

# MAT MULTI ACADEMY TRUST MAGAZINE

## TRANSFORMING TO MEET YOUR STRATEGIC OBJECTIVES

Infusing a digital  
strategy across a MAT

## REALISING YOUR STRATEGY

Your strategic objectives as  
a Multi Academy Trust

## CHECKLIST 21

Technology transformation  
in 21 steps



Microsoft



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Dear Colleague

Welcome to the Microsoft MAT magazine produced in partnership with Edtech UK.

This magazine includes advice, insights and case studies of Multi Academy Trusts realising their strategic objectives through using technology.

Throughout the magazine there are 'click throughs' to further reading to help you and your teams along the transformation journey.

The Microsoft Education Transformation Framework underpins change at scale to support quality teaching and learning.

Technology used with purpose fosters collaboration and positive outcomes.

Our feature interviews with Microsoft Showcase schools and showcase systems let leaders share their own stories.

Microsoft supports you on your journey and we hope you find this magazine useful.

Best Wishes

**Jen King**  
Microsoft Education

**Edtech UK. Ambition. Celebration. Inspiration.**

Edtech UK supports the UK's #Edtech sector, building communities of practice, leading independent policy advocacy and guidance. Our national network supports educators and businesses creating education technology.

Celebration is at the heart of our work, providing a voice for everyone in the sector. Underpinning our work is vibrant and inclusive advocacy for a growing sector. Our research, educator guides and events advance edtech opportunities and help close digital gaps for all.



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The class of 2030  
and life-ready learning:  
The technology imperative



# FEATURE

## TRANSFORMING TO MEET YOUR STRATEGIC OBJECTIVES

IF YOU DO NOT  
CHANGE DIRECTION,  
YOU MAY END UP WHERE  
YOU ARE HEADING...

Infusing a digital strategy across a MAT can provide support to teachers, a world of experiences for learning and clear focused support for curriculum.

An effective digital strategy is one that supports, enhances, shapes and is fully integrated within the overall MAT strategy to support its goals and objectives. It is essential to start with sharing the "Why". The success of a digital strategy starts from the top. The research shows that the biggest challenge organisations are facing in accelerating transformation is not necessarily around the new technology itself, but the cultural change required to derive value from it. Yet only 23% of UK business and IT leaders say their organisation is undertaking a major programme to change its workplace and organisational culture. This is why the

vision for this transformation must be clearly articulated and shared with all to create sustainable and believable change in behaviour, teaching and day to day practices. Digital transformation is not a technology deployment or an IT exercise, it's a people exercise. Leaders must therefore embrace cultural transformation from the top and explore the behavioural shifts that are needed to bring about lasting change.

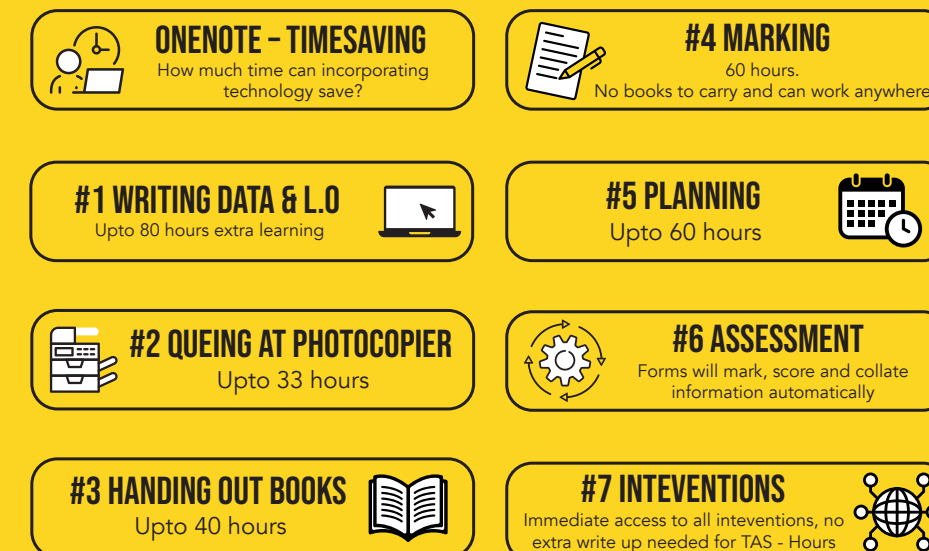
### MULTI-ACADEMY TRUSTS CAN BENEFIT FROM ECONOMIES OF SCALE AND EFFICIENCY SAVINGS.

