



# RANGE HIGH SCHOOL

CHALLENGE • SUPPORT • FLOURISH



# Welcome to our Consultation

- Purpose of this evening:
- What is a MAT?;
- to understand our MAT journey;
- to hear from some colleagues from The SLT;
- to consider next steps/time frame;
- What will change?
- Opportunity to ask questions.



# What is a Multi-Academy Trust?:

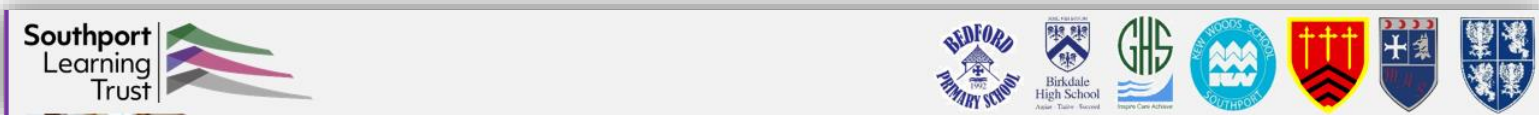
- A MAT is often described as a 'collaborative' of schools. However, this understates the legal status of a MAT, which is quite different from that of other forms of school collaboratives, such as federations. In a MAT, it is the trust itself that is the legal entity, and not the schools that are its constituents. This means that the MAT has responsibility for the governance of its schools, although MATs may delegate specific powers to local governing bodies (LGBs). The MAT is accountable for the performance of each school in the group. A master funding agreement with the MAT and supplemental funding agreements with each individual academy are signed by the Secretary of State for Education.
- Not all academies belong to MATs. Many academies are standalone academies. However, standalone academies may struggle with capacity to manage change and to develop the school. Therefore, the DfE has encouraged schools to become part of MATs, which are seen as having clear benefits in terms of both improving standards and increasing financial efficiencies and sustainability.
- **Ofsted, report on MATS, July2019**

# Why join a MAT?:

- There are a number of reasons why a single (sometimes called a 'standalone') academy may want to join an existing multi academy trust (MAT), for example:
- to comply with the Government's clearly stated intention for all schools to be in strong multi academy trusts by 2030
- being part of a MAT may give the academy school access to better resources or support
- the academy school may already work very closely with other schools in the MAT and joining the MAT would be the natural next step
- the single academy may not feel it has the capacity to continue as a single academy
- the single academy may be required to become a sponsored academy school.

# Range Journey: which MAT?

- I have been discussing the possibility of joining a MAT since my appointment with the Trustees. There has always been strong agreement that joining or setting up the right trust would be an important and necessary step moving forward:



## FORMBY HIGH SCHOOL & RANGE HIGH SCHOOL

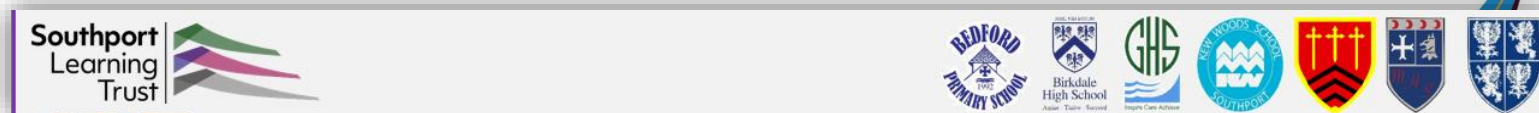


Establishing a New Multi-Academy Trust to Serve the Formby and the Wider Community



