

Developing Capacity within a MAT

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Contents

1

- **What does it mean to create capacity?**

2

- **How can capacity be created to support school improvement?**

3

- **Developing capacity in the the business operation of the Trust.**



What does it mean to create capacity?

Why create capacity?

- Know where you are going - growth plan determines what capacity is needed.

How will you use it once you have created it?

- Know where capacity is most needed at any time - regularly review school performance.

How will created capacity best be utilised?

- Alignment / standard approach.



Creating Capacity to Manage Growth

Hub Structure

2018-19



How can capacity be created to support school improvement?

- Know where your talent is across the whole Trust - talent matrix
- Create structures to ensure talent can be deployed effectively - stepping up
- Grow further talent by investing in staff - capacity ahead of need
 - TA, ITT, NQT, RQT programmes
 - Delivery of NPQML, NPQSL
 - Teacher Development Plans
 - Aspiring Leaders
 - Associate Leadership positions
 - Cross Trust Middle and Senior Leadership development to develop 'The WISE Way'



How can capacity be created to support school improvement?

- Create strength and depth in leadership teams to ensure succession planning
- Employ supernumerary Teaching and Learning Directors
- Engage more leaders in developing Trust practice – Trust working parties, online platforms
- Flexible job descriptions to support cross Trust working

Developing capacity in the business operation of the Trust

2012

- CEO
- Business and Governance Manager (Company Secretary)

2013

- Accountant appointed as CFO
- IT Network Manager

2014

- Health, Safety & Estates Officer
- Governance Support Officer – SLA to others in place

2015

- Assistant Accountant (0.6)
- Finance Assistant
- Early Years Director

2016

- Head of Catering
- Project Administrator / Data Manager



Developing capacity in the business operation of the Trust

2017

- Procurement Officer (0.3)
- Speech and Language Lead (0.6)

2018

- 2 Regional Hub Directors
- 3 Teaching and Learning Directors
- Backfill teacher to release staff identified on Talent Matrix

2018

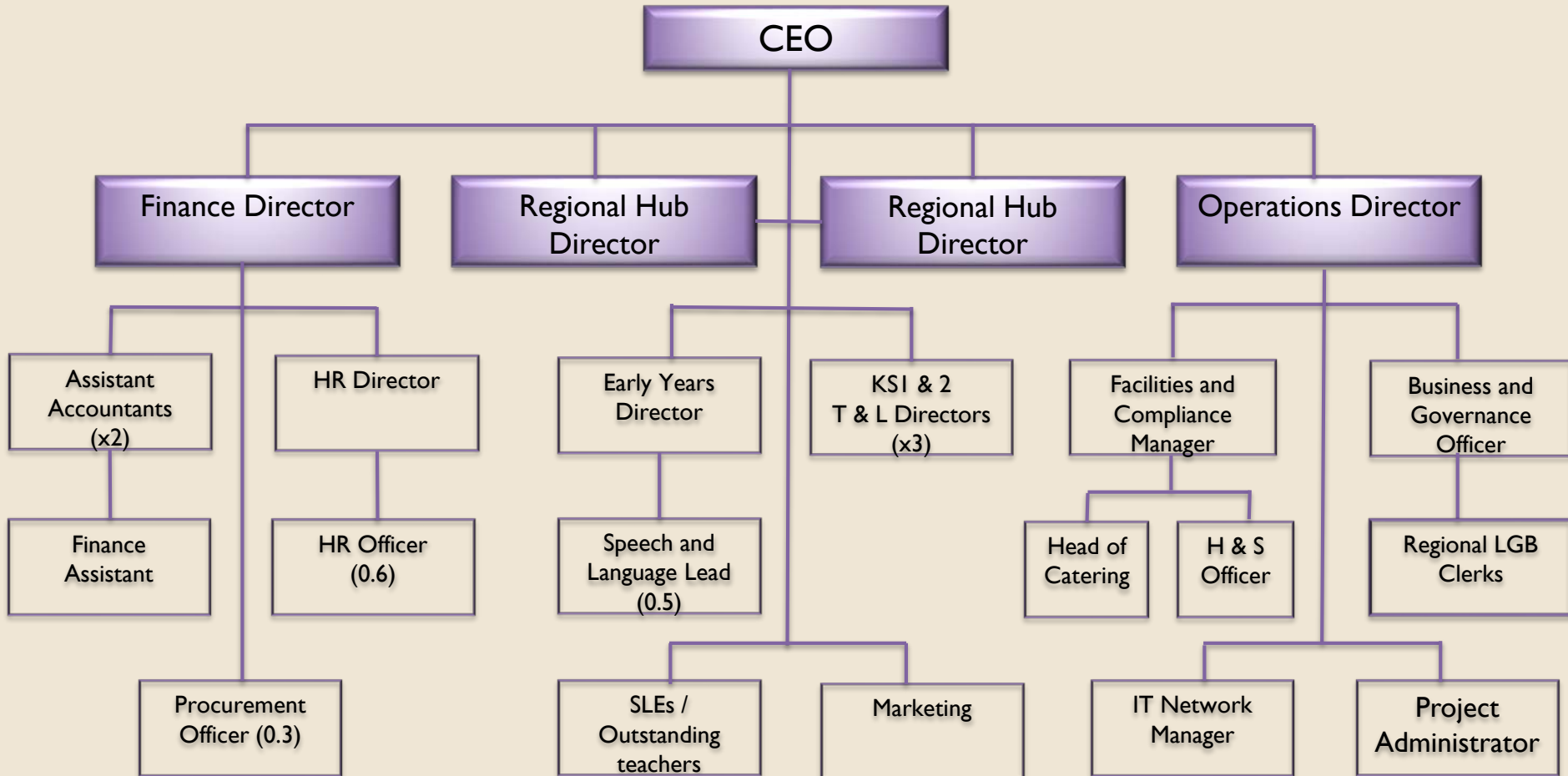
- HR Director
- HR Officer (0.6)
- Further Assistant Accountant

2018

- Health and Safety Officer
- Marketing



Head Office Organogram 2018 - 2019



Thoughts to finish...

“Managers help people see themselves as they are; leaders help people to see themselves better than they are.”

Jim Rohn

“A leader’s role is to raise people’s aspirations for what they can become and to release their energies so they will try to get there.”

David R. Gergen

“Leaders don’t create followers, they create more leaders.”

Tom Peters



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Any questions?

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