This Efficiencies Infographic from the Stour Academy Trust shows efficiency and economy of scale.

Multi-Academy Trusts can benefit from economies of scale and efficiency savings. They spend less overall per pupil on running expenses, for example, and technology is often used to overcome geographical barriers, delivering efficiencies and cost savings. In its 2017 report, The Economic Benefits of Joining, Establishing or Growing a Multi-Academy Trust, the Education Policy Institute found, through discussions with various MATs, that the use of technology can greatly help to bring about 'further efficiency savings helping Trusts overcome barriers such as geography.'

### AN EFFECTIVE DIGITAL STRATEGY IS ONE THAT SUPPORTS, ENHANCES, SHAPES AND IS FULLY INTEGRATED WITHIN THE OVERALL MAT STRATEGY TO SUPPORT ITS GOALS AND OBJECTIVES.

Microsoft's report, Creating a culture of digital transformation, provides essential reading for MATs about to embark upon their own unique individual transformation journeys as



well as for those MATs whose journeys have already crossed many significant digital frontiers. At a general level, it tackles the issues which underpin successful digital transformation,

while in particular considering seven key dimensions of an agile digital culture plus the five key challenges it has identified as being rooted within them.

# FEATURE

# TRANSFORMING



## INCLUSIVE

Access to technology underpins both social mobility and social justice. Indeed, it is one of the 5 determinants set out within the World Economic Forum's Social Mobility Index. Click the arrow button to find out more information about leveraging digital technologies for social inclusion.



Educational equity means each learner receives what they need to reach their academic and social potential inside and outside of the classroom, including access to opportunities, resources, and support based on where they are and where they want to go, and the technology

solutions they need to help them get there. We build digital learning solutions that are inclusive by design, focused on well-being, so each student can thrive in dynamic learning environments.

With its impressive array of accessibility tools, Microsoft can help level the learning-field for children of all abilities. It not only unlocks new possibilities for students but will also help school leaders, SENCOs, teachers and IT staff to enhance classroom efficiencies, save time and reduce IT costs and effort.

Read more more about Microsoft Accessibility eBook for Education



## IMPROVE STUDENT OUTCOMES

'It's like having 20 extra teachers in one room.' For curriculum leaders and educators who are trying to help their students accelerate progress, Learning Accelerators are embedded across the spectrum of Microsoft tools from Teams to OneNote, from Reader Progress to Speaker Coach - enabling students to get ahead by providing them with real-time coaching, encouragement and more. Simultaneously, they free up educator time by streamlining the assignment creation, review and analysis process; all of which underpin progress tracking and improving student outcomes.

Prepare students with the skills they need for the future. In collaboration with New Pedagogies for Deep Learning, Microsoft has produced a paper - Education Reimagined: The Future of Learning which explores the now, the near and the next in the

## FUTURE PROOF

changing landscape of education. Find out more here.

Today's job market is continuously evolving. Indeed, according to the Institute for the Future (ITF), around 85% of the jobs that students will be doing by 2030 don't even exist yet. And part of this essential preparation lies in ensuring that teachers in the present have the knowledge, capacity, and time to prepare young people for the future. This is picked up in another Microsoft white paper; in conjunction with LinkedIn. Chapter 2 highlights key recommendations on education initiatives to support future ready tech skills in the curriculum.



## RECRUITMENT AND RETENTION

It's the ultimate win/win scenario. For students, the range of digital options can often help keep them fully engaged with the learning process. Not only what they are learning but the way they are learning can help them gain key life and future workready skills in an increasingly techrich world. Simultaneously, many elements of the digital offer can seriously reduce teachers' workloads. A lot of relevant, (and importantly, carefully curated) materials can be found in Microsoft's Capacity Building Guide. Coverage ranges from reduced admin workloads, easier admin processes to its CPD focus and growth mindset.

More collaboration, seamless feedback and marking loops and shared curriculum materials can free teachers up to help focus on what made them join the teaching profession in the first place. And getting it right today may well help nurture the teachers of tomorrow.





# REALISING YOUR STRATEGY



Your strategic objectives as a Multi Academy Trust can be achieved and underpinned by technology. Quality teaching, supporting learners and efficient collaboration are key drivers of change. Guidance, learning from others and different contexts are important and a framework for change allows focus and purpose.

## DEPARTMENT FOR EDUCATION GUIDANCE

Department for Education [guidance](#) outlining how schools and colleges can meet IT services and digital equipment standards. Aimed at senior leadership, IT staff, suppliers, technical advisers and teachers.

