

AN INVITATION FROM THE WHITE HILLS PARK TRUST



Round Hill School Governing Body • 12th February 2019

The Trustees of the White Hills Park Trust extend an invitation to Round Hill School to join our Trust.

Adding a leading member of our primary family to our secondary schools will enable us to serve our shared community together. We can deliver a clear pathway for the young people in our care from Reception through to Year 13. By working together, we will become a beacon of outstanding practice and a positive force within our educational community. Centralising resources, sharing CPD and collaborating on enrichment will free up time for teachers and leaders in all of our schools to focus on the practice of education.

Our Trust is built on a clear vision, demonstrated in our practice:

- A group of schools united in our mission to provide the very best opportunities for young people, with shared values, shared commitment to our locality and shared commitment to excellent outcomes
- Successful schools sharing good practice, pooling resources and participating in joint projects for the benefit of pupils
- Shared professional learning, leading to high-quality teaching and learning
- Commitment to high quality and generous collaboration and the development of 'system leaders' contributing to education across the region
- Extensive, seamless and high-quality enrichment programmes, encompassing the arts, sport, good citizenship and all areas of the curriculum, accessed by all groups of pupils
- A powerful international dimension, enabling our pupils to visit and interact with pupils all over the world
- Open, transparent and ethical systems of finance, leadership and management

An expanded Trust has the potential to provide benefits in a range of areas, by:

- Bringing about continual **School Improvement**
- Making the most of our **resources**
- Running our schools with maximum **efficiency**
- Developing our **workforce**
- Providing **opportunities** for pupils
- Becoming a force for good in our **community**
- Establishing effective **governance and leadership**



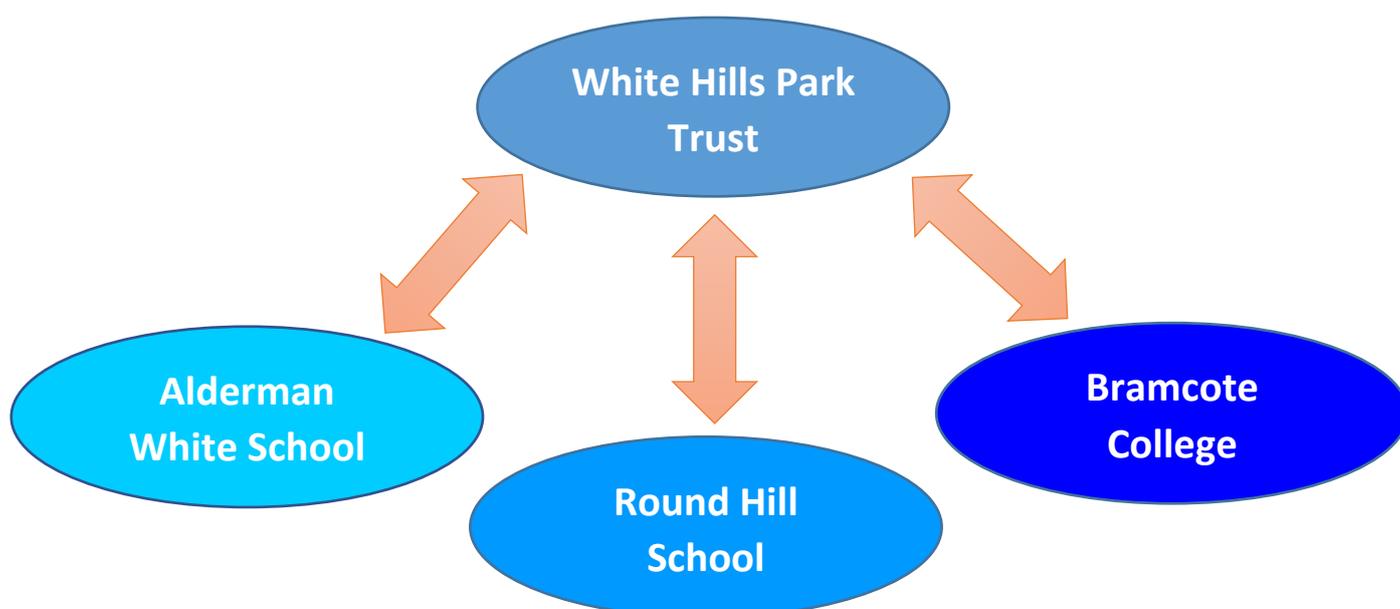
What is the relationship between the White Hills Park Trust and our schools?

