

Park House School Consultation Questions and Responses

The Greenshaw Learning Trust – introduction

The Greenshaw Learning Trust is building a ‘family’ of like-minded schools that collaborate to provide mutual support, share their good practice and learn from each other, whilst retaining and developing their own distinctive character.

The Greenshaw Learning Trust was established as a multi-academy trust in 2014. In the changing world of education, we were keen to broaden our influence, but were also aware that we did not have all the answers and welcomed more formal partnerships with other schools to help us to continue to improve.

The Greenshaw Learning Trust is an established and successful multi-academy trust with nine primary and twelve secondary schools in South London, Surrey, Berkshire, Bristol, South Gloucestershire, Gloucestershire and Plymouth. The Trust has acquired schools of varying standards and all have shown significant improvement since they joined the Trust.

At the Greenshaw Learning Trust, we do not believe there is one definitive road to success. We cherish the differences between each of our schools and want all of them to continue their improvement journey. It is not just about results; it is about helping people, and schools, to flourish and be remarkable. And within our community and our culture of always learning together, we go beyond what is achievable alone.

The Trust has acquired schools of varying standards. When a failing school joins, strong measures are taken – including rebranding, new curriculum and policies to drive rapid improvement.

The definition of our ‘Trust’ is everyone in the organisation: our pupils, teachers, support staff, governors and the shared services. The Trust is not a separate entity that rules hierarchically from the peripheries. All our schools and shared services are part of the fabric that makes the Trust what it is.

How does the Greenshaw Learning Trust collaborate?

The Greenshaw Learning Trust thrives from collaboration at every level and encourages a culture of sharing ideas and learning from one another. The Directors of Education meet headteachers regularly and identify needs and put support in place, and the Shared Services work closely with schools to support them.

The GLT schools work collaboratively and have subject networks where teaching staff share good practice. Staff share their knowledge by visiting other schools, meeting virtually and having access to shared resources. The Trust provides a wide network where people can connect and share best practice.

Does the Greenshaw Learning Trust recognise and promote the individuality of schools?

Whilst GLT schools have a broad geographical spread, the Trust considers itself a local trust. All the GLT schools have a governing body with local representatives. The GLT Board of Trustees believes that the headteachers and governing bodies are the best people to run its schools and delegates responsibilities for budgets and decisions on uniform, curriculum etc. There are certain functions that are common across the Trust including the finance and HR systems.

The Greenshaw Learning Trust values the power of individuals and organisations working together in collaboration whilst retaining their individuality, and recognises that we can always improve. The Trust drives outcomes by providing expert support and looking at the best practices available. Alongside school leadership, the Trust Shared Services reviews the schools' strengths and weaknesses and develops a plan to ensure that every child works in an inclusive and supportive environment, with high quality teaching.

How has the Greenshaw Learning Trust made improvements to schools?

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To drive school improvement the Shared Services works alongside the school to:

- Improve behaviour and create disruption free classrooms
- Coach and develop teachers and classroom support staff through our teaching principles and Development Drop Ins to improve teaching and learning
- Focus on exam results for all Year 11 and 13 students
- Ensure character education is as strong as the curriculum provision
- Literacy and reading
- Togetherness and fun
- Take on views/ideas from joining schools
- Prioritise teacher workload by centralising detentions, cover and alternative provision, as well as no marking.

Will the curriculum change?

The Greenshaw Learning Trust's policy states schools must offer a broad and balanced curriculum that meets the needs of the students, and the details of an individual school's curriculum are the decision of the governing body and school leadership team.

The Greenshaw Learning Trust has developed a Key Stage 3 curriculum across all subject areas and is available to use in part or in its entirety. It is not compulsory for schools to use it. However the Trust's role is to share best practice and challenge the school when required, to ensure the best outcomes for the students. If the curriculum changed, it would be carried out only with the correct support and training for teaching staff.

Will the school leadership change?

Park House School currently has an interim headteacher. It is desirable to appoint a permanent headteacher as soon as possible to provide stability and consistency for the school. However, the right appointment needs to be made and the Shared Services can support the school with leadership if needed in the interim.

Will the behaviour policy change?

