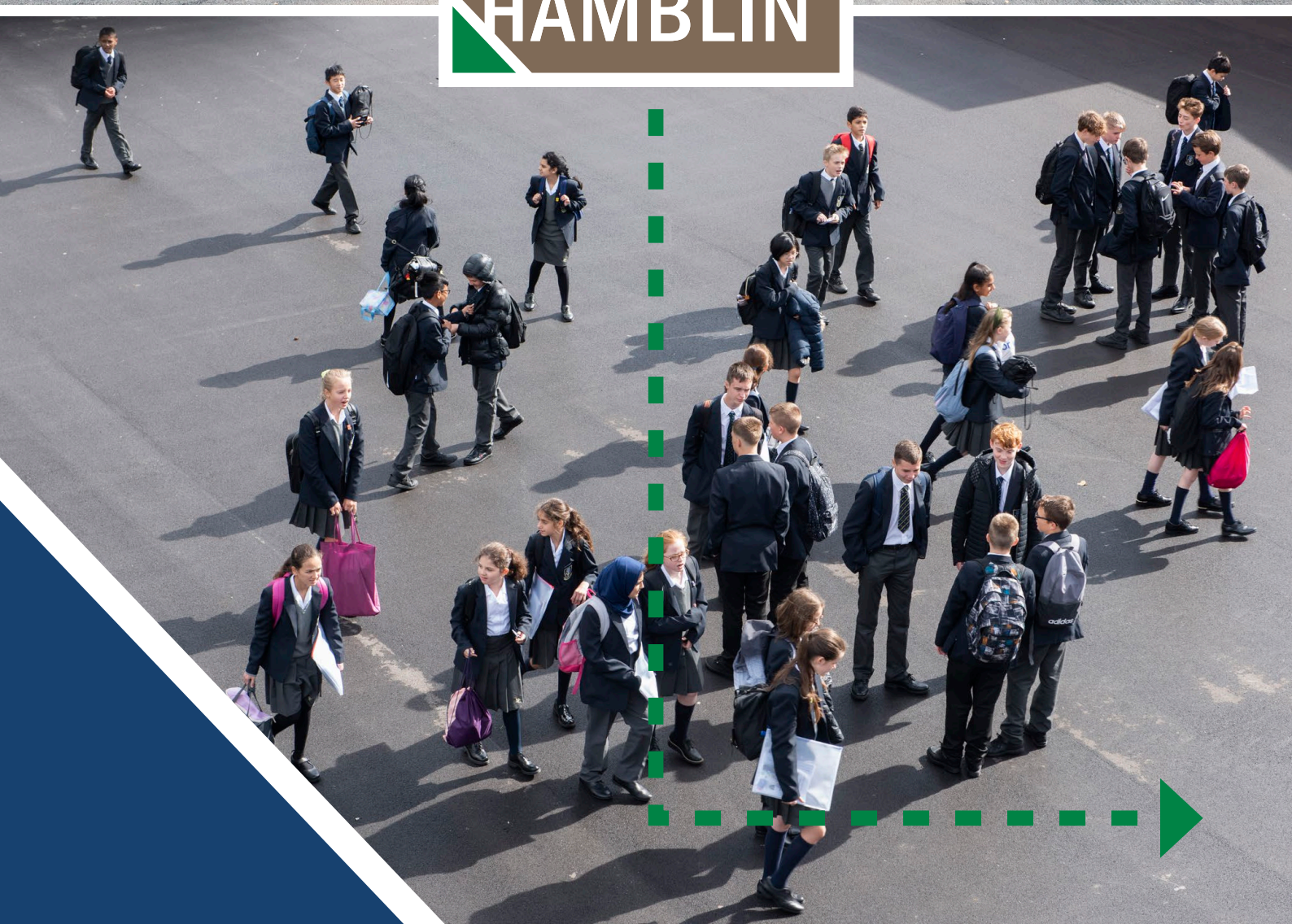




HAMBLIN



▶ LAYING THE FOUNDATION



The Hamblin Education Trust was born from a desire to make a positive difference for the children of Altrincham.

