



# **The Three Saints Academy Trust Leadership Handbook**

"If you can believe, all things are possible to those who believe."

**Mark 9:23**

Guidance and requirements for Headteachers and Leaders of the academies  
within the Three Saints Academy Trust

**Author/owner: CEO/Directors**

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**Version 2.0 Spring 2022**

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## 1.0 Introduction

Welcome to the Three Saints Academy Trust handbook for Headteachers, encompassing information relating to protocols, procedures, self-evaluation, monitoring and development.

This handbook includes an explanation of the terms and rationale of the monitoring processes used by the Trust and the roles and responsibilities across the trust to ensure smooth running and excellent communication. We believe that rigorous self-evaluation, monitoring, planning and communication are the key to outstanding progress.

The document is intended to be shared with Headteachers, their leaderships teams and Chairs of School Committees.

This handbook is a working document and will be subject to change. It will be accurate to the date given on the front cover and revision history retained to be able to track changes overtime.

The handbook has been authored by:

Kirsty Tennyson CEO

Kim Sawe CFO

Lisa Bradshaw Director of SI

## 2.0 Structures and Roles

|  |  |  |  |   |
|--|--|--|--|---|
| <b>Trust Board of Directors</b><br>6 Directors chaired by<br>Amy Bradley |  |  |  |   |
| <b>CEO</b><br>Kirsty Tennyson  |  |  |  |   |
| <b>Chief Finance Officer</b><br>Kim Sawe                                 | <b>Director of School Improvement</b><br>Lisa Bradshaw | <b>Director of Well-being</b><br>Linda Smith | <b>Schools led by Headteachers</b><br>St Ann's<br>Laura Rynn<br>St Mary & St Thomas<br>Lyndsey Lewis<br>St Michael with St Thomas<br>Michelle Slingsby | <b>School Committees</b><br>St Ann's<br>Rachel Pickles<br>St Mary & St Thomas<br>Cath Watts<br>St Michael with St Thomas<br>Lesley Traves |
| SBMs & Finance Assistant   | North West Learning Partnership & Maths Hub NW3 Teams  | Attendance Officers                          |  |   |
| Site Managers  | Director of Maths<br>Director of English               |  |  |   |

### **3.0 Roles & Responsibilities**

Refer to Scheme of Delegation (S.O.D) for specific R&R

#### **Chief Executive Officer**

The CEO provides support and challenge to the Headteachers in the Trust and ensures consistency of approach across all schools. She performance manages the Head teachers and central team.

Specific Responsibilities include:

- Quality Assures all aspects of schools
- Appointments of Headteachers and Trust staff
- School services/SLA's
- Trust Training
- Accounting Officer
- Finance and liaison with FD
- Buildings
- HR (contracts and higher level)
- Trust Governance
- Policy writing & review
- Performance Management of HT's and senior central team

The CEO will also work alongside Headteachers for the following areas:

- School budget
- Appointments of SLT
- Exclusions
- Safeguarding
- Any changes to day to day running of school
- Complaints
- H&S
- Returns to DfES etc.
- CPD spend decisions (higher level)
- Agreeing school priorities
- Curriculum design

#### **Headteacher Responsibilities**

Headteachers of Trust schools are fully accountable for the performance of their school. They are responsible for the day to day running of the school ensuring Trust procedures and policies are fully implemented and followed.

Specific Responsibilities include:

- Teaching & Learning
- Standards
- Monitoring & evaluation
- Assessment & Testing
- Safeguarding
- Parents Forum
- Curriculum application
- Christian Distinctiveness
- SEND
- Behaviour
- Extra-curricular and extended provision
- CPD
- Providing information for school committees in line with S.O.D

- Performance management of staff
- Appointments of staff
- School visits
- Return to work interviews
- H&S of school site

**Central Team**

| <b>Chief Executive Officer</b>        |                            |                               |                                |
|---------------------------------------|----------------------------|-------------------------------|--------------------------------|
| <b>Director of School Improvement</b> | <b>Director of Finance</b> | <b>Director of Well-being</b> | <b>Governance Professional</b> |
| Director of Maths                     | Trust Finance Assistant    | Attendance Officers           |                                |
| Director of English                   | Business Managers          |                               |                                |
| Maths Hub Team                        | Site Managers              |                               |                                |
| NWLP Team                             |                            |                               |                                |