Each of the Greenshaw Learning Trust's schools has its own individual policies. The policies must follow and not contradict the Trust policies. However, they may vary according to their school community.

The policies for Park House School will be reviewed on joining the Greenshaw Learning Trust and a designated person will be responsible and accountable for behaviour. The policy will be scrutinised and agreed by the school's senior leadership and local governing body and once agreed followed by all students. It is essential that all staff are aware of the expectations and are confident to address any poor behaviour to ensure disruption free learning.

Will the uniform change?

The uniform policy is delegated to the school leadership team and local governing body and the Greenshaw Learning Trust has no plans to change the uniform. However, staff will be expected to ensure the uniform policy is adhered to by students.

What are the plans for improving the school buildings?

In February half term professional surveyors evaluated the buildings. A number of bids have been submitted for additional funding to deal with the urgent building issues and improve the estate. The Greenshaw Learning Trust has a proven track record for submitting and gaining approval for a range of funding. As part of the due diligence, the Greenshaw Learning Trust will review the finances to look at more effective ways to spend the budget. The Greenshaw Learning Trust's Head of Estates works with senior leaders and governing bodies to identify the key needs of the school.

Based on what you already know about Park House School, what would be your prime focus in September?

Through the Trust's initial due diligence, the main focuses would be:

- Greater consistency of behaviour across the school
- Focus on Year 11 and 13 and ensure they have the best chance of success in their forthcoming exams
- Financial stability
- Plans to improve the estate

With three trusts and four headteachers in the last 4 years, how will you guarantee any stability moving forward?

The Greenshaw Learning Trust will create conditions where people want to work, by providing the relevant resources and training and treating people well.

How many Greenshaw Learning Trust schools have a sixth form?

Six of the 12 secondary schools have sixth forms. By having a 7 year curriculum, schools can create a deeper impact on children's learning journey and their preparation for further education and work.

What are the changes for staff?

The Greenshaw Learning Trust will become the employer of the schools' staff - all current staff will transfer to the Trust under TUPE (Transfer of Undertakings Protection of Employment) regulations, retaining current pay and conditions.

Teachers will remain in the Teachers' Pension Scheme and support staff will remain in the Local Government Pension Scheme as they are now; the employers' contributions will be maintained by the Greenshaw Learning Trust. The employment status of staff remains continuous. If the school joins the Greenshaw Learning Trust, a TUPE consultation will be held, where staff can ask further questions.

Joining an established and successful group of schools will help attract, develop and retain good staff. Staff will not be required to relocate to other schools within the Trust. However, opportunities are shared to enable individuals to progress if they wish to.

Staff development is a key priority and this is offered through CPD and ensuring staff are able to focus on refining teaching practices, rather than spending significant time on marking and collecting data.

The Greenshaw Learning Trust holds national union recognition agreements and meets regularly with national union representatives and is a proud member of the union's Valued Worker Scheme.

What is the Governance structure?

The Greenshaw Learning Trust Board of Trustees is the responsible body for all the Greenshaw Learning Trust's schools. The Board of Trustees delegates many responsibilities to school governing bodies and headteachers. The governing bodies are composed of community, trust, staff and parent governors and are supported by the Trust's clerking service. The governing bodies have responsibility for monitoring outcomes, safeguarding, performance management reviews, budget monitoring, and for agreeing significant changes.

The Trust provides training to support and develop governors. All existing governors will be invited to apply to be part of the governing body within the Greenshaw Learning Trust.

The Trust Senior Leadership Team provides line management for headteachers.

Shared Services support

The Shared Services provide support to all schools and the Board of Trustees. The functions include school improvement, safeguarding, HR, legal, finance, IT, catering, estates, admissions, pupil data, attendance and communications.

What are the next steps?

The consultation on the proposal for Park House School to join the Greenshaw Learning Trust remains open until 5 April 2022 and further feedback/questions are welcomed. The Transform Learning Trust's Board and the Greenshaw Learning Trust's Board of Trustees will review the consultation findings and due diligence will be carried out before deciding whether to proceed. Subject to the necessary agreements being reached between the Transform Learning Trust, the Greenshaw Learning Trust and the Department for Education (DfE), it is expected that Park House School will join the Greenshaw Learning Trust on 1 September 2022.