White Hills Park is a small, locally-based Multi-Academy Trust. Although we believe that it is in the mutual interests of the schools in our partnership to expand the Trust, this ethos will remain. We remain rooted in our locality, responsive to our community's distinctive needs and small enough for all schools to feel that they have a real stake in the Trust and a genuine voice in decision-making.

The role of the Trust is to help the schools to perform as well as they possibly can, so that the children and young people who attend get the best start in life. The Trust is the servant of our schools, and our work allows school leaders to devote their time and focus to the things that are important – providing provision of the highest quality.

Everything that our Trust does meets the following tests:

- Does this benefit our pupils and lead to improved outcomes?
- Does this have a positive impact on our community?
- Does this meet the highest ethical standards, including a commitment to equality and transparency?
- Does this develop our staff?
- Are we using public funds responsibly and efficiently?



Securing School Improvement – how the capacity can lead to improved provision and outcomes for our schools.

The core purpose of our Trust lies in securing the best possible outcomes for our pupils. All of our services are designed to support this purpose. The Trust provides effective support and challenge to enable school leaders to drive school improvement effectively.

Quality Assurance	The Trust supports school self-evaluation through a Quality Assurance calendar that includes opportunities for formal review, alongside informal monitoring of performance. This leads to a thorough and accurate picture of school performance, and enables support and challenge to be provided effectively.
Inspection / advisory support	The Executive Principal is an Ofsted Lead Inspector and has been a Local Authority Lead Adviser for both Primary and Secondary, a senior National Primary Strategy lead and a Head Teacher of two primary schools.
Annual Review	The Trust provides an Annual Review document in the autumn term, written in a similar format to an Ofsted Section 5 report, summarising key judgements. This report is compiled in conjunction with school leaders and is based on Quality Assurance evidence gathered throughout the year. It is provided to the Trustees and the Local Governing Body, and is used as the basis for support and intervention where necessary. It also forms the basis of the school's evidence-based self-evaluation in the event of an Ofsted inspection.
Performance Data analysis and support	School 'snapshot' data is collected each term, in an agreed form. A detailed analysis is provided to school leaders and governors, and can be used by the school to guide planning and intervention.
Leadership support	The Executive Principal meets each school Head Teacher for a fortnightly minuted line management / quality assurance meeting, during which progress against the criteria identified in the school's Action Plan is reviewed and recorded.
Intervention	The Trust Teaching and Learning lead works with school leaders to provide targeted support for teams and individual staff.
Brokerage	Trust schools work with external partners, including PixL, Seneca and Ambition School Leadership, to provide support for teaching and learning, and school management. We can also access tailored support through our CPD partnership.



Making the most of our resources – how joining the White Hills Park Trust can ensure that more money is spent on directly benefitting pupils.

By working together within the Trust, we maximise the use of resources, and ensure that funding can be used to benefit pupils. Schools contribute 1% of their GAG funding to central Trust costs, and all other centralised services are provided at cost. In return, the school realises the benefits that are set out in this pack. Savings are made through direct provision of services and collaborative purchasing and Trust-level efficiencies. Our analysis indicates that Round Hill will have a net gain of approximately £50,000 in the first full year as a member of the Trust – provisional costs and benefits are set out in the Financial Appendix.

The Trust is committed to ethical and transparent financial management, and acting in accordance with collective agreements brokered between national and local government and professional associations e.g. School Teachers Pay and Conditions document.

