

# Berkhamsted Educational Trust

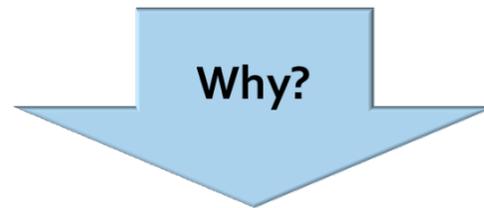
## Consultation on a proposal to establish a new multi academy trust

3rd July 2017



## What is the proposal ?

- **Five Berkhamsted community schools to form the Berkhamsted Educational Trust (a multi academy trust) by converting to academy status:**
  - Ashlyns School
  - Bridgewater Primary School
  - Greenway Primary School
  - Swing Gate Infant School & Nursery
  - Westfield Primary School & Nursery



- **To enable the schools to continue to provide an excellent education and achieve outstanding outcomes for all our pupils**



- **To control our own destiny.....**

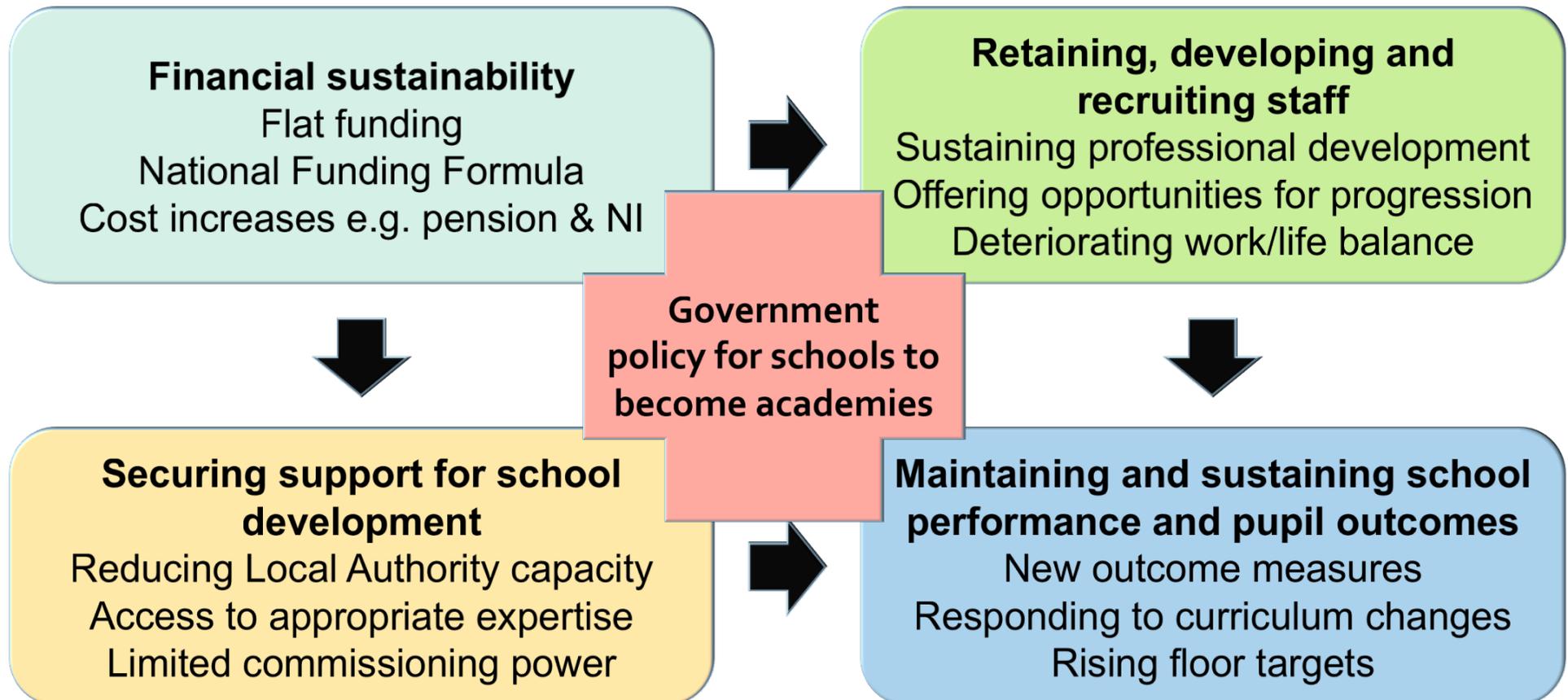
**.....in a fast changing educational landscape**

## Information on the five schools

School	Ashlyns	Bridgewater	Greenway	Swing Gate	Westfield
Type of school	Foundation	Community	Community	Community	Community
Age range	11-19	3-11	3-11	3-7	3-11
Number of students	1,249	282	381	194	255
Headteacher	James Shapland	Caren Doodson	Katharine Ellwood	Francesca Gallagher	Suzanne Stace
Chair of Governors	Andy Cunningham	Helen Simpson	Elizabeth O'Reilly	Martin Hyland	Andrew Doran
Most Recent Ofsted	Good Sept 2014	Good Nov 2016	Outstanding Nov 2011	Good Feb 2017	Outstanding March 2010