## APPROACHES

The Microsoft Education Transformation Framework

## GLOBAL BEST PRACTICE

This framework is the product of comprehensive, in-depth research and analysis of what works and what doesn't in learning transformation initiatives. The most successful transformation projects globally share the same approach—one that's holistic, methodical and systematic. The key findings have been distilled into Microsoft's Education Transformation Framework (ETF). It's grounded in the latest research into effective policy, leadership

and pedagogy transformation. Recognising that school contexts vary, and that change can be 'whole school' or 'incremental,' the framework is open and non-prescriptive, providing a flexible starting point.

## TAKE THE FOLLOWING LEARNING PATHS...

Details of the [Education Transformation Framework](#) - Microsoft's holistic and effective guide for leaders in education to navigate the complexity of transformation, envision what's possible, and develop strategies to achieve it. Included are modules in leadership and policy, teaching and learning, intelligent environments, student and school success.

[Leadership in the modern workplace](#) - including modules on supporting learning environments (instructional leadership), developing systems (organisational leadership) creating an inclusive environment (cultural leadership), transforming education (strategic leadership). The pillars of the ETF are embedded throughout each module.

[Get started with Office 365 and Windows for leadership](#) - this learning path provides education leaders with frameworks and guidance to support educators and education systems. Modules on Microsoft forms, OneNote, Windows etc. This pathway leads to the Education Transformation Framework.

## DFE PUBLICATION



Dfe commissioned research to establish a strong evidence base for effective use of technology and embed this across the school system, so that it is easy for schools and families to use the best products at the right time. The project aimed to develop an understanding of the key features or approaches that schools or colleges need to take to successfully implement and embed new technology.

Key findings: following a sequential and structured process, schools and colleges highlighted the importance of preparing for technology implementation (for example, identifying needs and sourcing appropriate EdTech), ahead of the implementation process itself. Alongside this, the feedback from schools and colleges highlighted training and support and monitoring processes as underpinning the planning and implementation process.



# FEATURE REALISING



[Microsoft Transforming Education e-book](#) - the ultimate guide to digital transformation based on three decades of research, evidence and experience. Years of global experience underpin this practical resource which deals with key elements of holistic education transformation. Sections two and three focus on strategies and future-ready learning skills respectively. The first section elaborates on the need for change; while the final section is action-focused with practical templates and guides.

[Education Transformation Assessment Tool](#) - your Microsoft Education Journey starts here with this assessment. Comprehensive but flexible - you decide. It will ask you to indicate your current state and target for a range of areas relevant to your own education transformation.

MAT-specific strategy [toolkit](#). Three documents specifically aimed at Multi-Academy Trusts; while being built around the Microsoft Education Transformation Framework. They are the MAT Digital Strategy Tool Kit (Guidance Notes), a MAT Digital Education Transformation Assessment Tool and a MAT Digital Strategy Template.

The Microsoft Showcase Schools Programme is an opportunity to engage with Microsoft and like-minded school leaders around the world to deepen and expand education transformation using the Education Transformation Framework. Each school who enters the [Showcase Schools Program](#) starts at some point on the Showcase School Rubric and continues their education transformation journey at their own pace, with the support of their peers, Microsoft, and its partners all along the way. All the schools across

the continents are listed and as well as links to key documents, including the rubric. There is a process for contacting nearby or comparable schools as part of getting started on this particular journey. For details of the Showcase Schools' metrics and levels. [Find out more.](#)

And if you find the multifaceted steps of your digital journey slightly daunting then visit the [education transformation journey](#) section, which highlights all the resources available to guide education institutions through their transformation journey.

## ORGANISATIONAL LEADERSHIP

## CHANGE MANAGEMENT

[The Microsoft K-12 Capacity Building Guide](#) is designed to assist education leaders who are leading transformation programs by supporting the ability and capacity of their teachers and staff to successfully transform their practice, adopt new technologies, and to continue as life-long learners within the system. It's carefully curated with those materials that can be used by teachers and staff on their professional development journeys. Includes tips, recommendations and a capacity building template. \*

As part of its overall [UK Education Communities](#) offer, Microsoft provides specific change management support for Multi-Academy Trusts under its Digital Transformation Acceleration (DTA) programme.

Microsoft is committed to supporting MATs to achieve more, especially as they continue to grow and take on more schools. Each school within a MAT can access funded support to envision and utilise digital technologies to support teaching and learning, and be recognised as a Microsoft Showcase School.