## Rainbow Education Multi Academy Trust

*Each and Every Child*





# Why The Southport Learning Trust?:

- All schools are equal within the family of schools in the Trust
- The Trust Board consists of directors from the locality with the required skillset and a real passion for education and the community we serve. The board has parent and staff representation to support the vision and values
- All headteachers are part of the Executive Management Team and drive strategy with CEO
- All schools have strong Local Governing Bodies built on effective Scheme of Delegation
- Chairs of Local Governing Body sit on Trust Board ensuring joint accountability
- Communities of School Improvement with leaders at all level support pedagogy and curriculum development and collaboration
- Local context taken into account for curriculum
- Supportive and challenging peer review across the Trust
- Teaching and learning principles agreed across the Trust and implemented in both a bespoke manner by schools and supported by identified priorities in Trust Communities of School Improvement and CPD activity
- Leaders are experienced in delivering school to school support within and beyond the Trust
- Partnership working with Sefton important with leaders across the trust dedicated to civic involvement
- Trust part of Central Fund supports the provision of high quality central services to allow schools to focus on school improvement
- All schools signed up to the DFE Education Staff Wellbeing Charter and strive to fulfil the organisational commitments through the high quality HR support given. High retention rates
- Trust follows School Teachers Pay and Conditions and NJC Green Book. Offers full continuity of service under Teachers and Local Government Pension Scheme

Natural Partners: history!

# Range High School

27th September 2023

**CEO – Ian Raikes**

**Headteachers – Davina Aspinall & Ian Parry**

**Executive Director – Anna Smith**



*Great schools improving the life chances of children in Sefton schools*



“There is no trust more sacred than the one the world holds with children.” Kofi Annan, The State of the World’s Children, 2000



*“Leaders, local governors and trustees want the best for all pupils and students. Leaders have worked closely with the chief executive officer (CEO) of the Southport Learning Trust and trust representatives to transform the quality of education that pupils receive.” OFSTED – March 2022*

*“Leaders, governors and trustees hold a comprehensive knowledge of the strengths and priorities for improving the school. They use this knowledge well to refine the school’s work.” OFSTED – March 2023*



Southport Learning Trust says #kNOwnifecrime during assemblies and a relay run between all schools on 6<sup>th</sup> July 2023



We have raised £5,281 to purchase Knife Savers Bleed Kits and boxes for our communities

# Southport Learning Trust Mission

*We are Southport Learning Trust.*

*We are committed to investing in the future of our Trust and the local area.*

*We create a climate of excellence through the collaboration and engagement of the diverse and exceptional nature of our schools.*

*We ensure our community flourishes in a globally aware setting which recognises the value in unique pathways to academic and moral success for all.*

*At the heart of our culture is the recognition that for everybody to thrive and excel they must find enjoyment and commitment to learning.*

*We are Southport Learning Trust. We invest in you.*





## Our Vision for Southport Learning Trust

- ✓ Every student in Southport Learning Trust schools', without exception, will leave school with the values, skills, qualities and aptitudes that will enable them to thrive in society, combined with the highest possible learning outcomes; and
- ✓ Each school will be the school of choice for their local community and the employer of choice for the best professionals; so that
- ✓ The Trust has a national reputation for excellence.



## Objectives

- ✓ To deliver a clear methodology of school improvement that ensures all schools are judged to be good or outstanding, as a result of every child meeting their personal and academic potential.
- ✓ To deliver excellence in all that we do so that we add value to our children's education and contribute to the concept of system leadership.
- ✓ To ensure the Trust is viable with each school being well managed and creating the collective capacity for sustainable growth.

### *Keys to Success*

Ultimately we seek to create a community of passionate people who:-

- ✓ enjoy working and develop children to their full potential
- ✓ bring skills and a desire to share
- ✓ can build dreams and show resilience
- ✓ are optimists with the courage to innovate
- ✓ regard criticism as normal
- ✓ love the question more than the answer
- ✓ bring energy, collegiality and expertise.



## Our Values

### ***Trust***

We trust in our own ability and our potential to make a difference. We trust in the professional ability of our colleagues.

We trust in the ability of our students – knowing that they can and will succeed if we create the right conditions for their success.

### ***Respect***

We respect and value our staff, encourage and support their development and reward their performance.

We respect the thoughts, feelings and ambitions of every member of our community.

