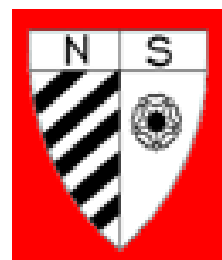




## TRUSTEE AND GOVERNOR INDUCTION INFORMATION

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## **ABOUT THE TRUST**

Scalby Learning Trust is a growing family of schools based on the North Yorkshire Coast. We converted from our lead secondary school (Scalby School), welcomed Newby Scalby Primary in 2018 and in 2019 welcomed Friarage Community Primary as our first sponsored school. We are poised to grow in the immediate future and our ambition is to welcome new schools into our Trust where we can add capacity, resources, improvement and make sure all our young people have access to the very best education.

### **SCALBY LEARNING TRUST MISSION STATEMENT:**

The Scalby Learning Trust aims to improve education in the locality through establishing coherent and collaborative practice across schools and other educational institutions in the area.

In seeking to realise its mission statement and achieve its strategic objectives, the Scalby Learning Trust board are committed to:

- The principle of meaningful educational partnership between primary and secondary schools.
- Expanding the number of schools in the MAT where this enhances the education of youngsters already under the care of the Trust and can realistically improve it in the joining school.
- Sustainable and measured growth as a Trust.
- Collaborative working with other stakeholders and institutions for the benefit of local youngsters whether they are in the Trust or not.

### **Strategic objectives 2020-2023:**

- Outstanding academic achievement for all youngsters educated in the Trust.
- A broad range of educational experiences for all youngsters in the Trust.
- For all Trust schools to be graded 'good' or 'outstanding' by Ofsted.
- Financial stability for the Trust that facilitates school improvement.
- The implementation of a trust wide ICT strategy.
- The implementation of a trust wide catering strategy.
- The implementation of a trust wide caretaking strategy.
- The implementation of a trust wide cleaning strategy.
- To maximise consistency and ensure high quality of operation across the trust and its schools through the appointment of a compliance officer who reviews induction processes, policies and health & safety protocols according to a pre-determined schedule.
- To provide effective CPD to ensure the development of staff across the Trust.
- To maintain and continue to develop a highly effective Trust board with a clear strategy for the development of the trust.
- To maintain and develop links with key stakeholders at a local, regional and national level in order to enhance the performance of the Trust and contribute to educational dialogue with the intention of improving educational provision.

### **Annual Development Planning:**

The Trust and each individual school has an annual development plan, identifying improvement priorities, the people who will implement them and the criteria by which they will be assessed in terms of successful impact. While schools have their own priorities in relation to their individual context, the CEO will also play a role in shaping school planning where it pertains to trust development strategies. The Trust development plan can be found on the Trust web-site and individual school plans on their respective school web-sites

## OUR SCHOOLS

### Scalby School

Scalby School is a successful and popular 11-16 community school and in recent years it has become the school of choice in our local community. We were judged 'good' by Ofsted in 2019 and have repeatedly achieved results well above the national average over the last decade. Our P8 score has placed us in the top 10% of schools nationally. We are proud of our broad and balanced GCSE based curriculum.



#### We are:

- A 'Good' school in every area according to Ofsted in 2012 and in 2019.
- A school with a well above average Progress 8 score because our students exceed expectations.
- A school with a real focus on teaching and learning through our designated Teaching School status.

To learn more about us please visit us at [www.scalbyschool.org.uk](http://www.scalbyschool.org.uk)

### Newby and Scalby Primary School

We are the school of choice in our community and we are within commutable distance of Whitby, Teeside, York and surrounding areas. Ofsted in 2018 judged us to be 'good' in all areas and as a school we are very much outward facing both in terms of teaching and learning and in constantly thinking about how we can improve. As a result, our pupils achieve well. For example, in 2019, 84% of the year 6 cohort reached age related expectations in reading, writing and mathematics combined, compared to the national average of 65%.



To learn more about us please visit us at [www.newbyandscalby.org.uk](http://www.newbyandscalby.org.uk)

## **Friarage School**



Friarage officially joined Scalby Learning Trust in September 2019 as a sponsored school. We were placed in Special Measures in October 2018 though have moved a long way since then, especially since we started working with the Trust in April 2019. Friarage is now a pleasant, purposeful and well-ordered school, serving some of Scarborough's most vulnerable learners. It is a real place of community, now on a clear upward path towards improving outcomes for our learners.

For example, in 2019, 38% of our year 6 reached age related expectations in reading, writing and mathematics combined, which was 12% higher than 2018 and signified average overall progress for the cohort.

**To learn more about us please visit us at [www.friarage.org.uk](http://www.friarage.org.uk)**

### **The benefits of being part of a multi-academy trust**

- **Stronger Leadership:** School leaders and teachers can share expertise and work collaboratively across schools to improve provision. For example, collaborative work between our primary and secondary schools has had a positive impact on the development of our schemes of learning in mathematics and science, thereby enhancing the learning experience of our pupils.
- **Strategic Management:** Trustees and governors can draw on each other's experience to facilitate strategic approaches to the challenges faced such as financial planning. To this end, expertise from within two governing boards coupled with those of the Trustees shaped our new staffing model for financial management.
- **Shared Staffing:** Human resources within schools can work across multiple sites in a localised MAT such as Scalby Learning Trust. This can reduce costs and also help with the recruitment and retention challenge facing the teaching profession by offering more varied opportunities to staff. For example, opportunities have arisen for staff to work in other schools in the Trust in a consultative capacity that has widened their experience.

