



**Owlcotes Multi-Academy
Trust Membership
Prospectus**

2025-26

**“Working Together to Achieve
Excellence”**

Owlcotes Multi-Academy Trust

Working Together to Achieve Excellence

About Us

Founded in 2018, Owlcotes Multi-Academy Trust is a Leeds based primary school trust made up of 9 schools. We are committed to developing inclusive schools, sharing a common purpose to provide an excellent education and secure great outcomes for all pupils. Central to our work is an emphasis on developing collaborative learning communities and professional networks across our trust. We wholeheartedly believe in professional generosity as a force for good, both within and beyond Owlcotes MAT and each school in our trust is an equal partner.

Our range of services provide effective support to schools, enabling leaders and school staff to focus on ensuring that the quality of Education in our schools is the best it can be.

Vision, Aims and Values

Aims of Owlcotes Multi-Academy Trust are:

- For all schools in the Trust to be inclusive, high-achieving schools with their own identity- sharing a strong common purpose to provide an excellent education for all pupils.
- To inspire innovation, creativity and aspiration through an enriched curriculum with a focus on improving outcomes and life chances for children in the local area.
- To ensure collaboration is at the heart of the Trust, continuing to build on our model of strong and successful collaboration.

Key Values of Owlcotes Multi-Academy Trust are:

- To build a network of schools, working together to provide excellent teaching, learning and curriculum opportunities.
- To maintain and establish excellent schools in local communities so that all schools within the Trust are good or better according to Ofsted criteria and external measures.
- To keep learning, attainment and progress at the heart of each school and to develop a shared accountability for the outcomes of all children within the Trust.
- To ensure teaching is as good as it can be, sharing best practice through effective CPD.
- To develop people by attracting and retaining excellent staff, offering promotion within the Trust so that quality staff are retained in our schools.
- To ensure good value for money, making the most effective use of resources and staffing.

At Owlcotes Multi-Academy Trust we believe that collaboration is one of the greatest benefits of being part of a Multi-Academy Trust. We have worked hard to facilitate networking at all levels and have developed collaborative learning communities across all schools and departments within our Trust.

Our Schools

There are 9 primary schools across Leeds in our Trust, located in the North, South, East and West of the city.



Pudsey Primrose Hill Primary School is a two-form entry primary school, with a nursery, situated in West Leeds.

MAT conversion date: March 2018. Age range: 3-11.



Pudsey Waterloo Primary School is a two-form entry primary school, with a nursery, situated in West Leeds.

MAT conversion date: March 2018. Age range: 3-11.



CALVERLEY
PARKSIDE

Calverley Parkside Primary School is a single form entry primary school, with a nursery, located in the heart of Calverley Village.

MAT conversion date: November 2018. Age range: 3-11.



Armley Park
Primary School

Armley Park Primary School is a single form entry primary school, with a nursery, situated in West Leeds.

MAT conversion date: December 2019. Age range: 3-11.



Manor Wood
Primary

Manor Wood Primary School is a two-form entry primary school, with a nursery and a children's centre, situated in North Leeds.

MAT conversion date: June 2023. Age range: 0-11.



Spring Bank Primary School is a one form entry primary school, with a nursery, located in the Headingley area of Leeds.

MAT conversion date: May 2024. Age range: 3-11.



MORLEY VICTORIA

Morley Victoria Primary School is a two-form entry primary school, with a Nursery, located in the Morley area of Leeds.

MAT conversion date: September 2024. Age range: 3-11.



Fountain Primary School is a two-form entry primary school, with a Nursery, located in the Morley area of Leeds.

MAT conversion date: April 2025. Age range: 3-11.



Hovingham Primary School is a three-form entry primary school, with a Nursery, located in the Harehills area of Leeds.

MAT conversion date: September 2025. Age range: 3-11.

Our Facilities

The registered office of Owlcotes MAT is on the premises of Pudsey Primrose Hill Primary School. Facilities on this site include a central team office and a large training room which can comfortably accommodate 30 people.

We have a West Leeds hub on the site of Armley Park Primary School. Facilities on this site include a finance team office base and a conference room which can be used for collaborative network events and meetings.

We have a South Leeds hub on the site of Fountain Primary School. Facilities on this include a large conference room, and a number of smaller office spaces, which can be used for collaborative network events, meetings and training opportunities.

In North Leeds, Manor Wood Primary School has a designated training room which can be used for collaborative working and network events.

Our schools are geographically close to each other – no school is more than 2 miles from another, which facilitates collaborative networking.



Governance

Board of Trustees

Owlcotes Multi-Academy Trust is governed by a Board of Trustees who ensure compliance with charity, education and company laws and regulations. Our Trust Board is made up of 9 Trustees with expertise in public sector finance, school leadership, Human Resources, sustainability, private sector operations, and estates management.

