

Overall Vision Statement for the Trust

We are committed to the highest educational standards.

We will ensure that every child receives the very best possible pastoral care.

We are committed to creating structures and systems which allow our schools to perform to the highest levels.

We are committed to the growth of our trust and will actively seek to promote the trust's values and to be outward looking.

We believe in comprehensive education and we are committed to inclusion.

1.The Trustees	Key milestones	Who?
1.1 the Trust will come into existence in autumn 2020	November 1 st ? December 1 st ?	DLB BR VWV
1.2 In year 1 there will be 7 trustees BR presumed chair elect	Autumn 2020	BR DLB GS PH MH JP JM
1.3 Each trustee brings considerable experience and each has a strong skill set. We conducted a skills audit process in preparation for establishing the Trust. This will be reviewed regularly	Ongoing	BR/DLB/Trustees
1.4 Each individual also displays the capacity to adopt a wider way of thinking ie as MAT trustees		
1.5 Seven trustees is an appropriate number at the outset of the trust. This will enable depth of discussion, clear decision making and good policy development		
1.6 It also allows room for further recruitment in due course. We will only expand if there are suitable candidates available with the right skill set and strategic view.	Ongoing but more likely from summer 2021 onwards	DLB BR
1.7 If a suitable candidate emerges from the new school this would be worthy of consideration but trust policy will be that NO school should expect automatic representation on the board.		
1.8 Nevertheless, overtime the current Balcarras "heavy" make-up of the board is likely to change. The 7 trustees have been appointed with their previous term of office carried over. This will provide stability because not all terms end at the same	Ongoing	BR DLB Clerk

time. Some terms of office may not be renewed. There will be no expectation of automatic transfer from the Balcarras GB to the trustees. We expect to be recruiting from a wider pool with future recruitment reflecting changing strategic needs. The Trust will avoid recruiting “in its own image.”		
1.9 The trustees will also co-opt suitable persons to the board, as necessary, for a fixed term as appropriate	Ongoing	DLB BR ALL
2.The Trust in operation		
2.1 The trustees will meet formally at least 6 times per year as per calendar. These meetings will be concerned with strategic organisation and development for which all will be responsible. Each trustee will also have a specialist area of oversight.	From autumn 2020	Clerk All
2.2 There will be a separate finance committee reporting to full board. Peter Horne is likely to Chair	From autumn 2020	PH Clerk
2.3 In year 1 there will be a steering group overseeing the development of the new school. Reporting to full board.	From autumn 2020	JP Clerk
2.4 The above structure will be reviewed during year 1 as the needs of the trust evolve to decide how long the steering group remains in existence.	Spring 2021	All
2.5 The trustees will also determine what other committees should be established and when.	On going and subject to annual review	All
2.6 The trustees will develop their training needs and organise accordingly.	Identify 2020 organise spring 2021	
2.7 The trustees will adopt a range of policies to ensure the efficient running of the Trust. These fall into 2 categories:-		
2.8 Category 1 School level policies. Pre-existing school policies are being updated to be “Trust ready”. It is anticipated these policies will be easily transferable to the new school. Final decisions to be made with head designate.	Summer/early autumn 2021 Spring 2021	DLB SMT
2.9 Category 2 Trust level policies. We will adopt policies which reflect the guiding principles and values of the Trust. We will consolidate the thinking and preparation that has already taken place and provide a stable framework for the efficient discharge of our short and long term responsibilities.	Ongoing Finalise early autumn and by conversion. Trust policy document in development	BR DLB All
3.The Pupils in the trust		