Note that it is not possible for schools of a religious character to join a non-church led Multi Academy Trust therefore those schools cannot be included in this proposal

## The challenges our schools are dealing with



## Benefits of closer collaboration:

- Curriculum continuity
- Opportunity to develop teaching practice through sharing knowledge and good practice
- SEN provision and expertise – a coherent long-term approach to supporting vulnerable children
- Activities across schools e.g. sports, arts, intervention
- Wider extra curricular opportunities
- Targeted investment
- Collective access to resources and CPD
- Impact on recruitment and retention
- Impact of centralised services that allow teachers and leaders to focus on teaching and learning

## Why form a multi academy trust?

### Why not just continue informal local collaboration?

- Longer-term sustainability and forward planning to drive educational standards
- Formal governance arrangements, objectives and accountability (to DfE and others)
- Single entity to commission services and drive cost savings

#### Headteachers

- Peer support and formal challenge
- Less bureaucracy
- Access to greater expertise
- Time to focus on the classroom
- Development of leadership

#### Staff

- Enhanced CPD
- Joint planning
- Resource sharing
- Subject leadership
- Phase/year expertise
- Career progression
- Work reduction
- Job security

#### Governors

- Peer support
- Less policy work
- Smoother process
- Time to focus on outcomes
- Enhanced CPD
- Strategic role for trustees
- Comparative data

#### School Management

- Cost-efficiencies through joint commissioning
- Resource sharing
- Better quality services
- Better access to specialist services
- Staff workload

## Why form our own Berkhamsted Educational Trust? (rather than joining an existing multi academy trust)

- Retaining the many existing strengths of our schools and the features that staff, parents and pupils highly value
- A local solution to a national change - local schools shaping the Trust from the outset
- Local schools determining the Trust's:
  - Vision, values and aims
  - Staff management and terms of employment
  - Leadership and governance structures
  - Future direction and membership
  - Financing

## Founding principles of the proposed Trust

- Build on our history of highly effective collaborative working and strong school performance across the town
- A local solution to a major policy change away from Local Authority control of schools
- Opportunity to establish a 3 -19 educational experience
- An exciting place to learn, train, work and lead
- Enhanced collective ability to manage significant educational and financial challenges
- No change as a result of joining the Trust to each individual school's own name, ethos, values, uniform, curriculum or Headteacher
- Ongoing commitment to collaboration and a close working relationship with Berkhamsted schools which are not part of the trust (e.g. local church schools)

## Proposed Trust vision and aims

The Trust will be dedicated to providing a well rounded education for the whole child with the following aims and values underpinning its work:

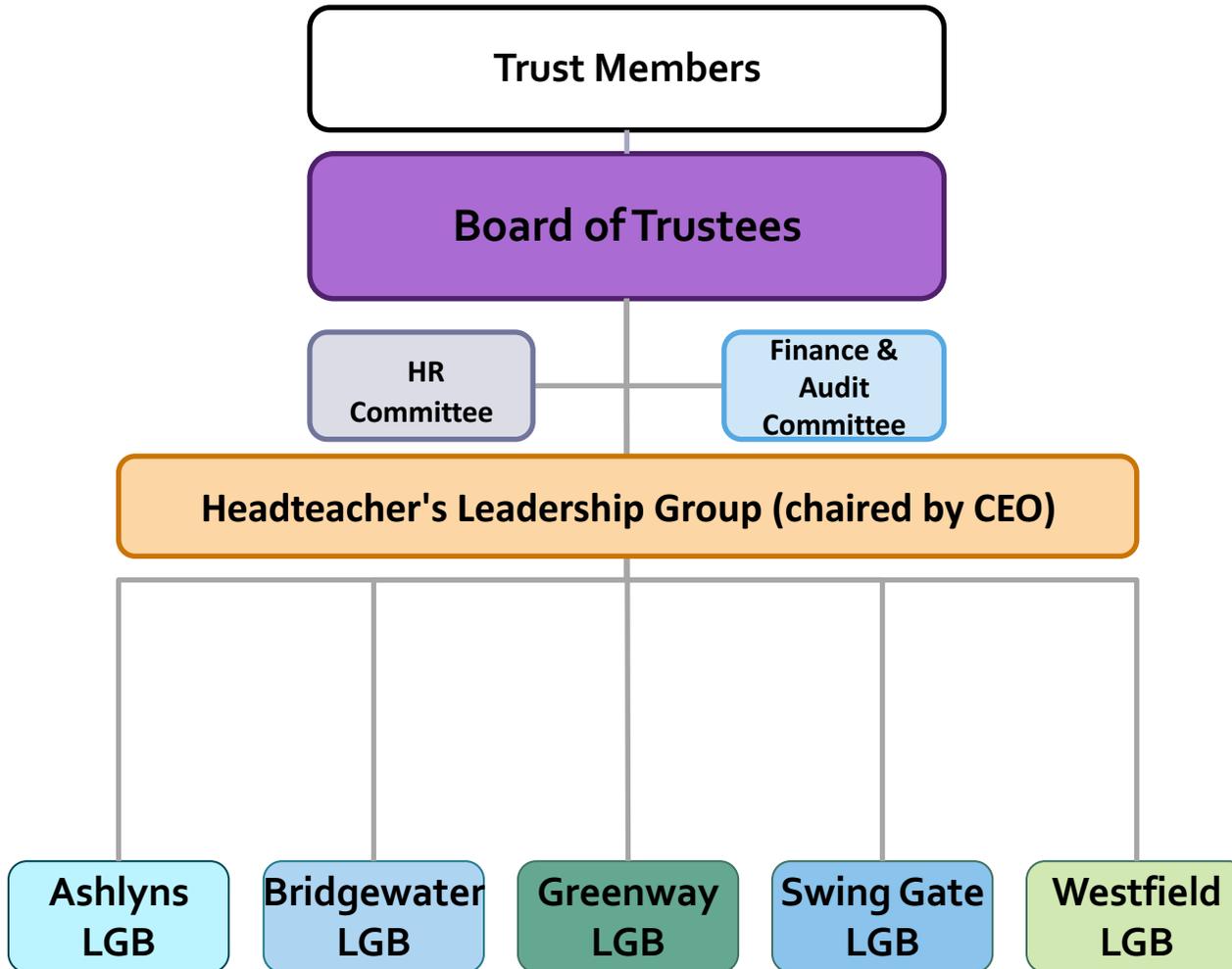
### Vision

- To establish a trust which provides a sustainable and continuously improving educational experience for children from the age of 3 to 19
- To embrace the changing educational and political landscape as we grow for the benefit of the children in our care
- To become nationally recognised as a high performing educational trust

### Aims

- To ensure that the experiential side of school life is a priority in children's education; we believe this is fundamental in forming well-rounded young adults prepared for life
- To ensure that children's academic achievement is excellent
- To ensure that all our children are looked after to exceptional levels. This is built on the idea that '*the child's needs come first*' and is central to our pastoral care system

## Proposed Trust governance structure



- **Trust Members** hold Trustees to account; chosen from local community for relevant skills / expertise
- **Board of Trustees** accountable for performance of all schools and student outcomes; chosen from existing governing bodies for their relevant skills / expertise and all schools represented
- Headteachers of each school form the **Leadership Group**
- **CEO** to chair the Headteacher Leadership Group; lead intervention if necessary; and oversee non-education functions of Trust e.g. finance and HR
- **Headteachers** remain responsible for running their school day-to-day
- **Local Governing Bodies (LGB)** continue to oversee their school

## Proposed Trust principles of financial governance and management

- Make the best use of public funds to enable investment in educational outcomes
- Trust to commission services currently organised and paid for by individual schools through the Trust Service Charge:
  - Better value for money
  - Improved quality of service
  - Enhanced viability of services
- Not dependent on initial funding on conversion: sustainable financial model
- Trust costs to be as low as possible with aim to be self-funding in Year 2
- The trust would be able to develop moderate reserves. These would be available to:
  - Support rapid school improvement if necessary
  - Pump-prime possible Trust programmes
- Schools remain responsible for running a balanced budget and retain all other funding and surpluses

## How staff are affected

- Staff no longer employed by Hertfordshire County Council or Ashlyns' governing body after conversion
- All staff will work for the new Berkhamsted Educational Trust
- Staff will continue to work in their current school
- Any movement of existing staff between schools with mutual agreement
  - Secondments
  - Appointed to new role in another school
  - Appointed to a new Trust-wide role
- Transfer of employment under TUPE regulations with protection of employment terms & conditions of employment *at point of transfer*.
- Full protection of pension rights
- The schools have agreed the future Trust's principles of employment, which are applicable *after point of transfer*.

## Proposed Trust principles of employment

- Support high standards of education by being a fair, consistent, effective employer
- Aim to retain, attract and develop the highest quality workforce
- Commit to ensure Trust staff pay, terms & conditions are equal to or better than if working in an LA maintained school
- Agreement with unions on process for consultation and negotiation including pay awards
- Operate a 'single tier' workforce – all existing employees and those joining the Trust after conversion would be on the same teachers/support staff terms & conditions
- Recognise the *Continuity of Service* of all employees including those joining the Trust after conversion.
- Maintain existing staff contracts of employment to work in a named school and retaining current arrangements for CPD, school visits etc.

## Proposed trust services

- Current position regarding bought in services
- An opportunity for centralised specialist services e.g. financial services, IT, grounds maintenance, HR etc.
- Bespoke and responsive to local needs
- Services that are non profit
- Reduced costs
- Economies of scale
- Procurement
- Investment in our own staff, equipment and training – impact on recruitment and retention

## What are the next steps?

- Academy consultation period: Tuesday 20th June until Friday 14th July (4 academic weeks)
- Consulting with:
  - Parents
  - Staff
  - Unions
  - Other local schools
- Parent/carer and staff consultation meetings on 3rd July
- Consultation reports to be considered by Governing Bodies from each school at Gateway #2 meeting on 17th July 2017