Our Trustees meet regularly as a full Trust Board and as Trust committees and attend our Annual General Meeting.

Trust committees support governance and development across our Trust and schools by focusing on:

- Achievement and Standards
- School Improvement
- Finance
- Risk
- Audit

Local Governing Board

Each school has their own Local Governing Board to focus on:

- Quality of education
- Safeguarding
- Leadership and management
- Community engagement

Executive Leadership Team

The Executive Leadership Team is made up of the Headteacher from each school in the Trust along with Senior Central Team staff, including the Chief Executive Officer (CEO), the Deputy CEO (DCEO), the Chief Finance Officer (CFO) and Chief Information Officer (CIO), the Director of School Improvement (DSI), and the Head of Leadership Development (HLD).

This team plays a vital role in the success and development of the Trust as this structure ensures that every school in Owlcotes has a voice within the Trust and ensures that we remain focused on school level priorities.

Services we offer

We have a skilled team which provides specialist support to our schools so that schools in our MAT can focus on providing the best educational experience possible for all our children. Each school is an equal partner in our Trust and benefits from, as well as contributes to, the services that we offer our schools.

The range of services we offer include:

School Improvement	Leadership Development	Financial Management
Premises Development	Governance Support	Human Resources
	Operations and Services	



School Improvement

Our aim is to provide an excellent education in all our schools, which are led by expert leaders and where pupils are taught by expert teachers.

Our School Improvement and Quality of Education strategy is aimed at supporting each school to be the best it can be. We value the unique identity of each school in our trust and this enables us to focus on key priorities that are specific to a school's own context and which will most improve the quality of education and outcomes for pupils in that school.

We ensure that collaboration and professional generosity is at the heart of our offer. Staff at all levels contribute to and learn from our school improvement approach, and report real benefits from liaising with other colleagues in a mutually supportive environment.

We provide school improvement support to every school within our Trust and in addition, we have a long-standing reputation of providing support for schools outside of our Trust, commissioned by the local authority or the DfE.

The School Improvement team comprises of: The CEO who is an NLE; The Director of School Improvement who is also an NLE; The Head of Leadership Development who is a trained leadership coach; Serving Headteachers in our schools, Specialist practitioners who have been accredited as experts in their field; Curriculum leaders; Trained Moderators and Assessment Leads.

Each school in the trust will benefit from the entitlement to a bespoke package for school support and improvement which:

- is tailored to each individual school and is in response to the school's context and unique challenges faced by the school
- focuses on sustained improvement and builds capacity
- draws upon research and is supported by evidence
- maximises the use of collaboration and school to school support
- is provided by suitably qualified and experienced professionals from within in the trust
- is rooted in high expectations of teachers and learners.

As a Trust we benefit from a wide range of expertise across our schools and we are confident that many of the solutions to school improvement can be found from within our organisation. We aim to deliver high quality school improvement and to be able to have the very best professional development opportunities for all our staff.

Specific activities offered:

- Peer Reviews (Curriculum, Teaching and Learning) carried out by headteachers and senior leaders in the trust led by the CEO / DSI
- Whole school or subject specific reviews carried out by school leaders, the DSI, HLD and Specialist Practitioners.
- SEND reviews and support
- Inter-school support and moderation
- Support for self-evaluation, data analysis and school improvement planning
- Theme specific CPD – e.g. learning behaviours, curriculum review, assessment guidance
- Trust-wide CPD opportunities

- Networks and collaborative working (SEND, DSL, DHT Subject Leaders)
- Leadership coaching all levels (see Leadership Development section)
- Bespoke coaching for teachers early in their career
- Headteacher appraisal
- Ofsted preparation and support

School improvement is a collective responsibility and collaboration is key. We will ensure that in each of our schools there is:

- A culture of “children at the heart of all we do”
- A relentless focus on improving outcomes for children
- High ambition and high expectations across all areas
- High quality professional development as an entitlement to all staff
- Agreed values of mutual respect, integrity, honesty and openness
- Professional generosity



Leadership Development

Continual school improvement will only happen with great leadership. Our aim is to develop and sustain outstanding leadership to ensure we provide an excellent education in all our schools and improve outcomes for children.

True leadership in a school is a collective effort which demands collaboration, great relationships and develops empowerment in others to ensure continued school improvement.

In our schools we will strive to ensure that all schools are led by an expert headteacher who is committed to developing leaders for the present- and for the future- in order to create lasting improvements and success.