When a MAT or group of schools has four or more Showcase Schools, they can be recognised as a Microsoft Showcase System, an elite accolade extending to further opportunities for recognition and support.

Further details of the Showcase Incubator Programme and the MIE Expert Community 23-24 are [here](#).



## FEATURE INTERVIEW

# CORNERSTONE ACADEMY TRUST

Based in Devon. Formed in 2010. Partnership consists of Broadclyst Community Primary School, Monkerton Community Primary School, Westclyst Community Primary School and Yeo Valley Primary School. A Microsoft Training Academy. DfE English Hub, Behaviour Hub. Science Learning Partnership and part of the West Country Computer Science Hub. CEO and Executive Head Teacher: Jonathan Bishop.

### The journey begins...

in 1810 when Broadclyst Primary School was founded to serve the children of the local community. Fast forward to the 21st century and it is now part of the Cornerstone Multi-Academy Trust - still serving local children but forward-looking, and with an international reputation for the use of digital technologies in education. The MAT's CEO, Jonathan Bishop, may still be based in the former bedrooms of the school's first incumbent but the focus is on the technology of the fourth rather than the first industrial revolution. The journey started over 20 years ago when 'we embarked on a partnership with Microsoft, prior to the Showcase Schools initiative,' he says. "In this

time, we've developed the best system for our academy." Find out more on Reimaging Education (Microsoft Case Study).

### Along the way...

According to Cornerstone's CEO, 'technology underpins the fabric of society: it's in the workplace, it's in the home, it's part of our social interactions and it should fundamentally be seen as the glue that binds it together. It is not about training pupils to use a piece of software – it's about the underlying tools that enable our lives in the modern world that we live in. Ultimately, we're preparing today's children for tomorrow's workforce."

### Whole school approach...

The Cornerstone Academy Trust is run 'as one school with four campuses' and it uses the technology to bring the schools together in this way. This fundamental concept underpins everything they do and enables genuinely impactful teaching and learning; as well as facilitating potential savings on staffing, purchasing etc.

Starting with Broadclyst Primary School, and Microsoft 365 software, each pupil was issued with a 1:1 device from reception to Year 6. This was followed up across all the schools within the trust.

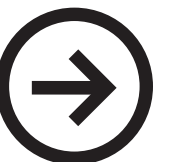
In addition, at least five years ago, the academy went down the cloud computing route. This was part of a clear strategy to go server-less, combined with the universal one-to-one device commitment. It creates flexibility in the workforce, thus enabling bandwidth for those new strategies for teaching and learning – all built around blended learning. In this way, the power of Microsoft 365 can be harnessed – 'on the desktop... in the hands of a child...in their classroom.'

### Along the way...

Part of the journey of digital transformation involved ensuring that a holistic approach was taken; ensuring, for example, that the right devices are supported by the right infrastructure. The right infrastructure for this MAT has to support both the use of 1:1 devices used by pupils (in class and moving around and between classrooms) in all four primary schools as well as a TV studio, situated in the Broadclyst Community Primary School. (The studio is used for the curriculum, CPD, assemblies etc).

Jonathan is well aware of the issues around cost and value for money that confront all multi academies but urges MATs, where they can, to think

long, think hard and think longer term. Don't overlook IT infrastructure, think about equipment replenishment planning. Get value for money but not at the expense of best value. It will probably save money in the long run...





# CASE STUDY

## INNOVATION AND EFFICIENCY AT THE CORNERSTONE ACADEMY TRUST

Cornerstone Academy Trust (TCAT) is a progressive and agile MAT where like-minded schools collaborate and flourish in a local, supportive learning environment. Its motto - "Fortune Favours the Brave" - reflects its bold approach to technology, which has earned it an international reputation for using digital technologies in education. Its extensive digital curriculum inspires and challenges children to achieve high standards and become life-long independent learners. TCAT is a Microsoft Training Academy and runs a DfE English Hub, Behaviour Hub, a Science Learning Partnership and is also part of the West Country Computer Science Hub.

Since 2018, Cloud Design Box (CDB) has been working with TCAT

to develop a modern Intranet to facilitate communication across the MAT. CDB has also automated various class teams and staff teams across schools, establishing a solid digital foundation for teaching and learning. Moreover, CDB has provided comprehensive training and consultancy to TCAT through workshops and an online training portal, ensuring that colleagues stay updated on Microsoft's features for education.