## **4.0 Trust Meetings**

### **Leadership Forum**

**Attendees:** Trust SLT (CEO, CFO, D of SI) School Headteachers

**Frequency:** Half termly

**Attendance:** Compulsory

**Purpose:** The purpose of the forum is to discuss and make decisions on all aspects of schools in the Trust, including joint responsibilities

### **Executive Leadership Forum**

**Attendees:** CEO, CFO, D of SI, D of WB

**Frequency:** Half termly

**Attendance:** Compulsory

**Purpose:** The purpose of the forum is to discuss and review SI, Finance, Safeguarding, work of TS & Maths Hub.

### **School Committee Meetings**

**Attendees:** School Committee Members

**Frequency:** 4 per year termly

**Attendance:** Compulsory

**Purpose:** Following the scheme of delegation school committees with monitor standards, curriculum, behaviour and ethos of the schools. Agendas will follow the standard agenda templates set by the Trust Board

### **Trust Board Meetings**

**Attendees:** Trust Directors, CEO & CFO

**Frequency:** 4 per year termly

**Attendance:** Compulsory

**Purpose:** To review and oversee the work of the Trust and its schools

### **Standards & Curriculum Committee**

**Attendees:** Committee member, CEO & Headteachers

**Frequency:** Termly

**Attendance:** Compulsory

**Purpose:** To review standards, attendance and the curriculum of all schools in the Trust

### **Finance & Audit Committee**

**Attendees:** Committee member, CEO & CFO

**Frequency:** Termly

**Attendance:** Compulsory

**Purpose:** To review and approve as per SOD all Finance of Trust

### **Chairs Forum**

**Attendees:** Chairs of School Committees, Chair and Vice Chair of Board, CEO

**Frequency:** Termly

**Attendance:** Compulsory

**Purpose:** To provide support and challenge from Board to Chairs of School Committees

### **Parents Forum**

**Attendees:** Headteacher and voted in parent's representatives

**Frequency:** Termly

**Attendance:** Compulsory

**Purpose:** To allow parents views to be represented in each of the school

## **5.0 Trust Quality Assurance, Reviews and visits**

In order to ensure that schools are being run in line with The Three Saints ethos, aims and policies and procedures, the Directors of the Board delegates QA to the CEO of the Trust. The following activities show how this QA is carried out across all schools.

### **Teaching & Learning, Leadership and Management**

- Trust annual 2-day review with Consultant, CEO & HT, report presented to School Committee and Directors
- All external consultant reports to be shared with CEO

### **Outcomes**

- Termly scrutiny at Curriculum & Standards Committee, including; 3 Year outcomes overview, Analysis of ASP & IDSR
- Termly data meeting CEO & HT discussions on Annual Targets and in year assessment information termly, prior to C&S Committee
- Inclusion of data in Trust dashboard presented termly to Directors
- School Dashboards presented to SC & Directors annually

### **Pupil Premium**

- Annual Half-day Pupil Premium Audit will take place with each school led by CEO during Autumn Term 2 (December)
- Analysis of PP data by C&S Committee
- Inclusion of data in Trust dashboard presented termly to Directors

### **Talent spotting/Succession Planning**

- HT Audit with Director of School Improvement will take place annually to identify staff and CPD needs in Summer Term

### **Safeguarding**

- Annual Safeguarding Audit carried out by Director of Well-being
- SC chair follows up on safeguarding audit actions and feeds back to Chairs Forum
- File checks by CEO
- Director of Well-being to support, challenge and provide supervision
- External Safeguarding Review every 3 years

### **Attendance & exclusion data**

- Termly Attendance Team meetings in each school attended by Director of Well-being and 1 per year attended by CEO
- Termly scrutiny at Curriculum & Standards Committee
- Inclusion of data in Trust dashboard presented termly to Directors
- Attendance data included in School Dashboard presented annually to SC
- Director of Well-being to support and challenge

### **Human Resources**

- File checks by CEO
- Inclusion of data in Trust dashboard presented termly to Directors
- Inclusion of data in School dashboard presented annually to SC

### **Finance**

- Termly budget meetings with Headteacher, Director of Finance and CEO
- School Committee to monitor spending against agreed budget



- Directors to set budget

#### **Governance**

- CEO may attend 1 Governors meeting per year, written update on work of directors given termly
- Chair of School Committee to attend termly Chairs Forum; support challenge and training
- Directors oversight of minutes of all committees
- External Governance review every 3 years

#### **Health & Safety**

- Annual external Health and Safety Audit with each HT and Site Manager, report presented to School Committee and Directors