Back in 2015, North Cestrian Grammar School, with Head Teacher Lee Bergin, committed to transition from a private, fee-paying school to an academy within the state sector. To do so required an education partner, ideally one with a good deal of academic and social success. Lee found exactly the partner needed in Altrincham Grammar School for Boys, whose Head Teacher at the time Tim Gartside was delighted to support the bid. After four years of complicated, yet rewarding work, the two schools are now the founding partners of the Trust.

Since becoming an academy, pupil numbers at North Cestrian School (NCS) have expanded from the low 200's to over 500. Over £10m has been invested within the Trust, providing NCS with a magnificent new refurbishment and extension to its premises, while a further £2.8m has been won for building development at Altrincham Grammar School for Boys (AGSB).

A core belief of the Trust is that each member school should retain its unique identity. Although centrally overseen by the Trust Board, each school, as much as possible, runs itself; it is the Board's wish that leadership and management be left to each school's governing

bodies, alongside their head teachers and management teams. However, co-operation and sharing of best practice, expertise and experience is something the Trust supports and promotes, and this working together has provided bonuses across both schools. Excellence is our watchword, and the gold standard is our benchmark.


At times, the building of the Trust has felt a little like flying an aircraft while constructing it. We will always experience the turbulence of tight funding, political whims and changes within education; however, we are positive that we will not only remain airborne but will continue to gain height. All educational statistics show that we are doing just that. The recognition in 2018 of AGSB as the best state school in the North West of England and the encouraging exam results and improvements at NCS are already reasons enough to celebrate. The Trust was recently given a further boost after learning that NCS has been given a 'good' rating on its first Ofsted inspection, a result in itself that exemplifies our approach.

As a Trust we are collectively very proud of our exhilarating journey so far, and I know we will continue to be inspired by the flight as we look towards new horizons.

Michael Thompson
HET Chair of Trustees

▶ ACHIEVEMENTS

HAMBLIN EDUCATION TRUST FORMED.



2015

NORTH CESTRIAN ESTABLISHED AS A FREE SCHOOL.



2016

PLANNING PERMISSION SECURED FOR NEW BUILDING AT AGSB & £7.5 MILLION EXPANSION & REFURBISHMENT AT NCS.



2017

WORK BEGINS AT NCS ON BUILDING A NEW TECHNOLOGY BUILDING AND NEW DINING HALL AND REFURBISHMENT OF EXISTING BUILDINGS.



2018

AGSB AWARDED NORTH WEST SCHOOL OF THE YEAR IN RECOGNITION OF ITS OUTSTANDING EXAMINATION RESULTS AND EXTENSIVE EXTRA-CURRICULAR PROGRAMME.



2018

AGSB SECURES £2.8 MILLION FUNDING FROM THE DFE FOR EXPANSION OF FACILITIES. THE SCHOOL WILL EXPAND BY 30 PUPILS PER YEAR AS FROM 2020 WITH A FOCUS ON OFFERING PLACES FOR PUPILS FROM DISADVANTAGED BACKGROUNDS.




2018

NCS SECURES GOOD OFSTED GRADING IN ITS FIRST INSPECTION. THE LEADERSHIP OF THE LOCAL GOVERNING BODY AND THE TRUST IN ACHIEVING THIS GRADE IS RECOGNISED.



2019

THE SECRETARY OF STATE FOR EDUCATION VISITS NORTH CESTRIAN SCHOOL AND PAYS TRIBUTE TO THE ACHIEVEMENT OF THE PUPILS, STAFF, GOVERNORS AND TRUST DIRECTORS ON OPENING THE NEW AND REFURBISHED BUILDINGS.



2019

▶ WHY, WHAT & HOW

OUR PURPOSE

To help students realise their potential academically and holistically so that they can thrive into adulthood, inspired with a lifelong love for learning.

OUR MISSION

The HET aims to use the expertise, the skills and the knowledge of its member schools to inspire pupils to achieve their full potential through education and personal development. The Trust will encourage different schools to thrive in their own ways and within their own contexts through strong local governing bodies.