Each school in the trust will benefit from the offer of leadership support which:

- Is tailored to the needs of the school;
- Provides mentoring for newly appointed Headteachers;
- Provides support for leaders new to role, or leaders in an “acting” role;
- Creates opportunities to engage with secondment opportunities to support career development and staff retention;
- Provides professional development opportunities for leaders, including leadership coaching as an entitlement;
- Offers participation in our Aspiring Leaders programme to support middle and senior leadership development and succession planning;
- Focuses on personal and professional development;
- Draws upon research and is supported by evidence;
- Maximises the use of collaboration and school to school support;
- Is facilitated by suitably qualified & experienced professionals from within the trust;
- Takes place within a group setting of professionals at a similar stage of leadership development;
- Provides 1:1 Leadership coaching support for leaders at all levels, including subject leaders;
- Offers school-level coaching and tailored leadership development programmes



Financial Management

Financial efficiency can be difficult for schools to manage effectively. At Owlcofes, we provide financial oversight to help manage and plan school budgets. Our schools' benefit from financial efficiencies and reduced costs through shared expertise, collaborative working and the opportunities for savings through increased buying power. We take seriously our responsibility to ensure each school has the funding they require to provide a high-quality education for all pupils and to provide essential on-going CPD and leadership opportunities for all staff.

Each school in the trust will benefit from:

- Expert financial support from the Chief Finance Officer (CFO) who knows each school well, visits regularly and provides advice tailored to the needs of the school's context;
- Termly budget monitoring and planning meetings with the CFO;
- Advice, guidance and support on income generation, available funding streams and external 'bids' as appropriate;
- The opportunity to 'borrow and pay back' from MAT reserves to support or implement large school improvement projects in a timely manner or to 'bid' for additional funding to address MAT identified priorities or to meet the aspirations in the strategic plan;
- Support to achieve an IT innovation, procurement and replacement schedule, fully costed into school budgets;
- Finance support sessions and networking opportunities lead by the CFO and CEO;
- Centralised finance team who are available throughout the year including during school holiday periods providing advice and support as necessary.
- Ongoing CPD and support for School Business Managers, Office Managers and admin staff;
- Support from a Facilities and Estates Manager to plan and implement long and short-term premises development and to ensure compliance;
- An entitlement to school to school or externally brokered support which reduces costs for school improvement.



Premises Development

Our premises development team is led by the Facilities & Estates Manager and the Planning Manager in collaboration with the CFO. We aim to ensure the highest priority is given to ensuring pupils and staff have safe places in which to learn and work.

We believe that each school should have premises that are fit for purpose and which provide attractive environments for effective learning, including the development of inspirational play spaces and green zones in each school as an entitlement.

As a Trust we have a focus on embedding a culture of environmental sustainability, embracing energy efficiency and environmental responsibility through estate plans, design, implementation and the curriculum.

Capital Projects

In the last three years, we have secured capital funding in the region of £1.8 million to invest in the improvement of our school estates, including:

- new roofs on three schools;
- installation of air source heat pump systems;
- programmes of lighting replacement;
- fire safety work including a whole school fire door replacement project;
- ensuring all schools have school libraries that are aspirational and fit for purpose in line with our 'every child a reader' pledge;
- playground refurbishments and the development of green spaces in our schools;
- improvements to IT infrastructure and technology in each school;
- the development of a school-based nursery setting so that all schools now benefit from pre-school provision;
- the development of training spaces and facilities for collaborative working across the Trust.

Premises Development

Our premises development support includes:

- Strategic planning for school estates and improvement, including 1 year, 3 year and 5 year estates development plans;
- Support with capital projects including accessing funding streams and compiling bids;
- Managing external contractors;
- Procuring and delivering on site and condition surveys;
- Planning maintenance works;
- Estates-specific project management;
- Health and safety inspections and compliance;
- All-year round support including during school holiday periods;
- Rapid response to site as necessary;
- Supporting the development of school site teams;
- Access to the online compliance support system "Every"

Governance Support

Governance can be time-consuming and challenging for schools and governing bodies to manage effectively. Owlcotes' governance support strategy is led by the Chief Information Officer, who is a governance professional. The CIO provides strategic leadership and works collaboratively with Local Governing Boards to support effective governance at all levels to ensure that all schools benefit from being part of Owlcotes. This includes:

- Ensuring systems are in place for time-effective governance and assurance in our schools
- A programme of training opportunities for school governors, including those new to role or new to the Trust;
- Induction support for new governors;
- Advice and guidance for Chairs of Local Governing Boards;
- Evaluations of effectiveness of governing boards, skills audit and analysis and policy review;
- Engagement with internal scrutiny and external audit reviews;
- A bespoke programme for school governors to support them in their governance work e.g. SCR checks, school visits, governor monitoring activities etc.
- Governance and conversion support for schools joining the Trust;
- Streamlined policy and procedures aimed at reducing workload and ensuring consistency and compliance with statutory requirements;
- Support for Headteacher performance management;
- Access to Owlcotes resources tailored to each school to support governors. This includes Ofsted prep, data analysis, governor information packs; budget monitoring reports; one-minute support guides to key areas of KCSiE;
- Support to develop a rational cycle of governance and the development of model agendas aimed at reducing workload.