We respect the differences of others and promote equality, understanding and tolerance.

### ***Optimism***

We are optimistic about the future and what it holds for ourselves, our schools, our colleagues and our students. It is through this optimism that we are resilient and persevere to achieve success in everything that we do.

We expect all members of our community to demonstrate these values in their interactions with colleagues, parents and students and in their service to the Trust.





## Where are we in our growth?

- ✓ We are a small but growing 7 school trust with 5609 pupils and 680 employees.

Greenbank (Good: October 2022),  
Kew Woods Primary (Good: March 2023)  
Birkdale ( Good: June 2022)  
Meols Cop (Good: Feb 2023)

Stanley (Good: Feb 2020)  
Maghull (Good: March 2022)  
Bedford Primary (Good: March 2022)

- ✓ Schools are very keen to join our Trust and we are keen to expand diligently especially with schools we have historically partnered and local primary schools.
- ✓ A strong trust where all schools have moved to good or better within 3 years of joining. There is a DFE desire for all schools to join a strong trust by 2030.
- ✓ Well run financially with all schools operating a small surplus.
- ✓ All schools are the first choice for the community and are oversubscribed with high parental satisfaction.
- ✓ Communities of School Improvement established in all curriculum areas to support improvements and collaboration in pedagogy and curriculum for pupils.



## Where are we in our growth?

- ✓ Trust wide professional development supporting all through development priorities e.g. SEND October 2021 in partnership with Action Dyslexia and Sefton SEND, 'Building Better Learners' in February 2023 and Subject Mini Conferences in February 2024.
- ✓ Currently also working on developing EdTech Strategy and principles for Teaching and Learning to support as a Trust. High quality IT support.
- ✓ Successful in achieving extra funding from the DFE such as Trust Capacity Fund and Condition Improvement Fund. 5 projects approved for 2022-23 and Greenbank selected in School Rebuilding Programme. Trust now has access to School Condition Allocation (SCA) with all schools benefitting from funding.
- ✓ A focus from leadership on staff well-being with high staff retention and full recruitment. Trust has an Employee Assistance Programme to support our employees.
- ✓ Local Governing Body concentrates on standards including pupil premium, teaching and learning and safeguarding and child protection – we have strong evolving local governing bodies with new members and high parental representation.
- ✓ Trust board with a variety of skills but with members from our community including Chairs of Governors, parent and staff trustees. Link trustees established in SEND, Safeguarding, disadvantaged pupils and Careers.
- ✓ Leaders contribute to civic leadership.



# Next steps

- ✓ Keen to grow a balance with primary and secondary schools. Prioritise schools in our locality.
- ✓ Increased central school improvement team through Trust Curriculum Leads and Senior Leadership Capacity to support all.
- ✓ To increase Communities of School Improvement e.g. Clerks to Governors, EVC, IT, attendance teams and develop wider opportunities for support staff who wish to develop.
- ✓ To continue to develop and grow partnerships as a Trust with Hubs and services e.g. Applied Psychologies, School Home Support, Latin Excellence Programme, NACE (National Able Children in Education)
- ✓ To build our own locally based CPD provision from ITT to Headteachers in partnership with a provider.
- ✓ To grow our network of NPQ facilitators to support staff development.
- ✓ Further developing our HR function and infrastructure as a medium sized employer to support HR officers in schools..
- ✓ To further develop peer review e.g. SEND, Careers and safeguarding.
- ✓ To continue to ensure all schools are financially sustainable with small surplus while supporting to grow.
- ✓ Co-produce Alternative (appropriate) Provision and SEND Provision to support pupils in need.
- ✓ To further develop Estates Strategy to support the effective use of SCA (School Condition Allocation)
- ✓ Support where needed!