## 6.0 Trust Communication Channels

### **Headteacher**

- The CEO acts as a channel of communication between the Headteachers and the Directors
- Headteachers attend Curriculum & Standards Committees also attended by a group of Directors
- Headteachers attend half termly Leadership Forum Meetings also attended by CEO, FD & Director of SI

### **School Committees**

- The CEO will attend 1 School Committee meeting per year and this enables communication to flow between school committees and Directors.
- Directors written updates will be given at each School Committee meeting
- Directors review school committee minutes at each Directors meeting
- Chairs of School Committee attend termly Chairs Forum led by Chair & Vice Chair of Directors and attended by CEO

### **Teaching School & Maths Hub**

- Director of SI attends termly Leadership Forum Meetings
- Director of SI carries out annual audit with HTs in each school to identify talent and direct CPD
- HTs attend summer term teaching school strategic partners meeting
- Director of SI works with CEO to write termly newsletter to all staff Appointments

### **Staff in schools**

- CEO and Director of SI write a termly newsletter for all staff in schools
- CEO gives annual Trust update at annual Trust conference for all schools in October each year
- CEO visits all schools regularly and works with staff
- Annual Trust questionnaire and school specific questionnaires reviewed by Board

### **Parents**

- Parents Forum in each school
- 2 elected parent representatives on the school committees
- School & Trust websites
- Parents questionnaires reviewed by Board

### 7.0 The Three Saints Academy Trust KPI's

| Key Performance indicator  | Impact expectations   |
|--|---|
| 1. <b>The curriculum is ambitious and designed to give all pupils, the knowledge and cultural capital they need to succeed in life</b> | The curriculum intent and implementation are embedded securely and consistently across the school. Teachers have a firm and common understanding of the school's curriculum intent and what it means for their practice. Across all parts of the school, series of lessons contribute well to delivering the curriculum intent. The work given to pupils consistently matches the aims of the curriculum. It is coherently planned and sequenced towards cumulatively sufficient knowledge and skill for future learning and employment. Pupils' work across the curriculum is consistently of high quality. Pupils consistently achieve highly, particularly the most disadvantaged. Pupils with SEND achieve well. Monitoring of curriculum takes in variety of views (pupils, staff, parents) showing curriculum is well developed for needs of pupils.<br>Range of Extra-curricular opportunities in place, variety of approved trips take place. |
| 2. <b>Highly effective teaching, learning and assessment</b>   | Evaluations of teaching both internal and external are good or better and its impact on learning ensure progress and attainment are at or above national in reading, writing and maths  |
| 3. <b>Outstanding outcomes for all pupils in R,W,M</b>   | Attainment and progress are at, but majority are above national. Accurate baseline assessment in place. No gaps exist for any group   |
| 4. <b>Leadership and management ensure excellent outcomes</b>  | Leadership & management is judged as good or better. Succession plans are in place across Trust.  |
| 5. <b>Outstanding teaching of SMSC and Christian distinctiveness</b>   | SIAM inspection outcome is good or better   |
| 6. <b>Highly effective relationships with parents and local communities, between schools across the Trust</b>                          | Termly Parent Forum in place with minutes shared on school websites. Formal parental complaints are low and unfounded. Annual parents survey is positive. Relationships are very positive. Leading to highly effective collaboration between schools and staff  |
| 7. <b>Excellent financial health, probity and value for money</b>  | Audit Reports raise no red flags. All deadlines for response to EFA are met. Schools not in deficit budget position   |
| 8. <b>Staff morale is high, recruitment, development and training are highly effective</b>   | Access to high quality CPD ensure outcomes are above national, staff absence is low and no internal complaints have been lodged by staff. Schools prioritise reducing work-load and staff mental health and well-being.   |
| 9. <b>Risk &amp; Compliance are highly effective</b>   | Annual S175 Audit indicates all safeguarding procedures and policies are in place. No red flags have been raised in terms of health and safety, no serious incidents or near misses have been recorded  |
| 10. <b>Governance at all levels is strategic and holds leaders to account</b>  | Directorships are filled and Directors cover all essential skills. Effective communication between members, directors and local governing bodies, along with separation between the 3 layers of governance in the Trust is in place. Governance at all levels is strategic and operational duties are left to leaders.  |
| 11. <b>Collaboration and partnerships develops teachers and impacts on children across the North West</b>                              | Trust leads NW3 Maths Hub. North West Learning Partnership works as a partner with local Teaching School Hubs and provides CPD for schools across the NW. Schools Direct programme run by Trust continues to bring high quality ECT into the Trust schools.   |