3.1 We believe that every child in every school in the trust is of equal importance.		
3.2 We want every child to be proud of the school they attend, to feel safe and able to reach their potential.		
3.3 We expect the highest possible standards of achievement, including measures of pupil progress in all its schools.	Annual review of performance but regular data updates	DLB/ Heads
3.4 We are aware that how we conduct ourselves and the quality of our decision making will have an impact, however indirectly, on the lives of the pupils within their trust.		
3.5 We will set up a simple, efficient system of information flow from the governors and heads of schools. This will enable trustees to understand each school's successes but also to have an "early warning" of any concerns that may require them to initiate intervention.	From autumn 2020 Ongoing	DLB BR
3.6 We will initiate reviews as appropriate, to ensure that the structure of governance in each school is efficient; and also to test that each school's management structure at all levels provides value for money in terms of the best outcomes for pupils.	Ongoing	DLB BR Head, SMT and Govs
3.7 All staff will be employed by the Trust and will be deployed wisely to provide the highest quality all round education for pupils.		DLB/Heads
3.8 We are concerned that the loss of education experienced by pupils as a result of the continuing pandemic is likely to impact on pupils in ways that are not yet fully evident. We will wish to be satisfied that the best available, appropriate "catch up" measures are in place in our schools.	Ongoing from September 2020	DLB Heads SLT
4. Financial management		
4.1 We are aware of our responsibility to spend the public money we have at our disposal wisely, creatively and efficiently.	Ongoing	All
4.2 We are aware that there is concern about the financial practices of some existing trusts e.g. inflated salaries, contracts awarded inappropriately etc. We share these concerns and will install suitable checks and controls.	Autumn 2020 regular review	BR PH VWV PH BR DLB
4.3 We are committed to delivering value for money in every area of activity within the trust. We will work with the funds available to target spending to achieve the best possible outcomes. Periodic reviews of spending patterns will establish cost benefits and added value.	Ongoing	DLB/MR PH BR Head Finance comm.

First stage: review Balcarras spending in response to SRMA report	November 2020	
4.4 We plan to run the Trust's finances centrally from Balcarras. We are converting our systems for this purpose.	Ongoing Summer 2020	DLB/MR SMT
4.5 Our top priority is to reach a final decision on personnel issues within the finance team with a view to establishing outstanding and sustainable financial management at whole trust level.	September 2020 and implement as soon as agreed.	PH BR DLB
4.6 We have already had extensive discussion and received advice from other trusts and will move imminently to finalise our policies with regard to the allocation of money to the Trust's schools eg top slicing; GAG pooling; the quantifying of shared resources is particularly relevant to year 1 of the new school on a shared site. We will establish a top slice that covers the cost of those activities that are centrally provided initially set at 3%	Autumn 2020 to early spring 2021	PH DLB BR Finance Heads
4.7 We have established a risk register. It will be reviewed and updated regularly	Ongoing	
4.8 Balcarras has been undergoing a full review of its support functions with a mind to these functions being able to support the activities of a trust. These include: the school management system, software for payroll and financial management, data tracking systems, arrangements for cashless catering, website and marketing, photocopying contracts. Any brand new schools which enter the trust will automatically adopt all of the trust's systems. Existing schools will be brought into line with all deliberate speed	Decisions taken June 2020. Ongoing review	DLB/SMT/Heads/Finance Comm
4.9 Our external audit for September is already booked. After this cycle we will go out to tender (as is our usual practice every three years)	January 2021	DLB/PH/Finance Comm
5. Alignment and growth of the Trust		
5.1 We believe that the Balcarras Trust will be a huge asset to the development of the schools system in the South West. We are ready to do everything we can to provide system leadership and to spread our educational philosophy as widely as we can.		
5.2 The Trust believes that for a school to be successful it must have its own strong and positive identity within the community it serves.		