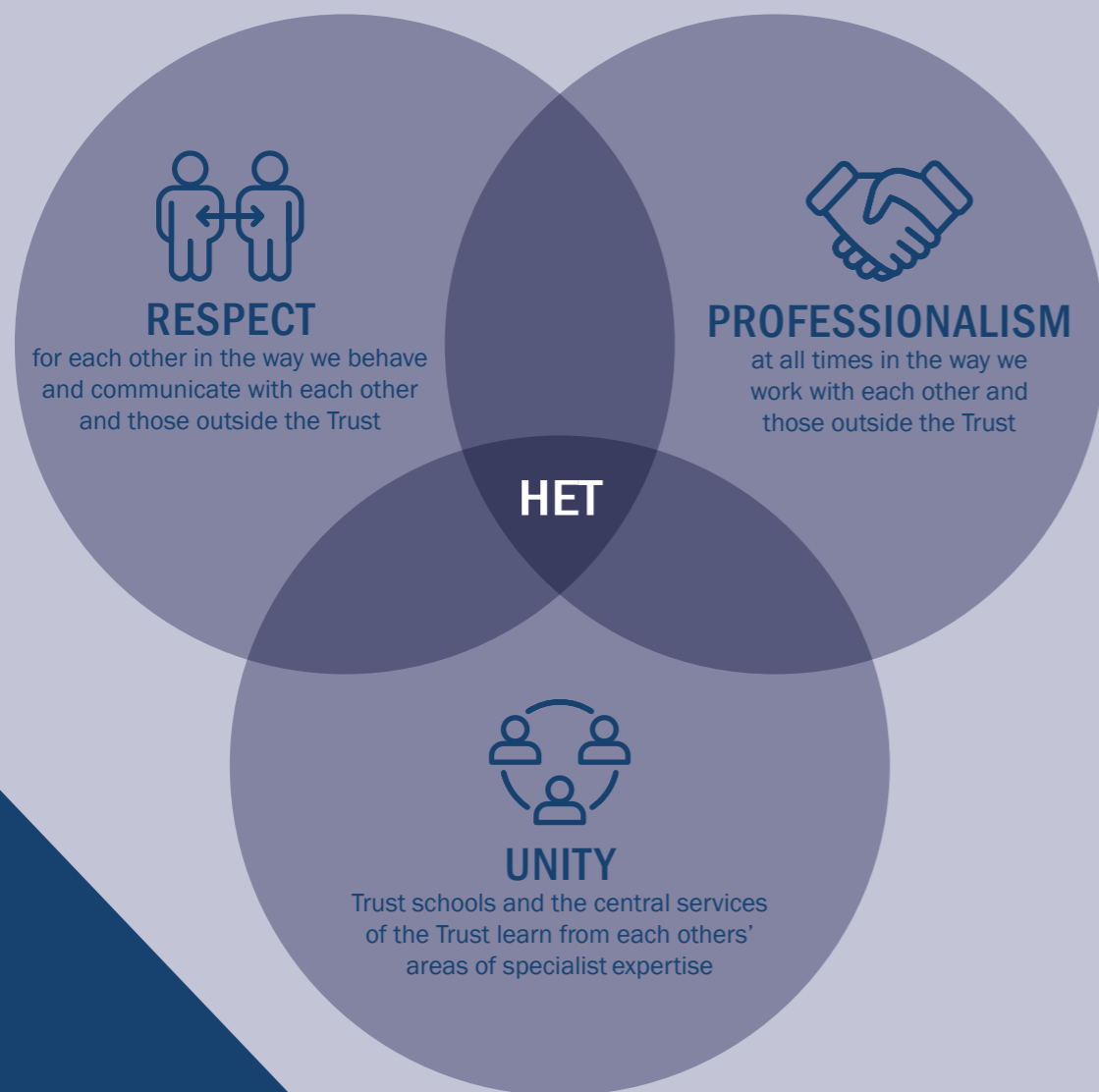
Schools within the Trust will offer support, encouragement and constructive ideas to share best practice in each of the partner schools to maximise both student and staff abilities and prospects.

OUR VISION

Our vision is to build and grow our family of schools so together we can help more young people thrive.



→ SHARED VALUES



GOVERNANCE

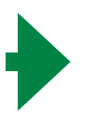
The aim of governance of the Hamblin Education Trust Board is to provide confident, strategic leadership alongside robust accountability. Additionally, the Board has oversight of educational, financial and support function performances.

