



Excel with Excelsior

#ExcelwithExcelsior



Foreword

"At Excelsior Multi-Academy Trust, we believe every child and member of staff deserves to excel — not just in academic outcomes, but in the values, skills, and character that prepare them for life. This playbook captures the heart of who we are: a community united by our mission to enhance outcomes for all pupils, regardless of background by ensuring they have access to an outstanding, innovative education that empowers them to thrive.

Whether you're a pupil, a parent, a teacher, a member of staff or a leader, this document is a guide to our promise, our purpose and our pathway to excellence. We believe in succeeding together – alone you're good, together we're amazing.

Join us as we strive for excellence — every child, every day."



Hazel Pulley

Chief Executive Officer of
Excelsior Multi-Academy Trust

The Heart of Excelsior

Excelsior Multi-Academy Trust is a forward-thinking and dynamic trust supporting eight schools in the West Midlands. We have a proven record of being Rapid School Improvers and share our successes openly.

At Excelsior, our vision and value shape every classroom and every decision.

Our Vision:

All our schools to be outstanding beacons of equality, where all our pupils succeed in a safe, vibrant community.

Aspiring from the Start

Engaging Learning

Succeeding Together

Ensuring Equality for All

Our Four Pillars of Excellence:

Each value underpins our schools and drives daily practice.

1



Aspiring from the Start

Where ambition begins on Day One

2



Engaging Learning

Unlocking minds every day

3



Succeeding Together

Alone you're good. Together we're amazing.

4



Ensuring Equality for All

Equality – First, Foremost, Forever.

Our Commitment to Every Child

At Excelsior, our work is driven by a deep belief that every child will succeed and have the best opportunities. Excelsior nurtures curious minds, shapes confident individuals and equips young people with the skills and values they need to flourish in an ever-changing world.

Our promise, our purpose:

We guarantee that every child at an Excelsior school will experience during their time at Excelsior:

Excellent teaching

Innovative, future-ready education

Preparation for life in modern Britain

This commitment extends beyond pupils – it reaches every member of staff, every parent and every community we serve, with collaboration at the core of our culture.

So how do we further enhance outcomes for Excelsior pupils?

- **Firm Foundations (EYFS)** – Providing children with the essential building blocks for long-term success.
- **Getting the Job Done by Key Stage 1 (Years 1 and 2)** – Ensuring young learners develop strong early skills with confidence and flexibility.
- **The Engine Room (Years 3 and 4)** – Strengthening core abilities and reasoning as a foundation for the next stage of learning.
- **Beyond Limits (Years 5 and 6)** – Empowering pupils to approach challenges with independence, mastery, and confidence.

Core purpose:

For all our pupils and staff, to **Excel**



The Excelsior Entitlement

At Excelsior, we honour commitment through five entitlements.

Entitlement 1: I will achieve...

- 1.1. All pupils will be fluent readers
- 1.2. All pupils will be mathematicians
- 1.3. All pupils will have access to a deep, broad and balanced curriculum
- 1.4. All pupils will achieve at least the 'Expected Standard'



Entitlement 2: I will have a range of opportunities....

- 2.1. Be part of a school production
- 2.2. Be part of a school team
- 2.3. Play a musical instrument
- 2.4. Attend a residential trip, sleep under the stars and ride a bike
- 2.5. Visit the theatre, an art gallery and a museum



Entitlement 3: I will be ready for what's next...

- 3.1. Be resilient and have access to high quality mental health support
- 3.2. Be a pupil leader or mentor
- 3.3. Visit universities and places of work
- 3.4. Know how to save a life
- 3.5. Access to outdoor education and chance to play with friends
- 3.6. Speak confidently to a range of audiences
- 3.7. Understand the value of money
- 3.8. Undertake charitable work



Excelsior
Multi Academy Trust

Pupil Entitlement

A pupil-focused model that ensures our children leave primary school not only academically able, but personally equipped for secondary school and life beyond.



The Excelsior Entitlement



Staff Entitlement

At Excelsior, we care about our staff as we know our staff will change the lives of our children. We pride ourselves in recruiting and retaining the best staff and work hard to ensure all staff grow at Excelsior. We have also been certified as a Great Place to Work for 2024-25.

Our offer to staff includes:

- Quality induction
- Excelwell, our well being platform
- Excellent CPD including funded access to national qualifications
- Bespoke Gold standard office training
- Career pathways for all staff
- Consistent and regular opportunities for staff feedback through staff engagement and happiness surveys, and Net Promoter score



The Excelsior Entitlement



School Entitlement

We have a collegiate and collaborative approach to school improvement planning using agreed templates that support us to plan strategically for improvement at a school level and MAT level.

- **School Improvement Plans**
- **School Evaluation Forms**
- **A Player Matrix**

These identify needs for staff training (joint staff meetings occur where needs are the same). All schools will receive our universal school improvement offer identified in our tiered approach. Robust Teaching and Learning reviews will take place across schools as well as half termly Quality Assurance meetings where the support for our schools is identified and brokered.



The Excelsior Entitlement



School to school support

Schools work together, challenging each other through peer coaching and professional dialogue to strategically support MAT priorities.

- Termly or half termly network meetings for all subjects.
- Moderation opportunities across the MAT.
- Experts from within the Trust are deployed across the MAT to support identified priorities.

Regular strategic school improvement meetings for Maths, English, SENDCo, EYFS and Curriculum allow schools to identify strengths and areas of development. They also allow the QAT (Quality Assurance Team) to facilitate school-to-school support.



The Excelsior Entitlement



Staff Development

Educational leaders have access to coaching for their own development from either within school or from the central school improvement team.

All schools have a cycle of support in place for all staff through personalised professional growth plans.

We identify talent early and provide opportunities for our most talented staff to develop and grow into bigger roles. We have developed key professional development opportunities in three programmes; **DLE (Developing Leadership Expertise)** - a programme for middle leaders aspiring for senior leadership roles; **Aspiring to Headship** - for leaders who are ready to move into Headship; and **Gold Standard training** for all support staff.

We have identified opportunities for peer-to-peer support and are committed to providing opportunities to complete national professional qualifications.



Join the Excelsior Journey

Whether you are a parent, carer or member of the community wanting to learn more about what makes our schools special, or a school leader exploring what it means to be part of something bigger, we'd love to hear from you.

Find out more

For more information about Excelsior MAT, our schools, and our vision for education:

Visit our website: www.excelsiormat.org

Find out more on Excelsior Events: www.excelsiormat.org/events

Thinking of Joining the Excelsior Family?

If your school shares our ambition and believes in our values, and you'd like to explore becoming part of Excelsior MAT, we'd be delighted to talk:

Email us at: enquiry@excelsiormat.org

Stay Connected

Follow, engage, and celebrate our community.



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Excelsior Multi-Academy Trust