Team, working under the leadership of the Chief Finance and Operations Officer (CFOO) and the Trust's Accounting Officer (CEO).
- The team is responsible for working with each school and LGB to set and monitor the budget, procure best value through economies of scale, and manage day-to-day financial procedures. Ensuring financial stability and accountability of the Trust and its schools is of paramount importance. All finance policies are managed and set centrally.

Human Resources

- All staff within the Trust are employed by Minerva Learning Trust. A centrally run Human Resources (HR) team oversees the full employee life cycle including recruitment, contracting, and supporting employee relations casework. The team is led by the Trust's Human Resources and Governance Director (HR&GD).
- All HR policies are managed centrally. HR policies are managed in consultation with the Joint Negotiation Committee (JCNC) where all support and teaching staff unions are represented.
- The Trust values its strong relationship with Trade unions and the contribution this relationship makes towards the development of our Trust. The CEO, CFOO and HR&GD meet with Trade Unions regularly through termly JCNC meetings. Key

policies include Pay Policy, Performance Management policy and Discipline and Dismissal policies. Payroll is also run centrally. This ensures a direct link to both finance and HR and enables accurate and effective delivery of pay to staff.

Estates

- The CFOO and the Trust Estates Manager have responsibility for overseeing all building related issues and site health and safety in coordination with each school's Business Support Manager and individual site teams. Capital grant management and related projects are also managed centrally.

ICT

- The Trust's aim is to ensure that all schools have well managed ICT systems and services and have local technician support available in each school. The ICT strategy is driven from centre and developed in consultation with our schools to ensure we continually meet the needs of the entire organisation and achieve value for money through efficient procurement.

Governance

- Minerva Learning Trust value the role and function of local governance and fully support Local Governing Bodies. The Trust Board and the Local Governing Bodies work closely together to ensure each school offers the best quality of education possible for our students.



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