Session	Staff	Room
1. Introduction to the toolkit	Simon Johnson	101
2. Learning objectives	Simon Johnson	101
3. Understanding the impact of evidence on practice	Simon Johnson	101
4. Evidence based practice	Simon Johnson	101
5. Understanding the impact of evidence on practice	Simon Johnson	101
6. Evidence based practice	Simon Johnson	101
7. Evidence based practice	Simon Johnson	101
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27. Evidence based practice	Simon Johnson	101
28. Evidence based practice	Simon Johnson	101
29. Evidence based practice	Simon Johnson	101
30. Evidence based practice	Simon Johnson	101

# Why join Southport Learning Trust?



## A local family of schools

- ✓ We are the only Trust with all schools based in Sefton, and we are committed to working locally in partnership with Sefton LA as a valued partner.
- ✓ We are passionate about education and schools being at the heart of our local community through lettings and community activities.
- ✓ An all through Trust, and keen to develop further in this area to support the needs of our community.
- ✓ We embrace the diverse nature of our schools and their autonomy, while being a member of a family of schools.
- ✓ We value both single-sex and co-ed schools.
- ✓ It makes sense for staff, parents, carers and the community as all schools are local to each other.
- ✓ Joining schools have an opportunity to shape the future of the Trust and have an impact on a large number of pupils and staff.
- ✓ As an employer of choice we focus on teacher and staff development.

# Why join Southport Learning Trust?



## **We work together**

- ✓ All our schools have been used to working together in partnership
- ✓ We are all close enough in distance to offer both face to face as well as online support.
- ✓ All schools are oversubscribed, proving we are the Trust of choice in the local area with an excellent reputation.
- ✓ Shared ethos and culture of improving the life chances of children in our locality through intelligent collaboration.
- ✓ Access to Trust Safeguarding Lead support.
- ✓ Work together on developing Teaching and Learning pedagogy and curriculum.
- ✓ We support in assuring quality and supporting self evaluation and OFSTED preparation

## **Centralised functions enable schools to focus on education**

- ✓ Transparent Central Fund that adds value through school improvement, HR, finance, estates and IT. Currently stands at 5% in 2023-24 to support school improvement growth
- ✓ Trust procurement achieving savings to be put back into education.
- ✓ Financially stable and schools have their individual budgets to manage.
- ✓ Central team gives capacity to Headteachers and senior leadership team.



# Why join Southport Learning Trust?



## Improving outcomes

- ✓ A commitment and track record of improving personal and academic outcomes.
- ✓ Thriving on the challenge of improving outcomes for all.
- ✓ All schools are members of our Communities of School Improvement to develop pedagogy and curriculum for our pupils.
- ✓ Trust-wide SEND support helps our most vulnerable children.

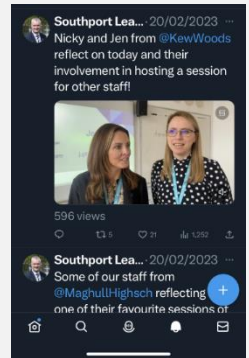
## Improved opportunities for our children

- ✓ Increased pupil opportunities for collaboration in areas such as leadership and joint curriculum opportunities e.g. Student Careers Champions, Trust School Council, Anti-bullying Ambassadors & #kNOwknifecrime.
- ✓ Recognition for pupils as part of a wider community e.g. rewards and competitions, History Off and Art Competition, Trust Orchestra.
- ✓ Focus on linking business with schools to support ambition and next stage.
- ✓ Their teachers will have access to the highest quality CPD and partnerships.

# Why join Southport Learning Trust?

## Improved opportunities for our employees

- ✓ Focus on well-being and improving conditions for all staff.
- ✓ Passionate about developing local leaders and giving opportunities for to school support.
- ✓ Gain from Trust INSET and support with expert practitioners
- ✓ Work with Maths, Behaviour, Science, Computing, NCELP, Latin Excellence Programme Hubs as a Trust
- ✓ We are continuing to develop our school improvement using trusted talent in our current and joining schools e.g. annual Trust Conference
- ✓ Follow School Teachers Pay and Conditions and Green Book and ensure continuity of service.
- ✓ You will be part of a wider Multi Academy Trust Network through associations such as CST access high quality professional development in this field.