5.3 We are aware from our preparations that different trusts operate different levels of alignment. Our current position is that there will be very close alignment with the new school. This will be popular locally because of respect for the Balcarras “brand” and will be an influential factor in establishing the success of the new school.		
5.4 As the Trust expands we will operate a system of earned autonomy with an underlying principle of shared values.	Ongoing	Trustees
5.5 Each school joining the Trust will have its own strengths and weaknesses. These will be analysed (due diligence) and the Trust would not expect to undermine a particular strength by insisting on full alignment. However, where this is deemed necessary appropriate steps will be taken.	Ongoing	Trustees DLB
5.6 We will also assess the future leadership and governance needs of each school that could potentially join the trust. Our dialogues with other Trusts have suggested that it is best to keep an open mind and not assume that a “one size fits all” approach is the only option.	Ongoing	DLB/BR/Trustees
5.7 We are proud to have been chosen as the sponsor for the High School Leckhampton. As a sponsor academy we are open to the possibility of sponsoring other schools either existing or new free schools. DLB will maintain close links with the RSC.		DLB/Trustees/RSC/LA
6. The High school Leckhampton (new school)		
6.1 Opening a new school is a very exciting project and we are pleased to have responsibility for its growth and success.		
6.2 We have been very closely involved in the design of the school and this will continue via the steering group, who will also oversee the progress of the temporary facilities for year 1.	Ongoing to September 2022	Steering group DLB/JA/NAB
6.3 We believe that the best way to establish the success of the school is to appoint a headteacher who will have a high profile within the community.	Appointment process underway May 2020. Interviews October 2020 Head designate in post January 2021	Appointment committee
6.4 We have already established good links within the community and will intensify our marketing strategy prior to Open Evening.	October 2020	Steering group DLB/New Head

Marketing will continue to raise profile ahead of each subsequent admissions process.	Ongoing	
6.5 We have already carried out in depth curriculum modelling, detailing staffing needs etc. We will finalise as soon as provisional pupil numbers are available and match appropriately to MFG funding.	Early spring 2021	Steering group, SLT, Head
6.6 We plan for some staffing overlap between Balcarras School and THSL in the early years particularly in year 1 when the site is being shared. We will manage contracts carefully and cost effectively whilst growing THSL to full capacity. The staffing overlap will include non- teaching staff eg admin, facilities, support.	Ongoing planning 20/21	Steering SLT Head
7. Accountability		
7.1 Most lines of accountability are already understood and ready to be implemented. These lines include: Trust/CEO/CFO; Trust/Governors; Trust/Governors/Heads including performance management.	Autumn 2020	Trustees/Governors/CEO/Exec Team
7.2 Our Scheme of Delegation has been drawn up in conjunctions with our legal team. The Trustees will review the scheme of delegation regularly		Trustees
7.2 Some further work with members desirable eg what level of interim reporting might they require between meetings.	September 2020	Trust
8. Commitment to Continuing Professional Development		
8.1 The Trust will be committed to the highest standards of professional development. We will invest in our staff and ensure that they have access to high quality CPD Opportunities		
8.2 The Trust will continue to prize the work of the GLOW Maths Hub. Liz Cullis will continue to line manage Steve Lomax (Maths Hub Lead) and the Trust will continue to have representation on the GLOW Maths Strategic Board	As now regular updates to the CEO/Trustees	DLB/EJC/Steve Lomax/Trustees
8.3 The Trust will continue to benefit from the work of the Balcarras Teaching School, a collaboration of some 30 schools across the region		
8.4 The Trust will put in a bid to be the Teaching School Hub for Gloucestershire. Bid to be drawn up by DLB/EJC in consultation with partner schools, the LA and the Trustees.	September 2020	DLB/EJC/Trustees

8.5 Annual Plan for INSET/CPD drawn up by the Trust and each school in the Trust. Opportunities for joint INSET eg Teaching School Conference explored	Annual	RJA/EJC/Heads
8.6 Strategic review of leadership development/capacity across the Trust. Whilst this is ongoing it should also be formalised by the CEO reporting annually to the Trustees	Annual/Ongoing	DLB/Trustees
9. Future needs and development		
8.1 We will expect to be briefed regularly and kept up to date about national and local policy and other relevant issues that may impact on the work of the Trust.	Ongoing	CEO SLT
8.2 We will also review our own developmental needs as trustees and organise such speakers, visits and training to meet these needs thereby ensuring we are best placed to develop the Trust responsibly	Ongoing Review annually	All
8.3 We will arrange visits to other Trusts to supplement those that have already taken place with the Gloucestershire Learning Alliance, The Athelstan Trust, The Hanley and Upton Educational Trust, and the Bristol Cathedral Trust	Ongoing	DLB/Trustees