Uniting all four schools under the TCAT umbrella, within a single Microsoft 365 tenant, has fostered consistency and efficiency through sharing of resources and ideas. Centralised areas for teaching resources save teachers time, and protect Cornerstone's high levels

of quality. Specialist teachers and guest speakers are important to Cornerstone's rich curriculum, and the consistent use of technology across TCAT allows teachers and specialists to interact with students in multiple campuses - whether through live lessons or centralised recordings. Recently, the world-famous children's author Michael Morpurgo visited one TCAT school and the event was streamed out across the trust then recorded for review later on.

One-to-One devices are a feature of TCAT's digital strategy, promoting learning and personal growth through consistent access to Microsoft tools such as OneNote, Teams Assignments, Reading Coach, and Reflect.

Cornerstone Academy Trust  
Tel: 01392 304040  
admin@tcat.education  
www.tcat.education

# CASE STUDY

Learning Academy Partnership (SW)  
Tel: 01626 248800  
partners@lapsw.org  
www.lapsw.co.uk



## LEARNING ACADEMY PARTNERSHIP (SOUTH WEST)

Learning Academy Partnership - SW - (LAP) is currently a Trust of 14 Schools based in Newton Abbot in Devon and Cornwall. The Trust currently encompasses only Primary Schools and has a total pupil population of 4520. Given the location it is not surprising that the schools are both large - such as Ellacombe Academy and also rural such as All Saints Marsh and West Alvington. The Trust has grown by 6 schools in the last 18 months.

Following a review that was actually delivered on the last day before the first COVID lockdown the ICT across the Trust has been completely transformed, technically, operationally and financially so that the benefits are evident for teaching, learning, management and administration.

Like most Trusts initially the ICT across the schools could be characterised as 'ICT Islands' with local decision making, nothing was joined up to enable collaboration, the technology was often old and not fit for purpose and operationally users were not gaining the service they needed, when they needed it - the challenges this brought for the Trust were only exacerbated by the rural nature of the schools - It was therefore recognised that great ICT could be a real 'enabler' for the Trust at all levels and functions.

Following multiple procurements and the creation of a rigidly followed Standard Network Design the schools all sit on a single network with resilient connections, there is a standard approach to security and the Trust has achieved Cyber Essentials. There is a single

Trust wide Microsoft Tenancy using Azure and other tools such as in-tune to manage devices. Staff have devices and can move from site to site. The MIS has changed and is integrated with the network and other application such as HR and Payroll have been changed with a view to further integration. There is also trust wide collaboration for teaching, learning and management using Teams and Sharepoint. This is all supported by a single outsource supplier who performs against a standard SLA for all schools regardless where they are geographically. There is no Trust ICT Manager in a full time roll, but there is a single point of contact that falls under the business support service. This is backed up strategically by an external organisation two days per month.





# 36 SHOWCASE SYSTEM ADVERT AND MENTION OF INCUBATOR & JOINING UP

## Technology transformation in 21 steps

Be deliberate in your approach and follow a proven framework. To help schools avoid common transformation pitfalls and fast-track success, the Anytime Anywhere Learning Foundation, in collaboration with Education Queensland and Sean

Tierney from Microsoft, created this 21-step process. It was developed by combing through 30 years of successful technology transformations, and refining these strategies into simple steps, which are then divided into four clear phases.

### Phase 1

#### Make a compelling case for change

1. Understand the context of your institution.
2. Build a powerful shared vision.
3. Clarify goals, expectations, and policy priorities.
4. Liaise with parents and community.

### Phase 2

#### Research best practice

5. Explore contemporary learning examples.
6. Embrace new possibilities for 21st century educators.
7. Begin creating future learning environments.

Too many attempted transformation programs begin at step 20, usually because it's the most visible, politically saleable step. Retrofitting the previous 19 steps is far more complicated, and far less likely to positively affect learning.

### Phase 3

#### Engage and prepare your community

8. Build a change culture.
9. Implement professional learning strategies.
10. Ensure equity and sustainability (funding strategies).
11. Build understanding (communication strategies) and policies.

### Phase 4

#### Implement your plan

12. Conduct a readiness assessment.
13. Consider implementation options and project plan.
14. Select devices for teachers, applications, apps, and core tools.
15. Plan your infrastructure for scale.
16. Prepare the budget.
17. Establish critical partnerships.
18. Select student devices.
19. Clarify essential policies for effective use.
20. Deploy devices.
21. Review.

# Discover the power of Learning Accelerators

Microsoft 365 solutions for education

LEARN MORE



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