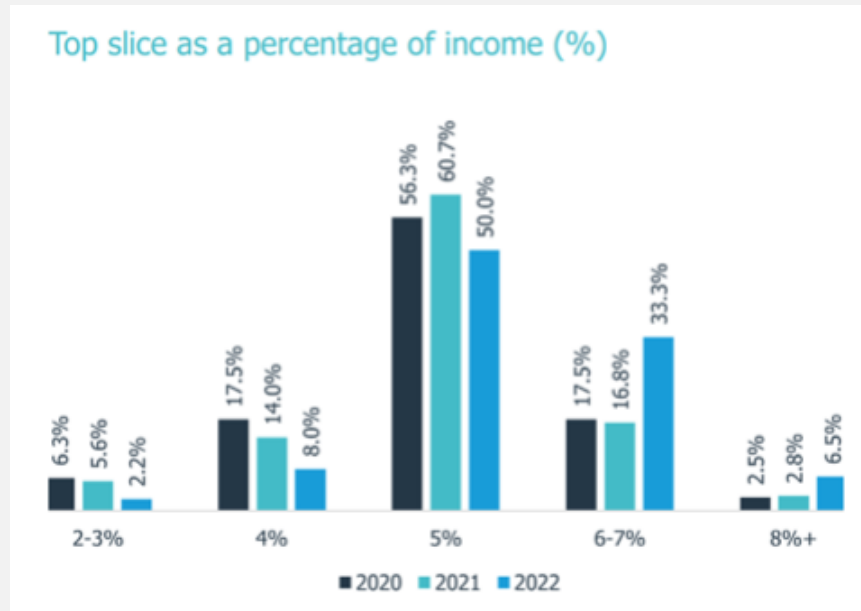


## Southport Learning Trust Central Fund

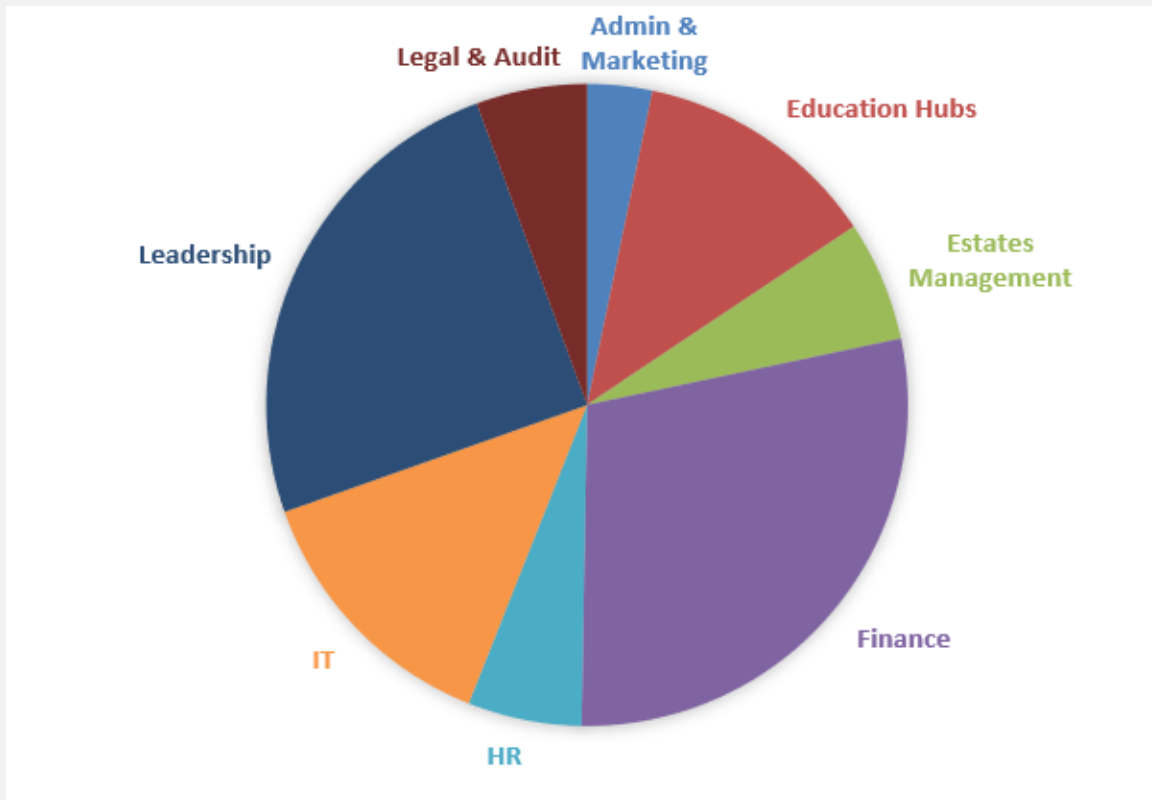
The Southport Learning Trust Central Fund stands at a contribution of 5% of the General Annual Grant (GAG), which funds the core functions needed to operate as an academy trust and to build capacity and collaboration across the schools to drive improvement.