Human Resources

Our employees are our greatest asset and we recognise the absolute importance of having a motivated and dynamic workforce where our staff feel valued and supported. Our commitment is to ensure that Owlcotes has a reputation as an employer of choice centred around well-being, professional development and the offer of professional/ promotion opportunities.

HR Advice and Support

Our HR advisor knows each school well and provides excellent advice and support including: employment law, employment relations, upcoming legislation, policies and procedures, strategic planning, support with casework etc.

Termly roundtable events with Headteachers and HR professionals are an important part of our offer and have positive benefits for all schools.

Our HR advisor responds quickly when situations arise and provides robust advice and support.

Complaints

We support schools to manage complaints. We have a robust complaints policy and a number of template documents to support Headteachers and governors to respond to complaints, investigate matters and manage hearings as appropriate. We have a team of trained Investigating Officers who can be deployed across the Trust and experienced 'panel members' from within the trust.

Legal Services

We engage with First North Law, an external provider, for legal support and advice. First North Law have experience of working to support schools and multi-academy trusts in a range of situations. We have a named point of contact who knows the trust well.

Wellbeing

The trust gives a high priority to staff wellbeing. We have a range of staff support services including: HR advisors; mental health and wellbeing support (all schools have a mental health champion and mental health first aid practitioner); access to occupational health and counselling services. All school staff have access to 'Vivup' which provides counselling support; and also access to support through our bespoke coaching programme.

Recruitment and Retention

We have effective systems for supporting recruitment at all levels. Our offer includes access to an online system for managing the recruitment process. This includes guidance around development of adverts, recruitment packs, template job descriptions and role benchmarking, interview process and references, new starter administration and induction support.

We have excellent staff retention rates. We are committed to keeping great staff and provide opportunities for career development/promotion within the trust, including shadowing other staff, secondment opportunities and succession planning.

Operations and Services

We support schools across a wide range of operational areas. Our operations team is led by the Chief Information Officer in collaboration with the CEO, DCEO and CFO. We offer guidance to school leaders on a range of areas, including:

- **Administrative support:** Our Trust Admin Manager supports office teams to implement best practice ways of working to ensure that the school office runs smoothly. The Admin Manager is available anytime and can support schools to onboard new admin staff and can 'backfill' absences in a short-term basis.
- **GDPR:** Our Data Protection Officer leads on GDPR compliance within the Trust and supports schools in this area. Data protection processes and policies are reviewed and fit for purpose. We also have a DPO network to ensure that all schools have school level expertise.
- **Data analysis:** Owlcoates uses data collection and analysis systems to support effective, real-time data analysis in key areas such as pupil and staff attendance, pupil outcomes, pupil cohorts, etc. The Chief Information Officer and Deputy CEO supports schools to make effective use of this data.
- **Policy management:** The CIO will work with the admin teams and school leaders to ensure that policies are reviewed regularly, compliant, in line with local and national requirements, and accessible for staff.
- **Procurement:** Support provided by the finance team and schools benefit from a number of MAT-wide contracts and purchasing power.
- **Marketing:** The CIO and Trust Admin Manager offer advice on marketing strategy, including social media development, website development, community engagement and marketable opportunities and press releases to raise the profile of schools and the Trust.
- **ICT:** The CFO works with each school to develop a costed IT strategy to ensure that schools have the infrastructure and technology to meet the needs of our workforce and pupils. All schools use a shared platform, Google Workspace for Education, for resource, information and best practice sharing. Shared resources for school governors are also made available via the same shared platform. We have swift response times to IT queries raised with the external ICT provider. We develop a planned programme of procurement and replacement of ICT assets with each school. The Trust keeps abreast of new developments in technology and engage with research projects, including a trial of AI to support staff workload.

Owlcoates MAT has grown in a careful and measured way. We have a reputation as a trust that recognises and supports the unique identity of schools in the communities they serve. We believe in maintaining excellent relationships with all schools and operate a strong culture of collaboration, support and innovation. We want to work with schools and their leaders who are like-minded, share in our ethos and culture and who want to play an important part, as equal partners, in the future development of our trust. We welcome discussions with schools who want to find out more about Owlcoates MAT and we are happy to answer any questions you may have.

If you'd like to find out more about Owlcoates Multi-Academy Trust or you have any questions about what Owlcoates can offer your school, contact:

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