## **8.0 Trust data reporting points**

### **Pupil tracking**

All schools use Arbor for reporting and monitoring in-year tracking across all year groups  
Trust transition tables track progress from starting points  
Trust KPIs for reading, writing and maths, alongside a suite of tests allow teachers to make accurate assessments for attainment and highlight next steps  
Assessment periods take place at 3 points across the academic year -  
November/December, March and July  
At these points schools carry out assessments of all pupils, pupils progress meetings take place, Trust moderation exercises are carried out and data drops take place in Arbor

### **Scrutiny of data**

Standards and Curriculum Committee interrogate this data at their termly meetings  
In July each year Standards & Curriculum Committee and Directors Board review statutory assessment results using a Trust proforma completed by each school  
Prior to S & C committee meetings the CEO meets with each HT to discuss and scrutinise the data in detail

### **Target setting**

Headteachers work with the CEO to set targets for statutory testing as part of the HTPM process in September  
Trust baseline assessment for EYFS is used by all schools

## 9.0 Policies

There are a number of policies that are Trust owned. These are written and maintained by the Trust and every Academy is expected to follow them entirely. They are available on the trust website.

If school have non-statutory policies not related to HR or finance matters, and the leadership wish to retain it and it is not part of the suite of central policies then it remains the responsibility of the academy leadership to update it.

It is never acceptable to continue to adopt a legacy/LA policy that is non-compliant with national guidance.

| Policy  | Where published       | Approved by |
|---|-----------------------|-------------|
| <b>STATUTORY POLICIES</b>                     |                       |             |
| Safeguarding Statement                        | Trust Website         | Directors   |
| Admissions                                    | Trust/School Website* | Directors   |
| Behaviour/Discipline- <i>school specific</i>  | School website        | CEO/LGB     |
| Exclusions                                    | Trust/School Website  | ELB         |
| Complaints                                    | Trust/School Website  | Directors   |
| Charging                                      | Trust/School Website  | Finance     |
| Data Protection/FOI                           | Trust/School Website  | ELB         |
| Retention & Destruction                       | Trust/School Website  | ELB         |
| SAR   | Trust/School Website  | ELB         |
| Data Breech                                   | Trust/School Website  | ELB         |
| Privacy Notice                                | Trust/School Website  | ELB         |
| Equality Scheme                               | Trust/School Website  | CEO         |
| Medical conditions                            | Trust/School Website  | ELB         |
| Capability                                    | Trust Website         | Finance     |
| Teacher Appraisal                             | Trust Website         | Finance     |
| Health & Safety                               | Trust/School Website  | Directors   |
| Accessibility Plan                            | School website        | ELB         |
| Trust Expenses                                | Trust website         | Finance     |
| Grievance & Joint Grievance                   | Trust Website         | Finance     |
| Disciplinary Procedure                        | Trust Website         | Finance     |
| Staff code of conduct                         | Trust Website         | Finance     |
| Whistleblowing                                | Trust Website         | Finance     |
| Pay   | Trust Website         | Finance     |
| SEND <i>school specific</i>                   | School website        | LGB         |
| SRE- <i>school specific</i>                   | School website        | LGB         |
| EYFS- <i>school specific</i>                  | School website        | LGB         |
| Safeguarding - <i>school specific</i>         | School website        | CEO/LGB     |
| Home school agreement- <i>school specific</i> | School website        | LGB         |
| <b>HUMAN RESOURCES POLICIES</b>               |                       |             |
| Redundancy                                    | Trust Website         | Finance     |
| Time off in Lieu                              | Trust Website         | Finance     |
| Sickness Absence                              | Trust Website         | Finance     |
| Recruitment & Selection                       | Trust Website         | Finance     |
| Social Media                                  | Trust Website         | ELB         |
| Leave of Absence                              | Trust Website         | Finance     |
| Headteacher & staff well-being                | Held in school        | Finance     |
| Gifts & Hospitality                           | Trust Website         | Finance     |

| Flexible Working Policy              | Trust Website  | Finance |
|--------------------------------------|----------------|---------|
| <b>OTHER POLICIES</b>                |                |         |
| Anti-extremism                       | Trust Website  | ELB     |
| Induction & Development of Directors | Trust Website  | ELB     |
| Critical Incident                    | Held in school | ELB     |
| Use of reasonable force              | Trust Website  | ELB     |
| Educational Visits                   | Trust Website  | ELB     |
| Anti-bullying & Harassment           | School website | ELB     |
| E-Safety                             | Held in school | ELB     |
| Internet Usage                       | Held in school | ELB     |
| Director & Governor visits           | Trust Website  | CEO     |
| Positive mental health and wellbeing | Held in school | ELB     |

### 10.0 Notifying Central Trust

Headteachers have the delegated authority to run their academy both operationally and strategically.