The principle which guides the governance of the Trust is intervention according to need. Issues such as teaching, learning and assessment, behaviour and safety, curriculum models and the day-to-day leadership and management of schools are delegated to governing bodies, headteachers and leadership teams. We believe they are best placed to take these decisions, whilst working collaboratively with central support teams.

The Trust Board consists of Members and Directors. They come from a variety of business and professional backgrounds, all with experience of leadership and management at a high level. Their combined skills in education, finance, HR, property, politics and governance in other organisations, provide the Trust with the expertise required for strong strategic leadership.

A scheme of delegation exists which sets out where responsibilities lie. Some written policies fit best at Trust level whilst others are suited for development at governing body level where they will best suit the specific needs of each school.

Please refer to Members and Directors section of the website for further information.





GROWTH STRATEGY

The Board realises that in order to gain the benefits of a multi-academy trust the Hamblin Education Trust must grow over time. In making that decision it is keen to ensure that any expansion is appropriately timed and is right for the Trust and for any future members of an HET family. There is awareness that trusts which have grown too quickly have faced problems as a result. On the other hand, for economies of scale to be realised it is beneficial and, indeed, will become essential for the HET to move forward, to develop and to become greater in size. While the Trust is willing to consider the approaches from any school within the region, the board is very mindful of the challenges trusts have faced when their schools are too remote from one another. The Trust's geographical centre is South Manchester and East Cheshire and it is determined that any future schools who become part of the HET will come from within or very close to that area.

The Trust is particularly interested in welcoming primary schools to join the family in order to promote greater collaboration and understanding between the two sectors; vertical integration allows collaboration between schools with complimentary key stages, allowing pupils to easily transition from one school level to another.

Robust due diligence processes are important in ensuring that potential member schools can integrate smoothly. Due diligence mitigates the risk for all schools in respect of, for example, ethos, finance, land and employment issues.

PEOPLE

We recognise the value of all our employees and the contribution that each person makes towards their role, team, school or department; we aim to recruit leaders, teachers and support staff who share Trust values and who show a commitment to the overall collective achievement and success of the Trust.

The Hamblin Education Trust encourages teachers and support staff to move between schools on a voluntary basis if that is appropriate. For example, there may be opportunities for career development within the MAT through promotion, or through broadening experience at another school, such as a teacher in an 11-16 high school wishing to gain experience of teaching Sixth Form or a primary school teacher gaining experience in a secondary school (or vice versa).

The Trust provides opportunities for consultation with staff at two levels of its organisation. At Trust level, a joint consultative committee consisting of members of the Board and union representatives meets to consider issues and policies which may affect employees of all schools in the Trust. At each school, local JCCs meet with members of the local governing board when it is necessary to discuss issue which are particularly relevant to that school.

The Trust follows the terms and conditions of employment as set out in the Burgundy Book for teaching staff and the Green Book for support staff.



SENIOR LEADERSHIP TEAM



EXECUTIVE HEAD
TIM GARTSIDE



HEADMASTER
ALTRINCHAM GRAMMAR SCHOOL FOR BOYS
GRAEME WRIGHT



CHIEF FINANCE & OPERATIONS OFFICER
JULIETTE JACKSON



HEADMASTER
NORTH CESTRIAN SCHOOL
LEE BERGIN

LEADERSHIP

The Trust has clear lines of accountability and will continue to build on those with any future member schools.

The Executive Head is directly accountable to the Members and Directors of the Trust Board. Headteachers of the Trust schools are accountable to the Trust Board via the Executive Head.

The Executive Leadership Group meets weekly and is made up of the Executive Head, Headteachers and the Chief Finance Operating Officer (CFOO). By sharing best practice, identifying strengths and weaknesses and bringing areas of expertise the Trust seeks to further improve educational successes at all its schools.

The Trust CFOO has overall responsibility for finance, HR, administration services, estates and facilities management. Part of the CFOO's role is to implement the Board's plan to harmonise central administration services and promote efficiencies. Savings from efficiencies are used to benefit the quality of education in each school. The central support function within the Trust schools allows the Executive Head, Head Teachers and other senior leaders to focus on the key educational matters of teaching, learning, behaviour, safety, and progress.