Financial and accountancy support	The Trust is responsible for financial reporting / internal and external audit / budgeting and day-to-day running of finance. This includes preparing budgets, collecting payments, producing payment runs and regular updates re income and expenditure with school leaders. The Trust provides financial information for Governors.
Catering / School Meals	The Trust is responsible for providing school meals, including financial administration and directly employing catering staff. The Trust ensures that school meals conform to high standards of nutrition and quality.
Estates Management	The Trust is responsible for cleaning and day to day maintenance of the school, ensuring that current standards are at least maintained and that the team responds to individual school priorities.
Property management	The Trust manages school property, including the sourcing and surveying of maintenance and expansion projects.
Property portfolio	In consultation with Local Governing Body, the Trust takes the lead on preparation of funding bids to develop or expand the current property portfolio, and the management of projects, including liaison with architects and oversight of project management
Information Technology	The Trust provides day to day maintenance of all IT equipment through the IT Helpdesk. IT Services audit resources, source and install equipment, and review IT costs. They provide admin support, advice and training.
Collective purchasing	The Trust generates economies of scale, enabling efficient commissioning and purchasing of goods and services
Professional support	The Trust provides access to high-quality professional support through established relations with HR (NCC), Legal (Flint Bishop) and Audit (Smith Cooper).
Grounds maintenance	The Trust is responsible for all regular outdoor and grounds maintenance, which follows an annual schedule, and allows additional work to take place when necessary e.g. pitch marking.
Curriculum staffing support	The Trust is responsible for administration and management of additional staff, including peripatetic music tutors.
Insurance	The Trust is responsible for providing insurance, through the government-backed RPA Insurance scheme.

Running our schools efficiently – how working together in the White Hills Park Trust can improve the day to day running of our schools, ensuring that systems work well, and we secure value for money.

The Trust is committed to providing an environment which gives schools the best possible opportunity to succeed, and allows school staff to focus on the activity that will benefit pupils, secure in the knowledge that back office functions are carried out efficiently.

Safeguarding support	The Trust reduces school-level administration and provides assurance to Governors by maintaining the Single Central Record. The Trust delivers an annual Safeguarding update to all staff, provides Induction Safeguarding Training to new staff and updates Governors of changes. The Trust supports schools in the implementation and use of CPOMS (online safeguarding app)
Recruitment advice and support	In the event of a vacancy, the Trust liaises with schools to establish job requirements, dates and person specification. All other administrative aspects, including placing the advert, preparing shortlisting packs, notifying candidates, collecting references, managing the interview day, preparing contracts / offer letters, and organising the timetable, is carried out by the Trust.
Financial management	Although budget decisions are made by the Local Governing Body and school leaders, the Trust supports medium and long-term financial planning and forecasting and reports the impact of potential changes in circumstances, such as in pupil numbers or funding formula. The Trust's financial management is designed to support the effective and efficient delivery of the curriculum in schools.
Publicity / promotion	The Trust supports schools in publicity and promotion, giving advice and practical help to promote the school and publicise school events. Intensive support is given in the event of an event that may lead to negative publicity for the school.
Management of supply cover	In liaison with the school, the Trust assumes responsibility for organising long-term cover for staff absence.
Reprographics	Bulk-order reprographics such as multiple booklets, leaflets and prospectuses are produced and delivered by the Trust according to school specifications, and can respond to urgent requests (within 24 hours).
Admissions	The Trust supports school teams to provide admissions administration and advice, manage appeals and analyse admissions data.
Data support	The Trust maintains and updates school Management Information Systems, including preparation of school census and GDPR advice and support.

Development of people – how the White Hills Park Trust can provide opportunities for staff in our schools to develop their skills and experience, make a contribution to the wider educational community and advance their career.

Any Trust is only as good as the people who work in it, and so the development of our staff is a key area of focus. We have a relentless focus on teaching and learning as the key to improving our staff. We also recognise that professional development is key for all staff, including support staff.