**How does this compare with other Trusts using data from the annual financial reports published in January 2023?**

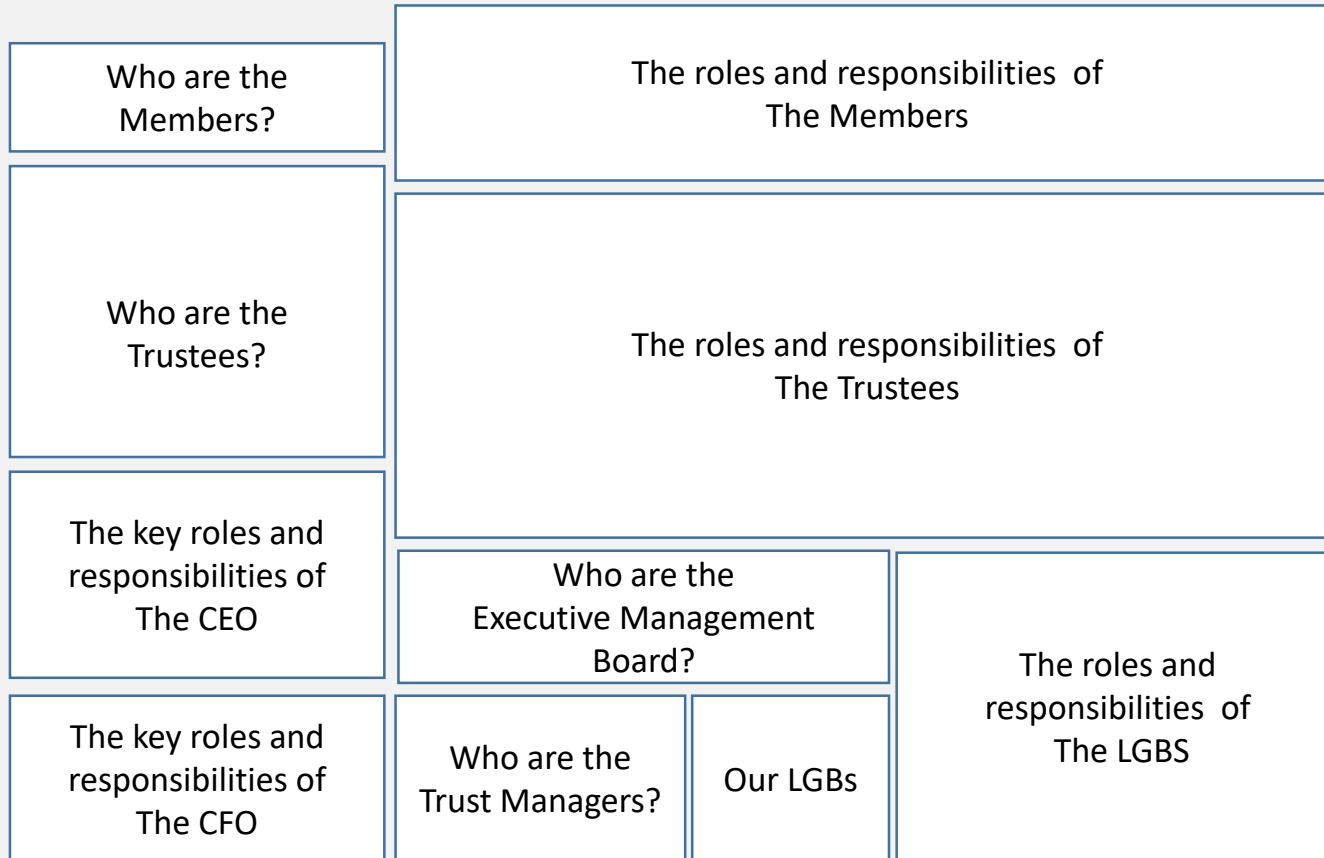
Trusts not included in this list are applying strategies such as GAG pooling by the Trust.