- **Specialist Resources:** With combined funding in a Trust, specialist knowledge can be bought in many different areas, spanning academic, extra-curricular and operational functions. To this end, we have been able to strengthen and develop our financial team who work across the Trust schools.
- **Professional Development:** This can be organised across the schools by the staff within them, thus ensuring high quality and value for money by spreading the cost per school. For example, safeguarding training has been carried out in different schools within the Trust using one trainer.
- **Economies of Scale:** A Trust is able to purchase as a whole, thereby achieving economies of scale not achievable by schools as individuals. With ever tightening budgets, this can help schools maintain and build upon the resources and standards they aspire to. For example, combined purchasing for the Trust as a whole in areas such as catering reduces costs and ensures good quality given the extra purchasing power of being a large customer.
- **Curriculum flexibility:** Academies have more flexibility over their curriculum than LA maintained schools. Not only can this be of benefit to pupils, but also to teachers. They can identify the best way to teach their pupils and therefore adjust the curriculum to reflect this. This promotes the development of a more innovative and engaging curriculum that youngsters are more likely to enjoy and all our schools are encouraged to utilise this freedom to the pupils' advantage.

### **Principles relating to Trust expansion:**

Scalby Learning Trust is keen to expand its number of schools on the basis that more schools will increase its capacity to share good practice, thereby improving opportunities for youngsters. However, the acquisition of schools will be approached in a cautious prudent manner, applying the following principles:

- The Trust must remain a 'going financial concern' and will not take on schools that pose a significant risk to its financial stability.
- The quality of provision of schools within the Trust can never be compromised by taking on other schools.
- The Trust must be confident that it can improve any school it takes on.



**SCALBY LEARNING TRUST  
GOVERNANCE STRUCTURE**

**MEMBERS**

5 members quality assure the work of the Trust Board through one meeting per term, plus an AGM.



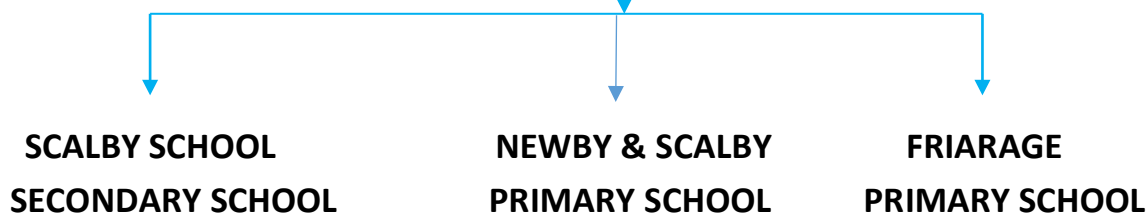
**SCALBY LEARNING TRUST BOARD**

Currently 7 Trustees, one of whom is the CEO and a non-voting member  
In summary, the Trust board set the strategic direction for the Trust, ensure compliance with legal obligations, manage the budget prudently and transparently and ensure the Trust is efficiently run.

It meets a minimum of six times per year.



**LOCAL GOVERNING BODIES**



Governors who set the Strategic direction of the school in line with that of the Trust, ensure compliance with legal obligations, set school policies, manage the school budget and ensure the school is efficiently run.

They meet a minimum of six times per year.

## THE NOLAN PRINCIPLES

The Nolan principles are a set of ethical standards that Governors and Trustees are expected to adhere to as public office holders. They are set out below:

1. **Selflessness** - Holders of public office should act solely in terms of the public interest.
2. **Integrity** - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** - Holders of public office should be truthful.
7. **Leadership** - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

*For further information on the 7 principles and the work of the Committee on Standards in Public Life, visit the Committee's [website](#) and [blogsite](#).*



## **TRUSTEE/GOVERNOR VISITS PROTOCOL**

Scalby Learning Trust utilises the National Governors' Association guidance document in order to ensure Governor and Trustee visits to its schools are consistently in line with best practice.

### **Frequency of visits:**

#### **Trustees:**

At least one representative of the Trust board should visit the schools with in at least annually and report back to the Trust board. This augments the monitoring visits of the CEO who will do so at least once every half term in each school.

#### **Governors:**

All Governors are expected to visit the school at least once annually. This will usually be in relation to their link governor role. In key link governor roles, there should be at least two visits per year, up to a maximum of three spaced at one per term:

Safeguarding, Health & Safety, Attendance, Finance, Curriculum

### **Conducting a Governor visit:**

- All visits should be scheduled in advance with the agreement of the Headteacher and any other staff it pertains to.
- The visit should have a clear focus, agreed with staff beforehand.
- It is important to remember that Governor visits are for monitoring purposes and are not inspections.  
*"Governors are not inspectors and it is not their role to assess the quality or method of teaching or extent of learning". NGA guidance*
- A report using the NGA template should be completed after every visit and sent to the staff involved and LGB clerk for publication to the LGB.



## FURTHER READING AND REFERENCES

### 1. Key policies and information available on the Scalby Learning Trust web-site:

[www.scalbylearningtrust.org.uk](http://www.scalbylearningtrust.org.uk)

- Scheme of Delegation
- Articles of Association
- Finance Policy
- Whistleblowing Policy
- Strategic plan
- Development plan
- Meeting schedule
- Statements of intent relating to safeguarding, health & safety and equality

### 2. National Governance Association website:

[www.nga.org.uk](http://www.nga.org.uk)

A range of useful information including resources on:

- Accountable governance
- Effective governance
- Ethical governance
- MAT case studies
- Recruiting governors and trustees
- Safeguarding

### **3. ESFA – the Education and Skills Funding Agency**

[www.gov.uk/government/organisations/education-and-skills-funding-agency](http://www.gov.uk/government/organisations/education-and-skills-funding-agency)

Key documents for Trustees to read:

- Academies financial handbook
- Academies planning calendar
- Academy Trust financial management good practice guide
- Related Party Transactions
- Setting Executive Salaries
- Understanding your data: a guide for governors and trustees.