OPERATIONS

Control of finance is crucial for the success of the Hamblin Education Trust and is the responsibility of the Chief Financial Operations Officer. The Trust uses the PS Financials system for financial management and HCSS for five-year forecasting.

The Trust enjoys a proven school management information system for administration of staff and pupil information.

The Head of IT Operations oversees the ICT structure across the organisation so that ICT strengthens communication between schools, while ensuring that education and staff requirements are met. The development of educational IT systems are managed so that different curriculum needs are matched appropriately to IT systems.

Specialist Business Support Managers lead the finance and HR operations supported by admin staff in each school. The School Admissions team look after pupil admissions for our schools.

The Trust Estates Manager has responsibility for the management of school sites.

STRATEGIC OBJECTIVES

OVERALL

Those who work for the Trust are accountable to the Board of Directors, which will measure Trust performance against the objectives below during the period 2019-22.

EDUCATION

- To secure the best educational experience both academically and holistically for students.
- To attain the best possible progress for students of all ages measured against national benchmarks.

HET schools will work together to ensure a safe, happy environment in which to live and work. Schools must encourage the highest standards of behaviour and good manners and build excellent relationships between staff and students.

Progress will be collaboratively measured and analysed. Working across schools will help to reinforce strengths and identify and eliminate weaknesses. Data in common will also be used to analyse pupil progress and attainment.

- Between 2019 and 2022 all HET schools will achieve at least national standards for progress and attainment.
- All schools with Sixth Forms will secure at least 'good' progress from GCSE to A level using national measures.
- All schools will be Ofsted rated 'Good' or 'Outstanding'.

PEOPLE

We aim to develop a 'People Strategy' for the Trust, recognising the value of our employees. It is their continued support and commitment that will enable us to achieve our key strategic objectives.

The Trust will focus on recruiting, retaining, developing and rewarding employees through Trust wide and local school initiatives. We propose to provide employees with the best environment and support, to make their work place an enjoyable one.

Support for health and wellbeing, in particular mental health, will be a key priority for all our employees and students.

FINANCIAL

The most effective use of our financial resources will be achieved by:

- Ensuring that the 'shared service centre' oversees the efficient operation of essential systems of all Trust schools.
- Analysing cost centres across the Trust schools to identify where savings can be made and implementing change where required.

LEADERSHIP & GOVERNANCE

The Board of Directors, working in partnership with the Executive Head, local governing bodies and senior leaders, will:

- Retain a clear vision and ethos for the Trust
- Support local governing bodies by maintaining and developing effective channels of communication and offering support in proportion to the needs of each school.
- Hold the leadership teams and governors of each school accountable for the educational and financial performance of their school.
- Strengthen professional leadership by appointing effective leaders and develop the expertise of employees at all levels through appropriate career and professional development opportunities.
- Develop further partnerships with other stakeholders including parents, members of the local communities, Local Authority leaders and officers, local and national businesses, primary schools, other secondary schools and other MATs and universities.

The quality of leadership and governance will be judged against the following targets:

- Greater clarity of the systems of delegation and accountability between the Trust Board and local governing bodies by the end of academic year 2021-22.
- More effective systems of communication between the HET and LGBs.
- Creating a greater awareness the role of the HET to those both inside and outside the Trust.

AIMS

The Trust will provide:

- For students: an education that helps them to attain their maximum potential and which develops well rounded individuals with strong values.
- For employees: a positive working environment providing opportunities to develop or enhance skills for individuals who wish to progress.
- For parents: help their child to develop and grow within a safe and supportive environment, whilst keeping an open door for parents who wish to discuss issues relating to their child or school.

EDUCATION & POLITICAL POLICIES

The Trust remains alert to developments in government policy both at national and local level, following key policy initiatives from the Department for Education and National Schools Commissioner and Regional Schools Commissioners and meet annually with the Regional Schools Commissioner to update on progress. The Trust will also maintain its positive and important relationship with the Trafford Local Authority.

The directors have plans to grow the Trust over time but it will grow organically.