The Three Saints Academy Trust encourages a close working relationship with the CEO for all matters of school life.

There are some aspects of academy operations for which the Trust is either culpable, directly responsible for or could be held to account on and therefore it is a requirement for academy leaders to notify the Trust in some matters.

| <b>Matter</b>                                  | <b>Rationale</b>  | <b>Who?</b>            |
|--|---|------------------------|
| Ofsted call                                    | CEO can support head and inform Directors   | CEO                    |
| Exclusions - BEFORE deciding to inform parents | Discuss rationale and reasonableness in order to avoid complaint/appeal   | CEO                    |
| LADO referrals                                 | Advice from Director of WB<br>Ensure Trust are aware<br>Awareness of potential media impact and reputational concerns                                 | Director of WB<br>CEO  |
| Staff suspensions or dismissals                | Awareness of potential appeals and planning for them<br>Legal advice from HR  | CEO<br>Browne Jacobson |
| Restructures or changes to staffing            | Critical challenge on rationale<br>Awareness of other academy/trsut developments that could affect<br>Refer to SOD<br>approval by Board               | CEO<br>Browne Jacobson |
| Contact with ESFA                              | Awareness of other Trust developments that could affect decisions or conversations<br>Trust (as a legal entity) opportunity to intervene if necessary | CEO/CFO                |
| Contact with DFE                               | Awareness of issues and ability to intervene if necessary   | CEO                    |
| Contact with LA                                | Awareness of issues and ability to intervene if necessary   | CEO                    |
| Contact with Politicians/MPs                   | Awareness of messages being presented and given ability to advise/intervene if necessary  | CEO                    |
| Critical Incidents                             | Additional support and guidance. Potential to escalate to Trust and other Academies   | CEO                    |
| Complaints                                     | Awareness of issues and ability to intervene if necessary. Additional support and guidance  | CEO                    |
| PR/Comms/Media enquiries                       | Guidance in response. Awareness of wider concerns   | CEO                    |
| GDPR Breach                                    | Awareness of concerns and ability to join up patterns from other academies for solutions  | CEO/CFO<br>DPE         |

**11.0 HR and Finance Arrangements and Support**

Every academy forms part of the whole Trust and it should be acknowledged that the Trust, as legal entity, carries the full responsibility for all HR and Financial aspects of our academies. As a consequence, these roles are considered Trust appointments as the role spans across academies.

| <b>Aspect</b>                   | <b>Finance</b>   | <b>HR</b>   |
|---------------------------------|--|---|
| Academies                       | Kim Sawe Chief Finance Officer<br><br>Jenny Lawrenson Finance Assistant<br><br>School Business Managers;<br>Maria Connolly St Ann's<br>Jeanine Murtagh St Marys<br>Paula Jones St Michaels | Eleanor Drabble Browne Jacobson<br>HR Consultant<br><br>Kim Sawe Chief Finance Officer<br><br>Jenny Lawrenson Finance Assistant |
| North West Learning Partnership | Kim Sawe Chief Finance Officer<br><br>Sarah Makin Finance Officer  |   |
| Maths Hub                       | Kim Sawe Chief Finance Officer<br><br>Sarah Makin Finance Officer  |   |



### **12.0 List of Academies**

| <b>Academy name</b>                | <b>Age phase</b> | <b>Joined TSAT</b> | <b>Ofsted</b> | <b>Date of Ofsted</b> | <b>LA</b> | <b>Postcode</b> |
|------------------------------------|------------------|--------------------|---------------|-----------------------|-----------|-----------------|
| St Ann's C.E. Primary              | 5-11             | 01/09/2015         | Outstanding   | Jan 2014              | St Helens | L350LQ          |
| St Mary & St Thomas C.E. Primary   | 3-11             | 01/09/2015         | Outstanding   | Feb 2019              | St Helens | WA102HS         |
| St Michaels with St Thomas Primary | 5-11             | 01/09/2019         | RI            | Jan 2018              | Halton    | WA88LD          |