# How is the Central Fund spent?



## Southport Learning Trust Structure 2023-2024





## Southport Learning Trust Structure Chart 2023-24

### Trust Board Members

Stuart Bellerby – Education  
 Sam Cassidy – Data analysis  
 Jane Devaney - Medical  
 Michelle Dow – Company director  
 Kate Webb – Barrister/legal

### Trustees

Stuart Bellerby – Chair – Education and traded services for governance  
 Ruth Williams – Vice Chair & Safeguarding Trustee– Business Leadership  
 Richard Cottier – SEND Link Trustee – Business Leadership & IT  
 Claire Buck – Chair of GHS – Primary & Higher Education  
 Peter Reed – Chair of MHS – Secondary Education & community  
 Phil Power – Chair of KWPS – Disadvantaged Pupils Trustee  
 Paul Blott – Chair of BHS – Employment & skills  
 Colin Davies – Chair of MCHS - Estates  
 Allan Jones – Chair of BPS - Estates  
 Craig Clifford – Parent Trustee – Risk & Finance  
 Louise Cobain – Parent Trustee – Risk & Finance  
 Ian Raikes – CEO

### CEO: Ian Raikes

- Responsible person/accounting officer
- Report to Trust Board and Members especially for finances and performance
- Ensures regularities and proprieties in practice at Academy level.
- Responsible for educational direction and achievement across all academies in the Trust
- Ensures strong educational provision, best practices, and outcome.

### Executive Director/CFO: Anna Smith

- Making sure appropriate financial governance and risk management arrangements are in place.
- Preparing and monitoring budgets
- Delivering annual accounts
- Supporting and assisting the accounting officer in their role and acting as an 'integrity check' of the accounting officer.

### Members:

- Appointment of the Board of Directors
- To hold the Board of Directors to account on the following matters:
  - Standards, over time, in the schools that make up the Trust.
  - Financial probity and confirming CEO salary.
  - The effective and efficient discharge of the remaining functions and duties of the Board of Directors
- The dismissal of a Director, or the Board of Directors, if circumstances are deemed to require it supported by reasoning and, if necessary, legal advice.
- Initiating, and confirming, the appointment of the Chief Executive Officer