Development of teaching and learning	The Trust Teaching and Learning team provides a range of support and expertise, including support for Recent and Newly Qualified Teachers and school teaching and learning programmes, including whole staff and targeted CPD programmes. This support draws on expertise from colleagues within the Trust schools.
CPD partnership	The Trust plays a leading role in a local CPD partnership comprising 5 local, high-performing Trusts, representing approximately 50 schools, including over 30 primary schools and schools from all phases from EYFS to KS5, and a wide range of contexts. Schools in the partnership share expertise, knowledge and support. Through this partnership, we also deliver NPQ programmes to develop leadership capacity within staff.
Coaching	Where staff are identified as in need of additional support, the Trust Teaching and Learning team provides and manages individual bespoke coaching programmes, with clear targets for improvement and timelines. In the event that a teacher is supported through the appraisal process, this is led by the Trust Teaching and Learning team.
Leadership opportunities	In addition to supporting the development of leaders across the Trust through formal professional development, including the provision of places on the National Professional Qualification courses for Middle Leaders, Senior Leaders and Head Teachers, leaders are given opportunities to provide support and advice for other school leaders, both in the Trust and beyond. This would be extended to the primary phase in the event of Round Hill joining the Trust.
Knowledge and Research	The Trust promotes the development of staff knowledge and expertise in a variety of ways, including through strong links with local universities, sharing of current educational thinking through staff meetings and briefings, involvement of teaching staff in action research groups and links with external bodies such as the Chartered College of Teaching. The Trust website hosts 'Discussions and Debates', an innovative platform for staff to share ideas and participate in debate.
Support staff development	The Trust provides a professional development programme for all staff, including support staff, with dedicated and tailored support staff training sessions and participation in performance management systems. We recognise the vital contribution that high-quality support staff make to the performance of schools.

Opportunities for pupils – how working together in the White Hills Park Trust can give opportunities for pupils, within and beyond the curriculum.

In our schools, we believe in a curriculum that is broad, balanced and inspirational, which provides a seamless link to life beyond school. We are committed to ensuring that all pupils access a wide range of opportunities, including educational visits, sports and physical activity, and the arts.

Curriculum Development	Our Curriculum policy provides a broad, balanced, inspirational and aspirational offer for all pupils. We work across the Trust schools to ensure that there is consistency of opportunity, and that the curriculum provides a seamless progression across all key stages. The introduction of the primary phase to the Trust will give us the opportunity to share subject and phase expertise, and develop a truly innovative curriculum offer.
Languages Development	The Trust has a long and well-established tradition of languages, both within the curriculum and through the Language College at Alderman White. This includes evening and weekend classes in a wide range of European and world languages. We believe that the earlier that pupils benefit from high quality instruction, the more effective their language learning would be, and would seek to integrate languages teaching across all key stages.
Music and the Arts	All of our schools, not least Round Hill, have a wonderful tradition of music and drama, and some of our proudest moments have been shared performances with Round Hill pupils – choral, theatrical, orchestral. We will seek to embed and extend this within our curriculum and staffing structures
Sports	We work with Broxtowe Active Schools, based at Bramcote College, to provide an extensive programme of extra-curricular sports and physical activity, and our student sports leaders are available to run extra-curricular clubs and activities.
Leadership development	Our Student Leaders programme provides opportunities for pupils of all ages to develop leadership skills and make a contribution to their school and community.
Transition	Evidence indicates that the transition from Key Stage 2 to 3 is the point at which the progress of many pupils can stall. By working seamlessly within the Trust, we will introduce provision to counteract this and establish learning-focussed transition programmes from Year 5 to Year 7.
Careers	The Trust Careers Lead works in all schools to ensure that we meet the Gatsby Benchmarks, through special events and curriculum support
Personal Development	The development of the whole child is central to the Trust ethos. We support pupils' personal development through structured curriculum support and access to special events. Individual needs can be supported through the Trust Counselling service and our CAMHS link.

Behaviour	Behaviour systems are supported across the Trust in a range of ways including specialist staff training and advice, mentoring support for high-profile pupils, accessing Behaviour and Attendance Partnership resources, and brokering external advice.
Attendance	Trust Attendance Officers work with schools, families and statutory bodies to ensure regular attendance. This includes the management of difficult cases, including enforcement procedures.
Visits	The Trust manages the administration of school visits, including the Evolve visit approval system, risk management systems, transport arrangements and implementation of payment plans.
SEN	The Trust provides additional support and coordination for school sencos to advise and assist, for example in the preparation of EHCP assessments and reviews.
High attaining and gifted pupils	The Trust supports individual pupils who display exceptional talent, academically, sporting, artistic or by providing and supporting individual opportunities e.g. working with sports clubs and associations, providing performance opportunities, giving accelerated curriculum routes where appropriate.