Greyed judgement denotes judgement made prior to school joining TSAT

### *13.0 The Three Saints Academy Trust Core Offer*

- School Improvement
- Safeguarding and Attendance
- Finance
- Payroll
- HR
- Legal
- Health & Safety
- GDPR
- Statutory Policies
- Governance clerking

## 14.0 The Three Saints Academy Trust Governance Dates 2022-23

### Members

- Thursday 12<sup>th</sup> January 2023 1pm

### Chairs Forum

This will take place at 11am on 14<sup>th</sup> October, 13<sup>th</sup> January, 28<sup>th</sup> April & 14<sup>th</sup> July

### Directors

| Term             | Finance & Audit Committee<br>6-8pm     | Standards & Curriculum<br>Committee 9.30-11am | Directors<br>6-8pm                          |
|------------------|--|---|---|
| Autumn Term<br>1 | Thursday 6 <sup>th</sup> October 2022  | Friday 14 <sup>th</sup> October 2022          | Thursday 22 <sup>nd</sup> September<br>2022 |
| Autumn Term<br>2 | Thursday 8 <sup>th</sup> December 2022 | Friday 13 <sup>th</sup> January 2023          | Thursday 15 <sup>th</sup> December<br>2022  |
| Spring Term 1    | Thursday 9 <sup>th</sup> February 2023 |   |   |
| Spring Term 2    |  | Friday 28 <sup>th</sup> April 2023            | Thursday 30 <sup>th</sup> March 2023        |
| Summer Term<br>1 | Thursday 11 <sup>th</sup> May 2023     |   |   |
| Summer Term<br>2 |  | Friday 14 <sup>th</sup> July 2023             | Thursday 13 <sup>th</sup> July 2023         |

### School Committees

| Term        | St Mary & St Thomas<br>School Committee 6-8pm  | St Ann's<br>School Committee 6-8pm  | St Michael with St Thomas<br>School Committee 6-8pm                               |
|-------------|--|---|---|
| Autumn Term | Thursday 15 <sup>th</sup> September<br>2022<br>Thursday 1 <sup>st</sup> December<br>2022 | Tuesday 13 <sup>th</sup> September 2022<br>Tuesday 29 <sup>th</sup> November 2022 | Tuesday 20 <sup>th</sup> September 2022<br>Tuesday 13 <sup>th</sup> November 2022 |
| Spring Term | Thursday 16 <sup>th</sup> March 2023   | Tuesday 14 <sup>th</sup> March 2023   | Tuesday 21 <sup>st</sup> March 2023   |
| Summer Term | Thursday 6 <sup>th</sup> July 2023   | Tuesday 4 <sup>th</sup> July 2023   | Tuesday 11 <sup>th</sup> July 2023  |

### Directors Training events

- 17<sup>th</sup> July 2023

## 15.0 The Three Saints Academy Trust Five Fingerprints

The Three Saints Academy Trust comprises of individual schools each with their own ethos but sharing the same mission: 'If you can believe, all things are possible to those who believe'. To achieve our mission each school follows a set of principles which make us unique. We call these The Five Fingerprints:



1. Nurturing **Values**, creating distinctive character

*...Every child is known and valued by all adults in school. We educate everybody in our school community and place great importance on building positive relationships, promoting everyone's wellbeing and developing everyone's talents. There are opportunities for everyone to shine and excel and we stop at nothing to achieve this. We place great emphasis on the chosen values of each school creating a unique setting and community*



2. Aspiration leading to **Excellence**

*...We expect excellence from everyone. We believe that everyone can achieve great things, so we set exceptionally high expectations resulting in excellent standards in all aspects of school life. We equip and inspire our staff so that they can teach our children the knowledge and skills they need to be the best they can be.*



3. **Curriculum** innovation

*...We have developed a broad and bespoke curriculum for our children filled with unique learning opportunities which aim to engage and motivate pupils promoting a life-long love of learning. We ensure children's basic skills in English and Maths are secure, prioritising depth in children's learning, in order to build firm foundations for their future.*



4. **Collaborating** to improve outcomes for all

*...We believe an integral part of our success is collaboration. We work, together as a trust, to serve children, staff and the wider community to improve outcomes for all. By working with our Teaching school, all staff are supported with their training and development needs, sharing best practice so that they can deliver excellence-ensuring the best for all.*



5. Cultivating future **Leaders**

*...We are committed to developing leaders in every role at every level in both children and staff. We develop independence and resilience in all by providing them with opportunities to lead and make a difference to their school.*