### Trustees:

- Accountability for, and oversight of, the leadership and management of the schools in the Trust
- Setting the vision and values of the trust that will drive the ethos of the schools.
- To function as an Audit and Risk Committee to ensure propriety, internal and external scrutiny, and value for money.
- To monitor Finance, Personnel, Health & Safety, Safeguarding and Curriculum matters, ensure that they are fit for purpose, represent value for public money, and are compliant with all regulations.
- Risk management
- Creating Southport Learning Trust policy and process
- Setting the expectations that will be used to judge the effectiveness of each institution in the Trust.
- Providing the resources for each institution to deliver what is required including CPD.
- Monitoring the quality of local leadership
- Performance management of CEO
- Ensuring that thorough, rigorous, and regular self-evaluation is undertaken and reported to the Board by each institution.
- Ensuring that the leadership of each institution is held to account by the Board.
- Ensuring that standards, progress, and attainment meet expectations, can be accounted for, measured, and reported.
- Challenging aspects that appear to be inconsistent, weak, or failing in any or all the institutions
- The Trustees, when required, will form individual committees to manage matters relating to Pupil/Staff discipline, Admissions and Appeals. This is to ensure that there is no conflict of interest.

### Executive Management Board

CEO, Trust Headteachers - Christina Greaves (Kew Woods), Davina Aspinall (Maghull High), Jenna Shawe (Stanley High), Katy Robinson (Greenbank High) Gareth Banks (Birkdale High School), Ian Parry (Meols Cop High), Ruth Braithwaite (Beford Primary) and Executive Director.

### Trust Managers

Finance Director – Rob Buchanan-Brown  
 Governance Professional – Anja Gouldbourne  
 Trust Finance Manager – Laura Manwaring  
 Trust Estates Manager – Safer Osmani  
 Trust HR Manager – Carol Thomas  
 Trust IT Manager – Jon Gardner  
 Trust Safeguarding Lead – Elaine Fraser-Orr  
 Trust Teaching and Learning Lead – Siobhan Whittaker

### Local Governing Body

- Bedford Primary
- Birkdale High
- Greenbank High
- Kew Woods Primary
- Maghull High School
- Meols Cop High
- Stanley High

### Local Governing Body:

- Protect the performance and standards of individual schools.
- Include parental and community representation.
- Statutory compliance for SEND, Safeguarding and pupil premium/sports premium (primary)
- Challenge and monitor School Performance and School Improvement Plan
- School staffing and HR
- Integrated curriculum and financial planning
- Buildings and Premises
- Safeguarding
- Health and Safety
- Financial responsibility to deliver a balanced budget and financial compliance.

# Other information available about our Trust to answer questions you may have?

Please find in your pack:-

- Presentation
- Southport Learning Trust Vision, Mission, Values and Objectives
- Case study from Maghull High School on joining the Trust
- Role of the Local Governing Body
- Central Fund document
- Frequently Asked Questions

# What is the process for joining an existing MAT?:

The business of running the academy school will transfer from the single academy trust to the MAT. The following steps will need to be taken:

- the single academy trust, MAT and the Secretary of State will enter into a deed of novation and variation, which will transfer the responsibility for complying with the existing funding agreement to the MAT and vary the existing single funding agreement to a MAT supplemental funding agreement
- the employment of the staff of the academy school will transfer from the single academy trust to the MAT in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)
- the assets and contracts of the academy school will be transferred from the single academy trust to the MAT under a commercial transfer agreement (it may sometimes be necessary for the local authority to be a party to this agreement)
- the MAT will need to be given use of the academy school land and buildings, usually either by way of a transfer of the 125 year lease with the local authority or the transfer of the freehold of the land, as applicable.

Once the conversion has taken place, the single academy trust company can be wound up.

## What will change?:

- In the short term- not very much!
- Name, uniform, staff, students- no change.
- No new rules, change of school day, routines etc...
- Increased opportunities: students
- Increased opportunities: staff
- Enhanced capacity and support
- No CIF bids- site improvements guaranteed
- Changes at Trustee level: new governance arrangements
- Legal Status and Employer: Southport Learning Trust
- Increased sharing of expertise, curriculum developments, Sixth form provision

**Thank you for your time this evening.**

**Do you have any questions?**



**Mike McGarry**

**Headteacher**

**Ian Raikes**

**CEO, Southport Learning Trust**