Community leadership – how the White Hills Park Trust can be a force for good within our local community.

Our Trust vision is of schools rooted in their local community, with pupils who make a positive contribution through direct efforts, and through the influence that we have as local schools.

Volunteering and charitable action	The Trust promotes and supports pupil involvement in engagement and charitable action, and publicises and celebrates their work. We support pupil volunteering, for example within the Duke of Edinburgh and National Citizen Service programmes. We support pupils who carry out charitable work outside school through publicity and fundraising. We have played a leading role in Oxjam in recent years, and many of our pupils have taken part.
Community leadership	It is a source of great pride for our schools that a very large majority of Broxtowe Youth Mayors in recent years have been pupils at our schools, as are the current incumbents. We have also supported pupils to take on many other community leadership roles, for example a number of our pupils have taken part in the World Scout Jamboree in recent years.
Collaborative partnerships	We are committed to working with our local feeder primaries in the White Hills Park collaboration, and have always maintained positive and supportive relationships with local schools.
Engagement	We believe that awareness of issues in the wider world is an important part of the wider curriculum and support this through assemblies, visiting speakers, tutor time activity and providing newspapers and news programmes to pupils. We have a very strong tradition and track record in Debate Mate, a competition in which we have been national finalists in recent years.
International links	We have long established links with a school in Gütersloh, Germany through our German exchange, and in recent years have established a link with Jiangshan Middle School in Ningbo, China. There are opportunities to extend these links through the Primary phase, including the possibility of international visits for KS2 pupils.
Newsletter	Our Newsletter, publicly available by email and through our website, publishes details of community events and news, and we encourage engagement from beyond the immediate school community.



Effective Governance and leadership – how working in the White Hills Park Trust enables schools to have an authentic voice in their future.

The vision of our Trust depends upon high-performing schools with a high-level of autonomy in decision-making. Clear lines of responsibility and effective governance at all levels are essential. There is a strong relationship between Local Governing Bodies (LGBs) and the Trust Board.

Strong, representative LGBs	We operate according to a scheme of delegation which values the role of local governance, and seeks to put decision-making at school level wherever appropriate. The scheme is reviewed by Trustees on an annual basis, in consultation with LGBs.
Skills-based Trust Board	Trustees are appointed on the basis of the skills they can offer to benefit the schools in the Trust.
System leadership	In order to develop their effectiveness within their own school, we actively seek opportunities for leaders to take on leadership roles beyond the Trust, for example involvement in LA representative groups, curriculum advisory bodies, leadership mentoring roles, and would extend that to the primary phase.
Intervention powers	The circumstances in which Trustees will take direct action in an individual school are clear and proportionate. They are limited to clear and evidenced risks to effective educational provision (likely to lead to an inadequate Ofsted judgement), ineffective safeguarding procedures, or the inability to maintain a balanced budget. Ongoing risk assessment by the Trust is designed to support schools and Local Governing Bodies to avoid these eventualities.
Admin and paperwork	The Trust supports administration and co-ordination of Local Governing Bodies, and manages clerking and minuting arrangements.
Advice	The Trust provides specialist advice to Local Governing Bodies.
Training	The Trust provides bespoke Governor training.



Next Steps

We hope that the Governing Body at Round Hill will recognise the potential benefits of bringing our schools together as part of the same Multi Academy Trust. If so, we will begin a process of due diligence, based on an agreement in principle to work towards Round Hill becoming a full member of the White Hills Park Trust. This will enable both the Trust Board and Round Hill to understand the proposed future relationship in detail, including financial, staffing, administrative and curriculum implications. We anticipate that this stage would give us the opportunity to engage more widely in discussion, including with the staff team and parents.

It is estimated that this process will take approximately one school term, and allow Round Hill governors to make a fully informed decision by the end of the school year.

Safeguarding

The White Hills Park Trust is accountable for the safety of all the pupils in its schools. It is our paramount responsibility and one we treat with the utmost seriousness. All decisions taken by the Trust are taken in accordance with that responsibility.

